University of South Australia

CUSTOMER SERVICE QUALITY REPORT:

SAMPLE CENTRE REPORT

2021

KEY STATISTICS

92% respondents are likely to recommend the centre to others

92% respondents are satisfied*
*measured range from slightly satisfied to very satisfied

34% respondents visit between 9am-noon

34% respondents experienced a problem at the centre

95% respondents drive in a personal car

61% respondents visit with family / friends

Top 3 Activities

Lap Swim
41% respondents

Learn to Swim
34% respondents

Leisure Swim
9% respondents

Top CSQ Benchmark Performance Attributes

▲0.5   Have suitable parking

▲0.4   Be well-maintaned

▲0.3   Have clean pool water

Weak CSQ Benchmark Performance Attributes

▼ -0.4   Have experienced / knowledgeable instructors

▼ -0.1   Provide adequate child minding

▬ 0.0   Have responsive staff

*Detailed view of Centre's Performance vs. Expectation and comparison to CERM-PI Benchmark can be found on Pages 7-9

What your customers said[+]:

"Easy access and parking. Good showers with lots of room. Bars available to aid walking"

"I find your Swimming lessons reservation system confusing and have heard complaints from other parents about it being disorganed and poorly communicated."
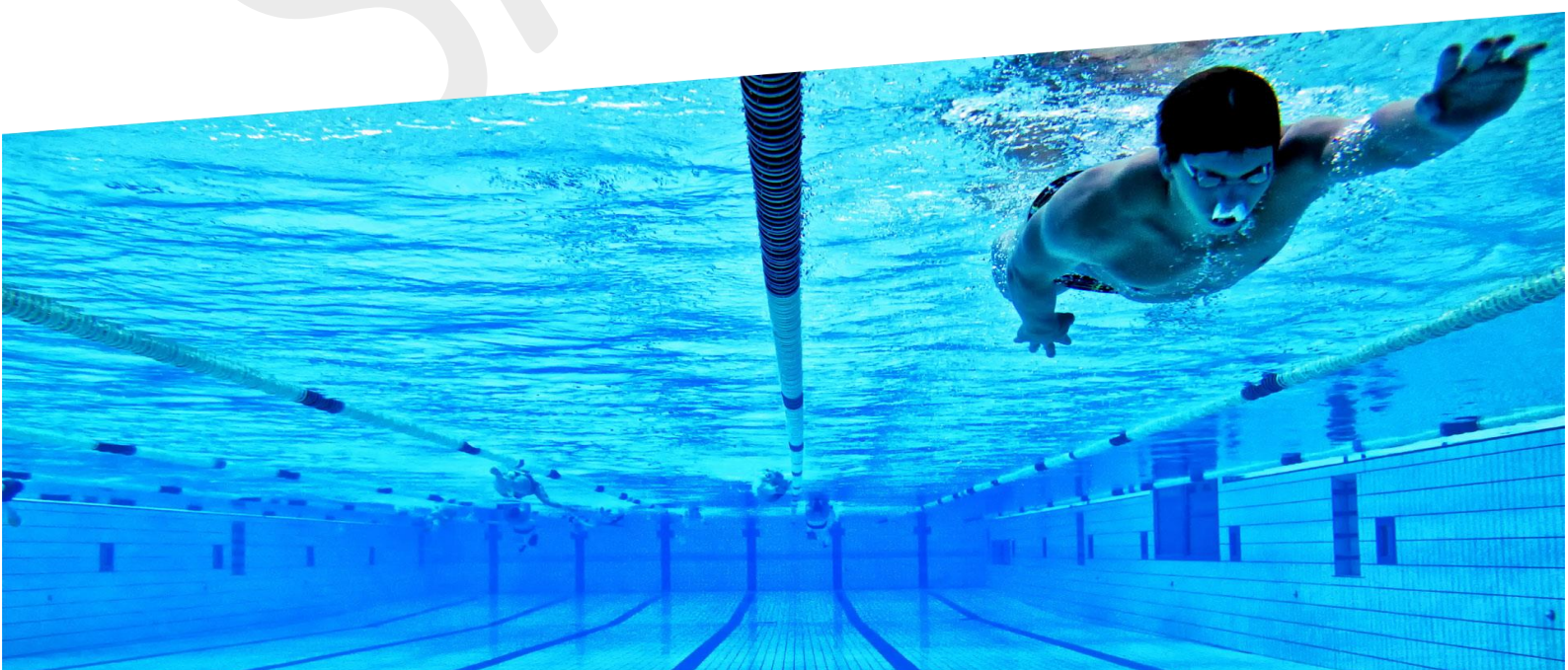
" I enjoy the ambience of the pool, the staff are respectful and friendly. The cafe has great coffee"

