

CERM PI

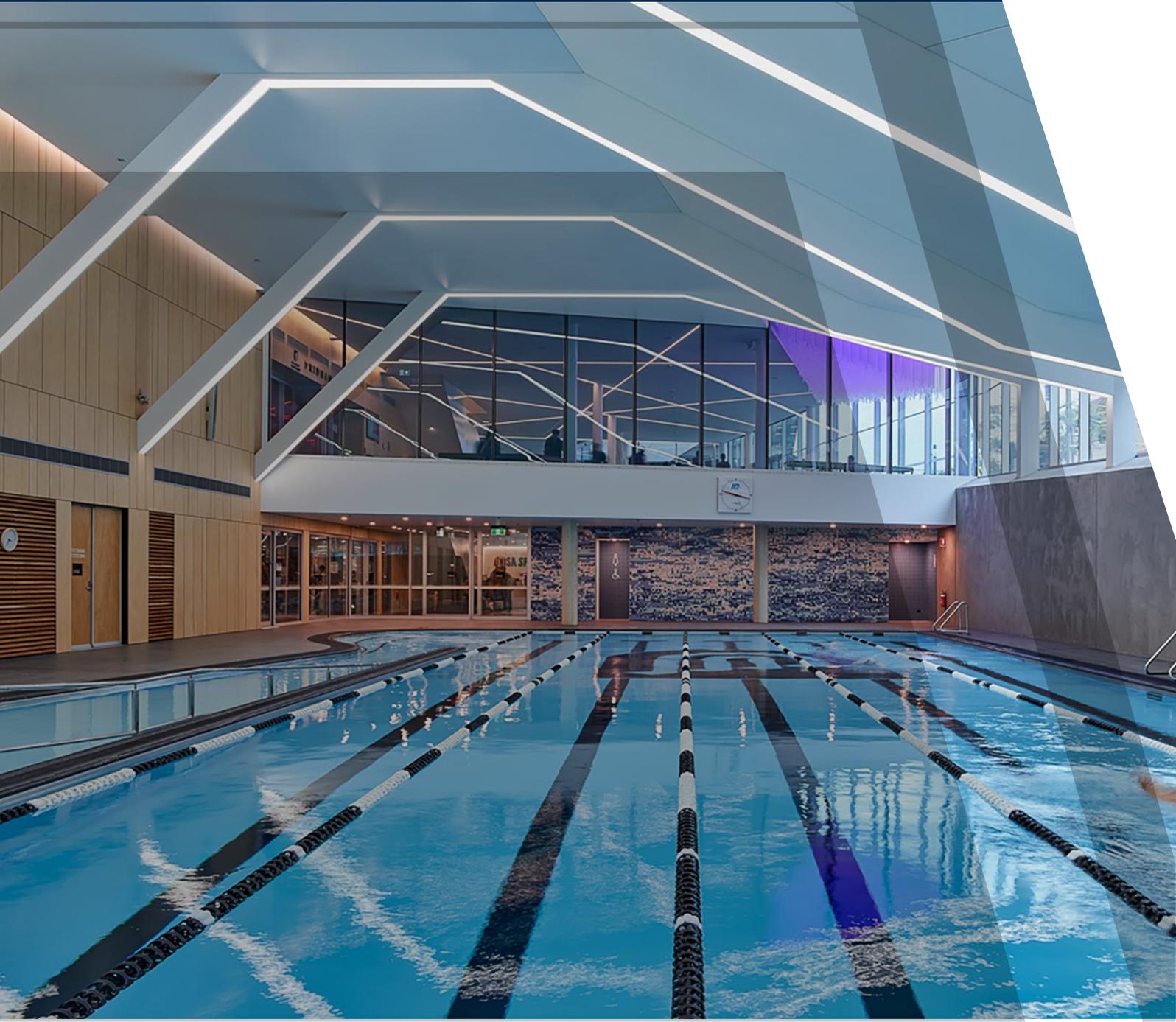
BENCHMARKING FOR PERFORMANCE EXCELLENCE



University of  
South Australia

20XX Customer Service Quality Report:

# ABC Aquatic Centre



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Artist: Ngupulya Pumani

## **Acknowledgement of Country**

*UniSA respects the Kaurna, Boandik and Barngarla peoples' spiritual relationship with their country. We also acknowledge the diversity of Aboriginal peoples, past and present.*

**Find out more about the University's commitment to reconciliation at [unisa.edu.au/RAP](https://unisa.edu.au/RAP)**

## KEY STATISTICS



**93%** of respondents are likely to recommend the centre to others



**97%** of respondents are satisfied\*  
\*measured range from slightly satisfied to very satisfied



**32%** of respondents visit the centre between 9am and noon



**34%** of respondents experienced a problem at the centre



**96%** of respondents drive in a private car



**58%** of respondents visit with others

### Top 3 Main Activities



Lap swimming  
**37%** respondents



Swim lessons  
**34%** respondents



Recreational swimming  
**11%** respondents

#### Top CSQ Benchmark Performance Attributes

▲ **0.4**

Have high quality & well maintained equipment

▲ **0.3**

Ensure behaviour of others does not detract from your experience

▲ **0.2**

Have friendly staff

#### Weak CSQ Benchmark Performance Attributes

▼ **-0.7**

Have suitable food & drink facilities

▼ **-0.4**

Have up-to-date information

▼ **-0.4**

Be well organised & well run

\*Detailed view of Centre's Performance vs. Expectation and comparison to CERM-PI Benchmark can be found on Pages 7-8



