

Josh Kushner's Budding Empire

 theinformation.com/articles/josh-kushners-budding-empire

By Kate Clark and Abram Brown



Photo-illustration by Clark Miller. Palmer Luckey: Patrick T. Fallon/Bloomberg; Kim Kardashian West: Sarah Silbiger/Bloomberg; Henry Kravis: Patrick T. Fallon/Bloomberg; Peter Thiel: Kiyoshi Ota/Bloomberg; Bob Iger: Patrick T. Fallon/Bloomberg; Jon Winkelried: Bess Adler/Bloomberg; Joshua Kushner and Karlie Kloss: Edward Berthelot/Getty Images; Ivanka Trump, Jared Kushner, Charles Kushner: David 'Dee' Delgado/Bloomberg; Mukesh Ambani: Prakash Singh/Bloomberg

Thrive Capital's 37-year-old founder has cracked venture capital's top ranks at a breakneck pace. Now he's making major moves to cement its place.

Feb. 24, 2023 6:00 AM PST

As summer turned to fall last year, Josh Kushner and his Thrive Capital offered a shiny new perk to some of the firm's portfolio companies: How about a one-on-one meeting with Bob Iger, the 72-year-old former Disney CEO turned freshly minted Thrive venture partner?

Eric Glyman, CEO and co-founder of Ramp, a New York–based credit card startup, was one of several founders who happily accepted the offer. After walking from his Union Square office down to Thrive’s headquarters in SoHo, Glyman enjoyed a wide-ranging, 60-minute conversation about branding, leadership and long-term planning with Iger. “It was incredible,” Glyman recalled.

Iger worked his magic on Thrive founders on the other coast, too. At his Brentwood, Calif., mansion, he sat down with Jens Grede, CEO and co-founder of Kim Kardashian’s underwear brand, Skims. In San Francisco, Iger visited the offices of Benchling, a biotech-research software startup that has enjoyed a 40,000% growth in valuation since Thrive’s initial 2015 investment.

Kushner’s ability to trot out someone with Iger’s fame and gravitas spoke volumes about Thrive—its sway and its aspirations. “What other young VC could get Bob Iger, of all people, to join?” said Andrew Borovsky, a longtime Kushner friend and CEO of Visible, a Thrive-backed blockchain startup. “I’m not sure that Marc Andreessen could bring on board Bob Iger. Iger tells you a lot about Thrive.”

Hiring the ex-Disney chief was just one part of a broader plan by Kushner, 37, to bolster Thrive’s reputation while it chases bigger and higher-profile deals, as interviews with more than three dozen portfolio founders, limited partners, former employees, friends and others connected to him show. Of course, what happened next demonstrates how the unexpected can disrupt even the most artful attempts at empire building. Two months after joining Thrive in September, Iger decided to return to Disney as CEO. The about-face followed several earlier exits by Thrive lieutenants, including the quiet departure last year of Kushner’s longtime No. 2, Jared Weinstein, which has not been previously reported.

Still, Kushner has found other opportunities to bring big names into the fold. In January, he sold a 3.3% stake in Thrive to a group of five wealthy investors: Iger, private equity titans Henry Kravis and Jorge Paulo Lemann, telecom mogul Xavier Niel and industrialist Mukesh Ambani, who just became the richest person in India. The sale valued Thrive at \$5.3 billion, a nearly 50% increase from its valuation when Goldman Sachs paid \$175 million for the same stake in 2021.

These captains of industry enter the picture just as Kushner is making new, head-turning investments that signal his widening ambitions. Thrive is leading a fresh investment in cash-hungry Stripe, possibly putting in more than the \$1 billion that’s been previously reported. And it’s reportedly in talks to purchase shares of buzzy artificial intelligence outfit OpenAI at a \$29 billion valuation. These actions are even more notable given the pullback in late-stage investments that followed last year’s tech stock selloff.