[+] All customer comments and suggestions are attached in Section 5

Contents

Introduction and Methodology

INTRODUCTION

In choosing CERM PI as a research partner you have secured the application of stringently tested, secure and industry specific methods of evaluating your centre's performance. CERM PI manages the only national benchmarks for public sports and leisure facilities, run annually to ensure currency and evaluated regularly in partnership with industry to ensure relevance.

This report incorporates results from these benchmarking exercises with your centre's results. Compare your results against last year's survey, and the CERM PI benchmarks for a quick and reliable check of your centre's performance over time, and compared to industry. CERM PI protocols, developed to meet strict UniSA ethics standards, allow the opportunity to compare with external industry benchmarks, whilst ensuring the security and privacy of sensitive information.

This report uses three separate sets of performance indicators (PIs) developed for sports and leisure centre management. These PIs were derived from industry input including focus groups across Australia & NZ, as well as the international research literature; and are reviewed on an on-going basis.

This report comprises five (5) main sections:

Customer Relations and Satisfaction

The first section of the report presents respondents' overall level of satisfaction with the centre, as well as the level of likelihood they would recommend the centre to others. The survey included some additional comment opportunities for respondents which are presented in the final section of the report.

Customer Service Quality (CSQ) Indicators

The CERM PI CSQ model, tailored to leisure centres, incorporates two main dimensions of service quality: 17 items that focus on facility and provision aspects of the centre and another 5 items that explored aspects of staffing in the centre.

Benefit indicators

A second major focus of the CERM PI indicators is the benefits the end user or customer receives from their visit to the centre. This section presents respondents rating of importance and achievement of 9 benefit attributes.

Customer demographics

Demographics of respondents will enable the centre to have an in-depth view of who their customers are, looking at age, gender, and usage preferences of the customers. The section also reports the key activities customers participate in at the centre.

Comments and Suggestions

The final section of the survey presents the additional comments and suggestions from customers of the centre. These include any problems faced during their visit to the centre and overall suggestions for the centre.

METHODOLOGY

Data for this report was collected using an online questionnaire under the guidance of the appropriate protocols issued by CERM PI®, University of South Australia.

Customers to the centre were asked to complete the survey online. Those customers who were members of the centre were sent a link to an online survey. The survey measured: customer satisfaction with facilities/operations and staff, benefits from centre usage, their level of satisfaction & advocacy and questions relating to their usage and their demographics.

Analysis

The questionnaire was developed to provide Council and centre staff and management with diagnostic value in the area of customer profiles and service quality management. Council and centre staff have an in-depth understanding of the wider environmental context in which the facility operates and are best placed to interpret the results provided in this report. The study should not be treated in isolation but be used as part of the total information on which management decisions are based.

Note: Percentage totals may not equal (+ or -) 100% due to rounding.

Note: CERM PI 2021 benchmark is a cumlitative median of the data collected across all centres from 2017-2020.

Confidentiality

The information contained in the report is the property of the client and CERM PI, and may not be reproduced or transmitted in any form without their consent. CERM PI may utilise information gathered for further research and education and is committed to do so whilst protecting the confidentiality of the client. Outcomes of research efforts can be reported in professional forums.

