



# Carlisle United

BRUNTON PARK - 14 SEPTEMBER 2024  
KICK-OFF 3PM - ATT. 7,090  
SUNNY

CARLISLE UNITED

2 - 3

FLEETWOOD TOWN

sky bet LEAGUE TWO EFL

## 2024/25 FIRST VISIT REPORT

Welcome to your Family Excellence Scheme first visit report for the 2024/25 season. The following pages provide an executive summary and key benchmarking information, as well as details of the match that was assessed and all the touchpoint scores from the visit. You'll also find a guide to using the report and recommendations, family excellence history and contact / support details as usual. We hope you find it helpful but please get in touch if you need some additional support.

## VISIT SUMMARY

FIRST VISIT SCORE

8

During the first EFL Family Excellence visit of the 24/25 season, Carlisle United performed extremely well in a number of areas and delivered a consistent experience that was excellent in places and just required a lift in others - with one notable exception - to take the club to the next level. The information in the build up to the match, both online and over email, was comprehensive and there is a good range of merchandise for children in the club store. The assessor highlighted the range of activation outside Brunton Park and the staff they encountered were friendly and helpful.

While few gaps existed, the post-game communication stood out as the area that requires attention and a post-match survey via email would help the club hear the thoughts of families which could lead to new matchday concepts. Improving the welcome and engagement inside the stadium is also recommended, and we would also suggest that any ways the club can make the journey of a fan easier should be implemented, with additional parking information being one of the ways to do this.



## TOUCHPOINT SCORES

 <b>WEBSITE</b>	<b>9</b>	 <b>RETAIL &amp; MERCHANDISE</b>	<b>8</b>
 <b>TICKET PURCHASE</b>	<b>9</b>	 <b>REFRESHMENTS</b>	<b>9</b>
 <b>SOCIAL MEDIA</b>	<b>9</b>	 <b>INSIDE THE STADIUM</b>	<b>8</b>
 <b>TRAVEL &amp; LAST MILE</b>	<b>8</b>	 <b>PEOPLE</b>	<b>8</b>
 <b>FACILITIES</b>	<b>8</b>	 <b>POST-GAME</b>	<b>7</b>
 <b>OUTSIDE THE STADIUM</b>	<b>9</b>	 <b>FEELING VALUED</b>	<b>7</b>

**AVERAGE TOUCHPOINT SCORE 8.3**

## ASSESSOR FEEDBACK



The facilities and general offer for families was great and made us feel really valued by the club. There has clearly been a lot of investment and focus on the pre-match offer in particular, with great fan zones and an impressive food and drink offering.



The Family Zone room was smallish and overcrowded (popular!) with no real visible leadership or point of contact from club. We stood around for 5 minutes or so and the games consoles and fusbball table etc. were all being used and there wasn't much else to do with those occupied

## GOOD-TO-GREAT RECOMMENDATIONS



It's great to see a family zone, but a more hands-on welcome and engagement - and the presence of some proper supervision- in the Family Zone would make this part of the experience even better, and ensure that younger fans all get a turn at the activities.



Given club official parking at the stadium is limited, give as much Information for nearby parking options as possible online, and also via the social channels. Making it as easy as possible for fans - especially families - to attend a game is crucial in their decision making process, and it's also a way for the club to show it really cares and values them.



More proactive follow up post match is needed. Ask fans for feedback as this will make new visitors feel valued and that their opinions are sought and listened to.



## BENCHMARKING

5<sup>TH</sup>

4th in 2023/24 (League One)







AVERAGE OVERALL SCORE	7.2
AVERAGE TOUCHPOINT SCORE	7.1
HIGHEST / LOWEST TOUCHPOINT	 / 

25<sup>TH</sup>

14th in 2023/24




AVERAGE OVERALL SCORE	7.6
AVERAGE TOUCHPOINT SCORE	7.5
HIGHEST / LOWEST TOUCHPOINT	 / 

## LAST FIVE SEASONS

This programme began in 2006 but here is a quick guide to your club's most recent performance (please note: programme was suspended for the 2020/21 season)

