

# **Now Gen Community Guidebook**

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**To Now Gen Leaders  
from Now Gen Leaders**

**Last update: Sept 2023**

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# PROLOGUE

*This Guidebook was created thanks to the inspiration of local practices and Now Gen leaders' insights and reflections.*

*It is targeting FBN Directors and Now Gen leaders. It is meant to give a clearer picture about the Now Gen Community and how to start and nurture a Now Gen community.*

*Hereby, we would like to thank everyone who has taken a part in creating this Guidebook and helped to bring it up to life. Hopefully, it will serve well.*

*Should you have any questions, please reach out to Christine Gaucher [christine.gaucher@fbn-i.org](mailto:christine.gaucher@fbn-i.org)*



# International Community Aspirations

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## What **impact** do we want to have?

- Thriving business families for a sustainable future
- Be the guardian of the family values for the family and the business
- Do better than previous generations and enable Now Gens to become best version of themselves
- Happy generations
- Create awareness about Now Gen (touch points: Summits, ambassadors...)



## What do we want to provide to Now Gens?

- A trusted place to **exchange** with peers
- Where **you** can **grow** and learn how to grow/engage others
- Where you receive **peer feedback**
- Where you become the **best version** of yourself
- Where you learn to build **better relationships**
- A time to **focus** on you while **growing** with your chosen family
- Learning by **listening** to other deep intimate stories
- Real and concrete **business cases** you can learn quickly from
- A **survival guide** for NowGens



# International Community Key findings

Based from Interviews with Now Gen leaders  
and online Now Gen surveys (around 200 respondents)

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# Who are the “Now Gens”?

## A tentative definition

While the International Next Gen community is defined by age (18-40 years old), the Now Gen community is defined by the level of responsibilities within the family business.

Now Gen are business leaders, usually aged between 35 and 55 years old and share a common responsibility for their family businesses.

They are fully accountable but not fully empowered yet.

Family keeps them busy, and they need to take care of their family members issues. They are responsible for their personal growth and for the family growth.

They strive to be a role model for the family and for the business.

### Characteristics and issues faced

- **Three generations** are involved, which brings cross generation challenges
- The former generation «is still around», your NxGen is not yet a Now Gen
- They are leaders & entrepreneurs but within family business framework
- Covid accelerated Now Gens taking over (Senior Gen self isolation)

**Age range:** 35 – 55, but stage of life is more important

**Responsibility:** Fully accountable but not fully empowered yet

**Family:** keeps you busy – you need to take care of your family members issues.

**Growth:** Responsible for Personal Growth **and** Family growth. Strive to be a role model for the family and for the business.

**Approach to errors:** Big impact, high stake: A mistake can be fatal - while NxGs can still «Try»



SeniorGen



NowGen



NxGen

Uniting subject is **RESPONSIBILITY** towards family business

## Now Gen want to:

- Become a better leader, shift their mindset
- Stay at the vanguard of knowledge
- Become resourceful in managing the generational transitions
- Become resourceful in managing generational transitions
- Get new inspirations, ideals, and models for the business
- Feel less alone in managing corporate challenges
- Find a path on digitalization and cultural change management
- Get a new Network and connections



