

Summary of Qualifications:

- International executive with over 25 years experience managing global franchises and related services, both in corporate and consulting roles, across more than 50 countries worldwide.
- Leadership in the design and execution of go-to-market strategies for both large and small franchisors, with a track record of driving revenues and ROI within tight budgets.
- MBA from Thunderbird School of Global Management, BSFS from Georgetown University, fluent in Spanish.

Professional Experience:**Envoy Franchising** – Contracted Franchise Management, Tucson, AZ**June 2004 - Present*****Owner and Managing Partner***

Parent company Envoy Investments LLC is an international management and investment firm, which assists franchisors and other organizations to build programs for sustained growth worldwide.

Management Contracts and Consulting Engagements included:

- **Edwards Global Services (EGS LLC)** – International Franchise Management Firm 2011 present
Senior Director (Contracted) – Management firm received **2015 President's E-Star Award for Export Service in o a expansion of U S franchises** Developed go-to-market plan, executed international marketing events, and managed Master Franchise due diligence and negotiation process. Clients included Carl's Jr., Denny's, BrightStar Care and Sport Clips, among other U.S. franchisors.
- **Synergy HomeCare LLC** – Early-stage home healthcare staffing, Phoenix, AZ 2009
Contracted Director of Business Development – Built national accounts program, established franchise field support model, trained field support managers, designed marketing training programs, and established strategic plan for company's first Franchise Advisory Council.
- **DC Franchising LLC** – Startup pet services franchisor, Tucson, AZ 2007-08
President, CEO and Principal Shareholder -- Bootstrapped the launch of a new franchised pet services brand with limited internal and external resources. Led all aspects of the go-to-market strategy, including franchise development, marketing, branding, PR, pricing, hiring, vendor negotiations and financial planning.
- **Online Trading Academy** – Financial training franchisor, Irvine, CA 2004
Management Advisor -- Consulting assignment to advise Founder during early stages of the franchising program. Developed and wrote manuals and training programs for sales teams. Helped identify and recruit permanent franchise executives for management team.

Comfort Keepers – Home Healthcare Staffing, Dayton, OH**Nov.2004 - Jun.2007*****Director of International***

- International department head with P&L responsibility for franchise development and operations. Launched the franchisor's international program, winning **USCS Export Achievement Award in 2006**.
- Planned and implemented international franchise development strategy, including partner searches, print advertising, web marketing and trade shows. Negotiated master franchise agreements for 9 new international markets within the first 2 years.
- Directed new country launches, including site selection, localized marketing programs, sales development programs, website and software localization, ongoing field support, training and global vendor relations.

New Horizons Computer Learning Centers, Inc., Anaheim, CA**Dec. 2001 - Apr. 2004*****Director of International Franchise Development (Dec. 2001 – Sept. 2003)***

- Developed and implemented franchise development strategy for master franchise sales outside the U.S.
- Negotiated and closed deals to establish new operations in 5 countries with initial license fees of \$1.2m
- Achieved 140% of sales budget in 2002 and 125% in 2003, despite slowest years in company history.

Director of Global Franchise Operations (Sept. 2003 – May 2004)

- Directed field support for franchise marketing and operations, and managed compliance.
- Led department in key strategic initiatives, coordinating with the Franchise Advisory Council.
- Developed online financial management training and financial benchmarking tools for franchisees.

Ray Hays, Professional Experience Continued...

iSyndicate – Internet Content Solutions, San Francisco, CA

Jul. 2000 - Apr. 2001

Director, International Business Development

- Managed international business development, contract negotiations, alliance relations and field consulting.
- Trained and directed team of 9 specialists for launch of \$76m joint venture with Bertelsmann in Germany.
- Developed company's first international master licensee program and profit models.
(Company declared Chapter 11 due to dot.com decline.)

AlphaGraphics, Inc. – Tucson, AZ, *Printing Services Franchisor*

Jan. 1995 - Jun. 2000

Regional Director, International Operations

- Regional Director responsible for Asia-Pacific during Asia Economic Crisis (1996-99) and for Latin America during Mexico Peso Crisis (1995-96). Supported 30+ countries, including 12 new-country launches.
- Advised and trained master franchise teams in franchise sales, franchisee support and vendor relations.
- Conducted field support visits and quality assurance reviews, including ISO 9002 certification roll-out.
- Managed vendor relations, site selection and build-out, and planned international regional meetings.