2018/19

AWARDED

2023/24

2019/20

AWARDED

2021/22

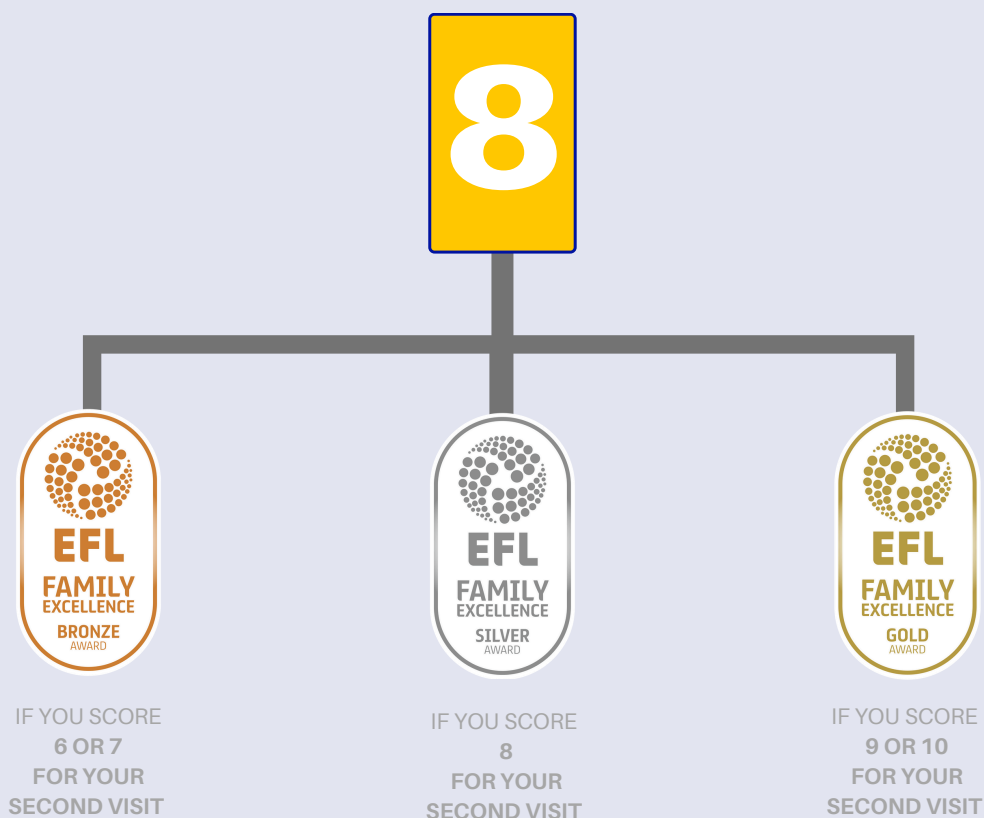
AWARDED

2022/23

AWARDED



## WHAT THIS MEANS



## HELP & SUPPORT

Please contact us if you'd like any advice or support. We're here to help.

Our team and long-term Family Excellence partners, The Fan Experience Company, can provide you with expertise, best-practice examples and strategic advice on fan engagement and the matchday experience at your club. We can also provide support on specific touchpoints.

Talk to us to find out how we can help your club.

### EFL Fan Engagement Team

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# FULL ASSESSMENT REPORT





## FAMILY EXCELLENCE SCHEME 2024/25 (FIRST ASSESSMENT VISIT)

Date	14/09/24	Match	Carlisle United v Fleetwood Town
Day of the Week	Saturday	Kick Off Time	3pm
Weather conditions	Sunny	Result	2-3
Attendance	7,090	Mitigating Circumstances (outside of the control of the club)	

### PART 1: FIRST IMPRESSIONS

#### What are we looking for?

Websites are how a club presents itself to the world. The content, style and tone all contribute to create an initial impression of the club: what makes it unique, why it means so much to its community of supporters and why new fans might confidently engage with it.

They must serve the needs of families just as much as they serve existing supporters. They should make it clear what the club offers fans on a match day and provide this information in an easily accessible and engaging way so that new families are reassured that the club provides for them.

Fan zones, children's activity areas, live music, etc., all contribute to extend the match day experience and to offer more value, so the more they are promoted as integral to the match day, the more likely families will turn up early to enjoy them.

What support does the club's website provide to families to help them get the best possible match day experience? (e.g., first time fan/family supporter guides, introductory video, match apps, downloadable docs, etc)?

Loads of information on the club's official website - from specific match information to more general stadium and fan guides.

How easy was it to find this information on the club's website?

Poor

Excellent

1

2

3

4

5

x

Please explain your rating here

The specific pre-match information was on the main page of the website and in the news section. This gave all the general info required.

Additionally, there is further information available via the 'Guides' section in the menu section of the website which give detailed info on areas of the ground and for types of fans.

Please give a brief description of the information provided (e.g., description of key match day features, inc. fanzone, activities, entertainment, mascot timetable, etc

There was a match specific timetable of activities for the game, including pre match activity, CST activity, a 'walk to the match' organised by the EDI team, fan zone info and half-time activities. However - it did only state 'no on-site parking available'. It may have been useful to direct fans towards where local match day parking is available.

Please describe your experience of emailing the club. How was the experience in terms of identifying a contact email, responsiveness, tone, information & recommendations?

I received a response to an email the next day, and it answered all of my questions thoroughly, and clarified the info I'd found on the website, in a friendly and helpful tone.

When you reflect on this part of the experience, was there anything that you felt was missing or which left you with unanswered questions?

Yes

No

Comments

X

KEY STRENGTHS	The amount and the detail of the information was great - and easy to access.
	Fan Guides ensure we felt informed before visiting.
	Specific timetables helped us plan our day.

KEY WEAKNESSES / OPPORTUNITIES	Parking suggestion would be helpful – always a concern for families visiting an venue for the first time.
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Touch Point Score – enter a cross in the appropriate accompanying box:									
POOR		BELOW AVERAGE		SATISFACTORY		GOOD		EXCELLENT	
								x	