1. Customer Satisfaction and Relation

CUSTOMER SATISFACTION						
2%	**1%**	**3%**	**2%**	**8%**	**38%**	**46%**
☹	☹	☺	☺	☺	☺	☺
Very dissatified	Dissatified	Somewhat dissatified	Neutral	Somewhat satisfied	Satisfied	Very satisfied
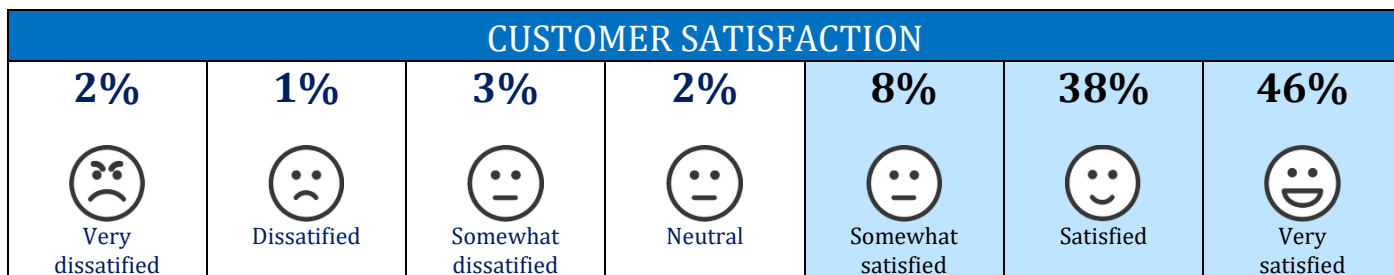
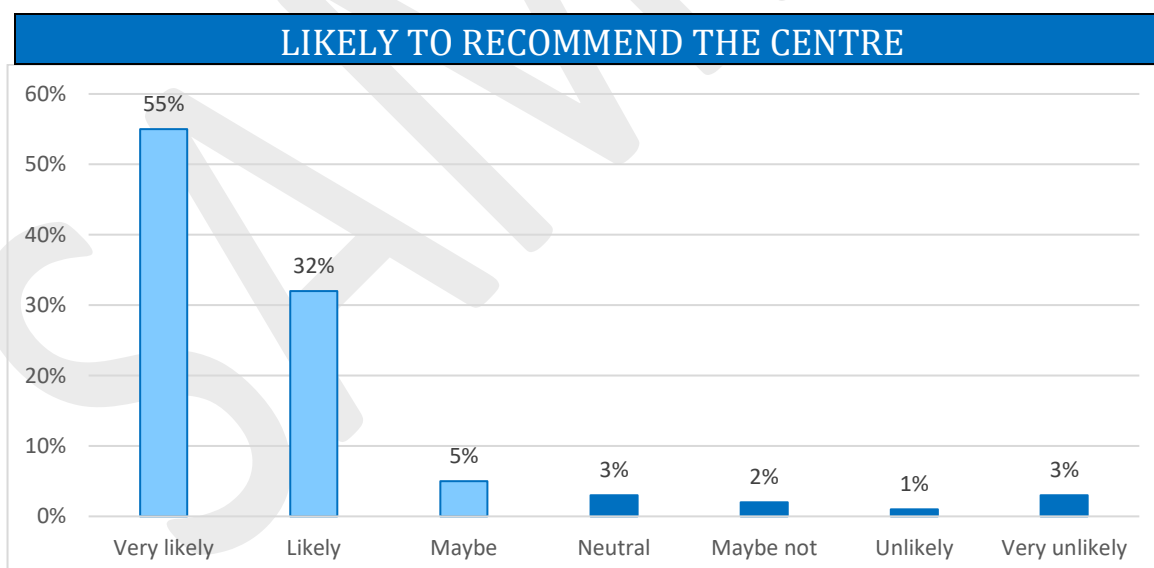- **92%** of all of respondents suggested they were somewhat to very satisfied with the centre overall.

- The mean satsfication for XYZ Aquatic Centre is **6.1** (slightly above "Satisfied") out of a 7-point scale.

- **34%** of respondents experienced a problem at the centre, which is **lower** than the CERM PI benchmark

- **92%** of all respondents suggested either "Maybe", "Likely" or "Very Likely" to recommend XYZ Aquatic Centre to others.

LIKELY TO RECOMMEND THE CENTRE

	Very likely	Likely	Maybe	Neutral	Maybe not	Unlikely	Very unlikely
%	55%	32%	5%	3%	2%	1%	3%

PROBLEM RESOLUTION		
	2021 %	**CERM PI %**
Problems experienced	34	**39**
Problems reported	46	**62**
Problems resolved	35	**28**

2. Customer Service Quality

In the questionnaire respondents were asked to rate expectations and perceptions of performance in relation to attributes of customer service quality (CSQ). The scale used for this section ranges from 1 ('disagree') to 6 ('very strongly agree').

