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7IM'S DEAN PROCTOR ON THE 7 LESSONS LEARNT IN HIS FIRST YEAR IN CHARGE

After his first year as CEO at 7IM, Dean Proctor looks back and reflects on the lessons learnt since taking the helm before sharing his thoughts on what to expect in the next 12 months.

Dean Proctor, CEO at 7IM, comments: "It's been one year since I joined 7IM and as I reflect on the past year, it's apparent that it has been one of change and transformation not only at 7IM but also across the world – be it politically, economically and socially.

"During these 12 months, in what can only be described as a challenging environment, 7IM has made some great progress which I'm incredibly proud of. I've also learnt a number of key lessons along the way."

1. Listen and learn

"After walking through the doors of 7IM, it quickly became apparent that we have some incredibly experienced and talented staff as well as knowledgeable customers and clients so it was important for me to listen to what they had to say. I therefore committed my first few weeks to listening, a lot – and learning from them to build a better picture of how I could take the business forward in its next phase of growth.

"As I listened and learnt, I began testing views and assumptions. Where necessary, I also engaged external support to accurately interpret all the feedback I had captured before analysing and assessing it with the team to build a strategic plan."

2. Surround yourself with the right people

"I knew we had a good team at 7IM but I felt that in some areas we needed different leadership and a broader range of experience to re-establish 7IM as a leading player in the market.

"Therefore as part of the strategic review, we rebuilt the executive leadership team and brought in a range of new leaders from different organisations to help take the business in a fresh direction. It was important for me to make these changes as swiftly as possible because it is inevitable that you will have to go through the form, storm, norm, perform phase when rebuilding a team."

3. Be ambitious but realistic

"As a new CEO, it's expected you are going to formulate a new strategy and business plan - ideally a great one that shows the team the way forward and plots the steps to a brighter future.

"In formulating our company strategy, we ran various business scenarios to look at what was possible. And from this we developed an ambitious business plan to drive 7IM forward but one that was also realistic. There's no point in having a goal which nobody believes in and is impossible to achieve."

4. Execute and deliver – and do so swiftly

“Good strategies and business plans only become successful when they are well executed and the results start materialising.

“Of course, it’s unrealistic to execute all the changes at once as some changes require time but for me it was apparent that some symbolic actions that indicated the way ahead could be taken swiftly. This was particularly important so we could maintain the momentum around the positive change that was starting to build.”

5. The need to get back to our roots

“Right from the outset, it was clear that 7IM was (and still is) a very good business but I felt we had lost some of our clarity of vision and purpose. We needed to re-establish this. So as part of our plans, we ran an all-colleague survey and formed a culture programme. From this programme, we built a new set of Values, Purpose, Vision & Personality (VPVP) and will also be shortly launching our refreshed brand.

“I firmly believe that our new VPVP has helped us get back to our roots of being a firm that is recognised for its service by delivering an unrivalled experience to our customers and clients. In fact, one of the most satisfying outputs of our culture work has been watching everyone adapt so brilliantly over the last few weeks in the face of COVID-19 to ensure our business continues to operate and support each other and our customers & clients.”

6. Innovation and investment remain key

“7IM has always had a reputation for innovation. To innovate however, you need to invest. So for me, it was important that we continued to invest in our market leading platform and launch innovative new products for our advisory partners, like the 7IM Pathway Model Portfolios and our Retirement Income Service.

“But it doesn’t stop there, we are also investing heavily in our Private Client business to revise and refresh our client proposition.”

7. It’s important to recognise your staff.

“It’s our people that our customers and clients put trust in and so if we look after our staff then they will look after them. As part of this we have introduced a new recognition programme which recognises & rewards staff for displaying our new values. This has undoubtedly helped bring us closer together as a team across all of 7IM’s offices; Jersey, Leith, Edinburgh & London.”

Looking ahead to the next 12 months, Proctor concluded: “There can be little doubt that the COVID-19 pandemic will change the world and the way in which our industry operates. The speed at which the entire sector has switched to remote working highlights the technology-led

advancements. However, we must also acknowledge that there is much more that we can do to improve the speed and ease by which we can transact on behalf of customers and clients. You only have to look at developments like account switching and open banking in the retail banking space as well as the influx of new fintech offerings to recognise that consumer needs and expectations can be served in more efficient and user friendly ways. At 7IM we have a track record of innovation and we are determined to continue to innovate in order to improve the overall experience.

“Looking beyond the coronavirus, I believe that there is a very bright future for 7IM. The strategy and business plans that we have put in place, coupled with the lessons learnt and actions taken over the past 12 months will stand us in good stead for the future. While I’m sure there will be challenges and more lessons to learn over the next 12 months, I genuinely believe 7IM can continue to adapt and go from strength to strength. Moreover, the last few weeks has engendered a renewed team spirit and helped us develop more meaningful relationships with each other, our partners and our clients. This, I believe, will help us reach our objective of shared success which is encapsulated in our ‘**Succeeding together**’ philosophy.”