### What your customers said<sup>+</sup>:

*"A friendly environment. I feel my belongings are safe. There are many staff around. A nice community."*

*"Quality of swim instructors for children is lacking. There are a few high quality instructors, but our experience has been that there is a significant drop off if lesson isn't conducted by one of the few. Too big a gap. Goes from high quality to very poor quality (instead of just average)."*

*"Beautiful indoor pool design, spacious areas. Clean pools. Good change rooms/showers."*

<sup>+</sup> All customer comments and suggestions are discussed in Section 5 and listed in full in the attached 'All Comments' document

# 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 includes 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 explore 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.

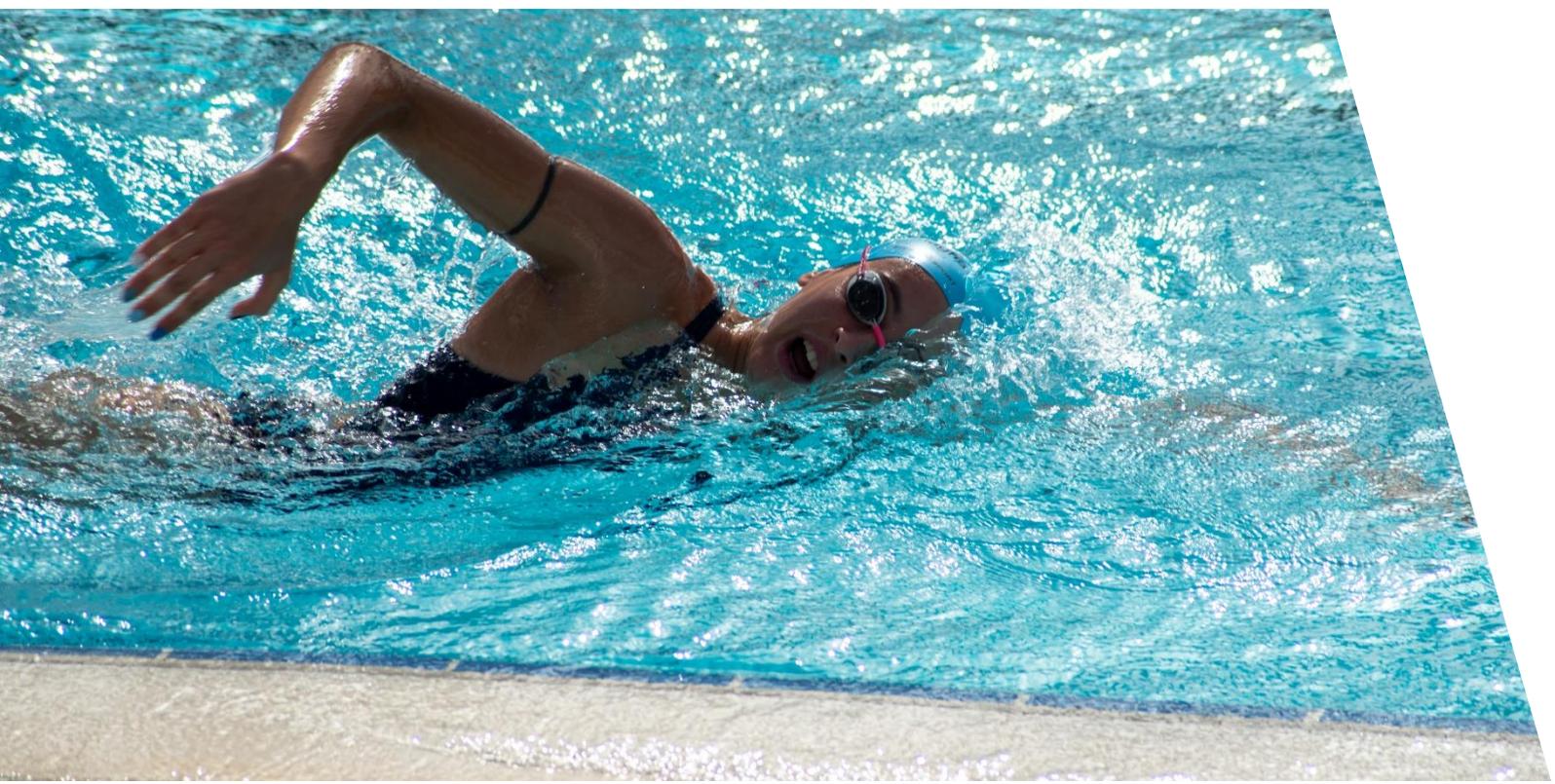
Note: Percentage totals may not equal (+ or -) 100% due to rounding.

Note: CERM PI 20XX benchmark is a cumulative median of the data collected across all centres from 2020-2022.

