



# Centre for Tourism and Leisure Management

## Australian National Customer Service Quality (CSQ) Benchmarks for Public Aquatic Centres & Leisure Centres

The CERM PI Operational Management benchmarks are complemented by CERM PI<sup>®</sup> Customer Service Quality (CSQ) benchmarks for public Aquatic Centres, Dry Sports & Leisure Centres, and Golf Courses.

The intangible nature of many aquatic centre services requires robust methodologies for data collection instruments and processes. The expertise of impartial third party research groups such as universities (eg CERM PI<sup>®</sup> at UniSA) can assist here. Data should be collected from representative samples so that it can provide diagnostic information for centre staff (a minimum sample size of 250 is recommended for each centre).

The CERM PI<sup>®</sup> Aquatic Centre CSQ Survey has been developed in collaboration with the aquatics industry practitioners in Australia and New Zealand since 1992.

Combinations of the following sections are included in CERM PI<sup>®</sup> CSQ questionnaires:

**Section A.** Customer demographics.

**Section B.** Customer centre usage items.

**Section C.**

Using the disconfirmation approach to measure **customer service quality (CSQ)**, customers' expectations (E) are compared with their perceptions of how well they feel each attribute of the service performed (P). *Service quality is considered as primarily a cognitive response (Zeithaml, et al., 2006). A specific service consists of a series of attributes (features) each of which can be measured by customers when asked to assess their experience with that service. In turn, service quality is an antecedent to the customer's overall satisfaction ratings.*

**Section D.**

**Problem identification and resolution**, help identify possible causes of customer dissatisfaction,

**Section E.**

**Overall satisfaction** (*As a global measure, overall satisfaction is a post-service evaluative judgment that is reflected in the customers overall feelings toward that service which have built up over time (Gustafsson, et al., 2005)*) Overall customer satisfaction tends to be an antecedent to behavioral intentions.

**Section F.**

Customers' future actions toward a specific service provider is indicated by their behavioral intentions. Two reliable intentions measures are the customer's **willingness to recommend the service to other prospective customers** and the **customer's intention to revisit the centre**.

**Section G.**

**Customer benefits** help identify the motivations or personal reasons that influence a customer's use of aquatic centres.

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### References

Gustafsson, A., Johnson, M.D. & Roos, I. (2005). The Effects of Customer Satisfaction, Relationship Commitment Dimensions, and Triggers on Customer Retention. *Journal of Marketing*, 69(October), 210-218.

Zeithaml, V. A., Bitner, M. J. & Gremler, D.D (2006). *Services Marketing: Integrating Customer Focus Across the Firm*. 4<sup>th</sup> edition. New York: McGraw-Hill.

**Examples of CERM PI<sup>®</sup> Customer Service Quality (CSQ) benchmarks for Australian Aquatic centres include:**

CSQ ATTRIBUTES	Centre 'X' EXPECTATIONS (E)		Centre 'X' PERFORMANCE (P)		Centre 'X' CSQ GAP (P-E)		CERM PI Medians for Australian Aquatic Centres
	2006 (max 6)	2007	2006 (max 6)	2007	2006	2007 (=P-E)	2006
Safe and secure parking	5.3	5.3	3.7	3.6	-1.6	-1.7	-1.2
Facility cleanliness	5.6	5.7	4.2	4.2	-1.4	-1.5	-1.5
Value for money	5.2	5.3	4.1	4.1	-1.1	-1.2	-0.9
Adequate child minding	4.2	4.3	3.6	3.7	-0.6	-0.6	-0.7
Staff friendliness	5.3	5.3	4.7	4.8	-0.6	-0.5	-0.5
Pool water cleanliness	5.7	5.8	4.2	4.3	-1.5	-1.5	-1.4

**CERM PI<sup>®</sup> staff conduct a range of industry workshops throughout Australia and New Zealand to engage with industry practitioners. For example, 2007 workshops include:**

- **Adelaide**, Friday 27<sup>th</sup> March (in collaboration with the Office for Recreation & Sport);
- **Perth**, Thursday 26<sup>th</sup> April (in collaboration with the WA Ministry of Sport & Recreation, Parks & Leisure Australia, & WA Sports Trust);
- **Christchurch (NZ)**, Friday 4<sup>th</sup> May (in collaboration with Christchurch City Council);
- **Dunedin (NZ)**, Monday 7<sup>th</sup> May (in collaboration with Dunedin City Council);
- **Auckland (NZ)**, Tuesday 8<sup>th</sup> May (in collaboration with Manukau City Council);
- **Melbourne**, week of 16<sup>th</sup> July;
- **Townsville**, week of 17<sup>th</sup> September (in collaboration with , Parks & Leisure Australia);
- **Hamilton (NZ)**, 11<sup>th</sup> October;
- **Tauranga (NZ)**, mid-October;
- **Adelaide**, Monday 13-16<sup>th</sup> October (in collaboration with the Office for Recreation & Sport);
- **Brisbane**, mid-September (in collaboration with Brisbane City Council);
- **Sydney**, (TBC).

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