



# unisa

The Centre for Tourism & Leisure Management (CT&LM) was formed in 2006 and is the leading centre in South Australia for research in tourism, hospitality, events, sport and leisure.

The centre has three key research themes that encompass the range of research activities of the core members of the Centre:

- managing service quality in the events, sports, and leisure industries
- understanding tourism, hospitality and leisure experiences
- promoting health and wellness, lifestyle

A major research program in the Centre is the CERM Performance Indicators® Project. CERM PI has been providing performance indicators and national benchmarks for operational performance and customer service quality, for aquatic, sports and leisure centres, tennis facilities and golf courses since the early 1990's.

Other research studies have been undertaken in the areas of 'Health and Wellness Tourism in Australia'; 'Meetings, Conventions & Business Events Industry'; and 'Self-drive Tourism'. Further information will be published on these and other research in future issues.

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

*CERM PI is committed to facilitating quality management within the leisure industries*

The CERM Performance Indicators is an applied research project of CT&LM. The CERM PI team is comprised of staff and research assistants from the School of Management at UniSA.

CERM PI currently provides reviews for over 200 sports and leisure facilities in Australia and New Zealand. The CERM PI annual national benchmarking survey for sports and leisure centres has been the basis for the development of robust operational benchmarks for 18 years. These benchmarks support a self-assessment framework and a continuous improvement culture within many organisations.

The CERM Performance Indicators emphasise the importance of service delivery that is in touch with customers, is efficient and accountable, and can be incorporated into strategic and operational planning. CERM PI services are based on the key dimensions of operational management (efficiency), effectiveness (including customer service quality) and appropriateness.



## Some current major industry research partners

### Australia

City of Brisbane  
City of Moreland  
City of Whitehorse  
Dept of Territory & Municipal Services  
Venues West

### New Zealand

City of Auckland  
City of Christchurch  
City of Dunedin  
City of Tauranga

The CERM PI services are unique in the leisure industries because they are developed within an ongoing applied research forum. Hence, improved industry-specific knowledge is disseminated and directly put to use by the industry.

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## CTLM Members



[Professor Graham Brown](#)

Graham Brown is co-Director of the Centre. He has published widely on tourism planning and tourism marketing with a number of recent projects focussing on wine tourism, and the increasingly important area of wellness tourism. Much of his research has examined events and their relationship to tourism with clients, in Australia and overseas, ranging from small community groups to state and national tourism organisations and major private corporations. Dr Brown has extensive experience in survey design and qualitative research techniques.



[Associate Professor Gary Howat](#)

Gary Howat is co-Director of the Centre and the CERM Performance Indicators Project (CERM PI). His research focuses on service quality, satisfaction and customer behaviour in tourism, sport, and leisure contexts; and he recently had a supervisory role for several PhD and Honours scholars covering topics from wellness tourism to customer retention in leisure and sports organisations. Dr Howat oversees the annual CERM PI benchmarking process for Australian and New Zealand public aquatic centres, leisure centres and golf courses, and operational management benchmarking for Tennis Australia.



[Associate Professor Vivienne McCabe](#)

Vivienne McCabe is the Program Director for the Le Cordon Bleu master of International Hospitality management and the LCB Bachelor of Business. With a strong engagement in the meeting and events sector, Vivienne is recognised nationally as an effective applied researcher.



[Dr Duncan Murray](#)

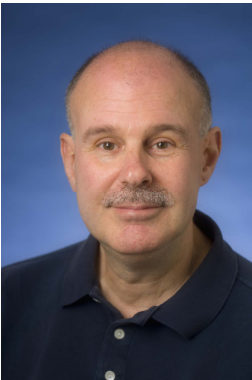
Duncan Murray has published both theoretical and applied research papers in a range of areas including consumer behaviour in sport and recreation, leisure theory and marketing psychology. A successful supervisor of PhD and honours research students, his methodological focus is on quantitative analysis and statistical methods.

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#### [Associate Professor Stephen Boyle](#)

Stephen Boyle is the Associate Head of the School of management. Stephen was once a professional musician and his academic interests lie in the performing arts and festivals. Among other things, he has undertaken studies of festival attendances and their social and economic impacts in both Hong Kong and Australia. His research background is in quantitative studies and he has expertise in survey design and administration as well as statistical analysis.



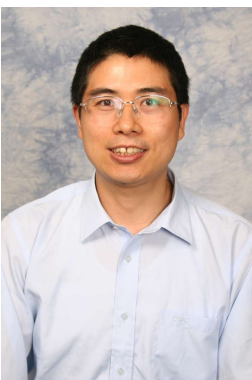
#### [Dr Michael Gross](#)

Michael Gross joined the Centre in 2010. His research and publishing focus on hospitality management and tourism management areas. Dr. Gross has an extensive professional background in international hospitality management with some of the world's leading hotel management firms. He also supervises PhD, Masters, and Honours research degree scholars conducting studies by qualitative as well as quantitative methods.



#### [Dr Rob Hallak](#)

Dr Rob Hallak is a Lecturer in Management (Hospitality/Convention & Event) at the University of South Australia's School of Management. His research focuses on entrepreneurship and small business management within the tourism, hospitality and events sectors. He uses structural equation modelling techniques to examine casual relationships among entrepreneur characteristics and small and medium enterprise performance. He has extensive professional experience in both hospitality and event management in Australia and overseas.



#### [Dr Sam Huang](#)

Sam Huang joined the Centre in 2010. His research focuses on tourism and hospitality including tourist behaviour, destination marketing, and tour guiding and interpretation. With prior industry experience in China, he has a special interest in China tourism and hotel studies. Dr Huang is a researcher who ventures beyond traditional methodologies. Sam has published extensively in a wide range of major international tourism and hospitality journals.

The CT&LM members belong to a group of 18 full-time academic staff within the School of Management at the University of South Australia, who are active researchers, supervise doctoral scholars and teach in a range of undergraduate and graduate programmes in tourism, hospitality, events, sport and recreation management.