## PART 2: TICKET PURCHASE

<b>What are we looking for?</b>	<p>People expect a seamless and convenient experience when booking tickets. Making an online purchase quickly and being able to save the ticket in a digital wallet are all basic expectations these days. However, anything you can do to lift the experience for new families (such as a first time fan experience for your children) will make this touch point one of the most memorable ones.</p> <p>New families will appreciate any guidance the club can provide on the most appropriate place for them to sit / stand to get the best possible experience. The more personalised the experience (i.e., being guided to the most appropriate location in the stadium and being able to select their own seats), the more likely the fan is to feel valued.</p>														
Does the club make it clear in its communications that there are areas in the stadium appropriate for families?	Yes	No	Comments												
	x		It is made clear which stand the family zone is in and in which seating section of the stand they recommend you sit												
Please call the club and ask if there are areas in the stadium appropriate for or designed for families.  How would you rate the experience of calling the club?	<div style="display: flex; justify-content: space-between; background-color: #BDD7EE; padding: 5px;"> <span>Poor</span> <span>Excellent</span> </div> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td style="text-align: center;">x</td> </tr> </table>					1	2	3	4	5					x
1	2	3	4	5											
				x											
Additional comments	Clear messaging, minimal wait time.														
How would you rate the quality of service provided by the person you spoke to?	<div style="display: flex; justify-content: space-between; background-color: #BDD7EE; padding: 5px;"> <span>Poor</span> <span>Excellent</span> </div> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td style="text-align: center;">x</td> </tr> </table>					1	2	3	4	5					x
1	2	3	4	5											
				x											
Additional comments	Very friendly and helpful when asked regarding family tickets, where I should sit with my son if he was first time attendee. She asked how old he was and suggested activities and areas that he might enjoy. Suggested which area to sit in and told about Family Zone.														
Were you able to choose specific seats when booking online?	Yes	No	Comments												
	x														
Did you receive online confirmation of your ticket purchase?	Yes	No	Comments												
	x														
Please rate your online ticket purchase experience	<div style="display: flex; justify-content: space-between; background-color: #BDD7EE; padding: 5px;"> <span>Poor</span> <span>Excellent</span> </div> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="text-align: center;">1</td> <td style="text-align: center;">2</td> <td style="text-align: center;">3</td> <td style="text-align: center;">4</td> <td style="text-align: center;">5</td> </tr> <tr> <td></td> <td></td> <td></td> <td style="text-align: center;">x</td> <td></td> </tr> </table>					1	2	3	4	5				x	
1	2	3	4	5											
			x												
Did the club email, text or call you with info before the game to help you get the most from the match day (e.g. a special first time fan experience for your children)?	Yes	No	Comments												
	x		Ticket confirmation email included link to first time fans guide and a prompt to email ticket office if it was a child's first ever time attending. Also received a pre match info email separately.												
Additional comments															
How much did you pay for your tickets?  Please specify the type of ticket (e.g., family bundle, adult / child special, child free with paying adult, discounted tickets for family stand, etc.) and the extent to which you believed that this offered 'value for money'.	£23 adult £9 child														

Where in the stadium was your ticket for (i.e. named stand or section)?	East Stand, Section 7								
KEY STRENGTHS	Good information on confirmation email, and easy to purchase a ticket, set up an account, choose seat etc.								
	Helpful and friendly customer service from the Ticket Office.								
KEY WEAKNESSES / OPPORTUNITIES	Make it more obvious through the website and pre-match information re 'first time child fan' opportunities. It was quite easy to miss on the smallish print on ticket email confirmation.								
	Also (unless I missed it), it did not state 'family zone' on the ticketing map when selecting seats. Whilst it is noted elsewhere re East Stand and Section 7 - it is not prompted at time of booking which may exclude some fans from the opportunity if they have not read the other guides/information.								
Touch Point Score – enter a cross in the appropriate accompanying box:									
POOR		BELOW AVERAGE		SATISFACTORY		GOOD		EXCELLENT	
								x	

## PART 3: SOCIAL MEDIA

<b>What are we looking for?</b>	<p><i>In little over a decade, social media has become an important communications channel.</i></p> <p><i>However, for it to impact positively on fan value, it must go beyond simply broadcasting to becoming a more pro-active engagement tool.</i></p> <p><i>How well does the club use social media to engage fans? How is it used to connect different types of fans (i.e., families, new fans etc.) to the club and the match day experience? How well does it update supporters on important changes and what innovation has the club introduced?</i></p>
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What club social media accounts could you easily find (i.e., easy to find on any social media search)?	X	Facebook	Instagram	TikTok	YouTube	Other
		X	X	X	X	

Did the club's main social media channels provide any useful guidance to help manage family expectations of the day?	Yes	No	Comments
Please use the comments box to describe what relevant information you found <u>in the two weeks prior to match day</u> on the club's <u>X</u> account.			

Is there evidence of two-way communication and / or responsiveness (e.g. a response to your or other fans' tweets)?	Yes	No	Comments
	x		A couple of retweets in advance of kick off from fans re their preparations for the match

Does the club's main X profile (or official website) include details of an official mascot account?	Yes	No	Comments
If there is an official mascot social media account, please use the comments box to describe how it is used.	x		Yes (@Olga_CUFC) - reposted from main account ahead of kick off; 'Want to see Olga today? Check out the matchday schedule'. The account does only have 159 followers so perhaps could be made more of and pushed more. Only tends to tweet 2-4 times a month. Perhaps more active on other platforms?

During your experience, how well do you think the club engaged families via social media (from the date of ticket purchase to the match day itself)?	Poor					Excellent				
	1	2	3	4	5					
				x						

Please add any additional comments or clarification here on the club's use of social media, including on any notable innovation or 'best practice' that you encountered.	Very comprehensive information on timings, schedules, what's on in various areas of the ground.
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<b>KEY STRENGTHS</b>	Comprehensive information ahead of games, some other engaging content re club developments and information from owners and club management
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<b>KEY WEAKNESSES / OPPORTUNITIES</b>	Could have more 'fan generated' content and more use of mascot account
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Touch Point Score – enter a cross in the appropriate accompanying box:									
POOR		BELOW AVERAGE		SATISFACTORY		GOOD		EXCELLENT	
								x	

## PART 4: TRAVEL (& THE LAST MILE)

**IMPORTANT:** Although ensuring a hassle-free journey to the stadium is important, much of the travel experience is beyond the control of the club. This section therefore asks you to focus on those areas that the club could reasonably be expected to address and to comment on your experiences accordingly.

### What are we looking for?

The more the club can remove the stress from travel and parking, the more valued families will feel. By offering a reliable travel plan to fans & backing that up with relevant updates via social media, families know that you're doing everything possible to make their match day journey hassle-free.

Certain types of fans (those with young children and elderly supporters) will appreciate any targeted guidance the club can offer (such as walking times to the stadium, alternative parking, well-lit routes, etc.)

This is also a chance for the club to promote its environmental commitments and offer walking routes, cycle parking, car sharing and public transport.

How easy was it to find travel info and advice on the club's website?

Poor

Excellent

1

2

3

4

5

x

Please give a brief summary of the travel information provided by the club (that was easily accessible on the club's website).

