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Diary dates:

- National benchmarking survey rollout: 23rd July 2007
- Short course: 4th to 9th November 2007

Launch of the Centre for Tourism & Leisure Management University of SA, School of Management

UniSA currently has a number of active researchers in the leisure, sport and tourism management fields with established international links and networks.

The recent establishment of the Centre for Tourism & Leisure Management (CT&LM), which incorporates the CERM Performance Indicators Project, will facilitate and support quality research in the areas listed below, and place UniSA at the forefront of institutions in Australia involved with sport, leisure and tourism management research.

Each theme of CT&LM is considered to reflect a major research strength of the new centre:

- ◆ Organisational performance in tourism and leisure management
[Gary Crilley](#)
- ◆ Understanding the tourist and leisure experience
[Graham Brown](#)
- ◆ Service quality and satisfaction in sport, leisure and tourism
[Gary Howat](#)
- ◆ Hospitality, meetings and events
[Vivienne McCabe](#)
- ◆ Lifestyle, health and leisure
[Duncan Murray](#)

For further information contact:

Raylene Jones
Phone: (08) 8302 5321
Email: raylene.jones@unisa.edu.au

National benchmarking for sports and leisure centres

The CERM PI project has provided the Australasian leisure industry with national operational performance indicators for the past 14 years to the sports and leisure industry and since 2002 for the golf industry.

This annual Bulletin publication consists of 2006 benchmark medians incorporating performance indicators across the following areas:

sports and leisure industries

- 2 key indicators (expense recovery and visits per square metre), and
- 24 working indicators (eg. services, marketing, organisation, facilities and finance), and

golf industries

- 2 key indicators (expense recovery % and total number of player rounds p.a.
- 23 working indicators (eg. services, organisation, facilities and finance)

2006 participants included:

- 108 aquatic centres
- 39 dry sports & leisure centres, and
- 19 golf courses

A growth in participation numbers from the 2005 survey, included 18 new participants (12 sports & leisure centres and 6 golf courses).

The 2007 survey will roll-out to industry managers, local government councils and management organisations on Monday, 23rd July 2007.



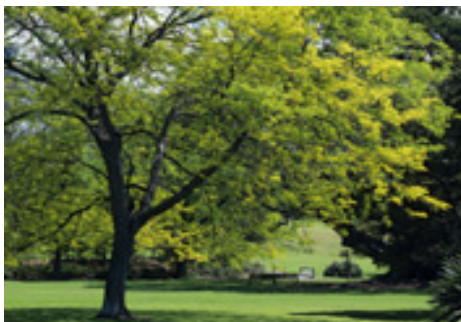
Benchmarking Visitor Service Quality in Australian and New Zealand Botanic Gardens



Led by Gary Crilley from the CT&LM, the project aims to determine what visitors expect from a botanic garden and how well the garden meets those expectations.

Researchers have completed the first phase of the capital cities botanic gardens study into visitors' perception of service.

Data has now been collected from six gardens and is currently being analysed for individual reports for the research partners.



This is the first study of its type for the peak body, Council of Heads Australian Botanical Gardens.

For further information contact

Raylene Jones on 8302 5321 or email raylene.jones@unisa.edu.au

Project Updates

Protected areas: making data count

Article from the Sustainable Tourism CRC newsletter (Vol. 6 Issue 4) April 2007

Protected areas, including national parks, are increasingly important to tourists, tourism operators and the wider community. ST CRC research in this area is contributing to building a national knowledge management base.

Over 150 protected area personnel have contributed data to an ST CRC project on the collection and use of visitor information in protected areas.

The evidence shows that despite significant challenges to financial and personnel resources, each agency has good practices that can be developed into a strategic national approach to visitor data collection in protected areas.

Research team members Simon Darcy, Tony Griffin and Megan Craig from UTS, Gary Crilley and Gail Kennedy (UniSA) and Sue Moore and Sabrina Genter (Murdoch), are working with the industry reference group and park agency personnel on the development of a new national system of visitor use data collection.

The creation of such a system will enable greater understanding of visitor numbers, visitor characteristics, trends in demand, user requirements and experiences.

Visitor management at corporate, branch/regional and individual park levels stand to benefit from this research.

