

A Study on the Current Status and Development Strategies of Community Business*

Younghee Noh (Professor, Department of Library and Information Science, Konkuk University: Main author)

Sang-Yup Lee (Professor, Policy and Public Administration, Graduate School of Public Administration, Konkuk University: Corresponding author)

Abstract

Younghee Noh / Sang-Yup Lee

The aim of this study is to analyze the past and present of community businesses and forecast directions of the community businesses to help improve their future development and quality of life. The data of each type of community business was used to derive the metadata field, and expert opinions were taken to understand and assess whether the meta field of the metadata derived from this process was appropriate. We presented policy prescriptions through the FGI with the heads of the community businesses and experts. As a consequence of performing the analysis, most of the community businesses have maintained such a high rate of operation, and the regional distribution of the community businesses has also been even. Yet, it was evident that the detailed types of the community businesses have been focused only on the local resource utilization. In order to revitalize the community businesses, first, in the case of community businesses, it is necessary to create a large number of workers, that is, a greater number of jobs compared to the amount of the social revenue. Second, it is necessary to cultivate the qualities of the heads of the community businesses, especially their entrepreneurship. Third, it is necessary to build an evaluation system for the performance activities of the community businesses. Fourth, there is an increasing need to actively encourage mutual networking among the related organizations surrounding the community businesses, and to hold growing interest in all types of information exchange and the sharing of human and physical resources.

주 제 어: 마을기업, 사회적경제, 지역자원활용형, 생활지원복지형

Keywords: Community Business; Social Economy; Local Resources Utilization Type; Living Support Welfare Type

* This work was supported by the National Research Foundation of Korea Grant funded by the Korean Government (NRF-2014S1A5B4035171).

I. Introduction

With the rapidly aging population in progress, declining fertility rate and the changes in household composition, the community consciousness has been falling apart due to the separation of work and residence and various lifestyle styles, thereby weakening local communities (Lee, Sang-Yup and Chung, Kyoung-Sup, 2011: 222). In this light, it is urgently needed for the local residents to solve the problem of the local community and build the solidarity of the community through the settlement process. There is a growing movement to find a third way in response to market failures and government failures, and the social economy is actively pursued based on the endogenous development theory that local residents are the central force and should solve local problems by using local resources on their own. As part of the social economy, interest in the community business has been consistently rising.

Community business is an enterprise in the unit of village that contributes to the local development by revitalizing the local community by undertaking for profit projects that lead the local residents to utilize various local resources and providing incomes and jobs to the local residents (Ministry of Government Administration and Home Affairs, 2015). The general term of the community businesses that came up with the social enterprise development laws was “community business,” which has also been called “independent local community business” in Korea. The Ministry of Government Administration and Home Affairs decided that the name of “community business” was inappropriate and changed it to “independent local community business.” Thereafter, in 2011, the name was finalized to “community business” which bears familiarity to the public through the announcement of the Enforcement Guidelines in 2011 (KB Financial Group Inc. Research Center, 2013).

Community businesses are created where there is a sense of interest or emotional bond within a community, with boundaries that are geographically distinct from other regions. Community business is a village based enterprise that aims to generate income and jobs by utilizing various tangible and intangible resources such as the natural resources of the village, human resources, processed products, and festivals. Based on the voluntary cooperative spirit of the residents, they contribute to the activation of the village community by solving the needs and problems of the residents through the community businesses. Community businesses need a community business development process for

the activation of the community (Seoul Community Business Agency, 2014).

As the need for social services to improve the quality of life continues to rise, and the basic job expansion needs to be achieved, the community business, which is a part of the efforts to solve the problems of local residents with the harmonization of public quality and profitability, must be further activated.

In this background, through this study, we have reviewed and analyzed the current status of community business, analyzed the past and present of the community business, forecasted the directions in which the community business should progress, and endeavored to provide means to help improve the future development and quality of life of the local residents.

II. Theoretical Background

1. Origin and characteristics of community business

The root of the community business begins with ‘Community Business (CB).’ Community Business is a project which local residents use to solve their social, economic, and environmental problems and give their benefits back to the local community (Ju, Sang-Hyeon, 2012: 283-285). Community Business means a corporate enterprise that is incorporated and operated by using business methods rather than administrative, NPO (local residents), volunteer, etc. By supplying the goods and services needed by the local community to enterprises that pursue the least profits, they can create jobs and income, and help elevate the independence of the local economy, thereby contributing to the local community activation.

The origin of Community Business can be found in the mid-1970s in the form of an intermediary support organization called Community Business Scotland (CBS) in the Scottish region of the United Kingdom. Community Business in the UK meant a business organization operated directly by the local community and through which the local community focused on local employment and development. Since then, from the mid-1990s, Japan has started to use the term ‘Community Business’ as a way to activate the local communities. In Japan, Community Business has turned the accumulation of town building experience into business, and the purpose has been to promote the local

community activation. Based on this, Korea's developed Community Business has been defined as the collective term of business that borrows business methods and returns the benefits of the activities to the community in the process of solving the problems facing the local communities.