Comprehensive travel information in the First Time Visitors guide section of the website (<https://www.carlisleunited.co.uk/primary/first-time-visitors>)

Please describe any guidance offered to families by the club to remove the hassle from the last mile of the journey (e.g. walking times from car parks, suggested time to arrive to get the best possible experience, dedicated family parking at the stadium, etc.)

No family specific information re travel - but detailed info on distances and timings related to various transport methods.

However, general guide detailed club official parking - but match specific guide said no parking available, with no 'unofficial' car parks suggested or information relating to other nearby parking.

If relevant, did the club communicate any traffic issues that emerged on the day of the game?

Yes

No

N/A

Comments

x

Please focus on the **last mile** of your journey and comment on the quality & visibility of signage you encountered

Signage for stadium from A69 roundabout onto Warwick Road and on Warwick Road.

On entering the stadium footprint, the signage for the Family Zone was a little confusing in terms of how to access it and wasn't apparent that you couldn't enter via a specific entrance (the doors at side of stand) until you got to the doors themselves, meaning you then had to walk back the way you came.

If you parked at a **club-recommended car park** (official or otherwise) please rate the experience here (access, cost, safety & ease of departure)

Poor

Excellent

1

2

3

4

5

Focusing on those aspects that the club could **reasonably be expected to control**, please rate your experience of travelling to the club and departing afterwards (where 1 is **poor** & 5 is **excellent**)

Poor

Excellent

1

2

3

4

5

x

Additional comments

It would have been useful to have been given information on nearby car parking options or restrictions other than 'no club car parking available'.

Please describe any evidence you found of the club encouraging **environmentally friendly / sustainable** ways of travelling. This could range from advice on public transport timetables, park and ride facilities, walking or bike routes or club-provided supporter coach schemes (in areas with limited public transport)

Info on bus, rail and by foot provided - very detailed.

Also match specific information regarding a 'walk to the match' initiative with CST for this specific match.

Please add any additional comments or clarification here on the way the club manages 'the last mile' and what it puts into place to make everything hassle-free for new fans.

KEY STRENGTHS	Easy to find, detailed information regarding travel options.
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KEY WEAKNESSES / OPPORTUNITIES	More information on parking options and some clearer signage for the Family Zone.
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Touch Point Score – enter a cross in the appropriate accompanying box:									
POOR		BELOW AVERAGE		SATISFACTORY		GOOD		EXCELLENT	
							x		

## PART 5: FACILITIES (EASE, COMFORT & ORIENTATION)

<b>What are we looking for?</b>	<i>Elements such as comfort, hygiene and wayfinding can make all the difference to a first time fan's experience. The availability and quality of toilet facilities are of particular importance to families, while clearly visible signage (especially to key locations such as the club shop, the fan zone and the entrance to the family stand / section) is vital.</i>				
Please rate the quality of signage you observed in the immediate stadium vicinity	Poor <span style="float: right;">Excellent</span>				
	1	2	3	4	5
					x
Please support your rating with comments here.	Good plan of stadium visible on entrance near fan zone, club shop very visible at entrance to ground. Could have been better signage for family zone.				
Is there a stadium plan / map providing helpful information (e.g., directions to specific stands, the Club Shop, any match day activities, etc.)?  Please use the comment box to expand on this.	Yes	No	Comments		
	x				
Please rate your physical comfort in the concourse (in terms of being able to move freely, etc.)	Poor <span style="float: right;">Excellent</span>				
	1	2	3	4	5
				x	
Please comment further here.	The general concourse area was spacious, good signage and good facilities. The Family Zone room was smallish and overcrowded (popular!) with no real visible leadership or point of contact from club. We stood around for 5 minutes or so and the games consoles and fusbball table etc. were all being used and there wasn't much else to do with those occupied. We did enter a guess the attendance game and there was free fruit on offer which was good.				
Please rate your physical comfort in the stadium (inc. leg room, seat comfort & view from your seat)	Poor <span style="float: right;">Excellent</span>				
	1	2	3	4	5
					x
Please comment further here.	Good seats - nearly on half way line. Olga came over pitchside to the section (dedicated family section) and had photos taken with some young fans				
Please rate the overall cleanliness in your section of the stadium	Poor <span style="float: right;">Excellent</span>				
	1	2	3	4	5
					x
Please comment further here.	Very clean! Lots of areas newly painted and well maintained. Lots of obvious focus and investment into the stadium.				
How would you rate levels of hygiene & functionality in the club's toilets?	Poor <span style="float: right;">Excellent</span>				
	1	2	3	4	5
					x
Please comment further here.	Very, very clean!!				
Were you able to determine if the needs of particular fan groups have been considered (baby changing facilities, decoration to appeal to children, complimentary female sanitary products, etc.)?	Yes	No	Comments		
	x		Some decoration on concourse which was child focused - could perhaps be more in the specific family zone area and family section.		

Did the club <b>communicate</b> the availability of baby changing facilities and / or complimentary sanitary products?	Yes	No	Comments
		x	Not that I was aware of, unless missed.

