



Sal Shahriar Chief Executive Officer

AAHOA Member

717-805-2023 sal.shahriar@arrowhospitalitymanagement.com

www.linkedin.com/in/salshahriar

Currently, Sal is the **Chairman of Americas Revenue Management Committee for IHG**. A competent industry leader, Sal has been engaged in a variety of high level corporate positions. Most recently, Sal has held these key leadership roles:

- **Executive Vice President of Operations, Hersha Hospitality Management**, where he was instrumental in the growth of Hersha Hospitality Management, which now has a portfolio of 115 hotels. Sal was responsible for senior level functions to include hotel operations, sales & marketing, financial management, IT, renovations, procurement services, administrative functions and brand relationships. He worked closely with key hotel brands such as IHG, Marriott, Hilton, Starwood, Hyatt and Choice.
- **Director Franchise Services, InterContinental Hotels Group (IHG)**, directing a staff of 20 field-based Area Consultants and Revenue Managers in the North East US and Eastern Canada. Responsibilities included hotel level consultation to enhance RGI, service, quality and related training for a portfolio of 600 hotels.

Prior to joining the InterContinental Hotels Group, Sal was a **General Manager** with Winegardner & Hammons and held field and corporate positions at B. F. Saul Company, to include **Assistant Vice President of the Hotel Division**. Sal has served on various travel and hospitality associations as the **Vice Chairman of the Holiday Inn Express Committee (IHG)**, and an **Advisory Committee Member for Marriott's Residence Inn Brand**. Sal received his MBA from Norfolk State University, in Virginia.

Frank Shandor, CHA Chief Operating Officer

267-252-4545 frank.shandor@arrowhospitalitymanagement.com

www.linkedin.com/in/frankshandor

A seasoned hospitality veteran, Frank is known for his efforts to exceed expected results. Frank has completed IHG's Revenue Management Advanced Certification (RMAC), IHG's PERFORM Certification, and Hilton's OnQ Rate & Inventory and GRO Certifications. During the most recent phase of his hospitality career, Frank held these executive positions:

- **Senior VP of Revenue & Sales Management, Hersha Hospitality Management**, where he was responsible for all facets of corporate and hotel revenue and sales management for approximately 70 hotels located in the Metro-Boston to Virginia east coast corridor, to include a portfolio of 10 hotels in Manhattan.
- **Senior Director of Franchise Training & Field Services, InterContinental Hotels Group (IHG)**, directing 100 field-based consultants and corporate training staff members. Included the creation, content and delivery of centralized and field-based training and the revenue, service and quality on-site consulting services for a portfolio of 2,400 hotels in the US and Canada.

Prior to the above, Frank held positions as a **Corporate Director of Sales & Marketing, Corporate Director of Operations, Partner/General Manager**, and **Director of Food & Beverage Operations**. Frank has also been the **General Manager** for a Radisson Hotel & Convention Center, Hilton Hotel, Sheraton Hotel, Holiday Inn, an independent hotel, and was the Resident Manager at the Hershey Motor Lodge & Convention Center. Frank is a Certified Hotel Administrator, has earned a B. A. in Economics from St. Mary's University, San Antonio, TX, and is a Holiday Inn University P.R.I.D.E. Award Winner. He has backpacked every trail in the Grand Canyon and most of the trails in southern Utah.

Jeff Day, CHA CFBE

610-733-2835 Jeff@JDMSGroup.com

www.jdmsgroup.com

www.linkedin.com/in/jdaymanagement

Bringing 30 years of hospitality leadership excellence to your business, Jeff is known for his efforts leading teams of industry professionals in full and focused service hotels, executive conference centers and resort hotel operations.

- **President and CEO of JDMS Hospitality**, where he is responsible for providing executive level assistance for a variety of hotel companies and independent hotel owners.
- **Specialized Experience** working with a portfolio of three (3) NYC airport hotels totaling 794 guestrooms, comprising a 358-room independent full service hotel and two (2) branded hotels with 436 rooms. Operated an oceanfront Resort hotel operation with 150 guestrooms and 22 specialty room types. Opened and Operated an IACC Certified Hotel and Conference Center.
- **Regional Director of Operations, Hersha Hospitality Management**, where he directed operations for 15 hotels, including the opening responsibilities for three (3) nationally branded hotels.

Throughout his career, Jeff has served in a variety of leadership roles such as **General Manager**, **Director of Hotel Operations** and **Food and Beverage Director** for hotel brands such as Hilton, Hyatt, Marriott and Holiday Inn, as well as independent resorts and executive conference centers throughout the eastern seaboard.

Jeff recently served as a leadership executive and multi-unit operator for a large, national Hospitality Management Company and a mid-sized regional Hospitality Management Company, conducting **hotel openings** for national brands such as Starwood, Marriott, Hilton and Wyndham in city and suburban locations. He continues to serve in a consulting capacity for these companies.

Jeff attended Johnson and Wales University and earned his CHA and CFBE certifications from the Educational Institute of the AH&LA. He served as Treasurer for the Greater Philadelphia Hotel Association and has been Chairperson for several committees within that organization. He currently serves as advisor to a variety of hospitality related companies and has been instrumental to the startup and operation of successful industry related businesses.

OUR SERVICES

Driven by Our Mission Statement and Tailored to Your Needs

❖ Full Hotel Management

❖ Hotel Asset Management

❖ Hotel Consulting

Our Mission Statement

Arrow Hospitality Management is a full service hotel management and consulting company **targeting** owner goals, owner ROI, **and the** enhancement of the value of the hotel asset, **by maximizing top line revenue and delivering superior financial returns.**

HOTEL MANAGEMENT

"Not to Maintain, BUT to Improve!"

A Great Guest Experience +
Top Line Revenue & Sales Management +
Bottom Line Profit Management =

Hotel Success

Arrow Hospitality Management has the expertise, resources, tactics and strategies to maximize the top line, the bottom line, and to add value to the guest stay.



TOP LINE REVENUE MANAGEMENT

Persistent Execution of Top Line Improvement Strategies

Our CLOUD-based Dashboards are designed to maximize hotel top line revenue. Our objective in effectively managing rate and inventory is to capture more than the hotel's fair-share of high-ADR transient demand.

MANAGING THE SALES & MARKETING PLAN

An Aggressive Local Market Sales Campaign is the KEY to Out-Performing the Market

Our Direct Sales campaigns "begin with the end in mind" and, in addition to crafting a practical Hotel Sales & Marketing Plan, include Sales Audits and Training. Our objective is to capture additional market demand and shift share from the market competition into your hotel.

SERVICE & QUALITY MANAGEMENT / BRAND COMPLIANCE

An Excellent Guest Experience is Fundamental to the Overall Top Line Success of the Hotel

It's not just about maintaining brand compliance standards. Excellent hotel reviews and satisfied guests are the basis for repeat business. Our objective is to build a culture that captures this #1 source of top line revenue.

BOTTOM LINE MANAGEMENT

Controlling the Variable Expense Metrics is the Cause of Significant ROI and NOI

Our profitability standards focus on line-by-Line cost control, managing labor and uncovering savings potential. Our objective is to maximize the bottom lines and hit flow-through targets.

ADDITIONAL SERVICES:

Food & Beverage Management

Profitability, Training & Sanitation

Complete Accounting Services

Monthly Performance Meeting with Owner

Brand Relations

Adherence to Standards & Reporting

Human Resources

Recruitment, Hiring & Training

Project Management

New Hotel Openings & PIP's

Risk Management

Safety, Fire, Disaster & OSHA Training

Takeover Management

Transition, Conversion & Receivership Services