For more information please contact Gary Crilley: gary.crilley@unisa.edu.au



Parks Victoria
Great Ocean Walk Trail Survey Intercept

CSQ Reviews for New Zealand Sports & Leisure Centres

In April, the CERM PI team completed its 12th annual CSQ reports for Manukau City Council's (NZ) ten aquatic and recreation facilities. In early May, CERM PI Co-Director Gary Howat conducted a workshop with Manukau City Council facility managers and council staff. This annual workshop provided attendees with the opportunity to discuss and network ideas regarding results obtained from the CERM PI reports. Manukau City Council also use the results from the annual customer surveys to produce and disseminate an annual action plan to customers. These action plans provide customers with an indication of the future direction centre management and council are taking in regard to improving facilities and services to the community.

Other New Zealand clients are:

Christchurch City Council, Tauranga City Council and Dunedin City Council.

For further information please contact:

Richard McGrath on (08) 8302 3344 or email richard.mcgrath@unisa.edu.au

CT&LM Advisory Panel

Eric Brooks

Regional Manager Southern Region
NSW Sport and Recreation

Graham Brown

Professor in Tourism, UniSA

Gary Crilley

Director, CT&LM and Co-Director, CERM PI
Senior Lecturer, UniSA

Gary Howat

Co-Director, CERM PI
Associate Professor in Sport & Recreation, UniSA

Brett Jude

Leisure Manager, Manukau City Services,
City of Manukau

Vivienne McCabe

Associate Professor, Hospitality Management, UniSA

Phyllis Tharenou

Dean of Research, Division of Business, UniSA

Dino Zanon

Team Leader, Parks Victoria

Recent Publications

Crilley G., and Price B. 2006 'Visitor service quality, visitor benefits, and behavioural intentions: An empirical investigation at an Australian Botanic Garden', *CAUTHE Conference*, February, Melbourne, pp. 1378-1389.

Crilley G., and Sharp C. 2006 'Managerial qualities and operational performance: a proposed model', *Measuring Business Excellence*, Vol. 10 No. 2, pp.4-18.

Hayllar, B., Crilley, G., and Bell, B. 'Benchmarking caravan and tourist park operations', ST CRC Technical Report. See: www.crctourism.com.au/bookshop

Comings and Goings

Gary Crilley attended and co-authored a paper at the 2007 CAUTHE Conference titled 'Tourism—Past Achievements, Future Challenges from 11th-14th February 2007, Sydney.

During April 2007, Gary Howat conducted a workshop for sport and recreation facility managers in Perth in collaboration with Parks and Leisure Australia, the WA Department of Sport & Recreation, LIWA Aquatics and the WA Sports Centre Trust.

On behalf of the CERM PI team, Gary Howat conducted a series of workshops for senior managers of sports and leisure facilities in New Zealand from 5th-7th May. CERM PI provides service quality and operational management reviews for over 20 major sports and leisure facilities throughout New Zealand each year.

In late May, Gary Crilley conducted a briefing seminar with staff from City of Melbourne, Recreation Department and YMCA Victoria (contract managers of a number of the council's aquatic facilities). This briefing seminar focussed on the uses and benefits of conducting annual CERM PI surveys as well as the usefulness and benefits of benchmarking in strategic planning.

Rosie Roberts has moved on to undertake full-time PhD studies. She was successful in obtaining an Australian Postgraduate Awards (APA) scholarship and continues to assist CERM PI as a casual Research Assistant. CERM PI team members would like to wish her much success with her studies.

If you would like to provide feedback or request further information on any articles please contact:

Raylene Jones
Phone: (08) 8302 5321 Fax: (08) 8302 5255
Email: Raylene.jones@unisa.edu.au
Website: unisa.edu.au/cermpi

5th Annual Developing Managers for Parks & Leisure Short course

Sunday 4th to Friday 9th November 2007
University of South Australia, City West Campus

(A UniSA Graduate Certificate accredited course)



Benefits

By attending this course, you will:

- **Identify and develop** your own management qualities
- **Apply** evidence-based management practices
- **Critically review** the roles and performances of project teams
- **Manage** with greater confidence and professionalism
- **Open** important doors to industry networks
- **Learn by doing** in project based teams

For further information please contact:

Tricia Huffa
School of Management, University of South Australia
Mawson Lakes SA 5095
Phone: (08) 8302 5039
Email: tricia.huffa@unisa.edu.au