Director, International Sales and Marketing

- Developed and deployed cost-effective marketing and sales programs internationally, resulting in 20% average annual growth of royalty revenues despite global economic crisis.
- Designed and delivered localized sales training courses for master franchisees and staff.
- Managed international branding guidelines and ensured consistency of international sales materials, advertising, website presence and market positioning.

Marriott Courtyard, Franchised Hotel, Washington DC

Nov. 1992 - Jan. 1994

Sales Manager

- Managed sales, marketing and PR, including hotel's re-branding as one of Marriott's first franchises.
- Responsible for \$2.4m sales budget, including room rate strategy and major account negotiations.

Choice Hotels International, Global Hotel Franchisor, Silver Spring, MD

Jun. 1990 - Aug. 1992

International Media Relations Supervisor

- Wrote press releases and internal corporate newsletter. Pitched international media stories.
- Supported franchise owners with PR campaigns and other marketing communications.
- Planned and executed press conference with Argentina's President Menem.

Education:

Thunderbird School of Global Management

MBA in International Business (Marketing Focus), 1994

Coursework included marketing high-tech products, business-to-business marketing, Asian business strategy, multinational management, international finance, accounting and business Spanish.

Georgetown University, School of Foreign Service

BS in International Affairs, 1990 *cum laude*, Latin American Studies Certificate

Coursework included international economics, international politics, history and Spanish.

Universidad de Sevilla, Spain

Year of foreign study, 1989-1990

Spanish language, history and cultural studies.

Skills and Accolades:

Languages: **Spanish** (fluent) and Portuguese (comprehension).

Certifications: Awarded **Certified Franchise Executive** (CFE), International Franchise Association, 2007

Memberships: Appointed by U.S. Secretary of Commerce as a **Member of the District Export Council**, serving on regional DECs in California, Ohio and Arizona.

Lectures: **Guest lecturer** at Thunderbird Graduate School, University of Arizona, Miami University.

Computers: Proficient in a range of Windows, Mac and web-based software.

See following pages for References...

Ray Hays

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Cell: (714) 797-3386



Professional Recommendations on Ray's LinkedIn Profile

(Titles reflect each person's position at the time that they worked with Ray. Contact information for each referral is available upon request.)

Executives and Colleagues:

"Ray successfully launched Comfort Keepers into international. He is a very knowledgeable and aggressive business executive."

— **Jim Booth**, *CEO, Comfort Keepers, CK Franchising LLC*

"I've known Ray for almost 15 years and I have been his boss, his sounding board and his vendor over the years. The two things that strike me the most about Ray are his knowledge of multi-cultural business and his problem solving skills. I can't say enough about him as a person."

— **Allen Daniell**, *VP International Operations, AlphaGraphics, Inc.*

"I have worked with Ray for a number of years and have seen him grow tremendously as a manager and person. Ray has exceptional attention to detail, is a very strategic thinker and is passionate about international business and franchising. He has a solid blend of franchise development and operations and great people skills."

— **Gene Longobardi**, *Sr. VP of Global Operations, New Horizons Computer Learning Centers Worldwide*

"Ray is the consummate professional. I found his experience in International franchise development and his attention to detail to be exemplary. He required very little supervision or direction and was a pleasure to work with."

— **Ralph Loberger**, *VP - Development, Online Trading Academy*

"I had the privilege of working with Ray at New Horizons Computer Learning Centers. His expertise in all aspects of franchise development was evident from day one. His ability to present the value of our business model gained the respect of executives and franchise partners alike. While he added important numbers to our global network, he also improved the operational efficiencies and profitability for existing owners. Under his leadership our corporate business units overseas experienced revenue growth from both franchise sales and royalties for accomplished learning centers. On a personal level, Ray is a wonderful colleague with strong character and the highest ethics. His conduct in the workplace reflects the integrity of his actions. He genuinely cares about others, not only for their professional success, but for the affect that success has on their lives. He is a good man and a good friend. He will be a valuable asset for any organization."

— **Chris Betke**, *Global Business Development Manager, New Horizons Computer Learning Centers*

"Ray Hays is an outstanding individual. I had the distinct pleasure of working with him on various projects around the world. He is dedicated to helping his customers and colleagues succeed and works tirelessly to achieve those goals. Ray is also a family man and one of the highest integrity. I highly recommend him for any company looking for a top notch executive with a proven track record."