Total valid survey responses (n) = 252

### **Confidentiality**

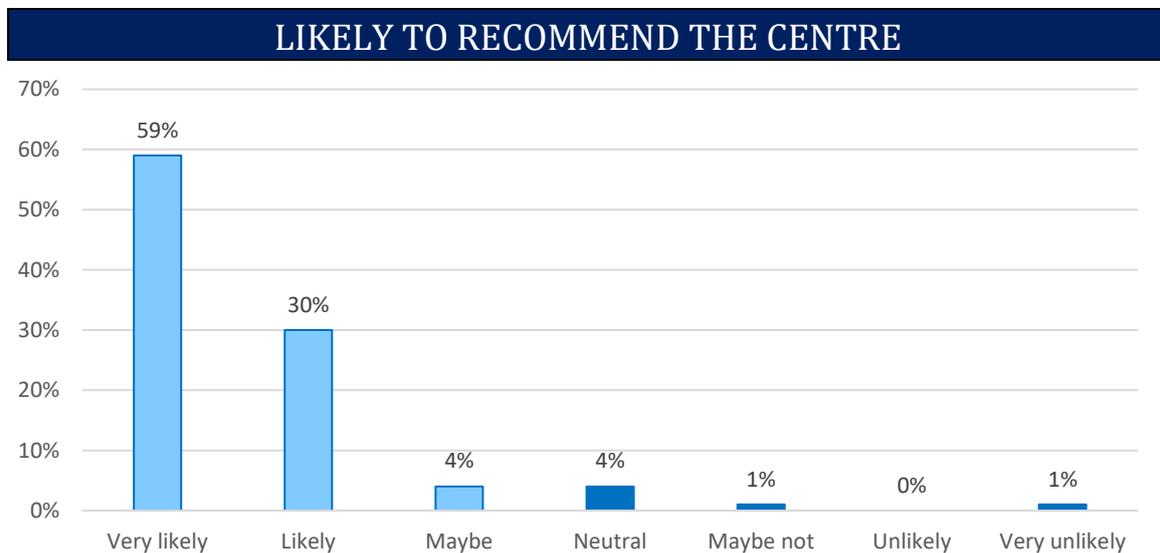
The information contained in the report is the property of the client and CERM PI, and may not be reproduced or transmitted in any form without their consent. CERM PI may utilise information gathered for further research and education and is committed to do so whilst protecting the confidentiality of the client. Outcomes of research efforts can be reported in professional forums.



# Customer Satisfaction and Relation

- **97%** of all of respondents indicated they were somewhat to very satisfied with the centre overall. This is **higher** than the 20XX CERM PI Benchmark (89%).
- The mean satisfaction for ABC Aquatic Centre is **6.3** (“Satisfied”) out of a 7-point scale. This is **higher** than the 20XX CERM PI Benchmark (5.7).
- **93%** of all respondents indicated either “Maybe”, “Likely” or “Very Likely” to recommend ABC Aquatic Centre to others. This is **higher** than the 20XX CERM PI Benchmark (88%).
- **34%** of respondents experienced a problem at the centre, which is **lower** than the 20XX CERM PI benchmark (38%).

CUSTOMER SATISFACTION						
<b>&lt;1%</b>	<b>0%</b>	<b>2%</b>	<b>2%</b>	<b>7%</b>	<b>38%</b>	<b>52%</b>
						
Very dissatisfied	Dissatisfied	Somewhat dissatisfied	Neutral	Somewhat satisfied	Satisfied	Very satisfied



PROBLEM RESOLUTION		
	20XX %	CERM PI %
Problems experienced	34	<b>38</b>
Problems reported	51	<b>55</b>
Problems resolved	33	<b>25</b>

## 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”, “always be clean”, and “have experienced/knowledgeable instructors” **highest on expectations**.
- Respondents rated “have friendly staff”, “have presentable staff”, and “have safe & secure parking” **highest on performance**.
- ABC Aquatic Centre’s **best performing attributes** compared to the CERM-PI CSQ Benchmarks were “have high quality & well maintained equipment” and “ensure behaviour of others does not detract from your experience”.
- ABC Aquatic Centre achieved an overall service quality score of **86%** which is **higher** than the 20XX CERM PI Benchmark (85%).

## SERVICE QUALITY: EXPECTATION, PERFORMANCE AND BENCHMARK COMPARISON

CSQ ATTRIBUTES	Expectations 2023	Performance 2023	CSQ Gap 2023	CSQ Benchmark 2023	Benchmark Gap 2023
<b>The Centre should...</b>					
always be clean	5.2	4.2	-1.0	-0.7	▼ -0.2
be well maintained	5.0	4.0	-1.0	-0.8	▼ -0.2
have high quality & well maintained equipment	5.1	4.6	-0.5	-0.9	▲ 0.4
have clean pool water	5.2	4.1	-1.1	-1.1	▬ 0.0
have pool water at the right temperature	4.8	4.0	-0.8	-0.9	▲ 0.1
have up-to-date information (ie. activities, events)	4.8	4.0	-0.9	-0.5	▼ -0.4
be well organised & well run (ie. bookings, opening/closing times)	4.9	4.0	-1.0	-0.6	▼ -0.4
have a suitable range of activities available	4.7	4.0	-0.8	-0.6	▼ -0.2
have programs/activities that start & finish on time	4.7	4.2	-0.5	-0.3	▼ -0.2
have programs/activities that are relevant to your needs	4.6	4.0	-0.6	-0.3	▼ -0.3
provide value for entry fee	4.8	4.0	-0.8	-0.8	▬ 0.0
have programs/activities that provide value for money	4.8	3.9	-0.8	-0.6	▼ -0.2
ensure behaviour of others does not detract from your experience	4.8	4.3	-0.5	-0.8	▲ 0.3
have safe & secure parking	4.9	4.7	-0.2	-0.3	▲ 0.1
have suitable parking (ie. number of spaces, drop-off zones)	4.8	4.2	-0.6	-0.8	▲ 0.2
have suitable food & drink facilities	4.0	3.2	-0.8	-0.1	▼ -0.7
provide adequate child minding	3.7	3.2	-0.4	-0.2	▼ -0.2
have friendly staff	5.1	4.8	-0.3	-0.5	▲ 0.2
have responsive staff	5.0	4.5	-0.5	-0.6	▲ 0.1
have presentable staff	4.9	4.7	-0.2	0.0	▼ -0.2
have experienced/knowledgeable staff	5.0	4.5	-0.5	-0.4	▼ -0.1
have instructors experienced/knowledgeable	5.2	4.3	-0.9	-0.7	▼ -0.2
<b>Overall service quality</b>	<b>86 %</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

