

CERM PI

BENCHMARKING FOR PERFORMANCE EXCELLENCE



University of  
South Australia



# CUSTOMER SERVICE QUALITY REPORT: SAMPLE CENTRE REPORT

## 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-maintained

▲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<sup>+</sup>:

“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 disorganised and poorly communicated.”

“ I enjoy the ambience of the pool, the staff are respectful and friendly. The cafe has great coffee”

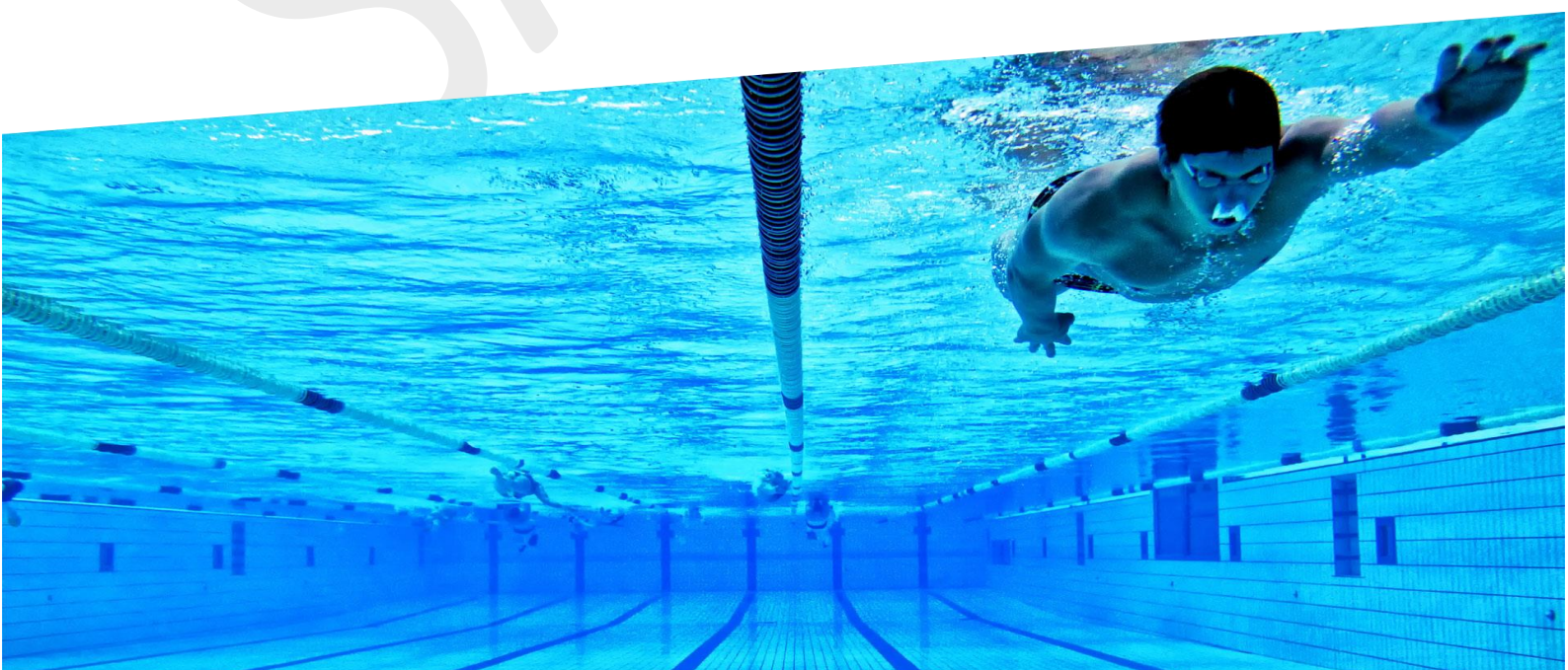
”

<sup>+</sup> All customer comments and suggestions are attached in Section 5



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# 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 202x benchmark is a cumulative median of the data collected across all centres from 202x-202x.