# What are their needs?

## Some of their common challenges

### Business

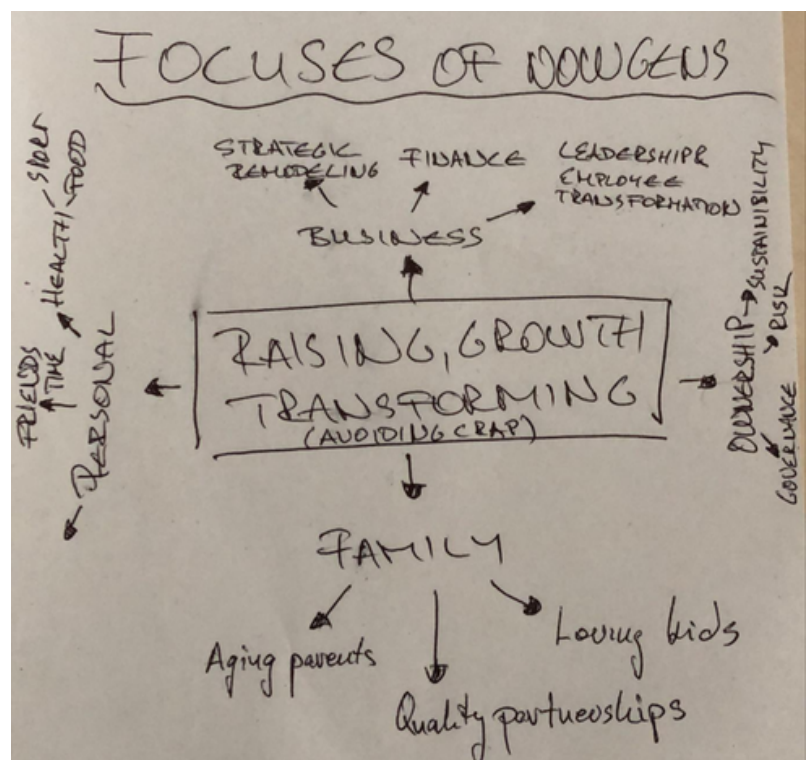
- Deal with the current crisis and understand possible futures
- Transform the business, foster entrepreneurs in the organisation and build growth
- Break resistance to change
- Prioritise between many projects
- Planning my own succession
- Pushing sustainability agenda forward

### Family

- Managing generational transition
- Dealing with cross-generation conflicts – including the ones of the previous gen
- Teaching the kids
- Finding my work/life balance

### Ownership

- Understanding different kind of owners
- Aligning family members shareholders, managing siblings co-ownership
- Manage the transition of power and wealth to the NxG
- Engage non-active family members & increase affectio societatis
- Trying to set up a family office when most next gens don't see the point



# Preferred topics & formats

## Topics

- Becoming a better leader
- World's future trends and the role of my Family Business
- Sustainability, doing business and doing good
- Brining innovation
- Family governance
- Board management
- Finance & Diversification
- Business governance
- Management tools
- Cross-generation communication and how to deal with generation conflict
- Parenting and preparing the NxGs
- Being a responsible owner
- Conflict resolution
- Impact investing
- HR practices
- Work/Life balance
- Exiting successfully the executive role
- Dealing with parents getting older
- Setting up a succession plan, including when you don't have kids
- How to protect the company against the family and vice versa
- Siblings cooperation at the top

### Type of activity

**75%**

Small focused peer groups, meeting in respective country

**67%**

Now Gen Event (2 nights, 2 days); mix of cases / workshops

**62%**

Business Visits (1 night, 1 day) in respective countries

### Solicited speakers

**89%**

Business Influencers

**78%**

Family members

**30%**

Academics

# Inspiration from Local Now Gen Communities

Belgium  
Denmark  
Germany  
Finland  
France  
Hungary  
India  
Türkyie

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# FBN Belgium

## Membership

Now Gen launched in 2019

Total membership: 1205 members

Exact number of Next Gens: 498

Exact number of Now Gens: 326

## Governance

Now Gen leaders: Catherine Noël

Now Gen Committee: ad hoc project leaders (dedicated Now Gen prepared to commit for one event/occasion)

Financing: Board grants € 5'000 per year / Committee tries to be self-sustained, look for inside expertise

## Definition of Now Gen

They are business leaders that have in common a responsibility in their family businesses as a manager, director, shareholder or at family council level. They are often accountable but may not be fully in power yet. Just as importantly, they strive to be role models and servant leaders, both for their family and their business.

## Key Now Gen activities

The strategic choice FBN Belgium made for the Now Gens was to have a limited but very qualitative number of events focused on quality for time and not wanting to cannibalise or duplicate the main FBN events. The emphasis lies on

- Exchange and grow with peers through small and more intimate events.
- Learn through direct engagement and sharing with other Now Gens
- Receive peer feedback and become the best version of themselves
- Focus on themselves while also growing with their family through knowledge gained from profound and intimate stories
- Discover new insights from concrete business cases

### Now Gen Peer Female Board Circle (Twice a year)

- 20 female Now Gens with board mandate gather around a central topic

### Now Gen Workshop (once a year)

- 2022 : "Independent directors on committees" with 6 panelists
- 2023: "Navigating through your family business limits. Insights from academic tools, concrete cases and peer-learning exchanges" with a PhD

