

Case study of Cast training at Everland Resort

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Abstract

Everland Resort recognizes that human resources are the only ones that satisfy the four conditions of resource-based theory among various resources of a company, therefore, has been trying to become a global theme park focusing on cultivating human resources as a key solution for the unstable business environment. The theme park is operating the 'Cast University', a comprehensive education system for strengthening service capabilities so that Everland Casts can provide better services. Also, it helps them to work as professional service personnel when they face challenges in society.

Keywords: Theme parks, Everland, Customer satisfaction, Employee satisfaction

1. Introduction

Barney (2001) according to his resource-based view theory proposed that companies can achieve sustainable competitive advantages if they have resources that are rare because they cannot be easily acquired by other companies, is not easy to imitate and differentiated (inimitable), and that substitution is not possible. Everland Resort in South Korea

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cultivating human resources as a key solution for the unstable business environment.

Everland Resort is the largest theme park in Korea with over 8 million annual visitors since its opening in 1976 and is a representative service company that creates results through customer satisfaction practices. The company has reestablished the service philosophy of 'Design Happiness' and practiced customer satisfaction management since 2014, which led the company to be ranked 1st for two consecutive years in the Korean Standard Service Quality Index(KS-SQI) hosted by the Korean Standards Association and also ranked 1st in the Korean Customer Satisfaction Index, KCSI) hosted by Korea Management Association Consulting(KMAC) for 27 consecutive years. Above all, the company has been leading the domestic service industry.

Such customer satisfaction achievement may have a high impact on hardware aspects such as facilities and environment due to the characteristics of theme parks, but it is worth paying attention to the fact that the unique organizational culture created by the strong passion and immersion of the members have contributed. In particular, due to the nature of the service industry where quality and performance depend on human resources, employee work engagement is of utmost importance (Senam Yoon, 2010). In response, Everland is operating systems and processes to increase employee work engagement and job satisfaction, which empirically proves that employees' satisfaction has a high correlation with customers' satisfaction of over 90% (Lee Yoo-Jae). , 2008; Chi & Gursoy, 2009).

2. Employee Satisfaction = Customer Satisfaction

In general, when defining the scope of customers, it can be divided into internal customers (employees) and external customers (customers). A service company must recognize the importance of internal customers more than other companies in different industries. This is because the subject of providing

intangible services is an employee, and the factor that determines the differentiation of services is human service. In other words, the level of service perceived by the customer is evaluated by the attitude and behavior of the employee at the point of contact between the employee and the customer (Yoojae Lee, 2008).

Everland is creating an environment where employees' workplaces can become amusement parks based on the management philosophy that employee satisfaction equals customer satisfaction. The main activities are the CAST Festival, which reflects the characteristics of the MZ generation, who enjoy bold self-expression, and the night market such as the flea market & dormitory festival to create a culture of communication with members escaping from work. In addition, the company is actively practicing the care for workers using emotional labor, which has recently become an important issue in the service industry. In this regard, the company is operating a psychological counseling center where employees can consult and solve daily problems such as family life as well as job stress, and a vitamin camp, an emotional healing program, for service workers. In particular, Vitamin Camp has developed its own emotional management diagnostic tool that reflects the characteristics of the theme park industry and is currently providing an in-depth analysis of their emotional state and solutions for management.

Through this, Everland is dedicated to increasing internal customer satisfaction by building a healthy organizational culture internally and systematically managing the mental health of its members so that they can focus on improving customer satisfaction externally.

3. Operation of a comprehensive education system for nurturing casts

The unique role of the casts working at Everland is to provide the best services to customers who visit Everland. The casts refer to staff who are considered part of a huge cast.

The theme park is operating the 'Cast University', a comprehensive education system for strengthening service capabilities so that Everland Casts can provide better services. Cast University aims to nurture the cast, the core of customer service, into the best service talent complying with the meaning of the university as a comprehensive educational institution. Hence, the cast university not only provides education on services and jobs, but also fosters creativity, personality, and emotional abilities so that casts can grow into better people ready to face new challenges in society by offering programs on a variety of topics.

The cast university consists of three modules: mandatory education, specialized education, and open education. Firstly, mandatory education is an education that all casts must take and consists of introductory education for recruits to acquire Everland's service know-how and specialized skills accumulated over many years based on the service philosophy, and gradual supplementary education according to the months of employment. In particular, the gradual supplementary education focuses on developing essential service competencies according to the length of employment.

Secondly, the specialized education provides programs to further develop their own specialized services and to nurture and train service instructors for casts who have been recommended by the department. The service instructors' training course is meaningful in that senior casts are selected as in-house instructors in charge of introductory training for new casts with the goal of nurturing juniors.

Third, the open education is a program in which any cast can participate in any programs on various topics such as dancing, video editing, investing, and culture and art for the self-development of the casts and the creation of healthy leisure culture.

In addition, the mobile learning platform has been developed and adopted as a representative education channel considering the difficult time in face-to-face education due to COVID-19. Various contents useful for cast life, such as service

education based on real cases, service system guidance, and real-time park operation information, have been uploaded, and any Everland Cast can access the content without time and space constraints. In this way, Cast University not only helps the casts who joined Everland to provide excellent services but also serves as a foundation for them to work as professional service personnel when they enter society.

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