

## UAS Meeting Minutes 2/22/2022

Speaker: Trevor Zehnder (CFO of Extend)

### Background:

- Attended UCSB
- Worked at EY
- Moved to private sector (ex: DocuSign, Facebook, etc.)
- Started own venture capitalist firm
- Offered job at Extend (said he would work until they found someone more permanent)
  - o Was able to meet small group of board members
    - Fell in love with people and company so wanted to stay

### Q/A:

- Career advice?
  - o Networking with professionals is very important
  - o All firms are the same (in terms of work)
    - Look at the people and the connections during MTF, Gauntlet, etc.
- Did Big 4 path prepare you for CFO?
  - o Accounting is language of all business
  - o Public accounting enables you to understand how companies operate and how that translates to real world
- Why did you leave public accounting?
  - o At a firm, you are an external business partner

- May make connections with people at a company that you may never see again
  - Public accounting doesn't allow you to stay at a company
    - Always moving around
  - Hours are hectic
- How do you know when it's time for a career change?
  - Data shows that staying at a company for more than 3 years means salary less than market value
  - "Grass isn't always greener"
  - Be willing to make to change
  - Take opportunities as they're presented
- Any advice for those struggling to find a post-college job?
  - First job is hardest one to get
    - Only gets easier
  - Be patient
  - Worst answer is "no"
    - Shouldn't be that painful
  - Apply to tons of job openings
- What does a typical workday look like?
  - Working from home
  - Constant meetings
    - Internal employees, investors, etc.
  - Lots of work at night

- Most challenging thing about being a CFO?
  - o Knowing what you don't know
  - o Always learning new things
  - o Apply to jobs with responsibilities you may not know how to handle
- DocuSign stock?
  - o Can't say too much due to connections to company
  - o Look at positive-fit economics
- DocuSign vs Adobe?
  - o Both companies are great
  - o Adobe transitioned when DocuSign was market leader
- General hiring strategy?
  - o Look for people who are interested in the job
    - More likely to perform better
  - o Look for people who will be empathetic
    - Regardless of the work, people will always be working with each other
- What does Extend do?
  - o Product protection/warranties
  - o Allows rest of the market (1%) to place warranties and insurance on products
    - Excluding Costco, BestBuy, etc.
  - o Believes they can optimize protection/warranties/insurance for 1% companies better than the companies can