



JIM JONASSEN & ASSOCIATES  
VENTURE SEARCH

# OPPORTUNITY DESCRIPTION



**Position: VP  
Customer Service**

**Company: The Honest Co.**

# Opportunity Description

**COMPANY: THE HONEST CO.**



## Client Dossier

### Website

[www.honest.com](http://www.honest.com)

### Social Media

- [Facebook](#)
- [Twitter](#)
- [LinkedIn](#)
- [Pinterest](#)
- [Instagram](#)

### HQ

- Santa Monica

### Launched

- 2012

### Overview

The Honest Company is a rapid-success ecommerce company that's redefining the "family brand" and creating something that's better for all families, everywhere. Primary product categories include eco-friendly baby diapers, personal care items, cleaning products, vitamins/supplements and new parenting gear.

### Mission

The Honest Company was created to ensure that parents have access to non-toxic, ecofriendly and beautiful family products that don't break the bank.

### Key Co-Founders

- Jessica Alba: Golden Globe nominated actress whose career includes roles in films such as *Fantastic Four* and *Little Fockers*, along with TV series *Dark Angel*, *The Office* and *Entourage*.

- Christopher Gavigan: Former CEO of Healthy Child Healthy World, a national nonprofit empowering parents to protect their kids from toxic risks; author of a best-selling book and instrumental in catapulting health messages into millions of homes with WebMD.

### Financials

The Honest Company came off the launch pad in true rocket ship fashion, and has been growing exponentially almost since Day One.

Honest has received ~\$222MM in funding from investors that include Wellington Management, Pritzker Group, Lightspeed, IVP, Iconiq Capital, Glade Brook, General Catalyst, Fidelity Management & Research, and AllianceBernstein. The most recent funding was a \$100MM Series D round in August 2015. At the time of the raise Honest planned to use the funds to launch its Honest Beauty line of skincare, cosmetics and hair care products, and support global expansion plans.

Revenue has skyrocketed from \$10MM in 2012 to \$60MM in 2013; \$150MM in 2014 and is projected to hit \$300MM this year.

**Position Title:** VP Customer Service

**Position Location:** Santa Monica

**Reports to:** President

### Compensation

Competitive base salary + performance bonus + equity. Relocation assistance available for this role.

# Background & Overview

The Honest Company has blown the lid off of the natural products marketplace. After launching in January 2012 with a handful of products, the company has mushroomed to over 120 products and has become the largest player in the “natural” marketplace representing a wide variety of categories.

Honest was born out of an idea to help new parents create a non-toxic, more sustainable future for their children and families and has evolved toward a broader vision of empowering people to lead healthier, happier lives.

The company launched to the right audience (millennials) at the right time (when they were starting to have children themselves), and hasn’t looked back. Revenues have soared from about \$10MM the first year, to a projected \$300MM in 2015, and could near half-a-billion in 2016.



Today, in less than four years, Honest has become a leading healthy lifestyle brand that consumers trust for safe, effective and accessible lifestyle products in categories that include baby care, personal care, home care, vitamins & supplements and baby formula. In September 2015, Honest launched an entirely new vertical, Honest Beauty; which carries a full portfolio of skin care and color cosmetics.

Honest started as an online-only company, but quickly determined that it needed to distribute at the retail level in order to build its brand. Today the company’s products are available online and at more than 4,000 retail partners in the U.S. and Canada, including Target, Whole Foods, Nordstrom and Costco.

## Dreaming Big & Financially Solid

Founders of The Honest Company are dreaming big. They see no reason why the company cannot redefine the “Family Brand” for the next generation. It has built a major new business organically, from the ground up, with highly engaged, highly motivated, and talented people from top to bottom of the organization. Honest is a

## Retail Locations



mission-driven company and trusted resource to its customers, providing education, high levels of support as well as inspiration to its community members.

At Honest Co., the focus is all about building a long-term, sustainable business, using organic growth. The company is in a highly-enviable financial position, with fast-growing revenues, >\$100MM cash in the bank, and a roster of blue chip backers, executives and board members with experience in scaling companies to the next level.