\* Note: Some gaps may be ±0.1 because of rounding.

# 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 **achievement** mean indicates the extent to which the benefits were achieved as a customer of the 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. A positive gap indicates the customers' needs are being met, while a negative gap suggests they are not.

**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: IMPORTANCE, ACHIEVEMENT AND BENCHMARK COMPARISON

BENEFITS ATTRIBUTES	Importance 2023	Achieved 2023	Benefits Gaps 2023	Benchmarks 2023	Benefits Gaps 2023
Improved health	4.3	4.1	-0.2	-0.3	▲ 0.1
Improved physical fitness	4.2	4.0	-0.2	-0.5	▲ 0.3
Improved well-being	3.9	4.0	0.1	-0.4	▲ 0.5
Relaxation	3.9	3.5	-0.4	-0.2	▼ -0.2
Reduced stress levels	4.0	3.5	-0.4	-0.3	▼ -0.1
Improved skill level	3.9	3.7	-0.2	-0.1	▼ -0.1
Socialising with family &/or friends	3.5	3.4	-0.1	0.0	▼ -0.1
Improved performance in competitive sport	3.0	3.0	0.0	0.1	▼ -0.1
Enjoyment	4.1	4.1	0.0	-0.1	▲ 0.1

▲ Above 0 Gap | ■ Neutral Gap | ▼ Below 0 Gap

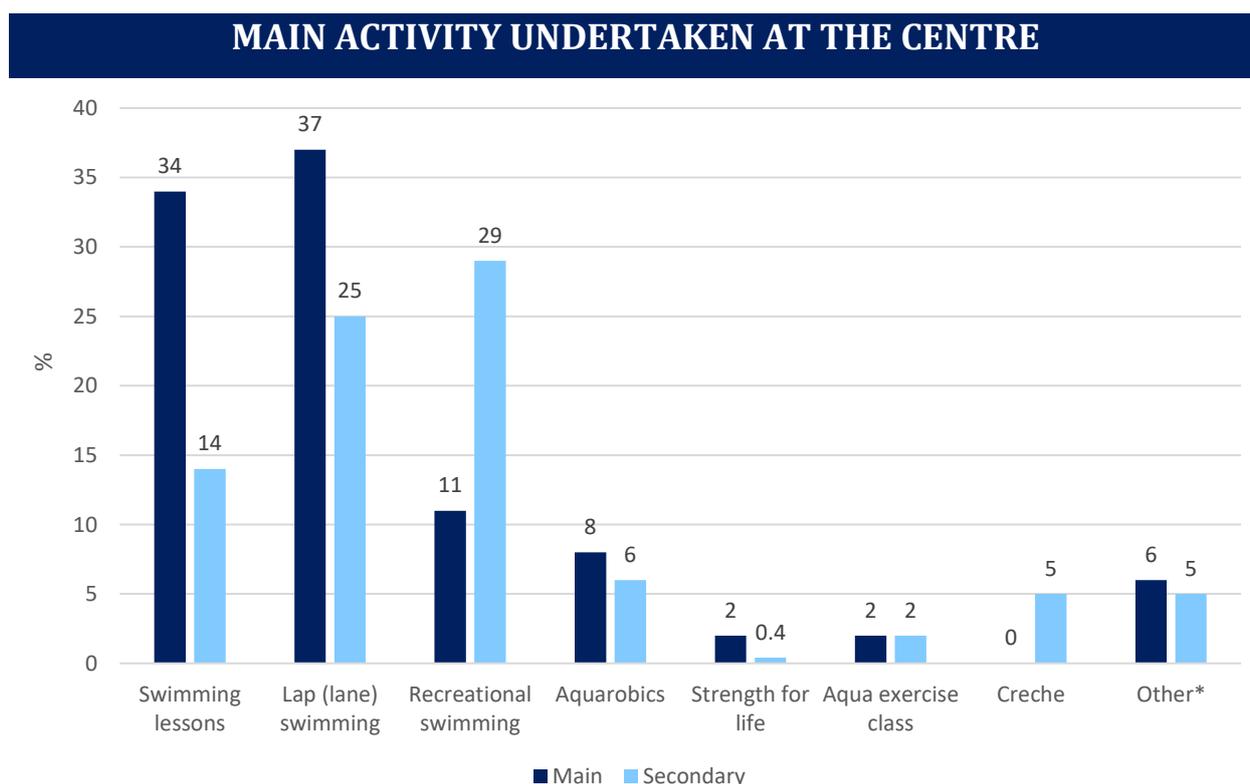
\* Note: Some gaps may be ±0.1 because of rounding.

