



Newsletter

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CERM PI Sports & Leisure Centre Benchmarking Survey 2000

Introducing on-line data entry and instant reporting. No waiting for your centre's results!

This year's annual survey of sports and leisure centre operational management (efficiency) includes the option to enter data on-line. The CERM PI website located at <http://cermpi.unisa.edu.au> has been updated and now has the operational management questionnaire ready for you to enter your data and receive an immediate printout of your centre's results. Your ID Number and Password (issued on this year's cover letter) ensures confidentiality and security of your data.

As per previous surveys medians for each grouping will be set at the conclusion of the survey date, after which you will also be able to compare your results with that of similar types of centres from all over Australia.

So why not give it a go!!

CERM PI® Bulletin goes Electronic

Subscribers to the CERM PI® Project would notice that for the first time the Bulletin has been issued electronically, via email in PDF format. With nearly 90% of all our subscribers now having email access we decided to trial this new method of distribution. Some advantages of this method include:

- improved look incorporating coloured tables and graphs
- reduced production time, and
- speed of distribution

If you have experienced any difficulty opening the file or you would like to register your email address to receive future editions in this format please contact Raylene Jones on 08-302 5321 or email raylene.jones@unisa.edu.au

New Product Launch CERM PI® Level 0

Having received requests from several interested parties the CERM PI Level 0 has been designed to 'fill a gap' in the evaluation of leisure facilities. The CERM PI Level 0 utilises two major components:

1. Seven operational management performance indicators, and
2. Service quality indicators and information (SQI) that cover customer profiling, recommendation levels, problem resolution, overall rating of services and facilities and overall service satisfaction.

The Level 0 has been designed with the following types of centres in mind:

- Community centres
- Small swimming pools
- Small sports halls, and
- Sports and leisure centres with small population catchments (eg. less than 10,000 within 10km)

For more information on this initiative contact Heather March, Project Manager on 08-8302 5389 or email heather.march@unisa.edu.au.





The CERM PI® Project Team continually strives to provide our clients with information that will 'facilitate quality management in the leisure industry'. We also believe that sharing what we learn and know is one of the best ways of enabling leisure managers to make informed choices in their day-to-day duties.

As a research centre within the University of South Australia we have several requirements in relation to the way we operate. Additionally, we continually endeavor to provide you with up-to-date and useful data. Sometimes, however, we tend to talk 'Uni jargon', often without even realising it.

In this, and subsequent editions of our newsletter we will clarify some terms or issues that we frequently have had asked of us from clients. This edition we concentrate on issues surrounding Customer Service Quality (CSQ). If you have a specific question that you would like us to answer in our next edition email Sue Mikilewicz on sue.mikilewicz@unisa.edu.au, and the team will endeavour to give you an appropriate response. Who knows, it may be the same question that others have wanted to have answered as well!

Q. I've heard and seen CERM PI® promote their 'Level 1 and 2 integrated reviews', what are they?

A. CERM PI uses this term for reports that include operational management and CSQ results. A feature of these reports is that an individual centre's results are analysed and discussed. The Level 2 review also compares the centre's user profile to that of the local community using ABS statistics and includes CERM PI benchmarks.

Q. I've heard that CERM PI follows a strict protocol when conducting its CSQ surveys. What is a protocol?

A. Protocols are like instruction manuals, they explain how to conduct a survey and any special requirements that should be adhered to in order to obtain quality results.

Q. What is a survey?

A. A survey is a process of collecting information in a systematic manner to enable a description and/or explanation of the beliefs, values and/or behaviours of people.

Q. CERM PI literature often refers to CSQ Gaps. What is a CSQ Gap?

A. The CSQ gap refers to the gap between what customers expect in relation to customer service attributes and their perceptions of how the centre is actually performing.

Q. I've considered conducting a customer survey at my centre, but I'm not sure that I've got the time?

A. CERM PI can provide you with everything you need to conduct a successful survey. Initially, we contact you for feedback to ensure the questionnaire is specific to the programs and activities conducted at your centre. From then on we can organise the printing of questionnaires (contact CERM PI for a costing) and provide you with the protocol and a step-by-step guide to the whole survey process. CERM PI team members are available to you during the survey period to assist where required. In general, most survey periods last one to two weeks, and not all sessions for every day have to be covered. Hence, as little as two equivalent full-time days work is required in total...*why not give it a go!*

Q. Why does CERM PI use a standard questionnaire with sports and leisure centres? I want my questionnaire to reflect my needs as a manager.

A. The very big advantage of using a standard (but Australian and industry specific) questionnaire is that CERM PI is able to determine Customer Service Quality best practice figures for each attribute. This means that if a centre has recorded a comparatively small CSQ gap for say 'facility cleanliness', CERM is able to provide the best practice figure for similar centres in the CERM PI sample from throughout Australia. Hence, the centre may have scored well on 'facility cleanliness' but in comparison to similar centres their result may be even stronger with an even smaller CSQ gap. In this case the manager decides if they would like to strive to achieve the best practice figure or if they are prepared to acknowledge this area of service quality as an 'acceptable performance' of the centre.





