

# CERM Performance Indicators<sup>®</sup> Project

*Facilitating quality management in the leisure industries*





## CERM PI Performance Indicators

### Customer Service Quality (CSQ)

Effectiveness indicators are based on attributes of customer service quality (CSQ). The CSQ indicators measure customers' expectations compared to their perceptions of the facility or service's actual performance in a range of areas such as: staff responsiveness, facility cleanliness, and value for money.

### Operational Management (OM)

These indicators cover several aspects of operational management including: services, marketing, human resources, risk management, facilities and finance. Used as a management tool these indicators support managers by monitoring their facility or service annually. The CERM PI project also publishes annual medians for groupings of similar facilities or services which provides participants with the opportunity to compare their results with well-established industry benchmarks.

### Community Service Obligations (CSO)

Appropriateness indicators utilise Australian Bureau of Statistics (ABS) data from the most recent census, to develop the customer-local community 'degree-of-fit index' (CCDoF index). The indicators are designed to adequately represent community service obligations (CSO) and identify CSO priority participant groups.

## Project Background

### CERM PI service quality reviews for sports and leisure centres

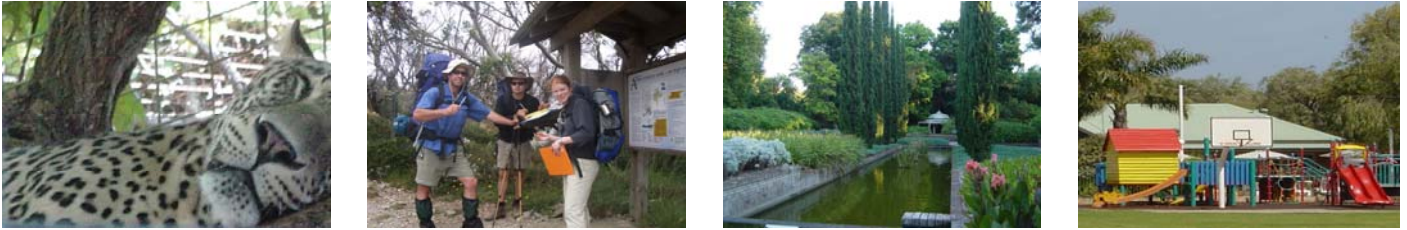
Research focussing on operational indicators and customers' perceptions of service quality for local government sports and leisure centres has been the core focus of CERM PI since the early 1990s. THE CERM PI products (& services) are developed with an applied research focus, which contributes to industry-specific knowledge and applications. CERM PI and industry partners have developed protocols and methodologies for reliable data collection and have compiled a range of performance indicators for operational management (efficiency), customer service quality (CSQ) and community service obligations (CSO). The performance indicators and related demographic and participant (visitor) data allow for improved operational decision-making, including internal and external benchmarking.

## Industry-based Project Areas

The CERM PI annual operational management survey has been the basis for robust benchmarks for Australian sports and leisure centres with over 140 sports and leisure centres providing data each year. In addition, annual Customer Service Quality (CSQ) benchmarks for Australian aquatic centres are based on data from about 40 centres (approx. 10,000 customers).

Since the early 1990s CERM PI has conducted almost 600 service quality reviews for Australian public sports and leisure centres. Three major New Zealand city councils also embrace the CERM PI benchmarking program, with over 150 reviews being conducted there. Manukau City Council has been a major CERM PI partner since 1994 and Christchurch City Council since 1995.





## Industry-based Project Areas

**CERM PI key industry partners and related research.** CERM PI is proud of the positive relationships it has established with industry partners, both in its historical context of sports and leisure centres as well as the more recent expansion to the broader leisure industry.

Currently Memorandums of Understanding are in place with Parks Victoria, the Royal Zoological Society of South Australia, the Botanic Gardens of Adelaide and Adelaide Shores. These include a commitment to harness complementary resources and expertise. CERM PI's major area of expertise is applied research in the area of visitor services and management.

## Research Focus Areas

- Sports and leisure centres
- Golf courses
- Caravan and tourist parks
- Zoological parks
- Botanic Gardens
- National parks and trails
- Sustainable Tourism CRC projects

## Opportunities to collaborate

- Collaborative research partnerships
- Research studies at Masters and PhD level
- Short programs for professional development
- Workshopping practical applications of information

## Quality Assurance

With ISO9001 Quality Assurance for research and consultancy project



management you receive a high quality service every time you choose to work with the University of South Australia.

## People you can work with

When it comes to finding real-world solutions to real-world problems, you need more than academic excellence. CERM PI are leaders in benchmarking for the leisure industry. Close links with industry through forums such as our International Advisory Panel ensure that we provide information that is practical and current.

Recent survey of UniSA clients indicate that at least 85% of our clients would collaborate with us on future projects.

## Major Collaborators and Clients

The CERM PI project has numerous national and international links with public and private leisure organisations. Collaborators and clients include state and local governments, private leisure industry contractors and associated recreation program-based organisations.

### Examples of major collaborative links:

Adelaide Shores  
Australian Technology Network Universities  
Botanic Gardens of Adelaide  
Canberra Urban Parks and Places, ACT  
Caravanning Association of Australia  
City of Adelaide, SA  
City of Christchurch, New Zealand  
City of Bayside, Vic  
City of Brimbank, Vic  
City of Blue Mountains, NSW  
City of Dunedin, New Zealand  
City of Fairfield, NSW  
City of Fremantle, WA  
City of Greater Geelong, Vic  
City of Greater Shepparton, Vic  
City of Mandurah, WA  
City of Manukau, New Zealand  
City of Melbourne, Vic  
City of Moonee Valley, Vic  
City of Parramatta, NSW  
City of Port Stephens, NSW  
City of Stonnington, Vic  
City of Whitehorse, Vic  
City of Whittlesea, Vic  
City of Yarra  
CRC Sustainable Tourism  
Melbourne University Sports  
Northcote Aquatic & Recreation Centre  
Parks Victoria  
Royal Zoological Society of South Australia  
University of Queensland, Qld  
Warringah Aquatic Centre, NSW  
WA Sports Centre Trust

## Memorandums of Understanding

CERM PI is proud of the positive relationships it has established with industry partners, both in its historical context of sports and leisure centres as well as the more recent expansion to the broader leisure industry.

### Currently, MoUs are in place with:

- Parks Victoria
- Royal Zoological Society of South Australia
- Botanic Gardens of Adelaide, and
- Adelaide Shores.

These outline a commitment to harness complementary resources and expertise to work together to develop and pursue cooperative activities considered to be of benefit to each party.

The agreements are focused on CERM PI's prime area of expertise, that is, applied research in the area of community perception, visitor services and management thereof, including levels of customers' service quality.

MoU activities may be in the form of exchange of staff and students, exchange of information for education and research purposes (whilst maintaining confidentiality), joint education and training and joint research, publications, and symposia.

Numerous activities, particularly research and student-based, have taken place already within the scope of the MoUs and discussions with partners indicate the intended mutual benefits are materialising.



## Contact Information

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