Expectations refer to the extent to which customers believe a particular service attribute should be provided at the centre. High expectations tend to represent higher priority CSQ attributes. Low expectations may indicate customers have limited interest or need for this CSQ attribute.

The expectations and the performance means are used to calculate the **Customer Service Quality Gap** (CSQ Gap) for each CSQ attribute; the extent to which performance does not correspond to expectations.

The **performance** mean measures how a service attribute is perceived to be performing. High performance means indicate a service quality attribute is perceived by customers to be well delivered. A low performance mean may identify a potential problem requiring monitoring. Alternatively, it may be due to a unique circumstance of the centre (e.g. shared use of public parking facilities).

The **Customer Service Quality Score** (CSQ Score) reflects the service quality gap as a percentage, allowing for more direct comparison with other customer feedback such as overall satisfaction with the centre and willingness to recommend the centre.

SUMMARY

- Respondents rated "Have clean pool water" and the centre being "Clean" and "Well-maintained" **highest on expectations**

- Respondents rated the centre having "Presentable staff" and being "Well-maintained" **highest on performance**

- **XYZ Aquatic Centre's** best performing attributes compared to the CEMP-PI CSQ Benchmarks were "Having suitable parking" and the centre being "Well-maintaned"

- **XYZ Aquatic Centre** achieved an overall service quality score of **91%**

SERVICE QUALITY: EXPECTATION, PERFORMANCE AND BENCHMARK COMPARISON						
CSQ ATTRIBUTES	Expectations 2020-21	Performance 2020-21	CSQ Gap 2020-21	CSQ Benchmark 2020-21	Benchmark Gap 2020-21	
The Centre should...						
always be clean	5.5	4.6	-0.8	-1.1	▲	0.3
be well maintained	5.4	4.8	-0.6	-1.0	▲	0.4
have high quality & well maintained equipment	5.3	4.6	-0.7	-1.0	▲	0.3
have clean pool water	5.6	4.9	-0.8	-1.1	▲	0.3
have pool water at the right temperature	5.0	4.5	-0.5	-0.8	▲	0.3
have up-to-date information (ie. activities, events)	4.8	4.3	-0.5	-0.6	▲	0.1
be well organised & well run (ie. bookings, opening/closing times)	5.1	4.4	-0.7	-0.7	▬	0.0
have a suitable range of activities available	4.5	4.3	-0.2	-0.4	▲	0.2
have programs/activities that start & finish on time	4.7	4.3	-0.4	-0.4	▬	0.0
have programs/activities that are relevant to your needs	4.4	4.3	-0.1	-0.4	▲	0.3
provide value for entry fee	4.9	4.4	-0.5	-0.8	▲	0.3
have programs/activities thatp rovide value for money	4.6	4.2	-0.5	-0.7	▲	0.2
ensure behaviour of others does not detract from your experience	5.0	4.2	-0.8	-0.8	▬	0.0
have safe & secure parking	4.9	4.7	-0.2	-0.6	▲	0.3
have suitable parking (ie. number of spaces, drop-off zones)	4.9	4.6	-0.4	-0.9	▲	0.5
have suitable food & drink facilities	4.1	3.9	-0.2	-0.3	▲	0.1
provide adequate child minding	3.7	3.5	-0.2	-0.1	▼	-0.1
have friendly staff	5.2	4.8	-0.4	-0.4	▬	0.0
have responsive staff	5.3	4.6	-0.6	-0.6	▬	0.0
have presentable staff	4.9	4.9	0.0	-0.1	▲	0.1
have experienced/knowledgeable staff	5.0	4.6	-0.4	-0.6	▲	0.2
have instructors experienced/knowledgeable	5.3	4.4	-0.9	-0.5	▼	-0.4
Overall service quality				91 %		

▲ Above 0 Gap | ▬ Neutral Gap | ▼ Below 0 Gap

* The Overall Service Quality result is calculated by dividing the combined averaged performance scores by the combined averaged expectations *100

3. Customer Benefit Analysis

The questionnaire asked the respondents to rate their level of importance and achievement in relation to a list of benefits. The scale used for this section ranged from 1 ('not at all') to 5 ('very high').