### SUMMARY

- Respondents rated “Improved health”, “Improved well-being”, and “Enjoyment” **highest on perceived importance.**
- Respondents rated “Enjoyment”, “Improved physical fitness”, “Improved health”, and “Improved well-being” **highest on achievement of benefit.**
- ABC Aquatic Centre’s **best performing attributes** compared to the CERM-PI CSQ Benchmarks were “Improved well-being” and “Improved physical fitness”.

## Respondent Demographics and Usage

- **37%** of all respondents indicated **“Lap (lane) swimming”** as their main activity at the centre, with another 25% indicating it as one of their secondary activities.
- **29%** of all respondents said **“Recreational swimming”** was one of the secondary activities they engaged in at the centre.
- **58%** of all respondents attend the centre **with others** (e.g., family, partners, etc.)
- **96%** of all respondents travel to the centre in a **private car**
- **32%** of all respondents visit the centre **between 9am and 12 noon**



Note: Secondary Activity total can exceed or be less than 100%, representing more than 1 secondary activity selected by individual respondents, or no secondary activity selected by some respondents. The stated percentage reflects frequency of response on each selected activity.

\*Other activities included (in order of prevalence): [WRITTEN COMMENTS]

A photograph of a person performing a handstand in a swimming pool. The person is upside down, with their feet pointing towards the top of the frame. The water is a clear, bright blue, and the person's legs are straight and vertical. The person is wearing dark-colored shorts. The background is the rippling surface of the water.

## Centre Specific Demographics

### USUAL MODE OF TRANSPORT TO THE CENTRE

Private car	96%
Walk	1%
Bicycle	3%
Public transport	<1%

### DISTANCE TRAVELLED TO VISIT THE CENTRE

5kms or less	66%
Over 5kms to 10kms	30%
Over 10kms	4%

### FREQUENCY OF VISIT

Less than once per week	14%
Once per week	36%
Twice per week	23%
3 or more times per week	27%

### TIME SPENT AT THE CENTRE

Less than 30 minutes	1%
About 30-60 minutes	45%
About 60-90 minutes	45%
Over 90 minutes	10%

### ATTEND ALONE OR AS A GROUP

Alone	43%
With Others (Family and/or Friends)	58%

### ATTENDANCE AS GROUP INCLUDES...

Children under 5 years	20%
Children 5-15 years	40%
Both (Under 5 & 5-15 years)	14%
No Children	26%

### HOW LONG HAVE YOU BEEN USING THE CENTRE?

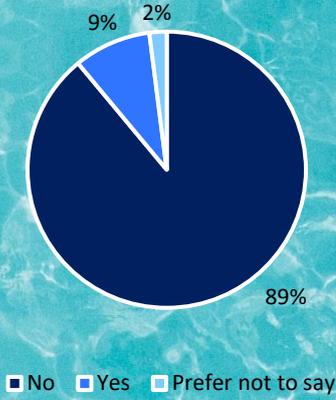
Less than 1 month	6%
1-6 months	6%
6-12 months	10%
1-2 years	11%
2-5 years	24%
Over 5 years	42%

### USUAL TIME TO VISIT THE CENTRE

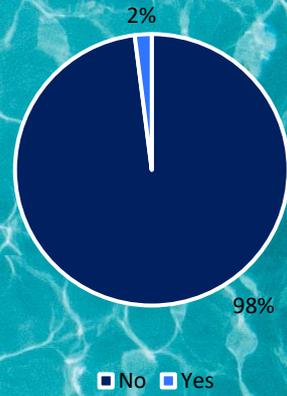
Before 9am	29%
Between 9am and noon	32%
Between noon and 3pm	13%
Between 3pm and 6pm	21%
After 6pm	5%

# General Demographics

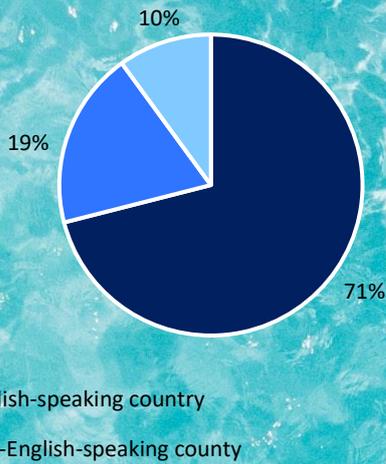
Respondents with Chronic Illness or Disability



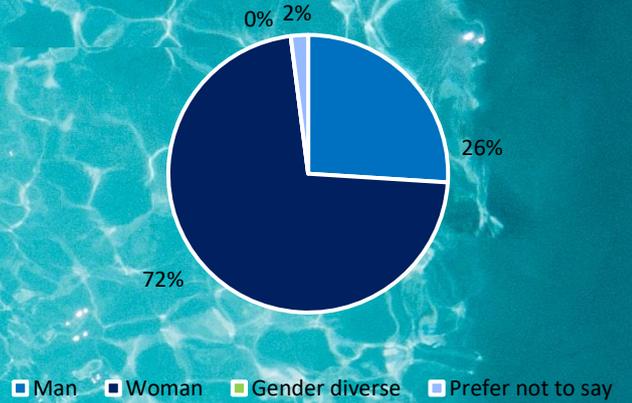
Identify as Aboriginal and/or Torres Strait Islander