Looking at the meaning of the presence of the community business (translated as "Community Business" instead of Village Business), first, responding to local problems or demands that can not be addressed by private companies or administrative services can help to provide a variety of services with the creativity of the local residents (Lee, Ja-Sung, 2010). Second, by conducting business between familiar residents, communities based on historical and blood relations can pursue exchange based on new human relations, and community revitalization can be expected. Third, it is possible to utilize the potential assets of the local community to generate circulation within the region, activate the local economy, and carry out projects that make effective contributions to the local community through the connection between the small to medium sized businesses and the local community.

Fourth, it is possible to bring down the costs incurred by the provision of the services by the administration, and instead build a prosperous community, thereby reducing the future costs. Fifth, it provides opportunities to work for the senior citizens, physically and mentally challenged, and the women who face difficulties in finding a job, and the short distance to and from work facilitates social activities, while playing a role as a place for social adaptation and employment training for young people. Sixth, a new lifestyle can be found beyond income from the perspective of self realization, and various lifestyles can be realized by subjectively selecting the time and place of work.

The characteristic of the community business is, first, locality. Community business should generate profits by undertaking businesses using the local resources, and the for profit business should not come into conflict with the local commercial district. In addition, more than 70% of the workforce must be local residents. Second, it is about public quality. Embezzlement and tax evasion, among others, should not be committed so as to violate the current law and further cause social commotion, and no community business should harm local communities such as by creating disruption among local residents, nor publicly support political parties or candidates in the name of community business. In addition, the community business should not refuse the guidance and inspection of administrative authorities for more than twice without any special reason

(Ministry of Government Administration and Home Affairs, 2015).

2. Previous researches

The previous researches that mentioned community business in the context of social economy include Kim, Duck-Joon's research (2017), Choi, Young-Choo & Lee, Sang-Yup's research (2012), Cho, Yong-Lan's research (2016), Choi, Young-Chool, Lee, Sang-Yup, and Ju, Sang-Hyeon's research (2012), Kang, Minjeong's research (2014), Choi, Young-Chool & Lee, Sang-Yup's research (2015), Kim, Yeon-Soo & Lee, Sang-Yup's research (2017), among others.

Studies of comparative theory dealing with Germany include Kim, Tae-Keon & Kim, Hak-Sil (2014), and those dealing with Japan's Community Business include Lee, Sang-Yup & Chung, Kyoung-Sup (2011), among others.

Kim, Sung-Woo (2013) analyzed the effects of social service job expansion on economic growth, whereas Ju, Sang-Hyeon (2015) derived policy implications for local food. Meanwhile, Lee, Sang-Yup (2016) analyzed collective efficacy in local community organizations.

Studies of social economy in combination with Saemaul Movement include Lee, Yang-Soo's research (2014), An, Ji-Min, Lee, Ho-Hyun & Lee, Jeong-Ju's research (2017), Ham, Woo-Sik & Lee, Sang-Yup's research (2014), Hwang, Seung-Il, Choi, Oe-Chool & Yi, Hui-Uk's research (2016), Lee, Kwang-Seok, Choi, Tae-Seok & Lee, Jung-Ju's research (2017), among others.

Proposing policies based on the status of the community business, Sin, Kyung-Hee (2012) analyzed the realities and characteristics of community businesses in the city of Seoul, and based on this analysis, proposed a community business development plan specific to Seoul for the mutual activation of and by the community business and local community. Whereas, Woo, Jang-Myung & Ban, and Ki-Min (2012) proposed the development tasks based on the status of the community businesses in Chungcheongbuk-do region. Kim, Moon-Joon (2017) reviewed plans for the concept and status of the community business and the types of the community business, and the policies for the development of community businesses that emphasize their local and public nature.

Lim, Kyung-Soo & Ha, and Tae-Yeung (2013) sought to find venues through which the community business can grow into sustainable businesses. Lee, Hyun-Ju (2015) presented the background of community business, compared them with social enterprises, and the current status and challenges facing the community businesses. (Lee, Tae-Hyun et al.,

2017), further to suggesting a plan for crafting public policies based on the co-creation centered on community business development projects. Kim, Hak-Sil (2013) analyzed the role of community businesses in the process of urban regeneration by combining the viewpoints of social purpose based on the sustainable local enterprise network (SLEN).

Chun, Ji-Hoon (2017) examined the factors affecting actual happiness from the perspective of the residents carrying out community activities, and also examined how community factors are specifically related to happiness through case studies. There are a study on the effects of the formation of the workplace of the community business on the organized civic actions (Cho, Yeung-Bok & Ha, Tae-Yeung, 2017), a study on the impact of the community business on the job creation (Bae, Sung-Sook, 2017), and a study on the performance of community businesses (Yoon, Byung-Kwon & Lee, Jae-Jung, 2017), among others.

III. Survey Design

1. Research procedures

In this study, we attempted to analyze the current status of community businesses by collecting the data on the community businesses. For each village, the analysis was conducted according to various categories such as regional, detailed type, and year (refer to Chapters 3 and 4 for Noh, Younghee, 2016 with a primary focus).

