



JJA Venture Search



GEN  NEXT

**Chief Customer  
Officer**

**Gen Next**



## GEN NEXT

### Vitals

**Website:** <https://www.gennext.com/>

#### Social Media

- [LinkedIn](#)
- [Facebook](#)
- [Twitter](#)
- [Instagram](#)
- [YouTube](#)
- [Vimeo](#)

**Founded:** 2008

**Global HQ:** Costa Mesa, CA

#### Overview

Gen Next is an invitation-only community of entrepreneurs and other private sector leaders seeking to set up future generations for success. This dynamic, highly influential group (today's leadership "bench") develops and deploys mission-driven leaders to tackle the toughest big-picture problems in the areas of economic opportunity, purposeful leadership, education, and global security.

These Members are Gen Next's "customers," and Gen Next's eight U.S.-based chapters (and growing) form the backbone of the organization.

The organization's operating model is simple:

1. Gen Next convenes a community of leaders who leverage their talents and passions and resources to benefit future generations. For example, Gen Next hosts over 100 events each year that serve as educational forums for our Members.
2. Gen Next works to elect courageous people to public office – people who are (or have the potential to be) champions of the organization's issues and causes.

3. Gen Next tackles ideas that address root causes of systemic societal problems through a process it calls "venture philanthropy".

#### Key Stats & Facts

- Gen Next's 380 current Members cumulatively oversee billions in revenue, tens of thousands of employees, and millions in annual philanthropic and political giving.
- There are currently six full-time chapter leaders who manage and develop Members by market.
- Gen Next uses a recurring revenue, subscription, and membership business model.
- Membership contributions are currently \$12,500 per year. Dues may be underpriced based on current value.
- Currently mid 7-figure annual recurring revenues (ARR)
- Membership growth forecast is 1,000+ with a corresponding \$20MM in ARR in 3-5 years, from Memberships as well as other emergent revenue streams such as conferences, delegations, etc.

#### Position Title:

Chief Customer Officer, CCO

#### Position Location:

Orange County, CA

#### Reports To:

CEO

#### Compensation:

Highly competitive base, bonus, benefits



Click image to view this video overview of Gen Next

## Gen Next: Overview & Analysis

Today, America is suffering from a leadership deficit. There are not enough committed leaders with imagination and true conviction. People lead and govern in sound bites, failing to weigh the consequences of their actions for future generations.

We're informed but not knowledgeable; technologically connected but not bonded; enamored with change but not working

toward progress; and heavily focused on narrow issues and short-term results. As a result, the world we're building for future generations suffers.

*These realities explain why Gen Next exists.* It challenges its Members to be more and to do more *now*, during the height of their influence. Gen Next believes that if you take *big* ideas, put them in front of *great* people, and then give them the tools to go do something about it, they will go out and do something about it.

For example, Gen Next Members are leading private-sector efforts to counter the growth or violent extremism. In 2017 – partnering with Google's Jigsaw and Moonshot CVE – Gen Next launched The Redirect Method, an anti-violent extremism advertising campaign. Before this online solution, at-risk searchers had an unobstructed path to violent content aimed at radicalizing and recruiting. In just five months of focused deployment, the ads reached more than 56,000 users and diverted 1,300 of them to the playlists.

Gen Next's Members are the kinds of men and women who truly make a difference – the ones who say they don't care if a problem is difficult because that's the kind of thing they want to take on.

**We must inspire and prepare great leaders today to pave the way for future generations.**

### The Issues

Gen Next is shaping the leadership culture in the U.S. and shining a light on vital issues.

- Economic Opportunity: Economic opportunity elevates standards of living and human dignity.
- Education Reform: Education prepares individuals to compete and succeed.
- Global Security: Security based on ideals and power is a guarantor of each.
- Leadership: Our social contract and the roles and responsibilities of a citizen.

