



December 13, 2017

To Whom It May Concern:

After the 2016 baseball season, we were faced with a decision regarding our foodservice and hospitality operations moving forward. We had been utilizing the services of well-known mainstream competitors for several years, and although they were well resourced and adequate, we felt there was a disconnect between our internal thinking and the performance we were seeing at our events. As a family-owned business, we wanted our emphasis on the "Guest Experience" to include every facet of our services – including taking on our outsourced food and beverage.

Not having the necessary expertise in-house to take this bold next step, we chose Ryan Sanders Sports Services (RS3) to provide the game plan to success. Having seen their impressive impact at other venues they operate, we engaged RS3's experienced leadership to form a comprehensive action plan for making the necessary changes to our venue, focusing heavily on product quality and nuanced service. With their expert guidance, we executed a complete rebranding of Raley Field, which included a facelift of our concession locations with proprietary themed logos and brands, locally sourced chef-cultivated menus, cutting edge tablescaping for our premium-level clubs and suites, menu engineering, handcrafted woodwork, and graphic design. The program implemented by RS3, designed for speed of service, value offerings, keen branding, and delivery of their "+1" attitude on service, was instrumental in our year-over-year per capita growth of nearly \$2.00.

RS3's culinary talent, creative marketing style, experienced management team, and thorough in-house design and construction firm helped us reinvent our food & beverage business model. Not only do we now control our own destiny when it comes to servicing our guests, but we are more profitable and have instant input on the fan experience.

I strongly recommend RS3 for any venue looking to make similar improvements that both re-engage their guests and drive results to their bottom-line.

Sincerely,

Jeff Savage  
President  
Sacramento River Cats