### Mixed Next Gen / Now Gen event (once a year)

- 2022: "Do your thing in your family business" with 3 panelists

# FBN Denmark

## Membership

Now Gens launched in 2019

Total membership: 250 members

Estimated number of Next Gens: 100 members

Estimated number of Now Gens: 50 members NowGen/Next Now

## Governance

Now Gen leader: Franciska Nacht

Do you have a Now Gen Committee? Not at the moment

Financed member's fee 50%, sponsors 50%

## Definition of Now Gen

Age Next Gen: Approx. 30

Age Now Gen: 40– 45

Next Gen & Now Gen: Transition period Nxt/Now. Self learning, fulfillment, personal issues

Now Gens are in charge but not in control

## Key Now Gen activities

### Now Gen circles - Mixing with Next Gens

- 12-15 members per circles
- 3 hours meeting

Topics:

- Should I Stay or Should I Go' - joining the family business or not?
- For how long must you (and must you?) honor / live by the values of previous generations? How to eventually evolve?
- The 'soft' / human aspects of succession planning Guilt, privilege and opportunity.

### Now Gen events

- Half day
- Topics: Private equity, Growth, Board composition, Managing strategy moves, Strategy design, Balance family values and interests

# FBN Germany

## Membership

Now Gen launched in 2022

Total membership: 897 individuals (329 families)

Estimated number of Next Gens: very active community 367 individuals

Estimated number of Now Gens: 28% out of 897 individuals

## Governance

Now Gen leaders: Dominique Otten-Pappas & Rafael Kisslinger da Silva

Do you have a Now Gen Committee? Not at the moment

Financing: no dedicated budget but part of the overall budget

## Definition of Now Gen

All members of owner families who are already active in a responsible role in the company- alone or possibly still together with the senior generation. You are older than the Next Gens in the orientation phase and face a number of demands: Responsibility for personal development and that of the company and family; strategic and intergenerational challenges in the company and family.

## Key Now Gen activities

### Now Gen Family-Weekend

- Entrepreneurial Families in Transition -Chances and Challenges
- 10 families hosted at one member's place
- Over a weekend in October 2022
- Spouse and special program for kids
- Fee: 500 euros/Adult + additional fee for kid's program

### Now Gen circles

- 2 circles running with 6 pax in each
- meeting regularly live
- self-moderated

## Observations

Cannot organise spontaneous gathering, need to be planned well in advance

Now Gen events includes Kids and Spouse

Need to be careful when organising educational program for kids as you're going to parent's territory

# FBN Finland (1)

## Membership

Now Gen launched in 2016

Total membership (Now Gen, about 600, when New Leaders are included)

Estimated number of Next Gens: (Explorers / Custodians) = 520

Estimated number of New Leaders: (can choose either NxG or Now Gen activities)= 130