The **importance** mean measures the relative importance of particular benefits as a reason for attending this centre.

The **importance and achievement** means are used to calculate the **'Benefits gap'** for each attribute – that is, the extent to which achievement does not correspond with the importance rating.

The **achievement** mean indicates the extent to which the benefits were achieved as a customer of the centre.

Use of benefits: Understanding the benefits achieved by your centre customers will aid in the design, promotion and delivery of opportunities appropriate for different target groups at your centre.

BENEFIT ATTRIBUTES: EXPECTATION, PERFORMANCE AND BENCHMARK COMPARISON

BENEFITS ATTRIBUTES	Importance 2020 - 21	Achieved 2020 - 21	Benefits Gaps 2020 - 21	Benchmarks 2020 - 21		Benefits Gaps 2020 - 21
Improved health	4.2	3.9	-0.4	-0.4	▬	0.0
Improved physical fitness	4.2	3.9	-0.4	-0.4	▬	0.0
Improved well-being	4.2	3.9	-0.3	-0.4	▲	0.1
Relaxation	3.8	3.7	-0.2	-0.2	▬	0.0
Reduced stress levels	4.0	3.7	-0.3	-0.3	▬	0.0
Improved skill level	3.7	3.5	-0.2	-0.2	▬	0.0
Socialising with family &/or friends	3.5	3.4	-0.1	0.0	▼	-0.1
Improved performance in competitive sport	2.7	2.8	0.1	0.0	▲	0.1
Enjoyment	4.3	4.0	-0.2	-0.2	▬	0.0

▲ Above 0 Gap | ▬ Neutral Gap | ▼ Below 0 Gap

SUMMARY

- Respondents rated "Enjoyment" and improved Health" and "Physical fitness" **highest on expectations**

- Respondents rated "Enjoyment" and improved "Health" "Fitness" and "Well-being" **highest on performance**

- **XYZ Aquatic Centre's** best performing attributes compared to the CEMP-PI CSQ Benchmarks were improved "Well-being" and "Performance in competitive sport"

4. Respondent Demographic and Usage

- **41%** of all respondents suggested **"Lane (lap) swimming"** as their main activity at the centre, while 18% suggested it was a secondary activity

- **34%** of all respondents suggested **"Learn to swim"** as their main activity at the centre

- **61%** of all respondents attend the centre **with family and/or friends**

- **95%** of all respondents travel to the centre in a **private car**

- **38%** of all respondents visit the centre **once per week**

- **34%** of all respondents visit the centre between **9am and noon**

MAIN ACTIVITY UNDERSTAKEN AT THE CENTRE		
	MAIN (%)	**SECONDARY (%)**
Leisure swimming	9	27
Learn to swim	34	12
Lane (lap) swimming	41	18
Aqua exercise	1	1
Aquarobics	6	3
Strength for life	2	1
Supervise children	-	-
Other	8	-

*Note: Secondary Activity total can exceed 100%, representing more than 1 secondary activity selected by individual respondents. The stated percentage reflects frequency of response on each selected activity

USUAL MODE OF TRANSPORT TO THE CENTRE	
Private car	95%
Walk	5%
Bicycle	-
Public transport	-

DISTANCE TRAVELLED TO VISIT THE CENTRE	
5kms or less	67%
Over 5kms to 10kms	27%
Over 10kms	7%

FREQUENCY OF VISIT	
Less than once per week	23%
Once per week	38%
Twice per week	23%
3 or more times per week	16%

TIME SPENT AT THE CENTRE	
Less than 30 minutes	2%
About 30-60 minutes	48%
About 60-90 minutes	43%
Over 90 minutes	7%

AGE OF RESPONDENTS	
15-19 years	3%
20-29 years	4%
30-39 years	18%
40-49 years	29%
50-59 years	20%
60-69 years	17%
70+ years	10%

RESPONDENTS WITH CHRONIC ILLNESS OR DISABILITY	
No	90%
Yes	10%
Prefer not to say	-

DO YOU IDENTIFY AS BEING ABORIGINAL AND/OR TORRES STRAIT ISLANDER ORIGIN?	
No	98%
Yes	2%
Prefer not to say	-