“Josh’s ambitions are as high as his humility,” said Josh Wolfe, co-founder of another New York venture firm, Lux Capital, which has competed against Thrive for some deals and co-invested in others, including Ramp and Benchling. “If I had to bet on any of the Kushners, it would be him.”



Josh Kushner and his wife, model Karlie Kloss, attending a Louis Vuitton show during Paris Fashion Week this January. Photo Edward Berthelot/Getty Images

Not long ago, Kushner and Thrive had zero reputation at all. “When we started 10 years ago, we were nothing,” he told The Information in a rare interview in January 2022.



Kushner’s math was a little off—he actually started Thrive 12 years earlier, in 2010. But he was correct that the firm in its earliest days had little credibility: It was seen as “the pimply kid with braces that everyone shat on,” as one former Thrive employee put it. Initially, Thrive’s first fund was a tiny \$5 million pot cobbled from family, friends and other investors. For a home base, Kushner eschewed the default choice of the San Francisco Bay Area, headquartering Thrive instead in Manhattan’s iconic Puck Building, which the Kushner family owns.

A 25-year-old with a piddling fund, holed up in his family's building on the wrong coast? Few in venture capital took Kushner seriously—and his family ties didn't help. His father, Charles, a New York-area real estate mogul, had recently spent more than a year in federal prison after pleading guilty to tax evasion, witness tampering and lying to the Federal Election Commission. His brother, Jared, had made his own headlines by marrying Ivanka Trump in 2009.

Josh may not have instilled fear on Sand Hill Road, but he had some nascent tech connections to tap. While at Harvard University, he co-founded a social gaming company, Vostu, which caught the attention of a few big venture capitalists, including General Catalyst's then-managing director, Neil Sequeira. Sequeira connected Kushner to the firm's co-founder, Joel Cutler, who subsequently helped Kushner raise the first \$5 million fund—General Catalyst was the core LP—as well \$40 million for Thrive's second fund in 2011. Cutler also introduced him to major LPs like Andrew Golden, president of the Princeton University Investment Co.

Fortuitously, Thrive invested some of that second fund in a young, 13-person company building a photo-sharing app: Instagram. After befriending co-founder Kevin Systrom, Kushner thrust Thrive into Instagram's hotly demanded Series B, which valued it at \$500 million in April 2012. While in Mexico on a family Passover trip days later, Kushner received unexpected news: Facebook was buying Instagram for \$1 billion. In 72 hours, Thrive had roughly doubled its money. Jim Breyer, one of Kushner's VC mentors and a Facebook board member at the time, remembers that this was the moment when many in Silicon Valley first took notice of Thrive. "It certainly put them on the map," he said.

After Thrive's early windfall from Instagram, more hits followed: In 2016 it backed Slack at a \$3.6 billion valuation, which would lead to a nice return when the office-messaging app went public in 2019 with a market cap of \$20 billion. And in 2017, Thrive joined Robinhood's \$110 million Series C, valuing the stock-trading app at \$1.3 billion. Robinhood made its public debut four years later, earning a valuation of \$32 billion. Attention also gathered around Oscar Health, the buzzy online health insurance company Kushner co-founded—and Thrive backed—in 2012.

As Thrive scored these early deals, Kushner then and now was something of an anomaly in VC, an industry filled with publicity hounds and avid self-promoters. Kushner couldn't be more the opposite. Though he occasionally posts [photographs of his life](#) with his wife, model Karlie Kloss, Kushner mostly shrinks from the spotlight. He rarely tweets or appears on podcasts, hardly ever grants media interviews—he declined multiple requests to comment for this story—and divulges little information about Thrive or its investments on its official website. "Our goal since day one has been to be a heads-down firm," he told *The Information* in 2022.

Even as Kushner remains desperately allergic to attention, his reticence has come at little discernible cost to the firm's business. Thrive has indeed thrived over the last few years: In 2021, 10 of its portfolio companies went public, including buy now, pay later service Affirm and Brazilian fintech Nubank. In September that year, Thrive registered as an investment adviser, allowing it to buy more public stocks, secondary shares and cryptocurrencies.