A Comparison of Ego-Involvement and Service Quality Measures as Predictors of Leisure Participation in Consumer Settings

Duncan Murray BAppSc (Recreation Planning & Management) (Honours), PhD Candidate

The trend towards evaluating the quality of services has become increasingly important in the leisure service industries over the past decade. In the broader service industries, this has particularly been focussed around the assessment of the concepts of customer satisfaction and service quality. In services such as leisure services, there is a potential to consider additional measures that include the complexity and dynamic nature of the leisure experience. It may include what the experience means, personally, socially or symbolically, to the individual.

This thesis investigated the potential of ego-involvement, a predictor of leisure participation and leisure satisfaction for customers of leisure services. An instrument, the CLILSSQ (Combined Leisure Involvement, Leisure Satisfaction and Service Quality) Questionnaire was developed, which included scales of leisure satisfaction (Beard and Ragheb's 1980 Leisure Satisfaction Measurement – LSM Scale), service quality (based on the CERM PI® service quality questionnaire) and ego-involvement (based on Laurent and Kapferer's 1985 Involvement Profile- IP).

The study investigated two activity contexts (golf and a fitness and health centre), with sample sizes of 100 and 104 respectively for each context. The study undertook factor analysis (principal component, oblique rotation) of each scale in each context to derive factor scores. These were then used to identify which dimensions of service quality and ego-involvement were the best predictors of leisure satisfaction and participation. It also investigated if either measure was a better predictor of service-specific loyalty.

Findings indicated that both measures were significant predictors of leisure participation and leisure satisfaction, with ego-involvement being slightly superior for activity-specific loyalty measures. In service-specific loyalty, however, the results were reversed, with measures of service quality showing better prediction of service loyalty measures than did ego-involvement measures. In addition, activity context was a significant mediating variable in all analyses, indicating the potential of leisure activity context to influence perceptions. These findings suggest that current measures of service quality could be augmented with additional measures of ego-involvement to gain additional insight into participants' leisure behaviour and satisfaction.

Are Children Customers?

Identifying Attributes of Service Quality for Children Attending Residential Outdoor Centres

Susan Mikilewicz, BAppSc (Recreation Planning & Management), Honours Candidate

In the field of leisure, as in other service related industries, determining how customers judge service quality has increasingly been perceived as a panacea for key organisational concerns. In an effort to understand and conceptualise service quality several researchers have put forward service quality models; the SERVQUAL model is a well-known example. Since the mid-eighties varying segments of the leisure industry have used the SERVQUAL model as a base to make regular evaluations with customers. To date, however, these service quality evaluations were based upon adult perceptions; the opinions of children have been largely ignored. One additional void in the leisure research is the evaluation of service quality at residential outdoor centres (camps). This research linked these two under-represented areas by identifying dimensions and attributes of service quality in camps from a child's perspective. The research involved a content analysis of children's written correspondence to camps. It was supported by a grounded theory methodology whereby the SERVQUAL model provided the theoretical background upon which a theory elaboration, C-SERVQUAL, was developed. Analysis of children's letters confirmed the existence of the five SERVQUAL dimensions tangibles, empathy, assurance, responsiveness and reliability. It also identified one new dimension 'social interaction'. Attributes of service quality important to children were also identified. C-SERVQUAL is suggested as a possible conceptualisation worthy of further research and one that could possibly assist leisure practitioners to better service consumers aged seven to 12.

Better Service Quality for Adults with a Physical Disability (AWPD) visiting Sports and Leisure Centres

Scott Edgecombe, BAppSc (Recreation Planning & Management), Honours Candidate

While many people with a disability (PWD) desire participation in community recreation, reliable information suggests that they are under-represented at public sports and leisure centres. Furthermore, PWD who attend such centres may have significantly different expectations about the service quality provided by the centre when compared to other users and service staff. The recently completed research considers relevant literature supporting the need for leisure service providers to be more aware of the expectations of adults with a physical disability (AWPD), so as to improve service quality and increase the participation of this customer group. The study involved conducting two focus groups with AWPD, together with a card sort exercise and face-to-face interviews. The findings highlighted why AWPD may be under-represented at sports and leisure centres. More specifically, they identified the obvious expectation similarities and differences that AWPD and leisure centre staff held in relation to service quality at sports and leisure centres, enabling the development of service quality attributes specific to AWPD.

**Sign up during January 2001 and save!!!!
Price Changes 2001**



CERM PI® would like to advise that a price rise on our products and services will come into force on the 1st February 2001. We have frozen prices for the month of January 2001 to give you the opportunity to purchase next years products and services at 2000 prices.

Sign up during January 2001 and save!!!!

Contact Heather March, CERM PI® Project Manager for more details
heather.march@unisa.edu.au, Telephone: (08) 8302 5389



*Seasons Greetings
from the
CERM PI® Team*



Three of the original CERM PI® team members. Left to right: Gary Howat, Barry Couzner and Gary Crilley.

Barry has recently returned from a two and a half year stint with SOCOG.

Part of the CERM PI team.
Left to right: Raylene Jones, Scott Edgecombe, Heather March, Sue Mikilewicz, Gary Crilley and Barry Couzner (front).

Absent: Duncan Murray, Frank Kurzel

Photographer: Gary Howat

