

# Larry D. Grant

SeatonHill Partner

## CORE COMPETENCIES

CFO • COO • Private Companies • Non-Profit • Funding • PIPE • Operations • M&A • Turnaround • Financial Modeling • Start-Up • Growth Strategy

## EXECUTIVE PROFILE

**Larry D. Grant** is a partner in the Denver office of SeatonHill. Throughout his four-decade global spanning career, Mr. Grant has served as a CFO, COO, and strategic executive where he focused on raising funds, turnarounds, and mission-critical strategic partnerships. Areas of expertise include his ability to assess marketing, selling, and operational challenges to develop holistic solutions that optimize efficiency and profitability without sacrificing stakeholder satisfaction. Larry's industry experience includes public, private, and non-profit organizations within many verticals including international maritime, study-abroad, life sciences, medical devices, pharmaceutical, biological controls, government value-added reseller, pharmacy benefits management, and software. Key examples include:

**Institute for Shipboard Education ("Semester at Sea<sup>®</sup>" Program):** As **CFO** and **VP of Ship Operations**, Larry presided over the restructuring of a complex and distressed 3 tier business model that involved large cruise ship management, higher education, and study abroad. He worked with key board members to renegotiate no-loss financial terms with creditors, worked with the ship management team and maritime lawyers to charter a new ship, and secured new academic partners to revamp the education program into a 2-semester year. He also played a key role in structuring a ship transaction that resulted in a participating investment and a ten-year charter (lease-back). Over the course of 6 years, Larry transformed a balance sheet that was \$50 million upside down into \$7 million in free cash, \$27 million in investments, and \$39 million in fund balances. As **VP of Strategic Initiatives** reporting to the Board of Trustees Chairman, Larry laid the foundation for a long-term green/alternative energy, *next-ship* solution where he developed key stakeholder relationships and set company direction.

**Vapotherm:** As **Executive VP** and **CFO** for this venture-backed manufacturer of respiratory medical devices, Larry was responsible for all financial modeling, projections, and cash flow planning including FDA post-recall and rebuilding of product sales. He helped obtain \$40 million in working capital funding through negotiated investor equity and debt transactions and negotiated and secured expanded commercial bank lines of credit, including an export-import bank guarantee program.

**Tatum Partners:** As **Executive Consultant and Fractional CFO** at this national consulting firm, Larry provided CFO leadership services to various client organizations where he improved reporting compliance, conducted investor due diligence, and achieved compliance with bank LOC covenants. Representative engagements include a public manufacturer of medication adherence devices, a newly acquired division of a public technology & security company, a private software development company, and a healthcare transport company.

**Oxford Bioscience Partners:** As **Board Agent and Consultant** for this for this life science venture capital fund, Larry obtained valuable market-place validation for the company's patent portfolio and completed past-due SEC filing obligations (eliminating \$275 thousand in accruing monthly fines). He also assisted early stage and start-up entrepreneurial-driven companies in the bioscience and healthcare industries with due diligence, financial projections, and orderly wind-downs.

## EDUCATION & CERTIFICATIONS

**BS Industrial Administration - Accounting** • Iowa State University  
**CPA** • State of Iowa (Inactive)



## EXECUTIVE EXPERIENCE

**Institute for Shipboard Education ("Semester at Sea<sup>®</sup>") [2013-2020]**  
CFO, VP of Operations & Strategic Initiatives

**Vapotherm [2006-2012]**  
Executive VP & CFO

**Tatum Partners [2005-2007, 2012-2013]**  
Executive Consultant

**Incor Pharmaceutical [2004-2005]**  
Acting CFO

**Multiple Firms [1984-2003]**  
CFO Consultant

## CONTACT

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