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1 Why did you decide to launch your business?

I spent my entire career pre-RPIA at RBC, ultimately attaining the position of Head of Global Debt Markets in London. Returning to Canada, it struck me that Canadian investors didn't have enough choice to diversify their fixed income strategies. I also knew firsthand that investors could attain higher risk-adjusted returns in corporate bonds and we could add tremendous value for them. So my partners and I started out with the goal of offering Canadian investors a "better" approach to fixed income that we had employed successfully for decades at bank trading desks.

2 Tell us about your growth story. Any particular early-day struggles or success stories that stand out in your mind?

I began the business with a small group of partners that I had worked with for many years at RBC / Dominion Securities. We funded the business ourselves and started by managing our own capital – initially at my home. Over time, we were fortunate that a number of our former colleagues and acquaintances entrusted us with their wealth. From there a combination of good reputation, good returns and transparency let to further success and growth. Early on, we set a target of 100mm of AUM for the business. At that point we never really imagined the firm having the asset base it has today.

3 What are you most proud of looking back at your entrepreneurial journey?

I am most proud of the way we always put the client at the centre of everything we do. We have always strived for transparency with our clients and employees. And to support and service them, we have made sure that we're always investing in people and the infrastructure of our business. I believe that it's the investments we have made in people and infrastructure that have enabled the growth we have experienced to be sustainable. Equally as important is our openness to change. This is a fast-moving business that adapts constantly. To be successful requires you to be humble and strive to constantly improve and learn. Despite what they say, I think old cats can learn new tricks and this philosophy has served us tremendously.

4 What are your 3-5 year goals for your business as you look ahead?

Really, I have one main goal for the business. To be the preeminent alternative fixed income manager in Canada. I have always believed its better to do one thing really well than to try to do many different things at once. So, our plan is to stay focused on our niche – where we have a competitive and repeatable edge – and leave the rest to other managers.

5 What advice do you have for others considering launching a fund business in Canada?

Firstly, always remember that your reputation is built over years – but can be tarnished in a second. So its critical to always act with the highest ethical and professional standards and only hire people that feel the same and understand this importance. Secondly, invest in your business. It's critical to make the right decisions early on that will pave the way for success in the future. Third, aim for a culture of partnership – with employees, clients and service providers.