Then, in 2022, it announced its biggest-ever fundraising haul—a \$3 billion trove that included a \$2.5 billion megafund and a \$500 million early-stage fund—which would enable it to take increasingly large positions in high-profile startups. Along with plans to back Stripe and OpenAI, Thrive in the past three years has invested in Airtable (productivity software), Yuga Labs (non-fungible tokens), Glossier (makeup), Plaid (payments) and Anduril, a defense startup founded by Palmer Luckey. Its bigger-is-better strategy has also led to some flops, like its purchase of nearly \$100 million worth of Carvana stock in February 2022. Thrive's investment has since almost entirely disintegrated, with Carvana shares down roughly 90%, outpacing the Nasdaq's approximately 15% decline.

As Thrive's funds have grown, some earlier pains related to its structure have remained. Unlike rivals like Benchmark, Kushner has chosen not to adopt an equal partnership model for Thrive's investing executives. This has kept a disproportionate amount of investing profits flowing to one man—Kushner—and created a reputation among founders and LPs that Thrive is merely “The Josh Show.”

To counter these perceptions, Kushner has recently made efforts to broaden Thrive's standing. Snagging Iger was one such attempt, as was greenlighting the 3.3% sale to Iger, Kravis, Lemann, Niel and Ambani, whose unlimited global connections will theoretically benefit Thrive's staff and portfolio companies. Kushner retains 96.7% ownership of the management company, which is different from his share of the firm's investing profits, or carry. Internally, the departure of Weinstein—a former sherpa of LP relationships at Thrive—has prompted Kushner to set up a new 10-person leadership team (an operating group, in tech speak) to help him make certain decisions about the firm's operations.

To solidify the firm further, a year ago Kushner installed Nitin Nohria, Harvard Business School's 61-year-old former dean, as Thrive's first executive chair. (General Catalyst did something similar in 2018 when it added Ken Chenault, then the CEO of American Express, as chair as he neared his retirement.) At Thrive, Nohria prospects for deals and mentors the firm's partners. “With Nitin on board, I have certainly sensed from Josh that he's interested in building a great firm that stands the test of decades,” said Breyer, “eventually perhaps without him as a day-to-day partner.”

Though they may benefit from Kushner's collection of elder statesmen, some Thrive-backed founders still openly question the venture capitalist's approach in other ways. They wonder whether Kushner's distaste for the limelight may hold Thrive back from beating competitors that have invested heavily in internal marketing. “They need to have more news and PR and

messaging out there,” said Sahill Poddar, CEO and co-founder of Parafin, which has received multiple Thrive investments. “They don’t need to go all the way to doing podcasts or have a shiny marketing page but...to become a household name like Sequoia you need to do some branding.”

That seems anathema to Kushner’s mindset so far. “Our ambition is to support exceptional founders who are building category-defining businesses,” he told *The Information* last year. “We’re not concerned about what other people do.”

Ask anyone who has done business with Kushner and you’re likely to hear the same uniform response: “Nice guy. Good listener,” said GitHub co-founder Chris Wanstrath, whose company received a Thrive investment in 2015. To an almost absurd degree, people consistently describe Kushner as courteous and pleasant—in New Yorkese, a true mensch. “You go to any restaurant and it’s like he works there,” said Borovsky. “He’s always trying to do the waiter’s job.” When Kushner goes out to dinner with family friend George Gellert, “he always wants to treat me, and I’m an old man—85,” Gellert said. (The chairman of food-importing Gellert Global Group, which does over a \$1 billion in sales, could certainly buy his own meal.)



But while he’s easygoing with his intimates, he’s relentless on the job. According to people close to the firm, Kushner and his fellow Thrivers are unrepentant workaholics. Staff expect to hear from him early in the morning and late into the evening—except from sundown Friday to sundown Saturday when Kushner, a modern-Orthodox Jew, observes the Sabbath. He spends Monday through Thursday in New York, where he, Kloss and their nearly 2-year-old son, Levi, live in one of the Puck Building’s penthouses. On Fridays, he flies to Miami, where the family owns a mansion in North Beach. (Jared and Ivanka live nearby.) “You can come have that Shabbat dinner, turn off, watch the sunset, enjoy the warm air, and you’re back in New York on Monday—that’s pretty killer,” said Borovsky, who has joined Kushner in Miami for rum on the patio.