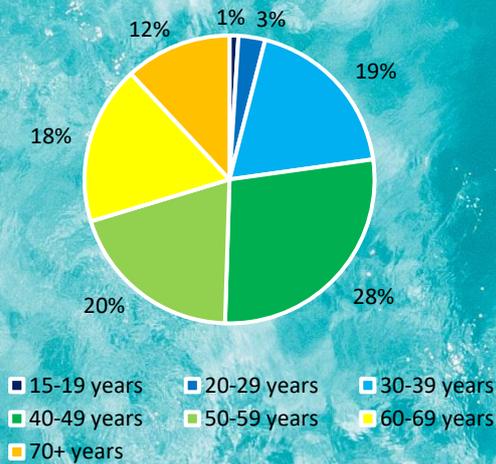
Place of Birth



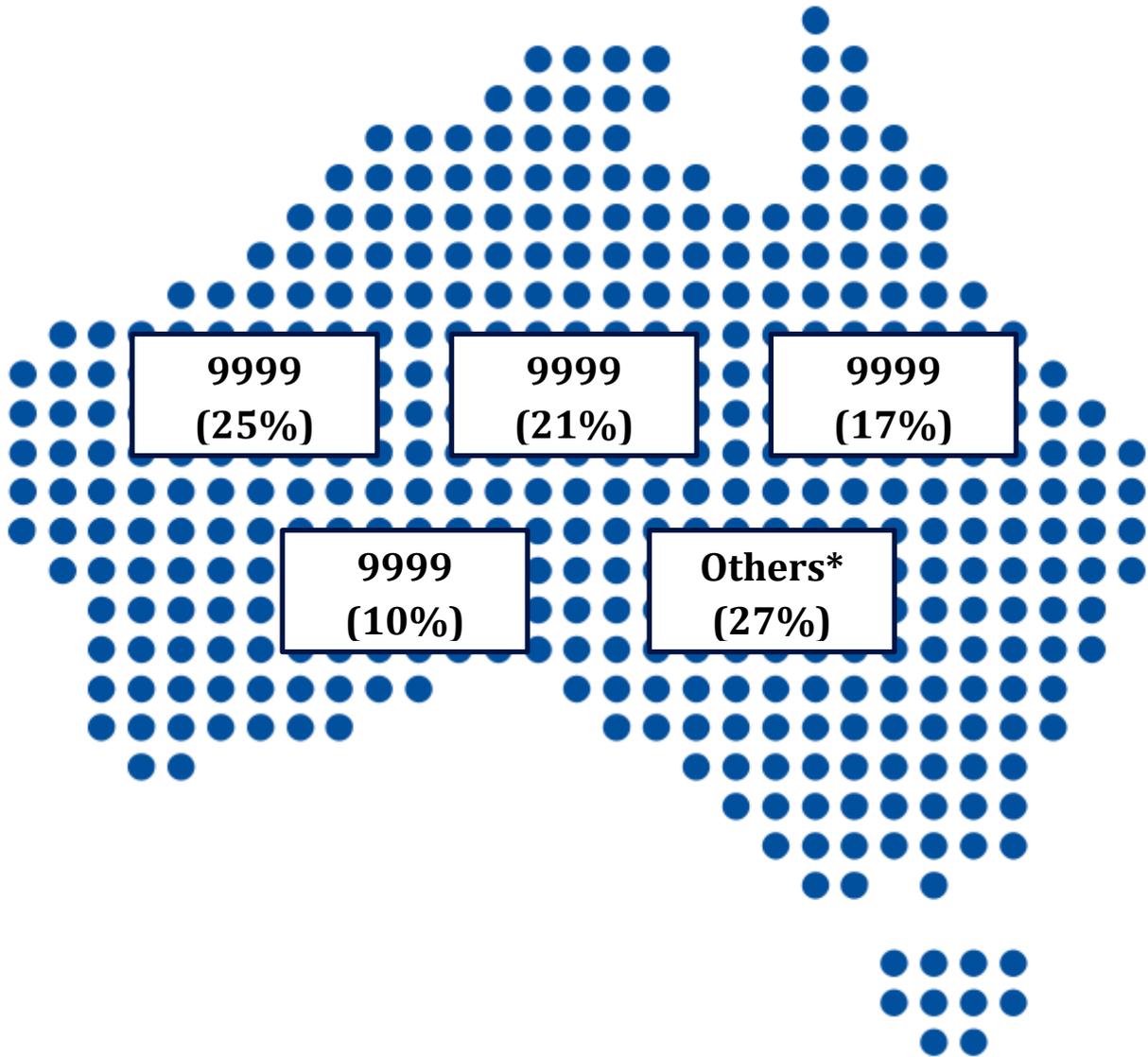
Gender of Respondents



Age of Respondents



## TOP VISITING POSTCODES TO THE CENTRE



\*Others include: 9999 (5%) | 9999, 9999, 9999, 9999 (2-3%) | 9999, 9999, 9999 (1-2%) | 9999, 9999, 9999, 9999, 9999, 9999, 9999, 9999, 9999, 9999, 9999, 9999 (<1% each)

## Comments and Responses (Open-ended)

**Note:** This report shares only a sample of the comments, along with a count of some of the most mentioned words in each section below (top themes in comments). A full list of comments for all open-ended questions is provided as an attachment with this report.