<b>KEY STRENGTHS</b>	Facilities in general were very well presented and clean.
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<b>KEY WEAKNESSES / OPPORTUNITIES</b>	Family Zone could be improved upon - particularly for first time fans who aren't used to the facility.
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Touch Point Score – enter a cross in the appropriate accompanying box:									
POOR		BELOW AVERAGE		SATISFACTORY		GOOD		EXCELLENT	
							x		

## PART 6: THE IMMEDIATE STADIUM VICINITY

<b>What are we looking for?</b>	<p><i>If clubs are to extend their reach into their communities and grow attendances, there is an established expectation that they will offer much more than a match.</i></p> <p><i>Many clubs have set up entertainment areas, fan zones &amp; special activities to make sure fans not only enjoy themselves but also come to the stadium earlier &amp; spend too.</i></p> <p><i>Clubs displaying strong evidence of supporter engagement at this touch point will create a strong sense of arrival by ensuring the experiences, activities and entertainment they offer are well promoted, well signposted and well executed.</i></p>																	
Please describe the welcome you received upon reaching the stadium.	The stewards were friendly and welcoming, and pointed us in the right direction of the fan zone when asked.																	
Did you find any club representatives (e.g., stewards or 'here to help' teams) that were specifically dedicated to assisting and engaging with fans?	Yes	No	Comments															
	x		Stewards well placed to signpost fans and were openly engaging															
Does the club provide kids' activities and entertainment outside of the stadium (inc. the local vicinity or rooms accessible from outside of the stadium)?	Yes	No	Comments															
Please use the comment box to describe what you found.	x		There was a kids activity area in the main fan zone with a penalty shot inflatable game. There was also an organised 'walk to the match' event for that specific game. Opportunities to meet the club mascot were also available and communicated prior to the match via social media. The fan zone in general was very impressive and well attended.															
If there is a <u>fan zone</u> (i.e., an external area with refreshments, drinks, live music and entertainment, etc), please rate how family-friendly it was.	<div style="display: flex; justify-content: space-between;"> <span>Not at all</span> <span>100%</span> </div> <table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 16.6%; text-align: center;">1</td> <td style="width: 16.6%; text-align: center;">2</td> <td style="width: 16.6%; text-align: center;">3</td> <td style="width: 16.6%; text-align: center;">4</td> <td style="width: 16.6%; text-align: center;">5</td> <td style="width: 16.6%; text-align: center;">N/A</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td style="text-align: center;">x</td> <td></td> </tr> </table>						1	2	3	4	5	N/A					x	
1	2	3	4	5	N/A													
				x														
Please comment further here.	Activities for children available, lots of space, easy to access, lots of children and families in attendance, some seating areas.																	
Does the club deliver what was promised via the website, personal email, social media, etc?	Yes	No	Comments															
	x																	
Please describe any magic moments provided by the club outside of the stadium (e.g., mascot photos, a chance to have a picture to celebrate your first game, handing out first time fan certificates, etc.)	<p>On the confirmation email when buying tickets, it was stated that we could contact the club if first time fans to have an opportunity to 'make their day extra special':</p> <p><i>If you are bringing a child aged 3 years - 10 years old and it is their first ever time attending a Carlisle United match at Brunton Park please let the ticket office team know on <a href="mailto:ticket.printing@carlisleunited.co.uk">ticket.printing@carlisleunited.co.uk</a> so we can make their day that extra special.</i></p> <p>To be honest - I missed this on the confirmation email as it was relatively hidden in the smaller text and down the page of the email. The opportunity was not communicated on any other part of the website or any of the guides I read either from what I could see. It's a shame that I missed it (and should have looked harder!) - but given it was relatively easy to miss, I imagine some other fans may also miss this detail.</p>																	
Does the club provide a match day programme?	Print	Digital	No Programme															
	x																	

How easy was it to find and to buy one?	Impossible					Easy	
	1	2	3	4	5		
						x	

Please rate the programme (whether paper or digital) and use the comment box to describe any content designed to engage families and children (such as mascot pages, puzzles, content created by young fans, etc.)	Poor				Excellent		
	1	2	3	4	5		
	x						

KEY STRENGTHS	The fan zone was excellent, and clearly a lot of investment and time and effort has been made on this. The fans were engaged with it and it was full from early on.
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KEY WEAKNESSES / OPPORTUNITIES	The matchday programme was poor (a 2 game 'poster-gramme') which I felt was expensive for what it was. I understand the pressure around programme production, but I didn't feel it was great value. Having said that - my son loved the stickers that he got from the club shop with the programme and had fun trying to match them with the players on the pitch - I don't know if these were included in all programmes, but it was a nice touch.
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Touch Point Score – enter a cross in the appropriate accompanying box:									
POOR		BELOW AVERAGE		SATISFACTORY		GOOD		EXCELLENT	
								x	

## PART 7: PHYSICAL RETAIL & MERCHANDISE

<b>What are we looking for?</b>	<p>The club's retail &amp; merchandise services provide a clear opportunity to capture the attention of families, thereby extending the experience.</p> <p>Physical retail outlets can make a significant contribution to match day revenues. Success is built on several factors, including access, ease of browsing, queue time, product range &amp; diversity, price (important during the present cost-of-living crisis) and levels of engagement from those representing the club.</p>				
How well does the club <b>promote</b> the availability of its retail services? Does it use social posts to do so?	Poorly <span style="float: right;">Extremely Well</span>				
	1	2	3	4	5
			x		
What retail facilities could you easily find on the day (i.e. outside the stadium and inside your section of the ground)?	Main Store	Satellite	Mobile Kiosk	Vending Machines	Other
	x	x			
How would you rate the general main retail store experience in terms of range? For example, was there a product that your kids really wanted?	Poor <span style="float: right;">Excellent</span>				
	1	2	3	4	5
					x
Please comment further here.	A good range of small affordable items, my son (for some reason!) wanted the boxed 'posh' pen!				
How would you rate the range of pocket money items / products for kids?	Poor <span style="float: right;">Excellent</span>				
	1	2	3	4	5
				x	
Please comment further here.	A number of smaller 'pocket money' items available.				
How would you rate the general main retail store experience in terms of service? For example, did a staff member make a product suggestion or pro-actively assist you in any positive way?	Poor <span style="float: right;">Excellent</span>				
	1	2	3	4	5
				x	
Please comment further here.	The shop was very busy, so despite being in the shop for a while - the attendants were always busy with other customers. Not necessarily a negative as they did seem attentive and helpful with other customers - but it was busy.				
If space allows, did the club deploy one or more 'floor walkers' to assist supporters in the main outlet? Please comment on their impact.	Yes	No	Comments		
	x				
Were you able to move around the store and browse easily? Please comment on how comfortable the experience was in relation to entry, access to products & queue management.	Yes	No	Comments		
		x	To a certain degree, yes - but given it was so busy, there was not loads of room to walk around in-between customers and product displays		
Please record any examples of innovation you saw in the club's main store (e.g., player autograph opportunities, mascot presence, etc.).	N/A				
Was the store a place you felt you wanted to spend time in? Would it become a natural part of your match day routine on future visits to this club?	Yes	No	Comments		
	x		Yes, it was warm, welcoming, well presented, friendly.		

