



Larry Lenzen – *Managing Director*

Executive with twenty-five years of experience in lower and middle market enterprises with companies in high growth and challenged financial environments. He has experience partnering with private equity sponsors and entrepreneurs to improve financial performance and shareholder value through development and implementation of financial reporting and process improvements providing strategic, organizational and capital structuring expertise. His industry expertise includes healthcare, telecom, energy, manufacturing, construction, retail, specialty finance, SaaS and distribution.

Prior to joining BlackBriar, Larry founded LG3 Advisors, LLC in 2008, a financial and operational advisory firm focused on increasing shareholder value for lower middle market firms. As principal of LG3, he served as CFO of multiple private equity sponsored companies and served as CFO and COO of two technology startups. His expertise includes mergers & acquisitions, business process re-engineering, profit improvement, system implementations, post-merger integration, due diligence and contract negotiations.

He also served as CFO and Director of Southwest Spirits & Wine, LLC, a \$30 million revenue private equity sponsored distiller and wholesaler growing at a 40% annual rate where he:

- arranged the financing of a \$10 million working capital facility
- developed business management tools and processes to manage working capital during rapid growth to improve EBITDA by \$4 million annually
- restructured operations to improve efficiency and production

Prior to Southwest, Larry served in senior roles with ACE Cash Express, a \$400 million revenue national specialty finance/retailer where he was responsible for the successful sourcing and execution of over 70 strategic acquisitions comprising over 350 stores during a time ACE increased its retail footprint by over 50%. During his tenure at ACE, he implemented SOX compliant internal controls and processes to complete multiple SOX audits.

Prior to ACE, he served as CFO, VP Finance and other senior financial roles for telecom, marketing construction, technology and hospitality concerns. His achievements and career highlights include:

- \$400 million durable medical equipment – implemented processes to manage restructuring and cash during crisis period improving working capital by \$20 million;
- \$500 million telecom company – implemented financial reporting processes to complete audit and recover \$4 million of unbilled revenue;
- \$200 million modular building and construction company – co-led reorganization and restructuring of firm to facilitate \$20 million equity raise;
- \$200 million public company – led development of shared services organization to consolidate functions for five autonomous business units:



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- \$80 distribution company – served as CRO leading company through a successful reorganization and sale under Chapter 11 bankruptcy;
- \$25 million energy manufacturing/services enterprise – served as interim President to lead transition from founder/owner managed to business with new management team;
- Sourced acquisitions for new family office;
- Raised \$5 million for two new technology start-ups.

Education and Certifications

- Texas A&M – Mays Business School – Bachelors of Science in Accounting
- University of North Texas - Toulhouse Graduate School – Masters of Business Administration
- Certified Public Accountant – Texas

Affiliations and Memberships

- Turnaround Management Association
- American Institute of Certified Public Accountants
- ACG-Association for Capital Growth

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