### A Community Built on Three Key Components

Gen Next Members are selected and vetted based on their level of accomplishment, purposefulness, intellectual curiosity, and fun. Gen Next considers Member engagement to be critical. The organization



cannot have growth without smart engagement, and it cannot have smart engagement without smart growth. The Membership network is diverse and impressive, and includes:

- Kelly Gray, former CEO of St. John
- Lisa Meraige, co-owner of the Sacramento Kings
- Russell Dubner, CEO of Edelman USA
- Ian Deason, EVP, JetBlue
- Mark Manson, author: *Subtle Art of Not Giving a F---*
- Jared Cohen, CEO, Jigsaw
- Ken Mehlman, Member, KKR
- Toni Ko, Founder, NYX Cosmetics
- Greg Schwarz, EVP, Zillow
- AG Spanos, CEO, Los Angeles Chargers



The annual Membership (\$12,500 per year) contribution is intended to draw out the most influential people in the community—multipliers of change. The organization consists of three primary components:

## 1. Member Community

The organization’s Members (currently 380, growing to 1,000 within 3-5 years) form the backbone of the Gen Next community. These Members are some of the most influential and talented leaders across multiple industries – people who pay serious attention to society’s biggest issues and aim to shape the future.

Gen Next’s theory of change is anchored in aiming its Members’ sense of purpose at creating and ensuring generational prosperity. Membership chapters currently exist in eight cities, and Gen Next is moving rapidly to expand into additional markets across the U.S.

## 2. Gen Next Foundation

Together with the Membership community, the Gen Next Foundation helps position future generations for success by incubating and scaling social enterprises and policy solutions through a “venture philanthropy” model. Through these endeavors it has become an industry pioneer championing social enterprise and policy solutions that are generationally focused. The Foundation’s work has been featured by [WIRED](#), [the Washington Post](#), [Aspen Ideas Festival](#), [Axios](#), [ABC’s “20/20” with Diane Sawyer](#), [Bloomberg](#), [Congress](#), and [the White House](#).



Gen Next videocast featuring [Jared Cohen](#), Founder & CEO of Google Jigsaw

## 3. Gen Equity Political Action Committees

Through Gen Equity PACs (GEP), Gen Next supports a range of public servants – both elected and aspiring – who share the organization’s mission, regardless of party affiliation. In a time when Twitter drives news cycles and populism breeds partisanship, Gen Next remains committed to staying focused on its core issues and electing officials who will deliver generational opportunity. Only Members are allowed to give to the organization’s PACs.

## Key People @ Gen Next



**Paul Makarechian, Founder & National Chairman** Paul is Founder & CEO of Auric Road. After nearly 20 years in the Institutional Real Estate industry, he decided to embark on a new adventure: to build a new visionary hospitality platform that met the needs of a fast-growing adventure and experiential travel market. Five years ago, he began his current strategy of acquiring and repositioning unique and historic hospitality properties in high barrier to entry markets. He is now scaling the strategy and institutionalizing a new market segment of Petite Resort under the Auric Road brand.

Prior to Auric Road, Paul was CEO of Makar Properties where he acquired, entitled, and redeveloped over \$2 billion in real estate projects across the nation. He is a graduate of the University of California, Santa Barbara. Paul also serves as Founder and National Chairman of Gen Next and the Gen Next Foundation, and is the Executor of the Paul Makarechian Foundation, dedicated to preserving history, culture and community. He is also a member of Young Presidents Organization.



**Michael Davidson, CEO** Michael P. Davidson is a social entrepreneur and the CEO of Gen Next, Inc. and the Gen Next Foundation. Together, they make up an influential community of forward-looking civic leaders committed to shaping a future that is free, just, and prosperous for future generations. The network is high-impact, wide-reaching, and comprised of individuals who cumulatively manage billions in revenue, tens of thousands of employees, and millions in annual philanthropic and political spend. Michael also serves as CEO of the Gen Next Foundation, a venture philanthropy arm that invests in creative solutions to systemic problems. He also leads strategy and policy for the Gen Equity PACs of Gen Next. Michael developed GEP explicitly to establish government partnerships that are highly relational and issues-focused, looking beyond election cycles. Michael's work supporting great missions and exploring generational

issues extends beyond Gen Next. He has held leadership positions in membership organizations, concierge medicine, education media for social and emotional learning, and counter extremism. Michael lives in Orange County with his wife and three children, plays guitar like an amateur, is a fanatical reader, and is a has-been wrestler and judoka. He's passionate about human flourishing through vibrant communities, purposeful leadership, and free enterprise.