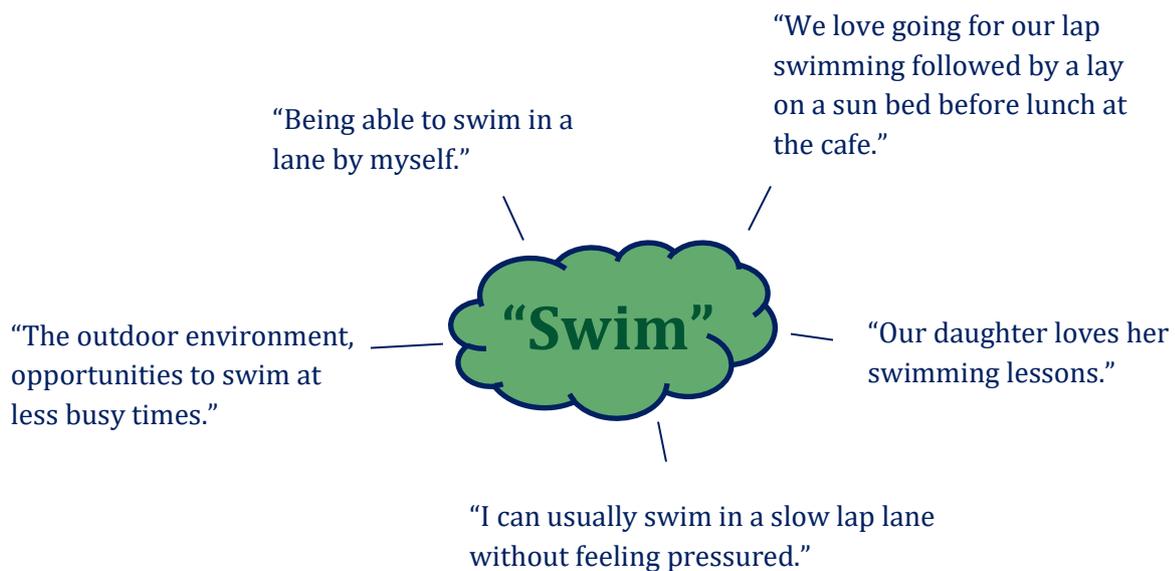
### “WHAT ASPECT(S) OF THE CENTRE DO YOU PARTICULARLY ENJOY?”

“**Pool**” was mentioned nearly 60 times when respondents were discussing their favourite aspects of the centre. Many of these responses would specify which pool they enjoyed (e.g., indoor, outdoor, children’s, etc.), but not usually elaborate. Some would mention how they liked the variety and choice of pools, while others discussed how they found the pools clean. Some also talked about how they enjoyed the surroundings or environment around the pools.

“**Staff**” (mentioned nearly 40 times) was also commonly cited as one of the best aspects about the centre. These statements were quite straight forward with most respondents saying staff were ‘friendly’. Sometimes, respondents would specify which staff (e.g., creche staff, front desk, etc.).

“**Swim**” or “**Swimming**” were mentioned nearly 40 times when respondents focused on things they enjoyed at the centre. Many of these responses would simply state which type of swimming they enjoyed (e.g., lane, lessons, squad). Some comments also mentioned that it was nice to be able to swim in a less crowded space.