Estimated number of Now Gens: 460 Now Leaders & Now Owners

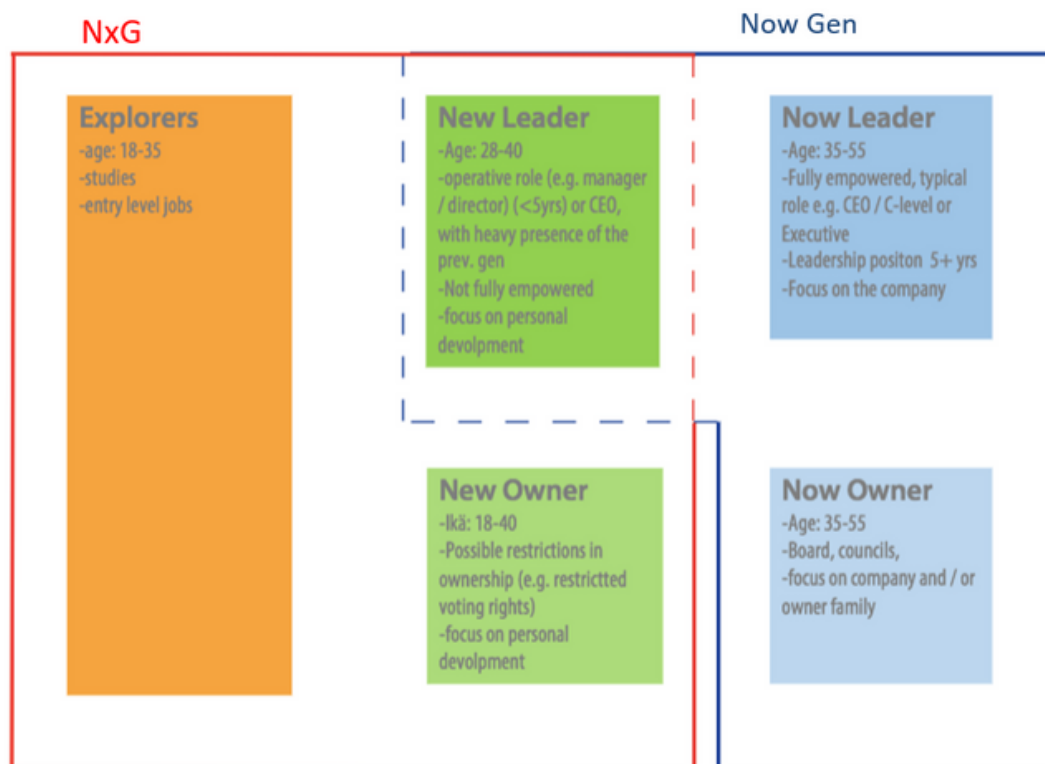
## Governance

Chairwoman Now Gen Committee: Nina Orvola; chapter office: Mikko Pellinen

7 members in the Now Gen committee, Mikko Pellinen as secretary

Mostly financed by Events fees

## Definition of Now Gen



## Key Now Gen activities

### Now Gen Winter event 03/2023: first time held in the Alps

- Theme: The Difficult Questions of Sustainability
- 35 participants.
- Very good feedback. In the future Alps every second year?
- Fee: About 1500 EUR
- We don't market it to Next Gens but don't prevent, if a Next Gen signs in. We had one Next Gen.
- Not open to spouse except if they are members

# FBN Finland (2)

## Now Gen culture events

- focusing on networking and offering balance for work: (Gallery visits, theatre).
- Three events starting from Fall 2021
- 15-25 participants
- No fee, voluntary dinner after culture activity, everyone pays directly to restaurant
- There were a couple of spouses, no kids.

## Coming up

### Learning Journey to Estonia 21.-22.9.

- two days, organized together with Enterprise Estonia
- Visit to Finnish Embassy, joint dinner with local Family Business Association, visit to Tallinn University of Technology, visit to NATO's Diana-center.
- Fee: Only travel costs & hotel for the participants. Enterprise Estonia covers everything happening in Tallinn.
- Max 35 pax

### Peer to peer groups (Circles)

- Groups of 5-6 pax – expect to for 2/3 groups of Now Gens
- Applications open until May 28th
- Topics: Leadership, owning as a family, effective board etc. themes come from participants' agenda.
- Self-moderated after first meeting, we take care of the first meeting with instructions

## Observations

Now Gens took over the board.

Most important for Now Gens is to be together rather than being talked to.

Could leverage more on the fact that the Now Gen group is influent to be invited to more exclusive events – ie: Finland

# FBN France

## Membership

Now Gen launched in 2020 following the Now Gen Retreat in Cordon

Total membership: 2 000 members

Estimated number of Next Gens: +700 members

Estimated number of Now Gens: 350 members

## Governance

President NxGs and NowGens: Thomas Derichebourg

NxGs Co-President: Louis Riou et Louis Steyert

NowGen committee : Thomas Derichebourg (Président), Hippolyte Bouigue (Leader Now Gen), Priscille Gauthier (Leader Now Gen) & Thomas Pellegrin (Leader Now Gen)

Financed by the Board

## Definition of Now Gen

- Decision-making ability is key; works in or for FB;
- Different to senior because not top tier mgmt
- Age of members: 35 – 45
- Now vs. Nx: No refusal, position in FB is determining

## Key Now Gen activities

### “Mon entreprise de chez vous”

- Now Gens only
- 20/30 pax, online at Lunch time
- no fee
- Virtual Family Visit with presentation, interview and interaction with Now Gen

### “24 Hours” - Next Gens and Now Gens

- 80 pax / 2 days
- Networking altogether but some specific sessions for Now Gens with Experts

### Regional Afteworks - NxGs and Now Gens

- 15/20 pax
- In the evening. 6:00/8:00 PM
- No fee - very informal

### Workshops - NxGs and Now Gens - In person, online or hybrid

- 15/20 pax
- In the evening. 6:00/8:00 PM
- No fee - Personal development, governance, communication