**Jenielle Alonso, Chief Communications Officer** Jenielle designs and executes a communications strategy that amplifies our impact inside and out. Most recently, she served as VP of Global Communications at Nielsen, where she launched their first-ever executive communications team. With a passion for storytelling, she developed executive narratives, platform strategies, and deployment activity across external and internal audiences. In addition, Jenielle conceived and directed all C-Suite communication activities as well as quarterly earnings reports. Jenielle has also served as chief of staff for the Global Public Affairs practice at Edelman, the world's largest public relations firm, identifying growth objectives, and interfacing with global clients. Prior to joining Edelman, Jenielle worked for a political and public affairs advertising agency, Jamestown Associates where she developed an expertise in strategic campaign and issue

management for candidates, elected officials, non-profit organizations, govt. agencies and corporations.



**Wade Lairsen, President, Gen Next Foundation** Wade is President of the Gen Next Foundation. He is a former VP in the Office of Corporate Engagement for the 10,000 Small Businesses initiative at Goldman Sachs. Goldman Sachs 10,000 Small Businesses is a \$500 million investment to help small businesses create jobs and economic opportunity by providing greater access to business education, financial capital, and business support services. Prior to joining Goldman Sachs, Wade was the Sr. Director at Gen Next, an exclusive membership organization of executives and entrepreneurs

focusing on economic growth, education and global security issues. During his tenure at Gen Next, Lairsen managed daily operations and regional teams, and advised on strategic endeavors of the organization. Wade previously served as Associate Director in the Office of Intergovernmental Affairs at the White House and also served at the United States Agency for International Development (USAID).

**Reza Jahangiri, Member**

Reza is a member of the Gen Next Board. He is founder and CEO of AAG, the leading provider of home equity solutions for retirement, and an Orange County, California, Top Workplace since 2013. Reza was awarded the Ernst & Young Entrepreneur of the Year 2018 Award, as well as the 2019 Excellence in Entrepreneurship Award, both in Orange County. He is an active Member of Gen Next, a network of leaders focused on tackling the greatest generational challenges of our time; and serves as both chairman of the Coalition for a Better Retirement and co-chairman of the National Reverse Mortgage Lenders

Association, where he is championing reforms to increase the consumer benefits and protections of reverse mortgage loans. Reza earned a BS degree from UC Irvine and currently serves on the UCI Chief Executive Roundtable. He earned a JD from Loyola Law School in Los Angeles.

## Position Description: Chief Customer Officer (CCO)



### Insights About this Role

Gen Next needs a Chief Customer Officer (CCO) to lead a robust revenue, customer success, and client engagement framework to expand and deploy its community. Currently Membership responsibilities do not reside with a single individual, but Gen Next needs a single leader in charge of this vital function.

The CCO will be expected to professionalize the entire Membership effort – end to end – and transform it from a scrappy organization that’s hitting above its weight class to one that evolves into a lasting, dynamic institution that plays a powerful role in the lives of powerful people.

Even more importantly, the CCO will ensure that the membership base is informed, engaged, and building a high-impact legacy that will shape generations to come.

This critical role will hold executive oversight over major revenue streams and the full extent of the Member journey, including vetting product-market fit, growing the Membership pipeline, on-ramping, dynamic engagement, adoption of the various Gen Next experiences, and long-term retention. You will develop the playbook (processes, procedures, etc.) to get to time-to-value quickly, and decide how best to track and measure results, such as indicators of involvement, cohort analysis, customer satisfaction, margins, and others.

Above all, the CCO will be accountable for growth, retention, and lifetime value expansion of the Gen Next Membership. Key metrics include customer acquisition, churn reduction, customer lifetime value, customer engagement KPIs, total MRR, upselling and cross-selling, and net growth.

The ideal candidate will excel in leading a team in high-touch and high-impact customer success, journey, and engagement businesses. The CCO must also be purpose-driven, a voracious learner, a “people person” and excited to take Gen Next to new levels.

The CCO is an executive level officer who reports to the CEO and manages a team of seven (and growing) that is dedicated to driving impact and revenue in the community. The team and Membership is distributed throughout the country, so expect regular travel to current and future markets.

## Primary Mandate and Responsibilities

**Membership Engagement and Growth:** The CCO's success will be gauged by the impact of the community, along with hitting revenue and engagement goals.