Shabbat timeouts aside, Kushner has built his firm for two things: breadth and speed. Thrive now numbers over 70 employees, and is structured similarly to Andreessen Horowitz and First Round Capital—two competitors the Thrive staff has actively studied. There’s a thick roster providing operational support to portfolio companies, led by Katie Josephson (a partner focused on recruiting) and Yashoda Clark (a vice president focused on finance), among others. And there are the check-writing partners who lead investments and help run Thrive’s incubation program. Their ranks include Kareem Zaki (a healthcare specialist who also helmed the firm’s Robinhood investments and co-leads the investment team alongside Kushner), Nabil Mallick (consumer), Vince Hankes (lead on the OpenAI investment) and Gaurav Ahuja (fintech). Like Kushner, they’re mostly under 40 years old, and their doggedness is becoming legend.

After Instacart co-founder Apoorva Mehta stepped down as the grocery-delivery business's CEO in 2021, Kushner spent months courting him over dinners. That placed Kushner top of mind when Mehta was deciding what he wanted to do next. A day after Mehta called Kushner last October to inquire about Thrive investing in his new healthcare startup, Cloud Health Systems, Zaki was dispatched (on his birthday, no less) to San Francisco to lead the deal and close it. "These guys move very, very quickly," Mehta said.

Such tenacity may be how Thrive earned yet another opportunity to back Stripe, one of tech's most highly valued private companies. Thrive first invested in the company and its founders, John and Patrick Collison, in 2014; it plunked down \$30 million, its largest check ever at the time, valuing Stripe at \$3.5 billion. A year later, Will Gaybrick, an early Thrive partner, left to become Stripe's first chief financial officer. In 2018, Thrive invested again in Stripe—valuation: \$20 billion. By 2021, Stripe was valued at nearly \$100 billion.

At the ripe old age of 12, Stripe should have gone public by now, but years of free-flowing capital delayed the need for an IPO. Now Stripe needs \$4 billion by the end of next year to cover a tax bill related to employee stock grants, The Information exclusively reported last week. Yet the frozen equity markets make a 2023 exit look chancy. Kushner, keenly aware of Stripe's plight, has eagerly come to the Collisons' aid. And he gets to do so at a valuation far reduced from 2021's: just \$55 billion.

Meanwhile, Kushner has plenty of money to dispense. A significant chunk of Stripe's latest round will come from Thrive's new \$2.5 billion fund. Reinvesting in the Collisons seems like a good way to use up some of that dry powder, said a person familiar with Kushner's thinking. With fewer promising startups raising money right now out of fear that lowered valuations will dilute the stakes of earlier shareholders, Thrive's investing options have narrowed. (A similar dynamic is fueling the firm's pursuit of OpenAI, though Kushner and Hanks also plainly want to invest in tech's hot new thing.) Thrive is asking LPs to invest in a special purpose vehicle to complete the deal, a person with direct knowledge of the transaction tells us, which will help the firm avoid overweighting the megafund with Stripe shares. A spokesperson for Thrive declined to comment.

A year from now, all of these machinations just might look as smart as Kushner's initial bet on Stripe. "He's trying to figure out how to extract maximum advantage out of this time where most people are scared," said Borovsky.



Kushner (right) and Instagram co-founder Kevin Systrom meeting with British Prime Minister David Cameron in 2012. [Flickr/Creative Commons](#)

Whether by birthright or by design, Kushner has long found himself in the right situation alongside the right people. At Harvard, he hung around with other men from similarly elite backgrounds, rooming with Heineken heir Alexander de Carvalho and Alex Blankfein, son of then-Goldman CEO Lloyd Blankfein. He wrote for a new student magazine, Scene, that reportedly counted Vogue's Anna Wintour as an adviser.



