



Ray Hays, Senior Director

Ray Hays is a seasoned international executive with a 20-year track record developing franchises and other service sector companies worldwide. **Mr. Hays has field experience in over 50 countries, including 24 new-country launches.** Mr. Hays served in a wide range of management and consulting roles in education, IT solutions, healthcare, hospitality, consumer services and business services.

During most of his career, Mr. Hays held management positions with leading global franchisors, including Choice Hotels International, Marriott, AlphaGraphics, New Horizons Computer Learning Centers and Comfort Keepers Senior Care.

In 1990, **Choice Hotels International** recruited Mr. Hays to oversee international PR at the franchisor headquarters during the peak of the company's global growth. He also has front-line experience in operations and sales with **Marriott** and several Caribbean resort hotels.

From 1995 to 2000, Mr. Hays served on the **AlphaGraphics** international team. During the company's rapid international expansion, he held key positions, including Director of International Sales & Marketing, as well as Regional Director of Latin America and Asia-Pacific. Mr. Hays oversaw the support of Master Licensees in dozens of countries and deployed international marketing initiatives that resulted in annual revenue growth in excess of 20%, despite economic crisis in various international regions.

New Horizons Computer Learning Centers recruited Mr. Hays in 2001 as Director of International Franchise Development. In his first 18 months, he completed Master License deals in 5 new international markets. New Horizons promoted Mr. Hays to Director of Franchise Operations, where he led several new initiatives for franchise support, training and back-office systems.

In 2004, **Comfort Keepers** recruited Mr. Hays to launch a new global franchise expansion program. As Director of International, Mr. Hays built the international department from the ground-up and negotiated Master License Agreements for 8 new international markets. Under his leadership, Comfort Keepers' international program was recognized by the U.S. Department of Commerce with the **Excellence in Global Business Award** in 2006.

The U.S. Secretary of Commerce appointed Mr. Hays to serve on the **District Export Councils (DECs) in California and Ohio. He currently serves as a Member of the Arizona DEC.** Mr. Hays has lectured on international business for the International Franchise Association, Thunderbird School of Global Management, University of Arizona and Miami University.

Mr. Hays holds an **MBA from the Thunderbird School of Global Management** and a **BS from Georgetown University.** He is fluent in **Spanish** with a working knowledge of Portuguese. In 2007, Mr. Hays was recognized as a Certified Franchise Executive (CFE) by the International Franchise Association.



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