ATTEND ALONE OR AS A GROUP	
Alone	39%
With Others (Family and/or Friends)	61%

ATTENDANCE AS GROUP INCLUDES…	
Children under 5 years	23%
Children 5-15 years	39%
Both (under 5 & 5-15 years)	14%
No Children	24%

HOW LONG HAVE YOU BEEN USING THE CENTRE?	
Over 5 years	38%
2-5 years	28%
1-2 years	14%
6-12 months	6%
1-6 months	10%
Less than 1 month	4%

PREFERRED TIME TO VISIT THE CENTRE	
Before 9am	19%
Between 9am and noon	34%
Between noon and 3pm	14%
Between 3pm and 6pm	27%
After 6pm	5%

GENDER OF RESPONDENTS	
Male	50%
Female	50%
Gender diverse	-

PLACE OF BIRTH	
Australia	66%
Overseas English-speaking country	24%
Overseas non-English-speaking country	10%

| 5017 (24%) | 5019 (20%) | 5018 (17%) |
| --- (10%) | --- (5%) | --- (5%) |
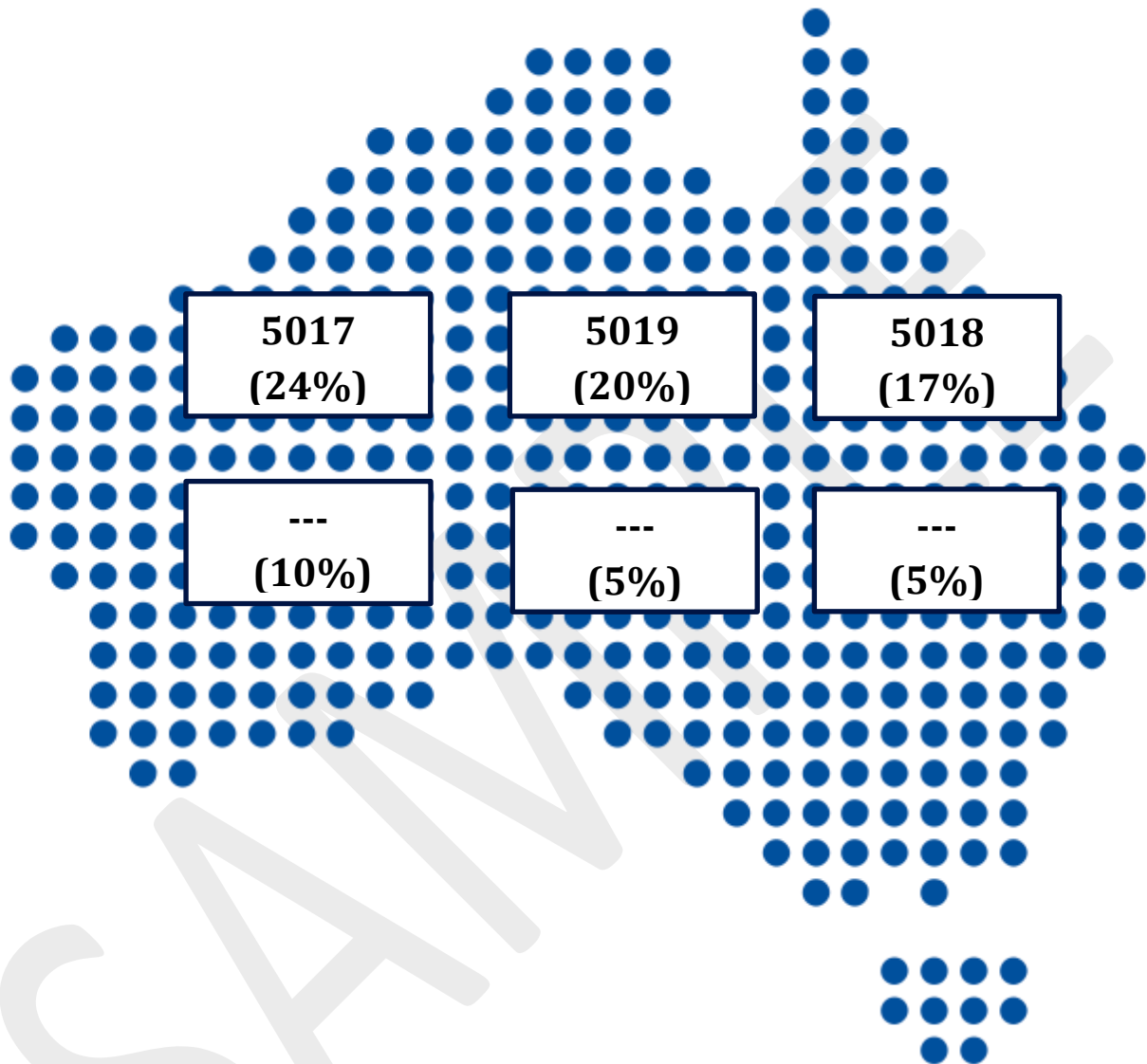
*Others include: 5007 (3%) | 5020 (2%) |