Around that time, an explosion in social gaming companies like Zynga prompted Kushner to try to export the model to Brazil, where he co-founded Vostu during his junior year at Harvard, hoping to attract South American gamers. (After initial success, the company laid off most of its workforce in 2013.) He graduated in 2008, did a stint on Goldman's distressed-debt desk, then returned to Harvard for business school, earning his MBA in 2011.

With employee No. 1, Chris Paik, Kushner registered a website for Thrive in 2010 and briefly considered copying what storied firms like Sequoia Capital were doing with their sites: publishing detailed hagiographies about their investments. Instead, Kushner went a different route and provided little more than Thrive's name and an email address.

As he plotted Thrive’s beginning bets on startups like Codecademy and Warby Parker, Kushner, still under 30, liked to eat breakfast alone each day at Maialino, an upper-crust Italian restaurant in New York’s Gramercy Park. “Many tech and media people go to Coffee Shop or Balthazar,” he told Details magazine in 2011, “but I prefer to have breakfast by myself or with one other person. It isn’t about being secretive—I just love what I do and prefer to focus on my work.”

To counter his lack of experience in the tech industry, Kushner cultivated relationships with older, wiser veterans of both Sand Hill Road and Wall Street. Peter Thiel was an early LP, and Jon Winkelried, a longtime Goldman hand, joined Thrive in 2013 as a strategic adviser. “Jon and I were the two old guys that helped him the most,” said Cutler of General Catalyst.

Winkelried had retired as Goldman’s co–chief operating officer and was spending a lot of time at his Meeker, Colo., horse ranch. The setting became a favorite retreat for Kushner and Thrive’s staff, a place to ride horses, blast shotguns and debate the firm’s future over evening bonfires. The cowboy lifestyle was a respite for junior partners, whose weekly grind often involved crisscrossing the country and staying up late penning deal memos. Thrive had picked up “a little bit of a Goldman Sachs banking culture,” said Victoria Peng, a former Thrive employee who worked on its investment team.

Around the same time that Winkelried arrived, Kushner co-founded Oscar Health with Kevin Nazemi, a former Microsoft marketing director, and Mario Schlosser, with whom he had worked on Vostu. They envisioned Oscar disrupting health insurance just as Uber had overturned the taxi business, offering a sleek digital alternative within a staid industry.

Oscar’s offices were in the Puck Building, marking an unofficial start to Thrive’s incubation program. The system, in which a fledgling startup like Oscar receives office space, funding and constant involvement from Thrive partners, would later expand to include more than a dozen young companies. Most venture firms don’t have a similar offering, and the program has become a talking point with potential LPs, who like the opportunity it gives Thrive to invest especially early.

Five years in, things seemed to be going quite well for Thrive Capital. And then, in June 2015, Donald Trump strode into the atrium of Trump Tower to announce his presidential run. From 58 blocks north, all hell was about to break loose around Josh and the Kushners.

Suddenly, with Ivanka Trump and Jared Kushner joining the Trump presidential campaign, an intense media spotlight beamed on anyone with the last name of Kushner.



The press couldn’t get enough of the unfolding, overlapping ironies. Jared, scion of a liberal New York family’s real estate fortune, had switched sides and thrown in his lot with his Republican in-laws. Josh, meanwhile, remained an avowed lefty who had struck out into tech investing, and whose own

startup, Oscar, had pinned its hopes on an insurance market that President Barack Obama's Affordable Care Act had made newly vibrant. If Trump won, that legislation would likely come under attack, and Oscar would suffer. Plus, Josh's then-girlfriend Kloss was a passionate Democrat who posted an Instagram photo of herself voting for Hillary Clinton on Election Day.

Josh watched election night coverage as he flew to San Francisco for a Slack board meeting. "I was surprised" at the night's events, he told Forbes a few months later. "But not as surprised as the other passengers around me."