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Notes to Editors:

About 7IM

It all began in 2002, with seven of us in a basement establishing Seven Investment Management (7IM) because we couldn't find anywhere we wanted to invest our families' money. Our assets under management now stand at around £14.6bn, and we have moved from 'basement' to 'Bishopsgate' in the City of London.

We manage money aiming to meet people's medium to long term return expectations. Fundamentally, we believe in active asset allocation in both active and passive investments (where we were one of the first to offer actively managed passive portfolios). We build global portfolios based on that allocation, and include alternative assets where appropriate to manage the risk reward trade off. Active currency management is also at the core of what we do.

7IM provides investment services to professional wealth managers, planners, advisers and private investors. These include: discretionary investment management, a range of multi-asset portfolios, an investment and open architecture trading platform and a fantastic app, 7IMagine, which brings client portfolios to life.

Multigenerational investing

We do our best to pass on economies of scale, reducing fees so more investors within a family save with us. Grandparents, through to parents and their children can invest as individuals with one charging structure – whether they live under the same roof or not.

A story of continuous innovation.

PRESS RELEASE

In 2013, we launched 7IMagine, an app allowing investors and advisers to keep up to date with their portfolio. The brainchild of some clients – professional ‘gamers’ uninspired by their paper statements – 7IMagine was enriched in February 2016, with My Future. Again using gaming technology, My Future allows advisers and investors to capture details about family or individual finances, including any number of streams of income, properties, other assets and expenses, to help identify how sustainable their finances are and if / when their retirement income will run out.

Our funds

- Our **AAP fund range (Asset Allocated Passive)** is populated largely with passive structures to keep costs to a minimum. Asset allocation is actively managed to help exploit opportunities and reduce risk across the spectrum: **7IM AAP Adventurous, 7IM AAP Moderately Adventurous, 7IM AAP Balanced, 7IM AAP Moderately Cautious, 7IM Cautious and 7IM AAP Income**. Some of these risk profiles have funds domiciled in both Dublin (with UK reporting status) as well as the UK.
- Our **Multi-Manager fund range** invests in a range of active and passive vehicles. Costs still matter, but if we think an actively managed fund can outperform a passive alternative we have the freedom to choose it. Asset allocation is actively managed. There are different funds for different profiles: **7IM Adventurous, 7IM Moderately Adventurous, 7IM Balanced and 7IM Moderately Cautious**. Again, some of these risk profiles have funds domiciled in both Dublin (with UK reporting status) as well as the UK.
- We also have a selection of funds designed to meet specific needs, such as the **7IM Personal Injury Fund**, the **7IM Real Return Fund** or the SRI focussed **7IM Sustainable Balance Fund**.
- We also have a range of ‘smart passive’ funds known as the equity value funds. The range includes: the **7IM UK Equity Value Fund**, or the **7IM European (ex. UK) Equity Value Fund**. These are entirely systematically managed based solely on company fundamentals, the aim being to outperform the relevant passive market cap-weighted alternative by selecting profitable, high-quality, cash-flow generating companies that trade at a discount to their intrinsic value.

Our Model Portfolios

The 7IM Model Portfolios are a range of risk rated portfolios and are available within our discretionary investment services and standalone on the 7IM platform and other platforms. The Models use the same investment process and asset allocation as our funds.

Our range of Model Portfolios are available across the risk profiles: **7IM Adventurous Model Portfolio, 7IM Moderately Adventurous Model Portfolio, 7IM Balanced Model Portfolio, 7IM Moderately Cautious Model Portfolio, 7IM Cautious Model Portfolio and 7IM Income Model Portfolio**.

In 2019, we launched **7IM Pathway**, a diversified range of passive multi asset model portfolios underpinned by our robust Strategic Asset Allocation (SAA) process. The Pathway Model Portfolios differ from our traditional offering and are built purely using a streamlined version of 7IM’s robust (SAA).

The 7IM funds and Model Portfolios are available through the 7IM Discretionary and Platform as well as on other platforms.

Important information: The information contained in this document does not constitute investment advice and if you are in any doubt about the suitability of the investment or service, you should consult a professional financial adviser. The value of investments, and the income from them, can fall as well as rise and you may not get back the full amount invested. Seven Investment Management LLP is authorised and regulated by the Financial Conduct Authority, the Jersey Financial Services Commission and the Guernsey Financial Services Commission. Member of the London Stock Exchange. Registered office: 55 Bishopsgate, London EC2N 3AS. Registered in England and Wales No. OC378740.