5. Comments and Responses (Open-ended)

"BEST ASPECTS ABOUT THE CENTRE"

ACTIVITIES (55 comments)

Seeing my child progress at swimming lessons and having a recreational swim with her afterward

Outdoor swimming pool and the swim program for babies

Aquarobics class and Friends

Lap swimming when there are sufficient lanes available and a max of 3 swimmers per lane

Child swimming lessons

STAFF / INSTRUCTORS (31 comments)

Friendliness of staff

Reception staff (especially Tamara and Jenny) are great.

The staff are welcoming and willing to go over and beyond to help.

Friendly, informative and well organised staff

PERSONAL TIME / SPACE / CONVENIENCE (102 comments)

The new setting is very relaxing

The efficiency of being able to enter, swim and leave

Good location

QUALITY OF SPACE & FACILITIES (65 comments)

Shaded outdoor pool and shaded seating for non-swimmers - most of the year

Clean pool water, outdoor environment, good shower facilities

Natural aspect, tranquil setting, good facilities

"PROBLEMS EXPERIENCED AT THE CENTRE"

Lack of response and poor communication. Lack of engagement for my child in his lessons.

Frequently in the morning, when a particular person was working, the centre would not open on time. She took far too long to allow people into the pool. The constant change in faces on the front counter recently is cause for concern. Some are not at all friendly. It seems that people aren't too happy to work there.

Sometimes too crowded, especially leading up to the Rotto swim and with the school programmes

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How can the results be used?

Each year CERM PI service quality reports are conducted for many Australian and New Zealand leisure industry sectors. Some of the ways your organisation may benefit from the information in this report include:

- Share and discuss the results of the report with staff at the Centre.
- Promote key results to Customers and thank them for their contribution.
- Incorporate the information into management plans, KPIs and contracts where relevant.

Consider further analysis. Does this report highlight something you'd like to know more about? We can help with this.

Examples of CERM PI industry collaborators

Adelaide Hills Council
Adelaide Plains Council
ACT Property Group
Aquatics & Recreation Victoria (ARV)
Ashburton District Council NZ
Australian University Sport
Australian Museums & Galleries Assoc SA
Belgravia Leisure
Botanic Gardens of Adelaide
Botanic Gardens of Australia & New Zealand
Botanic Gardens Conservation International
Christchurch City Council
City of Adelaide
City of Blue Mountains
City of Campbelltown
City of Canada Bay
City of Fremantle
City of Gold Coast
City of Monash
City of Sydney
City of Campbelltown SA
City of Holdfast Bay
City of Liverpool
City of Marion
City of Monash

City of Port Adelaide Enfield
City of Unley
City of Victor Harbor Council
City of Whyalla
Cleland Wildlife Park
Corporation of the City of Adelaide
Corporation of the Town of Walkerville
Department of Environment & Water
Dunedin City Council
Parks Australia
Public Libraries SA
Rectangular Stadiums Australia
Sutherland Shire Council
Tennis Australia
The Barossa Council
Town of Cambridge
Town of Port Hedland
VenuesWest
Whitehorse City Council
YMCA Boroondara
YMCA Victoria
YMCA NSW
YMCA SA
Yorke Peninsula Council

Contact Us

Further information can be obtained by contacting CERM PI®

p +61 8 8302 5389 or +61 8 8302 5321
e cermpi@unisa.edu.au
w unisa.edu.au/research/cermpi