At this point, Josh largely adopted a policy of near-complete media silence. Family friend Alan Hammer said this response hewed closely to his family's approach during other times of crisis. "It comes from his mother's side," Hammer said. Josh's mother Seryl "would be happy if she never saw the name 'Kushner' in the newspaper or a magazine" ever again.



Josh, Charles and Jared Kushner at a party celebrating Jared's New York Observer in 2014. Photo Patrick McMullan/Getty Images)

Even during less guarded moments, Josh exhibited caution. At a January 2018 party for Oscar, Josh highlighted the defeated Republican effort to kill Obamacare, a dodged bullet for the startup. "We survived Donald Trump," he told the attendees, laughing. Then he quickly checked himself: "Don't tweet that. Really, don't tweet that. I'll get in so much trouble."

That hush-hush approach didn't stop the media from digging into him and his family. Some initial coverage revolved around a Kushner family pursuit of the Miami Marlins, called off after Trump named the baseball team's owner, Jeffrey Loria, as his ambassador to France. (Josh later became a minority owner of the NBA's Memphis Grizzlies.)

In March 2018, The Intercept reported that Kushner had met with Qatari's finance minister at the St. Regis Hotel to discuss an investment in Thrive. The Qataris ended up passing, "saying the investment was not significant enough to warrant making," according to The Intercept. The kingdom missed out. That same year, a large and early wager on GitHub paid off handsomely when Microsoft agreed to buy the company for \$7.5 billion—almost four times more than the valuation at which Thrive invested in 2015. (A Kushner spokesperson confirmed to The Intercept that the Qatari meeting occurred but denied Kushner had actively solicited funds.)

A few months later, Kushner took some time away from work for a small wedding to Kloss in upstate New York. A second, larger reception occurred the following year at the tony Brush Creek Ranch in Saratoga, Wyo. Kloss had labored over whether to convert to Judaism to appease Kushner's family and finally did, a decision that came amid the heightened family tension over Trump mania. "It was very difficult for Josh and his family, and she persevered," Hammer said.

Once Trump's presidency ended in 2021, interest in the clan decreased somewhat, leaving Josh freer to focus on the things that mattered to him most: growing Thrive and nurturing his family. With Jared and Ivanka so far keeping their distance from the Trump 2024 presidential campaign (though they were subpoenaed this week to testify before a January 6 investigation), things may stay relatively quiet for Josh on the political front. But not at Thrive, where the situation continues to grow more complex.

To start, there's the drastically altered macroeconomic situation, the first sustained downturn Kushner and most of his Thrive crew have faced. The market swoon has led to some painful belly-flops, like the \$100 million Carvana stock purchase, or its diminished holdings in Robinhood, which have plummeted from a 2021 high of around \$800 million to \$200 million at today's share price.

Moreover, several companies that went through Thrive's incubation program have seen their valuations sag lately. Capsule, a prescription-delivery startup founded in 2015, is in talks to raise money at roughly half the price it last fetched in 2021, The Information reported earlier this month. Capsule laid off 13% of its employees last July but is still burning through cash. And even with Obamacare surviving, it's not going well at Kushner's other baby, Oscar Health, either. Its shares have nosedived almost 90% since the company went public in 2021, and the company continues to descend further into the red. It lost over \$600 million last year, up from around \$260 million in 2019.

With public and private market valuations likely to keep sinking, “there’s more pain to come in the venture world,” said Golden, the Thrive LP. Still, Thrive has “been quite disciplined” compared to other VC peers who raised as much as they could during the record bull market and then spent unwisely. Thrive “could have raised bigger funds and they didn’t,” he said. Andreessen Horowitz, for instance, announced \$9 billion across three new funds a month ahead of Thrive’s \$3 billion haul.