**KEY STRENGTHS**

A good product range, stock was well stocked, clearly popular with fans.

**KEY WEAKNESSES / OPPORTUNITIES**

As it was so busy, the shop floor was pretty tight and staff were busy - but not necessarily a negative.

**Touch Point Score – enter a cross in the appropriate accompanying box:**

POOR		BELOW AVERAGE		SATISFACTORY		GOOD		EXCELLENT	
							x		

## PART 8: REFRESHMENTS

### What are we looking for?

The refreshments experience is not only an opportunity to provide hot food on a cold day or to delight a youngster at his or her first game, but also a chance to promote your club (or regional) identity, your awareness of refreshments trends and / or food that is popular within key target supporter groups.

By offering a good selection of refreshments in any official fan zone, clubs will help to attract families to the stadium earlier and to extend their match day experience.

Does the club promote its refreshments services ahead of the match (e.g., by publishing an indicative menu and / or specific family products)?	Yes	No	Comments
Please comment on what you found.	x		Yes to a degree - there was a list of vendors, but not specific pricing or family friendly information.

How would you rate the quality and range of refreshments available <b>outside of the stadium</b> (e.g., fan zone, etc.). Consider the needs of families & children when rating the experience.	Poor					Excellent				
	1	2	3	4	5	1	2	3	4	5
				x						

Please comment further here.	Some child friendly options including a sweets stall - but no children's meal specific offer or deal that I could see.
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How would you rate the quality and range of refreshments <b>inside the stadium</b> (i.e., accessible from the section of the stadium in which you are sitting / standing)?	Poor					Excellent				
	1	2	3	4	5	1	2	3	4	5
Please use the comment box to expand on this.				x						

Please comment further here.	The food and drink for adults was good. I got a Brunton Pie - which was tasty and the staff member described it well to me. Again - nothing that I could see that was child friendly in terms of offer or deal.
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Did the refreshments offer have anything on it that your children were pleased to see (either outside or inside the stadium)?	Yes	No	Comments
	x		Sweets stall!

Did the menu offer healthy, vegetarian, vegan or gluten-free options?	Yes	No	Comments
		x	Not much in the way of healthy options - some veg options. The Family Zone did have free fruit

Were any items (i.e., on the menu at your nearest kiosk) unavailable?	Yes	No	Comments
		x	

How would you rate overall levels of hygiene (e.g., the way the food is served, presented or wrapped, etc)?	Poor					Excellent				
	1	2	3	4	5	1	2	3	4	5
										x

Please rate queue management <b>pre-match</b>	Poor					Excellent				
	1	2	3	4	5	1	2	3	4	5
										x

Please explain what – if anything – the club did to mitigate any delays.	Lots of food and drink options and vendors, which seemed well staffed.
--	--

Please rate queue management <b>at half time</b>	Poor					Excellent				
	1	2	3	4	5	1	2	3	4	5
										x

Please explain what – if anything – the club did to mitigate any delays.	A good number of kiosks, and well staffed and well organised service.								
Please rate the service you received from the kiosk staff (e.g., speed, demeanour, personal engagement, etc.)	Poor		Excellent						
	1	2	3	4	5				
					x				
Please support your rating with comments here	Friendly, helpful - described the Brunton Pie well when I asked what it was!								
Were there particular products that stood out for their uniqueness, links to the local area, local regional favourites, products named after famous players, etc.?	Yes	No	Comments						
	x		The Brunton Pie! also some local beers.						
<b>KEY STRENGTHS</b>	Lots of food options, service well organised and well staffed.								
<b>KEY WEAKNESSES / OPPORTUNITIES</b>	Could have been some more (or more obvious?) family/child friendly options and deals.								
<b>Touch Point Score – enter a cross in the appropriate accompanying box:</b>									
POOR		BELOW AVERAGE		SATISFACTORY		GOOD		EXCELLENT	
								x	

## PART 9: INSIDE THE STADIUM

<b>What are we looking for?</b>	<i>Clubs might not be able to control the quality and outcome of what happens on the pitch, but through engaging activations, big screen content (where relevant), the activities of the mascot and the positive actions of stewards, they can create an engaging in-stadia experience for families that extends way beyond the game and creates magic for supporters of all types.</i>				
Please rate the welcome you received either at the turnstile or, if automated, once you'd passed through it.	Poor		Excellent		
	1	2	3	4	5
				x	
Please comment further here.	Access was easy and stewards were friendly and welcoming.				
Were you offered assistance to find your seats?	Yes	No	Comments		
	x				
What specific activities did you see in the concourse nearest to your seats (e.g., family room, children's activities and entertainment, mascot visit, gaming, etc.)?	The family zone with some activities (games consoles, fusball table as well as free fruit) was near our section. Also. the mascot came across the pitch to wave to the fans in our section and have photos taken which was great to see.				
Does the club provide a mascot(s) to entertain children inside the stadium?	Yes	No	Comments		
	x				
How would you rate the mascot?	Poor		Excellent		
	1	2	3	4	5
				x	
Please describe any specific child-friendly concourse decoration in your part of the stadium	A little bit of child friendly decoration in and near the family zone - perhaps this could be spread wider across the East Stand concourse if that is the area of focus for families and children.				
Please comment further here.					
Please give an overall rating for the quality of <b>pre-match</b> entertainment offered	Poor		Excellent		
	1	2	3	4	5
					x
Please comment further here.	Good food and drink options, mascot present around the ground, early kick off on a big screen in the fan zone.				
Please give an overall rating for the quality of <b>half time</b> entertainment offered	Poor		Excellent		
	1	2	3	4	5
				x	
Please comment further here.	There was a shootout competition on the pitch at half time.				
If the club has a big screen, please rate how well it is used to entertain supporters inside the stadium. For example, was it used to feature individual groups of fans or to facilitate quizzes or competitions?	Poor		Excellent		
	1	2	3	4	5
			x		
Please comment further here.	A big screen outside the stadium in the fan zone which had the early kick off on. There is a big screen internally but seemed to only be used as the scoreboard. Nothing in terms of messaging re offers, activities, information that I saw.				