### Confidentiality

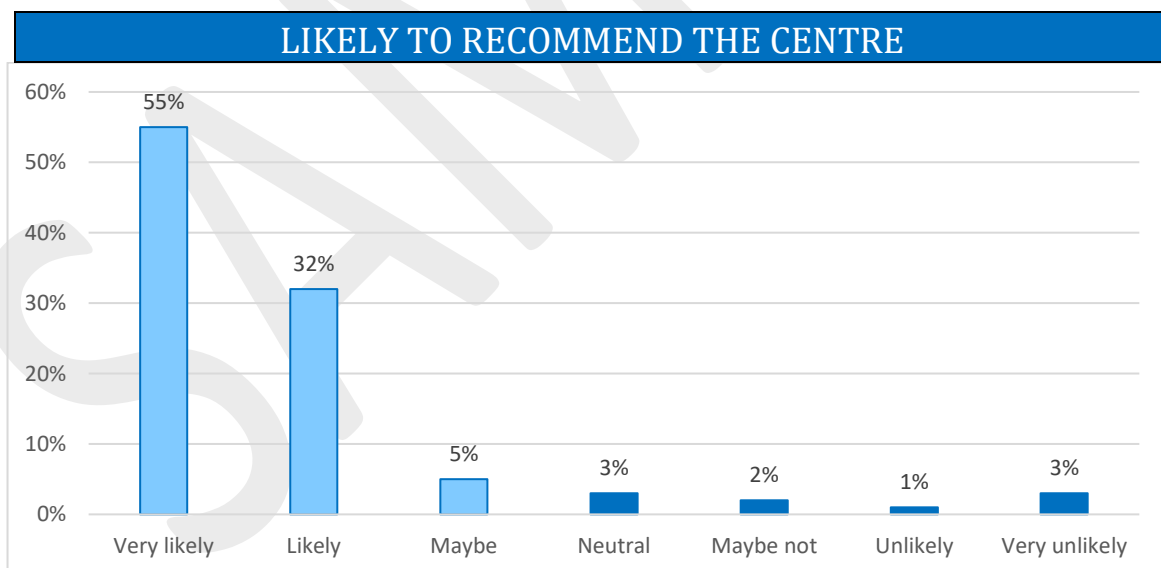
The information contained in the report is the property of the client and CERM PI, and may not be reproduced or transmitted in any form without their consent. CERM PI may utilise information gathered for further research and education and is committed to do so whilst protecting the confidentiality of 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 dissatisfied	Dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Satisfied	Very satisfied

- **92%** of all of respondents suggested they were somewhat to very satisfied with the centre overall.
- The mean satisfaction for ABC 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 ABC Aquatic Centre to others.



PROBLEM RESOLUTION		
	202x %	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**
- **ABC Aquatic Centre’s** best performing attributes compared to the CEMP-PI CSQ Benchmarks were “Having suitable parking” and the centre being “Well-maintained”
- **ABC Aquatic Centre** achieved an overall service quality score of **91%**

## SERVICE QUALITY: EXPECTATION, PERFORMANCE AND BENCHMARK COMPARISON

CSQ ATTRIBUTES	Expectations 202x-2x	Performance 202x-2x	CSQ Gap 202x-2x	CSQ Benchmark 202x-2x	Benchmark Gap 202x-2x
<b>The Centre should_</b>					
always be clean	<b>5.5</b>	4.6	-0.9	-1.1	▲ 0.2
be well maintained	<b>5.4</b>	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	<b>5.6</b>	4.9	-0.7	-1.1	▲ 0.4
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 that provide value for money	4.6	4.2	-0.4	-0.7	▲ 0.3
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	▲ 0.4
have suitable parking (ie. number of spaces, drop-off zones)	4.9	4.6	-0.3	-0.9	▲ 0.6
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	<b>4.8</b>	-0.4	-0.4	■ 0.0
have responsive staff	5.3	4.6	-0.7	-0.6	▲ 0.1
have presentable staff	4.9	<b>4.9</b>	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	<b>4.4</b>	-0.9	-0.5	▼ -0.4
<b>Overall service quality</b>				<b>91 %</b>	

▲ 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 202x - 2x	Achieved 202x - 2x	Benefits Gaps 202x - 2x	Benchmarks 202x - 2x	Benefits Gaps 202x - 2x
Improved health	4.2	3.9	-0.3	-0.4	▲ 0.1
Improved physical fitness	4.2	3.9	-0.3	-0.4	▲ 0.1
Improved well-being	4.2	3.9	-0.3	-0.4	▲ 0.1
Relaxation	3.8	3.7	-0.1	-0.2	▲ 0.1
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	-0.3	-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**
- **ABC 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%