Kushner sees his top priority right now as growing Thrive’s footprint in tech. He’s “doing more thinking about how to further institutionalize the firm,” Golden said. “I think we will see an expansion of the investment team.” Some LPs have worried about Kushner’s retention of homegrown talent, citing the departures in recent years of Gaybrick, who went to Stripe; former partner Paik, who started his own fund in 2019; Miles Grimshaw, another ex-partner, who jumped ship to Benchmark in 2020; and now Weinstein, who left last May. Relatedly, LPs told The Information they hope Kushner will add more seasoned names to guide the firm through its next chapter and elbow out the competition.

At a minimum, Kushner might improve his firm’s retention rates if he elevated some of his executives to equal partners. He has long received a disproportionate share of the firm’s profits, to the past chagrin of other investing partners. He discussed whether to alter Thrive’s structure to more equitably distribute carry on several occasions during the firm’s early years. He eventually sought counsel on the subject from his mentor Winkelried, according to a former employee. In the end, Kushner didn’t make a change, though a person close to the firm said his share of the profits has shrunk over recent years as he’s brought in more high-profile talent like Nohria.

The new minority shareholders—Iger, Kravis, Lemann, Niel and Ambani—are meant to signal Thrive’s robustness. But the sale, and even more so the Goldman stake sale that predated it, was a source of irritation for several Thrive LPs, according to three people familiar with the matter.

Such transactions, while more common in private equity and hedge funds, are unusual for venture firms. And they carry a niggling worry for LPs: When young founders begin selling stakes in the companies they’ve built, it can indicate they’ve lost focus on scaling up the business and instead are concentrating on cashing out. (Kushner had sold the stake to Goldman in 2021 in hopes that teaming with the bank would help Thrive portfolio companies nearing an IPO, but the partnership didn’t meet Kushner’s expectations, and he bought back the stake in 2022, one of the people said. The proceeds helped staffers invest in the firm’s seventh fund. A Goldman spokesperson declined to comment.)

Amid all the tumult, Thrive’s recent chess moves reflect the increasingly intense VC environment—frothed up by old-school private equity firms hunting for startup investments and crossover firms, like Tiger Global Management, that invest in both public stocks and private companies. This environment is forcing Thrive into a situation in which bigger deals

and bigger funds are the new normal. “The industry requires firms to be as dynamic as the companies they want to invest in,” Cutler said. “Josh has his own idea of how to build things.”

Whatever changes he makes, Kushner will need to weigh them against what’s clearly worked well for him and for Thrive. Take the recent example of his relationship with David Marcus. In November 2021, Marcus announced he was leaving Meta Platforms, where he had run Diem, its crypto project. “I was actually actively trying not to do anything,” he said. That didn’t stop Kushner from politely, persistently keeping in touch. “He was the first one to reach out” recalled Marcus. The former Mark Zuckerberg deputy liked that the straight-shooting Kushner is “not the kind of guy who will send 15 emojis in a text.” Instead, said Marcus, “He was like, ‘OK, whatever you’re doing next, we need to talk.’”

As he so often does, Kushner got his wish. Last May, according to Bloomberg, Thrive invested in a \$175 million round for Marcus’ Lightspark, a new crypto startup that intends to develop technology based on the Lightning Network, a lower-cost system for trading bitcoin.

For Marcus’ part, taking Kushner on as an investor was not a difficult choice. In fact, it was quite simple. “I find him to be kind of this gentleman from another time who lives in this current time and operates in his own way,” he said. “And I appreciate that.”

Kate Clark is a Senior Reporter at The Information covering venture capital and startups. She is based in New York and can be found on Twitter at [@KateClarkTweets](#). You can reach her via Signal at +1 (415)-409-9095.

K

Katherine Lee

Not you? [Log Out](#)

Want to edit your profile? [Edit Profile](#)

Featured Partner

Vanta

Vanta

Compliance doesn't have to be complicated. In fact, with Vanta it can be super simple. Vanta automates the pricey, time-consuming process of prepping for SOC 2, ISO 27001, GDPR, and more. With Vanta, you can save up to 400 hours of work and 85% of costs. Book a demo to learn why 4,000+ fast-growing companies chose Vanta as their trusted partner — and claim your \$1,000 discount.

[LEARN MORE](#)