Please rate how pro-actively the club created atmosphere (in the stadium as a whole and / or in your section) in the minutes before kick off (through music/videos etc	Poor				Excellent
	1	2	3	4	5
			x		

Please comment further here.	Not much in the way of building 'hype' in lead up to the game. The lower-level stuff like the friendliness of staff, the visit of the mascot etc. helped in terms of general atmosphere and environment - but nothing that we witnessed in terms of wider building of atmosphere across the crowd.
------------------------------	--

Please rate the contribution of the PA Announcer.	Poor				Excellent
	1	2	3	4	5
			x		

Please comment further here.	Neutral I'd say - did the basics well and communicated well, but nothing too exciting.
------------------------------	--

Were there any planned examples of magic moments for young fans (e.g., autograph opportunities, pictures with the mascot, etc.)?	Yes	No	Comments
	x		The club mascot coming to the family section for photos. I think a player was in the Family Zone perhaps when we were in (didn't recognise him) - but this wasn't 'showcased' in a way that made it easy to get autographs or photos

Please describe the atmosphere in the family stand. What, if anything, did the club do proactively to create, protect or improve it?	Mascot visiting the side of the pitch, family zone housed within the family stand. Section 8 where we sat was the 'dedicated' section for the Family Zone - although this wasn't too apparent in the mix of spectators in there.
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Please record any examples of innovation in the in-stadia experience that you observed.	N/A
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<b>KEY STRENGTHS</b>	Friendly atmosphere from staff and stewards, family zone present in family stand, general welcoming atmosphere
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<b>KEY WEAKNESSES / OPPORTUNITIES</b>	Perhaps could have done more to proactively push the atmosphere and 'fun' in the family section. The Family Zone area could also have been executed better - although good to see some activity present.
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<b>Touch Point Score – enter a cross in the appropriate accompanying box:</b>									
POOR		BELOW AVERAGE		SATISFACTORY		GOOD		EXCELLENT	
							x		

## PART 10: PEOPLE

<b>What are we looking for?</b>	<p><i>We know from nearly 20 years' EFL assessment experience that clubs achieving the highest scores in this part of the assessment have people who are a big part of the experience themselves.</i></p> <p><i>They are always on the look-out for opportunities to assist, engage and often to surprise and delight supporters and their families. They understand the value of a 'high five' to a family group &amp; display positive body language and good eye contact.</i></p> <p><i>Service is as important a steward's objective as safety and security are, while a dedicated 'here to help' team will lift the experience with energy, pro-action and magic moments.</i></p>																						
How do you rate any club rep(s) that you spoke to by phone?	<table border="1" style="width: 100%; text-align: center;"> <tr> <td colspan="4">Poor</td> <td colspan="2">Excellent</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td>N/A</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td>x</td> <td></td> </tr> </table>					Poor				Excellent		1	2	3	4	5	N/A					x	
Poor				Excellent																			
1	2	3	4	5	N/A																		
				x																			
Please comment further here.	Very friendly and helpful when asked regarding family tickets, where I should sit with my son if he was first time attendee. She asked how old he was and suggested activities and areas that he might enjoy. Suggested which area to sit in and told about Family Zone.																						
If you parked at an official club car park, how would you rate any official club <b>parking</b> assistants you encountered or interacted with?	<table border="1" style="width: 100%; text-align: center;"> <tr> <td colspan="4">Poor</td> <td>Excellent</td> <td>N/A</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td>x</td> </tr> </table>					Poor				Excellent	N/A	1	2	3	4	5							x
Poor				Excellent	N/A																		
1	2	3	4	5																			
					x																		
Please comment further here.																							
How would you rate the levels of engagement of any dedicated <b>here to help</b> club reps or those dedicated to welcoming fans / answering questions (both outside and inside the stadium)?	<table border="1" style="width: 100%; text-align: center;"> <tr> <td colspan="4">Poor</td> <td>Excellent</td> <td>N/A</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td>5</td> <td></td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td></td> <td>x</td> </tr> </table>					Poor				Excellent	N/A	1	2	3	4	5							x
Poor				Excellent	N/A																		
1	2	3	4	5																			
					x																		
Please comment further here.	Didn't see any specifically marked as such.																						
How would you rate the levels of engagement of stewards / other club representatives <b>outside</b> the stadium?	<table border="1" style="width: 100%; text-align: center;"> <tr> <td colspan="4">Poor</td> <td colspan="2">Excellent</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td colspan="2">5</td> </tr> <tr> <td></td> <td></td> <td></td> <td></td> <td colspan="2">x</td> </tr> </table>					Poor				Excellent		1	2	3	4	5						x	
Poor				Excellent																			
1	2	3	4	5																			
				x																			
Please comment further here.	Helpful and friendly - assisted when approached. It was very busy around the club shop and the fan zone.																						
How would you rate the levels of engagement of stewards <b>inside</b> the stadium?	<table border="1" style="width: 100%; text-align: center;"> <tr> <td colspan="4">Poor</td> <td colspan="2">Excellent</td> </tr> <tr> <td>1</td> <td>2</td> <td>3</td> <td>4</td> <td colspan="2">5</td> </tr> <tr> <td></td> <td></td> <td>x</td> <td></td> <td colspan="2"></td> </tr> </table>					Poor				Excellent		1	2	3	4	5				x			
Poor				Excellent																			
1	2	3	4	5																			
		x																					
Please comment further here.	I am referring to the staff representation in the family zone - as this could have been better and more proactive. However, there were no issues with stewarding in the stands and general concourse area.																						
Did you observe any examples of abusive language or anti-social behaviour in your section of the stadium? If so, how close were stewards to the situation and how did they respond?	Yes	No	Comments																				
		x																					
Please reflect on the entirety of your match day experience and describe / identify any individuals who you believe should be recognised by the club for the quality of service they provided.	The general feeling from staff and club representatives was very friendly and helpful. The woman I spoke to on the phone with regards to ticket enquiries was very helpful and engaging. Also, I was very impressed with the young lad who served me at half time from the concourse catering staff - he was enthusiastic, switched on and helpful (and described the Brunton Pie well!!!).																						