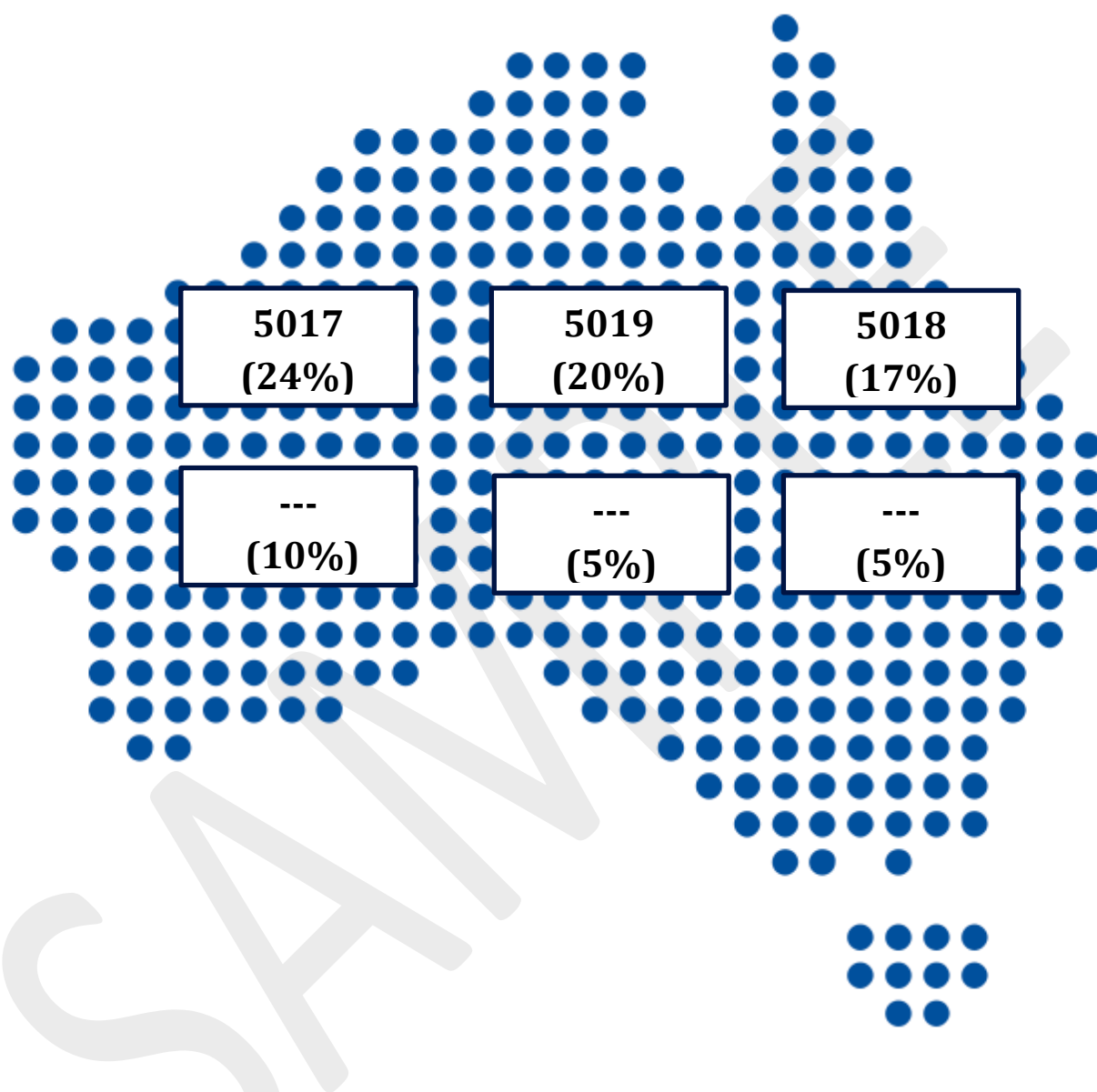
### GENDER OF RESPONDENTS

Male	50%
Female	50%
Gender diverse	-

### PLACE OF BIRTH

Australia	66%
Overseas English-speaking country	24%
Overseas non-English-speaking country	10%

## TOP VISITING POSTCODES TO THE CENTRE



\*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

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#### 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

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#### PERSONAL TIME / SPACE / CONVENIENCE (102 comments)

The new setting is very relaxing

The efficiency of being able to enter, swim and leave

Good location

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#### 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

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## **“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 xxxx 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

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