Depending on market conditions, an IPO could be in the not-too-distant future for The Honest Company.



### Known for Exceptional Customer Service

Following in the footsteps of service-oriented icons such as Patagonia, Apple and UnderArmour, Honest has built a brand that is known for exceptional customer service. It hires the brightest, most energetic and passionate call center associates from the top universities, including the likes of Stanford, Yale and others. The company currently has a call center headcount of about 150 and expects that to grow by about 100 in 2016.

## honest testimonials

### Honest Company Reviews & Testimonials - Find Out Why They Love Our Products



“ *What a relief to find a product my whole family can enjoy. Between the toddler allergic to all diapers (except yours) and the baby allergic to most lotions...* ” [\[more\]](#)

NICOLE C. NORTH CAROLINA



“ *Used my Tiny Prints Honest Diapers on my heavy wetter for the first time overnight and they did a great job!! Love the Diapers and that is my favorite pattern!* ”

TOPi J. NEBRASKA



“ *Just wanted to stop by and let you know how much we love your products! Our little one is 4 months and has been using your products since her birth, and...* ” [\[more\]](#)

CLEMENTINE L. MONTANA

## Key People

### **Jessica Alba, Founder & Chief Creative Officer**



Jessica Alba is an actress, activist, mother, wife and entrepreneur. Known throughout the world for her acting career, the mother of two daughters launched The Honest Company in January 2012. In an industry consumed by toxic and harmful products, The Honest Company responds to the need for safe, effective, and affordable products for the home, children, and babies.

### **Christopher Gavigan, Founder and Chief Products Officer**



Former CEO of Healthy Child Healthy World, a national nonprofit empowering parents to protect their kids from toxic risks; author of a best-selling book and instrumental in catapulting health messages into millions of homes with WebMD. He is an Advisor for Cradle-to-Cradle Products Innovation Institute, in San Francisco, and a Board Member of Mt. Sinai Hospital, Children's Environmental Health Center.

### **Brian Lee, Co-Founder & CEO**



After founding ShoeDazzle in 2008, Brian's innovations in tech and ecommerce led to a business model that communicates inspiration, delight, and entertainment to a loyal and growing subscriber base. Brian also co-founded LegalZoom, an online consumer legal services company that has grown into a \$150 mm+/year business. Brian was formerly an attorney with Skadden, Arps and a former manager at Deloitte.

### **Sean Kane, Co-Founder & President**



Sean is Co-Founder & President at The Honest Company. While focused on creating a better, safer world through redefining the family brand, Sean is charged with executing on strategic operations spanning multiple functional areas. Prior to The Honest Company, Sean spent nearly a decade on the forefront of eCommerce, managing various aspects of online comparison-shopping site PriceGrabber.com.

## *Position Description: Vice President Customer Service*

### **Background & Insight on this Position**

At The Honest Company (Honest), this role will likely carry a less formal, more inspiring title like VP of Customer Success or Customer Happiness, as it's all about cementing the company's reputation as providing the kind of customer experience that delights and surprises every day.

That's made easier by the kind of staff Honest already has in place – and continues to attract: People who are excited to be there every day, who truly believe in the products, the company, the culture and the lifestyle. People at Honest know they are part of something Bigger than just a company.

Although achieving scale and putting systems into place is certainly part of the role, the key metric is maintaining the emphasis and maniacal focus on the happiness of both Honest's customers and the CS team. The quality and cultural aspects of the opportunity will be the lens for selecting a world-class VP Client Services (VPCS)

The VPCS will be a visionary – a real game-changer who brings ideas as well as proven innovation to the function of customer service. S/he will also be a pragmatic operator and inspiring leader who embraces the content, methods and technologies to make Honest, the platinum standard in customer success and happiness.

Honest has been incredibly successful in attracting a diverse mix of CS team members often pulling them away from career paths on Wall Street, at global consulting and major consumer brands to strap on a headset and change the world! This bright, ambitious clay had to be shaped one player at a time while at the same time building an ethos and team camaraderie that is unsurpassed in any sector of the economy.