### Regional & Informal Lunch

- Now Gens only
- 5/10 pax
- Business discussion

## Observations

Mixing Next Gens and Now Gens for networking but keep focused content



# FBN Hungary

## Membership

Now Gen movement created in 2022

Total membership: 78 families – 580 members including all generations

Estimated number of Next Gens: 50 pax (25-34 years of age)

Estimated number of Now Gens: 150 pax (35-50 years of age)

## Governance

Now Gen leader: Tamas Kurti

Do you have a Now Gen Committee? Not at the moment

## Definition of Now Gen

35-50 years of age

Being a board member or part of the Family Business management

## Key Now Gen activities

### In couple dinners

- 2-3 couples are matched and each couple invites by turn at their place
- FBN offers 2 bottles of wine + some example of ice breaking questions
- In total gathered 20 couples

### Special Now Gen session at Local Summit

“Road to the corporate strategy.”

### Social activities together

- Together with kids: Santa Klauss party + baking cakes (poppy seed rolls) for Christmas
- Family day which follows the conference day during the local summit.

## Observations

Hard to attract Now Gen if spouse & kids are not invited

Always try to plug in as “Family”, “Becoming families, meeting families”

# FBN India

## Membership

Now Gen launched in 2023

Total membership: 299 members, 134 families

Estimated number of Next Gens: 130

Estimated number of Now Gens: 87

## Governance

Now Gen leaders: Ravi Shroff, Rohan Desai

Do you have a Now Gen Committee? Work in progress

## Definition of Now Gen

41-55 years old

no specific role within the business

## Key Now Gen activities

### Now Gen Spiritual Retreat

- 1st Now Gen Integrated retreat - 25, 29 April, 2023
- Pre-Summit + Summit + Post Summit = Retreat
- 540 euros incl Taxes
- Total participation was limited to 36 participants to keep the experience exclusive & immersive. 6 international participants & 30 Indian participants from different cities
- At a very picturesque location called Dharamsala in North India, nestled among snow capped mountains. Dharamsala is home to His Holiness The Dalai Lama & the Tibetan government-in-exile. The entire resort was booked exclusively for FBN during the event

### Now Gen circles

- Under reflection but definitely a powerful transformation tool, allowing collective growth
- First try during the Spiritual retreat, planning to launch in 2023 across the country
- Did a masterclass to demo

## Observations

Important to be by Now Gens for Now Gens

Favorite formats: Peer Circles, Family Business Case Study, Health & Wellness

Need curated local experiences (ie: Guided tour)

# FBN Türkiye (Taidar)

## Membership

Now Gens launched in 2019 following the Now Gen Retreat in Cordon

Total membership: 264 family businesses / 844 members

Estimated number of Next Gens: 322 members

Estimated number of Now Gens: 357 members

## Governance

Now Gen Leaders: Orkun Ürkmez

Now Gen Committee: 12 members. Yalçın Yeşilova, Kemal Urhan, Cafer Abaloğlu, Bilge Güre Turut, Emre Göçük, Emrullah Arif Koç, Gizem Çobanoğlu Erdem, Gülser Vardarcı Kaçar, İlkin Ünlü, Kaan Kızıroğlu, Meryem Dilşad Bağış, Sezin Sivri.

## Definition of Now Gen

35-55 age but more an identity than a community – self selection

Committee spent the first 2 years spent defining Now Gen today still not clear but getting there! running biz, accountability with someone above within the family

## Key Now Gen activities

### Now Gen Circles

- One circle of 6 pax meeting regularly
- Facilitated by a coach/Psychologist
- Topics are decided by the participants

### Next Gen / Now Gen Summer Forum

- Mixed now and next gens but with different program
- See full program [here](#)

### Mentorship program

- Now to next and also reversed
- See full program [here](#)

## Observations

Very diverse public

The New Leaders Circles really kept the community active and going

Now Gens need a space to deal with biz fields and self-development/benchmarking (ie: Sustainability, technological development)

# Concrete examples of Now Gen sessions

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# Now Gen **Community lab** at FBN Global Summit Budapest (1)

**Session's format:** 3 hours workshop - circles of 6 chairs - 70 pax - mostly roundtable discussions

**Session's Title:** Now Gen in times of uncertainty – are you ready to lead transformation?

**Keynote:** Robert Byss, transformation expert

**Facilitators: Now Gen leaders:** Tamas Kurti, Vladimir Moshnyager, Alexis Lombard

## Session's Description

Times are changing and are uncertain as ever! One thing is stable for Now Gens! They'll have to deal with shifting frontlines, governance & boards, transform themselves and their businesses as well as organize transitioning family dynamics! In this session, we'll deep dive into some of the Now Gens key concerns: is my board onboard for renewal? How do I deal with my own transformation and is my family prepared?