KEY STRENGTHS	Friendliness, approachability, helpfulness.								
KEY WEAKNESSES / OPPORTUNITIES	Engagement in the family zone could have been a lot more proactive and make newcomers feel more part of it								
Touch Point Score – enter a cross in the appropriate accompanying box:									
POOR		BELOW AVERAGE		SATISFACTORY		GOOD		EXCELLENT	
							x		

## PART 11: POST-MATCH

### What are we looking for?

*This is an important touch point for clubs, as it offers an opportunity to extend the experience post-match, promote future attendance, offer appropriate services and products and, most importantly of all, to ask the fan for feedback on his or her experience.*

*A club with insights into what matters most to new fans will be in the best position to retain them and to create new advocates.*

Does the club use social media to encourage feedback (e.g., using a hashtag to encourage improvement ideas, tweeting a link to use to provide feedback or offering voting buttons, etc.)?	Yes	No	Comments
		x	

Did any club rep ask you to comment on your experience or offer any feedback at any point during your experience (even informally)?	Yes	No	Comments
		x	

Did the club ask for / encourage feedback via the club's official website, social media, match day programme and / or signs / posters / QR codes?	Yes	No	Comments
		x	Not that I saw

If you purchased tickets online, did the club contact you in the 48 hours following the game to ask for your <b>feedback</b> ?	Yes	No	N/A
		x	

Please comment further here.	
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Did the club contact you in the hours / days following the game to promote ticket sales for future games, offer membership and / or other club products & services?	Yes	No	N/A
		x	

Please record any examples of innovation in the post-match experience that impressed you (e.g., was there anything provided by way of entertainment / social facilities to extend your stay at the stadium)?	N/A
--	-----

KEY STRENGTHS	Unhurried departure from stadium.
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KEY WEAKNESSES / OPPORTUNITIES	<p>No post-match follow up or attempt to re-engage. Ask for feedback.</p> <p>Please note: Although the assessor did not receive a post-game survey on this occasion, we acknowledge that the club do send one and this may have been a one-off. The survey is a good one that covers off a lot of generic questions for fans, although we would suggest that it is able to distinguish first time fans and families to understand their views. We have adjusted the score for this section accordingly.</p>
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**Touch Point Score – enter a cross in the appropriate accompanying box:**

POOR	BELOW AVERAGE	SATISFACTORY	GOOD	EXCELLENT
			x	

## SUMMARY

Based on your experience at this match, what would you describe as the club's <b>main strength</b> (in relation to its engagement of families and children)?	The facilities and general offer for families was great and made us feel really valued by the club. There has clearly been a lot of investment and focus on the pre-match offer in particular, with great fan zones and an impressive food and drink offering. All staff we engaged were friendly and helpful and welcoming. The information in the build up to the match both online and over email was significant and comprehensive.	
Based on your experience at this match, what would you describe as the club's <b>main weakness (or main improvement opportunity)</b> (in relation to its engagement of families and children)?	Although the Family Zone was well equipped (games consoles, football table, free fruit etc.), it didn't feel as welcoming as it could have. Also - there was no follow up post-match	
In order to improve levels of new family engagement at this club, what four key recommendations would you make?	1	More hands on welcome and engagement in the Family Zone
	2	More proactive follow up post match. Ask for feedback. Make new visitors feel valued and listen to their opinions.  Note: the club have informed us that a post-game survey is sent so it appears it wasn't received by the assessor on this occasion.
	3	The wider concourse area around family zone and section could perhaps be more family friendly in terms of decoration
	4	Information for parking options, given club official parking is limited

## OVERALL RATINGS

How likely are you to **RECOMMEND** attending a match at this club?

Not at all			Unlikely		Possibly		Likely		Definitely	
0	1	2	3	4	5	6	7	8	9	10
								X		

On this visit, how **PERSONALLY VALUED** did this club make you feel?

*This is a measure of whether or not you felt the club, **in its personal interactions with you**, made you feel welcome, demonstrated in some ways that they were pleased you had attended, or encouraged you to come back.*

Not valued at all									Extremely Valued	
0	1	2	3	4	5	6	7	8	9	10
							X			

How would you rate the overall **FRIENDLINESS** of this club?

*This measures the general approach from staff you **observed** throughout the experience, from first impressions and purchasing tickets, through to stewards and in-stadia staff and service.*

Unfriendly			Indifferent		Average		Friendly		Outstanding	
0	1	2	3	4	5	6	7	8	9	10
								X		