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Nota di contenuto	Introduction -- Key concepts and technical terms -- Current state of research -- Research questions and ex-ante Propositions -- Research design and methodology -- Research findings -- Conclusions.
Sommario/riassunto	This open-access publication examines the organisational mechanisms that enable the commercial real estate industry to better withstand economic headwinds and more quickly recover from downturns. With geographic focus on the United Kingdom and Germany, it sheds light on the alternative lending space and explores how debt funds prepare to weather economic turbulence by adopting effective loan risk management practices. Given the significant market share of debt funds and their potential for future growth, the insights provided by industry experts into this rather opaque sector are pertinent and satisfy an urgent need. The publication derives key success factors for effective loan risk management from experience and distils them for practical application. It investigates the corporate structures, processes, cultures and relationships of debt funds. Particular focus falls on the operational practices of loan risk management, and the human

resources and infrastructural requirements for success. The findings that are presented are relevant to practitioners, market analysts and academic researchers alike. About the author Wilhelm Hammel is a management consultant and a part-time administrative professor at HAWK University of Applied Sciences and Arts in Holzminden, Germany. His work integrates academic research with extensive industry experience in commercial real estate, specialising in risk management and financial restructuring.

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