## Session Flow

14.15 – 10 mins - **Personal facilitators' intro** - Where are we in our Now Gen journey?

14.25 – 05 mins - **Intro Now Gen** – Values, Purpose, Offer

14.30 – 15 mins - **Roundtable discussion #1**

Self introduction + Explain where do you stand on your Now Gen journey – Business and family-wise.

14.45 – 45 mins – **Keynote's presentation**

- Understanding the change journey, what to do, what to expect
- Failed transformation story, example of founder/family trap
- Key learnings (for both personal and corp transformation) / What works, what doesn't, AND start with yourself.
- 10 mins Q&A

15.30 – 40 mins - **Roundtable discussion #2 Board and corporate transformation**

- 30 mins discussion in the roundtable
- 10 mins report back – each table identifies a reporter and shares back to the whole group

16.10 – 20 mins - Coffee Break

16.30 – 40 mins - **Roundtable discussion #3 Family dynamics and personal transformation**

- 30 mins discussion in the roundtable
- 10 mins report back

17.10 – 05 mins – wrap up





# Now Gen **Community lab** at FBN Global Summit Budapest (2)

## Session's Moderation

The session was prepared and moderated by Now Gen leaders.

Roundtable discussions were self moderated by participants. They were given guiding questions to keep conversations focused, concrete and going! Below are few of the questions you can use to ease conversations.

### Board and Corporate transformation

- Is your board onboard?
- Is your board a transformation break or an accelerator?
- How do you make sure that your tenure will be better than when you took it?
- How ready are you to accelerate the generation change (NxGs onboard)
- What's the dynamic between board's and the now gens?
- What are your issues in transforming your board?
- What is your vision on how you use your board?
- What are the competences you use in a board?
- How do you influence the board? How do you become a board member?
- How is the board influenced by the previous gen? Who else influences the board?
- How do you constitute your board? Are there limits to the number of board's mandates?
- Have you ever evaluated your board?

Have you ever trained your admin?

- How do you help senior gens to build their legacy in order to make your change happen?

### Family dynamics and Personal transformation

- What is important for me as an individual?
- Sameness and differences in personal and family values.
- How do you make your family support your transformation initiatives?
- Moving out from your kid's zone/table. How do you leave your NxGs legacy behind? How do you grow into a Now Gen?
- How do you re-align family dynamic.
- How do you explain senior gens they are outdated/irrelevant?
- How do you support yourself to keep energetic and enthusiastic?
- How do you manage to keep same generation's dialogue and dynamics?
- How do you become accountable? Siblings/Spouse.
- Turning point from moving from NxG to Now Gen.
- What recognition do you get from senior gen? What recognition do you give senior gen?
- How do you transform from being critical to creating the future
- How do you embody the company? Do you want to?



# Solve a challenge workshop at Now Gen International Forum, Istanbul (1)

## Session's description

The Challenges session's aim to offer Forum participants the opportunity to explore diverse yet very targeted challenges, based on other Now Gen experience.

## Session format and flow

### Room Setup

- Plenary room
- Tables of ideally 7 people (1 facilitator + 6 participants)
- One table per challenge – see below the challenges
- Ideally two rounds of one hour

### Process

- Program committee identifies Now Gens willing to share their challenges
- Participants register for the tables/topics they want to join the day before the session
- Registrations are made via sheet of papers on the wall
- Participants can register for up to two tables – round 1 and round 2
- Challenge discussion frame - 60 mins for each round
- Participants directly join the session - facilitators are already at their table

### Flow

- 10 mins **table introduction** – 1 min for each participant share a bit on themselves: First name, last name, country, family business, what makes them a Now Gen, why did they pick the table + if they were a movie, what would be the title?
- 20 mins **topic introduction by the facilitator** – facilitator present him/herself then expose how they are related to the topic and how they are working on the challenge.
- 30 mins **Q&A and discussion** – we strongly recommend facilitators to come up with follow up questions for the table participants to insure the conversation flows.
- 30 mins **Wrap Up** - At the end of the two rounds table facilitators to share with the full audience their key take aways.