— **John Kellen**, *Vice President, International Development, AlphaGraphics, Inc.*

"Ray's expertise in the world of franchising is far reaching, having spent a career developing concepts domestically and internationally. His expertise covers the entire gamut of franchising from operations to development, including concept creation and implementation. He is constantly looking out for the client's best interests while assuring goals are met. I would recommend Ray to anyone seeking an executive with integrity and vision."

— **Dan Bish**, *Former Director of Franchise Development, AlphaGraphics, Inc., Current Franchise Broker*

Partners and Clients:

"I have known Ray for over 10 years and privileged to worked with him in his past 2 organisations, New Horizons and Comfort Keepers. Ray has the relevant skills, knowledge, experience and most importantly, talent in International Business Development. His has proven track records and our past successes of working together in franchising development in Asia provide great confidence that Ray will be able to repeat his successes."

— **TK Lee**, *Former Managing Director of New Horizons of Singapore, Current International Franchise Broker*

"Ray is a strategic oriented leader who considers the unique challenges of the marketplace when formulating a plan to accelerate the growth of the business. He provided coaching which helped us grow our sales, quickly and effectively. He ensures that communication is effective and is quick to help out when challenges arose. He will continue to have success given these attributes."

— **Jamie Marcellus RN, MBA**, *Business Development Manager, Comfort Keepers Canada*

"Ray is a recognized leader in International business specifically related to Franchises. His vast knowledge and experience accelerated my moving forward successfully with our development plan. When needed Ray was always there to assist our group with answers to questions and solutions to difficult situations He is organized and accessible."

— **Peter Eusanio**, *President, Comfort Keepers Quebec*

"I had the pleasure of working with Ray Hays during the negotiations of Comfort Keepers Master License Agreement for Portugal. He's very professional and skilled in International and General Management. I believe Ray Hays is a special person, and I would like to have him a board in any international business venture."

— **Jorge Monteiro**, *Owner and Managing Director, Comfort Keepers Portugal*

"Ray was responsible for international development at Comfort Keepers when we in Ireland joined the network. His grasp and knowledge of his role inspired confidence and went a long way to convincing me to join the Comfort Keepers network. Once we joined Ray was a reliable and common sense sounding board for our developmental issues. I wish him well in his future endeavours."

— **Bob Power**, *Managing Director, Comfort Keepers Ireland*

"Ray is a very sharp executive that brings new ideas to the table and also helps implement projects synergizing with the teams and inspiring to bring the best of each individual."

— **Paulo Antunes**, *General Manager, AlphaGraphics Brazil*

"I know Ray as a hard working and knowledgeable person, who had good understanding of the International sales and franchise development."

— **Philip Westcott**, *General Manager, AlphaGraphics Chile*

"I have had the pleasure of working with and knowing Ray Hays over the past year. He is a consummate professional and totally dedicates himself to whatever task or assignment is at hand. I have found he has solid knowledge of almost all aspects of business; financials, advertising, marketing, account management, business development and operations. While he all these things I found his greatest quality to be his friendly and personal demeanor. It would be an honor to the opportunity to work with Ray again someday."

— **John Ikirt**, *Owner, Carnoustie Enterprises, Inc., Doo Care Franchisee, Dayton, OH*

Government and Associations:

"In all the years I worked with Ray Hays, he proved over and over that he is a citizen of the world with great networking skills and unique selling skills in franchising."

— **Marcel Portmann**, *Vice President International Development, International Franchise Association*

"Ray was a perfect business development manager pursuing export opportunities with a sharp eye to detail, very knowledgeable in his field and experienced in international markets. Highly responsive and communicative, with great organizational skills. He's an asset to any organization he decides to join! Ray, hope to meet you again one of these days!"

— **Anette Salama**, *Sr. Commercial Specialist, US Embassy in Germany*

THE SECRETARY OF COMMERCE

hereby designates

Ray Hays

Member

Arizona

District Export Council



*to contribute leadership and
business experience in support
of the Nation's joint industry/
government export expansion
effort.*

Penny Pritzker
Secretary of Commerce

For the term ending December 31, 2017