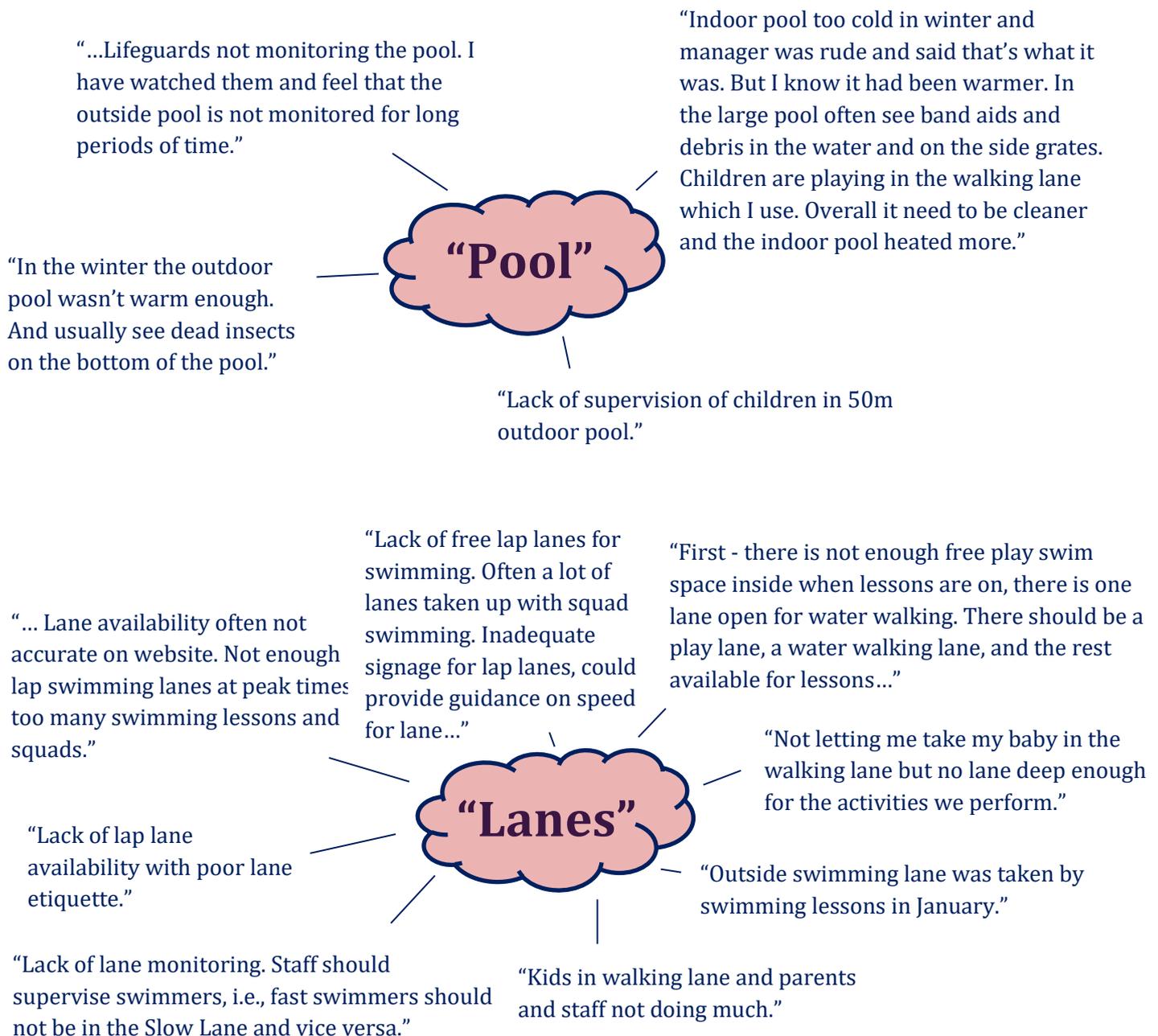


## “PROBLEMS EXPERIENCED AT THE CENTRE DURING THE LAST 12 MONTHS”

Contrary to respondents’ comments to aspects of the centre they enjoyed, **“Pool”** was mentioned ~ 35 times when respondents were talking about issues they have had at the centre. Some responses focused on the lack of supervision of the pools from lifeguards, the temperature, the cleanliness, and children’s’ behaviour in the pools.

Related to pools, **“Lanes”** was mentioned ~ 35 times when respondents were discussing problems they have had at the centre. Many responses highlighted that children would be in the way and taking up space in the walking lane. Some respondents suggested having better signage or having staff verbally enforce removing children from the walking lane. Others suggested making a ‘play lane’ or a better space for children in that pool. Some responses also complained about the lane availability and monitoring, more generally.

Finally, **“Children”** (mentioned ~ 30 times) and **“Kids”** (mentioned ~ 20 times) were mentioned when discussing problems at the centre. Many of these issues were related to swimming lessons and creating proper space for children. And as mentioned above, some discussed the need for better supervision.



"Quality of swim instructors for children is lacking. There are a few high quality instructors, but our experience has been that there is a significant drop off if lesson isn't conducted by one of the few. Too big a gap. Goes from high quality to very poor quality (instead of just average)."

"Swimming lesson classes are too big, especially for 5/6 year olds. Teachers need to understand the kids capabilities, but hard when they have 5 kids at one time 2-3 kids would be appropriate."

"Child's swimming teacher appears rude and sarcastic. She does not feel confident asking questions as a result."



"The instructor for our child's swimming class was not great, hard to follow and didn't seem to be following a curriculum/trying to develop skills."

"Older kids inappropriately supervised by their adult jumping into the water on top of my littler ones."

"I am extremely disappointed in the behaviour of Children in the smaller pool - and with the Parents, Staff and Instructors who make no effort to keep them under control. Children constantly screaming / screeching at the top of their voices giving me a headache - not pleasant at all. Children coming into the lap lanes etc. Children playing on the ropes - dangling their bodies into the Lap lanes I would like to see a time set aside where no children are allowed in the pool at all. It would be nice to do my laps in quiet / relaxing environment and not having to constantly looking out where the children are and what they are doing."



# How can the results be used?

Each year CERM PI service quality reports are conducted for many Australian aquatic and recreation centres. 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.*

These findings, and report as a whole, could also benefit further examination and inquiry into customer satisfaction with the centre if they were to be undertaken. For instance, focus groups could help to elucidate and add more context and understanding to some of the findings in this report. If these, or other methods of inquiry/analysis, are of interest, CERM PI offers numerous high-quality research services.

## Other services

CERM PI offers services that focus on assessing and benchmarking not just aquatic and recreation centres, but [libraries](#) and [botanic gardens](#). CERM PI also offers [organisational culture surveys](#) which allows councils to view and understand the cultural climate of the organisation and how this impacts behaviour and productivity (e.g., employees' satisfaction, resiliency, and optimism, to name a few). Get in contact with us to organise one of these projects or even a [customised project](#)!



## Contact Us

Further information can be obtained by contacting CERM PI®

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w [unisa.edu.au/research/cermpi](http://unisa.edu.au/research/cermpi)