Should you wish to know more about the first NowGen International Forum in Istanbul, just check [here](#).



# Solve a challenge workshop at Now Gen International Forum, Istanbul (2)

## Challenges

### Table 1 - Ahu Serter

*"Family business: When to leave, when to stay? Is there a possibility to do both?"*



### Table 2 - Alexis Lombard

*"How to raise kids in a privileged environment?"*



### Table 3 - Cathy Noël

*"How to setup the right governance to align shareholders, board, management and independent administrators?"*



### Table 4 - Onur Eren

*"How can I be a responsible owner?"*

### Table 5 - Özge Bulut Maraşlı

*"Being a women at the board."*



### Table 6 - Risto Vayrynen

*"Do I need to sacrifice my returns in order to have an impact?"*

### Table 7 - Tamas Kurti

*"How to manage a patchwork family?"*

### Table 8 - Thomas Eymond-Laritz

*"Reputation as my key asset in difficult times - How to protect it?"*



### Table 9 - Vladimir Moshnyager

*"How to align the family on a shareholding strategy?"*

# Setting up a local Now Gen Community

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## Why setting up a Now Gen community?

- Next Gen Community has grown fast, now reaching 6 400 members
- Meanwhile Next Gen Members have also grown up...taking leadership positions, building their own family, becoming parents, dealing with daily business and challenges, becoming closer to succession and letting their parents go.
- Former active Next Gens tend to «Disappear» from the Network – you are busy running the business, raising the family, BUT also feel there is no community for them.

## Threat & Opportunities

- Now Gen to join other Networks/Community more business or personal focused oriented (ie: YPO, Nexus...)
- Missed opportunity for new knowledge, experience sharing with other gens
- Segment that wants to give back but no platform is offered
- High potential for Polaris to make things happen (They are the «Doers»)
- Influential segment
- Often people who pay membership for their family business at Member Association level

## Benefits for Now Gens

*“I came back from the Now Gen International Forum as a completely new person. So much richer!”*

*“The NowGen International Forum event made us a lot richer in many dimensions.”*

*“All of us learned lessons which will added value to each, personally and business wise.”*

*“I came home tired but full of fulfilment . We rarely can control what happens in our countries but no matter what happens it is our connection to each other and to the world that is going to keep the spirit alive.”*

*Thank you all for great days full of insights, authentic sharing and fun! Now gens are only well trained Next gens!*

*“Amazing, Inspiring, Lots of takeaways.”*

*“Very Helpful, personal and sometimes moving”.*

*“Deep discussions and many points to self-reflect on.”*



# A few steps you can start with...

## Analyse



- **Know your target:** Building a collective database – FBN Connect
- **Reach out** to the Finnish NowGen for good practices!

## Build



- **No need for a big kick off:** Catch attention with small events, peer learning, re-connect, easy access, value for time
- **Build a Core team:** former NxG Activists and influencers appoint NowGen ambassador
- **Align** with executive team & board
- **Present Now Gens**, be at your board

## Do & Adapt



- **Reach out** to Now Gens by involving them in community setup (survey, volunteer, feedback...)
- Set a **lower age limit** for your NxG committee President (ie:33 yo)
- **Use collective intelligence** for feedback / to adapt to needs

## Challenges to face



- **Fear of NxGen** Community of cannibalization – Focus on purpose for each group, recruit youngsters
- **Geography / Culture**
- **Competition with other organisations** (ie: YPO)
- **Resource** (Budget, Human) – align with your board!

Above all, feel free to reach out to directly discuss!  
Christine Gaucher [christine.gaucher@fbn-i.org](mailto:christine.gaucher@fbn-i.org)

# Now Gen — Leader role

## Acquire members

- Set strategy together with chapter
- Visit prospects together with Director or Executives and share your experience
- Presentations to local institutions



## International activities and responsibilities

- Be the contact point for International FBN
- Join the Now Gen Leaders retreat and regular online calls
- Share with the other Now Gen leaders member association best practices
- Spread international activities locally (when relevant to own association)
- Visit other member associations when traveling!

## Retain & Re-engage members

- Get to know Now Gen members to document database
- Identify Now Gen who would be willing to share experience
- Provide feedback on activities/events/communications
- Share own family story
- Identify next local Now Gen committee member/Succession planning





**FBN**

NOW GENERATION

