ENTERPRISE PROGRAM DELIVERY • REFERENCE CASE STUDY

Project Helios

Legacy Loan Portfolio Platform Migration in a $90B+ Private Credit Environment

> *Illustrative reference scenario. "Atlas Credit Partners," its systems, and the financial figures below are a fictional composite built to demonstrate program delivery in a private-credit environment. It is not based on or affiliated with any actual firm.*

The Business Problem

Atlas Credit Partners is a $90B+ private credit and middle-market lending manager and a dominant Lead Arranger for top-tier private equity sponsors. Founded in 1994, the firm's credit operations depend on real-time data flow across a sophisticated product suite.

The legacy, on-premise loan portfolio management system (internally "LPM 4.0"), originally built in 2012, cannot scale to the structural complexity of the firm's modern product set. LPM 4.0 creates operational bottlenecks in four critical areas:

- **Signature unitranche ("OneLine") facilities:** The legacy architecture struggles to process the firm's large single-tranche unitranche loans, which carry complex internal risk ratings and blended participant rates.
- **Recurring Revenue Lending (RRL):** As a market leader in software and B2B tech financing, the firm requires dynamic tracking of non-traditional ARR-to-debt covenants and churn triggers common in software portfolios. LPM 4.0's EBITDA-centric logic cannot support these metrics.
- **CLO and capital markets integration:** The legacy system cannot feed real-time valuation, credit performance, and compliance data into the firm's Collateralized Loan Obligation (CLO) structured products or its multi-currency treasury platform (USD and EUR).
- **Sponsor CRM sync:** Lack of integration with Salesforce Financial Services Cloud limits visibility into thirty-plus years of private equity sponsor relationship history and pipeline data.

The Solution

Replace the legacy LPM 4.0 application with "Meridian Private Debt Cloud," an institutional-grade, cloud-based private debt platform.

This modernization migrates a historical credit dataset representing $220B+ in loan originations since inception (1994). The cloud platform must integrate with seven downstream environments, including the General Ledger, Risk Analytics, CLO Compliance modules, the multi-currency treasury system, and Salesforce Financial Services Cloud.

Because system downtime risks disrupting active transaction originations, syndication settlements, and institutional LP reporting, the transition uses a controlled, phased cutover rather than a single big-bang switchover.

Cutover Strategy

- **Parallel-run window:** LPM 4.0 and Meridian operate concurrently for a defined period so outputs can be compared against a known-good baseline before legacy retirement.
- **Reconciliation gates:** Migration proceeds in waves, with each wave passing a data reconciliation gate (record counts, balances, covenant fields, FX positions) before the next begins. The target is zero unreconciled records at cutover, validated rather than assumed.
- **Controlled cutover weekend:** Final switchover occurs in a planned low-activity window with a pre-published runbook, go/no-go criteria, and named decision owners.
- **Rollback path:** Defined rollback triggers and a tested fallback to LPM 4.0 remain available until post-cutover stability criteria are met.
- **Legacy decommission:** LPM 4.0 is retired only after data retention, archival, and dependency-removal steps are confirmed complete.

Phase Sequence and Gate Criteria

To protect the January 31, 2027 deadline while using a phased approach, migration waves are sequenced by ascending portfolio complexity. The most customized structures move last, so their defects surface in testing rather than at cutover.

Wave 1	›	**Wave 2**	›	**Wave 3**	›	**Parallel Run**	›	**Go-Live**
Core Static Master Data		BSL / Traditional Positions		OneLine / RRL / CLO		Baseline Comparison		Jan 31, 2027

- **Wave 1, Core static master data:** Sponsor profiles, thirty-year counterparty histories, and legal entity identifiers.
- **Wave 2, Broadly Syndicated Loans (BSL):** Standardized, market-marked positions with straightforward amortization schedules.
- **Wave 3, Complex structured credit:** Custom OneLine unitranche facilities, Recurring Revenue Loans with ARR tracking, and active CLO-allocated tranches.

Data Reconciliation Gate Logic

Each wave must clear strict, quantitative gate criteria before data passes from staging to production. Absolutes apply where they are achievable; FX-translated positions reconcile to a defined tolerance with every break investigated and signed off.

VALIDATION DIMENSION	SCOPE OF VERIFICATION	PASS / FAIL GATE METRIC
Record Count Integrity	Exact match of active loan files, facility tranches, and historical transaction rows.	**100% match**, zero dropped rows.
Financial Balance Validation	Principal outstanding, accrued interest, deferred fees, and available DDTL (Delayed-Draw Term Loan) capacity.	**Exact match at the record level** across all currencies.
FX Position Alignment	Multi-currency treasury conversions (USD/EUR) evaluated against historical daily rates.	**Reconciled within a defined materiality tolerance**; every break investigated and signed off before the gate passes.
Covenant Rule Logic	Custom ARR-to-debt formulas, leverage ratios, and tier-step alert triggers.	**100% breach / no-breach accuracy** on automated alerts across historical test cases.

Critical Path Risk: The OneLine Trap

The OneLine Trap

The greatest technical risk sits in Wave 3. Standard SaaS platforms assume rigid, multi-tranche structures. Forcing a highly customized, single-tranche unitranche facility with blended internal participant rates into a new platform often requires custom code extensions.

Mitigation: The internal Technical Services team prioritizes the OneLine data schema design in the first 30 days, building custom database views to translate the blended logic before the vendor team configures the core UI.

The Constraints

- **Go-Live Target:** January 31, 2027, aligned to fiscal year-end close and regulatory filing deadlines. The phased approach protects this date by surfacing migration defects in earlier waves rather than at cutover.
- **Budget:** $8.5M approved, with a $1.2M contingency reflecting the multi-office footprint (Chicago, New York, San Francisco, London, Abu Dhabi) and the enterprise data staging required.
- **Delivery Team:** 15 internal Technical Services FTEs (Data Engineers, Solutions Architects); 20 Vendor / Integration Consultants; 10 Business SMEs across Credit Operations, Capital Markets, and Underwriting.
- **Security and Compliance (non-negotiable):** Vendor must hold SOC 2 Type II certification. The program maintains NIST CSF alignment throughout, engineered to meet the data privacy and governance mandates of global sovereign wealth funds and institutional investors.