In each market, that effort is led by chapter leads, who are on the frontline of the mission attracting and developing Members, in collaboration with their respective Member-driven leadership bodies. This individual ensures that Gen Next is building its community with effective engagement, development, and retention of the Membership, as well as attracting highly qualified Members. Membership is not for everyone – the approach is highly selective and relational.

The CCO will:

- Accelerate net growth above 20 percent and continuously improve churn rates to 10 percent with careful consideration of target personas and aligned with engagement strategies.
- Implement protocols in mission-driven customer success, from onboarding to increased loyalty.
- Improve core Membership success metrics, such as: KPIs, predictive analytics against churn and for upsell opportunities throughout the Membership lifecycle to achieve success.
- Work with and integrate core business initiatives, including strategic planning, data and operations, finance, MarComm, experiences/products, philanthropy, policy, and growth and engagement.
- Design and lead a robust growth roadmap that includes product-market fit, pipeline development, conversion strategies, and more to ensure chapter leads drive sustained, high-quality Membership growth.
- Ensure customer acquisition and engagement related costs are managed to budget across all regions.

**Regional Team Professional Development:** The CCO will grow, structure, and develop his or her team around customer success models.

- Develop and implement a training framework that propels the chapter team toward higher performance (accelerated Member growth and high engagement).
- Assess the needs of each region and stakeholders in order to guide each chapter lead to identify and act on unique opportunities and overcome his or her challenges.
- Develop skills within each chapter lead that encourage communication, professionalism, trust, accountability, and solutions.
- Develop the organizational structure for each chapter team as the organization continues to expand into new markets.

## Core Competencies of Gen Next's CCO

- Demonstrated success in managing and **leading high-performance teams**, especially in customer success, client engagement, customer journey, or lifecycle marketing experience.
- Demonstrated experience **growing a business** and/or helping lead a growth organization.
- Strong focus on **client/customer success**, with a high touch service orientation. This is combined with robust experience in client/customer engagement and optimization.
- Experience in DTC **subscription business models**, SaaS SMB accounts, B2B business development or sales, account management, product marketing, and/or fundraising.

- Proven ability to harness the power of community, relationships, data, process, and engagement to achieve measurable outcomes.
- Experience as a revenue-driver with documented revenue growth.
- Ability to draw from a breadth of different skill sets you've developed across various domains, such as management consulting, operations, customer-facing roles, and others.
- A leader and team builder who's designed, developed, and structured high-performance, geographically distributed teams.
- Experience in growing small- to medium-sized businesses and/or enterprise, and you thrive in an entrepreneurial environment where "everything is possible" and resources are limited.
- You appreciate the nuances that surround growth, opportunities, and professionalization.
- You can talk business, culture, politics – and be authentic about it. Working with big personalities and successful people, you will need to be current, curious, and relational.
- Excellent technical and persuasive writing skills are a MUST.
- Mission-driven, with alignment on Gen Next mission and values.
- Bonus: You can tap into a network of customer success-type professionals to enhance your team.

### Key Personal/Cultural Characteristics

- **Smart & insightful:** High intellectual bandwidth, but also street smarts and the gut to make the tough calls that don't always flow from the data.
- **Passionate and intellectually curious:** Excited about taking on the exciting challenges of building Gen Next. You're someone not afraid to ask and answer the tough questions.
- **Innovator:** Innovation is something you'll need to have fully baked into your operational DNA.
- **Leader and motivator:** You're a builder of high-performance teams and companies delivering high-performance results.
- **Risk taker:** You aren't afraid to try things; break things; fail fast and move to or rebuild something even better. Sure, you're agile, iterative, and test everything. But you also thrive on ambiguity, take risks, make mistakes, and course-correct quickly.
- **Great communicator:** Communication and collaboration are major pillars at Gen Next. You'll bring a polished presence, self-confidence, and a certain level of intensity; you're able to create productive team dynamics; and you inspire, persuade, and motivate those around you.
- **Execution and no ego:** A tactfully aggressive street fighter who is not afraid to take on the heavy lifting and lead by example.
- **Player-coach:** You lead teams by example and mentor people to realize their potential, but also not afraid to jump in and lend a hand to get things done, whenever and wherever needed.
- **Entrepreneurial & Hands-on:** Flexible and resourceful, with a figure-it-out-and-get-it-done mentality. A major bias toward getting things done quickly.

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