What Honest needs now is a passionate leader who can take the cultural design, the brilliant human capital and shape it for scale, progression and global reach by applying just the right leadership, infrastructure, methodology and measurement to scale while actually enhancing the happiness of Honest's raving fan customers!

### **Responsibilities:**

The VPCS will oversee the client services department for the Santa Monica, CA and Austin, TX locations. The charter for this critical role:

- Be THE **customer advocate** at Honest <full stop>
- Own the **strategic and operational plan, budget, team, execution and all performance metrics** around complete customer care and satisfaction
- **Manage** customer contact teams, call centers, infrastructure, systems and processes to achieve above
- **Team and organizational building, development and succession** from recruitment, onboarding, training & development, performance, cultural design & maintenance as well as mapping and paving career pathways within the CS organization and across the company
- **Innovate** and “hack” customer service via data, applications, processes and partnerships that raise the bar on already exceptional reputation and customer satisfaction metrics
- Transform CS from a reactive support to a **proactive sales and marketing function and team**
- Be an **active business partner and participant on Honest's leadership** team providing input to corporate strategy and company and product direction. Collaborate with IT, Marketing, Retail, Merchandising and Fulfillment to implement new programs, drive continual process improvements with service excellence in mind

## Qualifications:

- Seasoned and Passionate **customer care and service professional** from world-class consumer brands having built their reputation and cult-like customer satisfaction and raving fans
- Masterful **Leader, Mentor and Coach** emphasizes 1:1 development and listening while empowering the team and building & nurturing a great culture
- Experience with **hyper-growth and achieving scale in similar stage companies** where the challenges, opportunities and growing pains facing Honest are present
- Been a key **contributing member of a leadership team**; provides feedback loop into Product, operations, Sales/BD and other functions and organizations across the enterprise
- **Team Builder** experienced with recruiting entry level and talented athletes who are new to CS and providing an environment for high performance and career progression
- **Proven high-level strategic**, creative-thinking, and problem-solving abilities; outside the box thinker that has generated and implemented unique programs and strategies
- Charismatic **Evangelist & Motivator**: articulate, persuasive
- **Ambassador and Advocate** for CS in previous employers with experience managing up and across with Fulfillment, Marketing, Product, Finance and other departments
- **Innovator** in terms of both Systems & Processes
- Proven **operational results** in high-volume call centers, ideally with 200+ customer care staff
- **Disciplined Manager**: Organized and Detail oriented; Data and Metrics driven
- Experience with ACD, PBX, Telephony and Call Center packages, CRM, IVR and CTI technologies (Avaya Enterprise Suite a plus)
- Experience in Workforce staffing algorithms/ Erlang-C
- Bachelor's degree and ideally post graduate work/credential

## Personal Attributes & Characteristics (the Cultural Fit)

- **Integrity & gravitas**
- Very **hands-on**, engaging team at every level and able to operate at strategic level as well as in the weeds
- **Smart & Insightful**: High intellectual bandwidth, but also street smart and the gut to make the tough calls that don't always flow from the data.
- **High Energy, Spark and Ambition**; enthusiasm and a hunger to win; driven to succeed
- **Decisive**: Able to drive critical-path decisions, prioritize and resource projects and programs that will ensure success.
- **Data and Metrics driven**: able to interpret statistical data and drive efficiency; leverage the data to always make the business case and present it to get the required resources
- **Entrepreneurial**: Flexible and resourceful, with a figure-it-out-and-get-it-done mentality; not afraid to make mistakes quickly and course-correct; not a "corporate" politician
- **Execution and no ego**: not afraid to take on the heavy lifting and lead by example; brings a track record of accomplishments, but still has a lot to learn
- **Polished Presence and Exceptional Communication Skills**: persuasive; able to present concisely and convincingly
- **Collaborative Team Leader**: support, enable and inspire others to succeed; a mentor and coach who prefers to tout the development and of his/her teams over personal accomplishments while building a healthy, respectful, yet driven culture

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