As of November 2011, the number of community businesses promoted as a component of the ‘independent local community business’ initiated by the Ministry of Government Administration and Home Affairs in 2010 was 550, yet increased to 1,297 nationwide by November 2014. However, there were 1,269 corporations that have been supported as community business defined as “corporation” or “juridical person” under the “Civil Act,” a corporation under the “Commercial Act,” and a “cooperative” under the “Cooperative Basic Act,” among others. We collected basic information on 1,269 community businesses through related references, and also collected information using the community business related websites. The Ministry of Government Administration and Home Affairs, Community Business Association, and the Social Economic Support Center’s website by locality were the sources of the basic information on each community business. Detailed information

such as status of operation, method of support, number of employees, and supporting ministry, among others which could not be collected online were acquired by making direct contacts with the community businesses.

The analysis of the current status of community businesses was divided into the three categories of basic information, business contents, and organizational status. First, the status of basic information includes the type of details, area, supervising ministry, organization type, authorizing ministry, year of incorporation, city, county, and district's status. Business contents include business object, business purpose, business area, and business contents. The organizational status includes the number of employees, related organizations and sponsorship, method of support, operational status, whether in operation, year of cancellation and closure, date of reporting, year of assistance, related laws, basis of incorporation, and types of reference and sources. We also presented policy prescriptions through the FGI with the heads of the community businesses and experts.

2. Meta Field Design

In order to construct a knowledge source for the community businesses, we derived the metadata field by surveying the data of each type of community business, and have conducted the process of gathering expert opinions as to whether the meta field of the derived metadata has been appropriately acquired. In addition, opinions were gathered through questionnaires of the administrators and related persons managing the actual community businesses who will utilize the community business information sources. Table 1 illustrates the metadata field of the community businesses which was eventually developed by reflecting the characteristics of the community business across all of these processes.

〈Table 1〉 Metadata Field Proposal of Community Business

Meta Field	Description
SEC Code	Social economic type code of community business
SE Type Code	Social economic type code of community business's detailed type
Community Code	Metadata field describing the code of the region of the community business
Ministry Code	Metadata field describing the supervising ministry of the community business
Organizational Type	Metadata field describing the organizational form of community business

Code	(corporations, private organizations)
Authorizing Ministry	Ministry and municipalities authorizing community business
Name of Business	Metadata field describing the community business' name
Name of Representative	Metadata field describing the current representative's name of the community business
Year of Incorporation	Field describing the year of the incorporation of the community business
City, County, District	City, county, and district area field of the community business
Detailed Address	Address of the location of the community business
Phone #	Metadata field describing the phone number currently in use
Fax #	Metadata field describing the fax number currently in use
Email Address	Metadata field describing the email address currently in use
Website	Metadata field describing a website currently operating as a representative website
Business Object	Subject to whom the currently operating business is provided
Business Purpose	Field describing what to achieve or desire
Business Area	Field describing the business areas currently in operation
Business Contents	Field describing the details of the business currently in operation
# of Employees	Field describing the number of members working in the community business
Related Institution & Sponsorship	Field describing the relevant organizations of the community business and the organizations supporting the cooperatives
Method of Assistance	Areas of support to receive as community business (i.e., website development support, vehicle support, etc.)
Whether in Operation	Field describing the current state of the community business (i.e., operation, temporary closure, permanent closure)
Year of Cancellation and Closure	Field describing the year of cancellation
Business Registration #	Field describing the business registration number of the community business
Date of Reporting (Filing)	Field describing the date reported for community business' certification
Date of Certification	Field describing the year of the community business' certification and registration
Year of Assistance	Field describing the period of time during which the community business received assistance
Related Statutes and Governing Law	Field describing the community business' incorporation's governing law or related law
Remark	Other changes unrecorded in the meta field (i.e., website under construction, change in the name of organization)
Reference Information Source Type Code	Field describing the type code of the information source referred to (books, manuals, articles, web pages, etc.)
Reference Information Source	Field describing the information source referred to

IV. Analytical Results

1. Status of the Community Business' Basic Information

1) Status of detailed type

Community businesses are classified into 'local resource utilization type, environmental friendly green energy, life support welfare type.' The 'local resource utilization type' is organized for the purposes of utilizing specialty local products and natural resources, revitalization of traditional markets and shopping centers, and consignment of the public sector. The 'environmental friendly green energy type' is organized for the purposes of waste processing, recycling of natural resources, eco tourism, and use of bicycle, among others. The 'life support welfare type' is one that is organized for the purposes of supporting low-income vulnerable families and multicultural families. There were 1,187 villages and 93.54% responded to the detailed type of community businesses, and 6.46% did not respond.

The 'local resource utilization type' was the highest at 74.39%, followed by the 'living support welfare type' at 16.34% and the 'environment friendly green energy type' at 9.27%. As the community business pursues the primary goal of the organization for the utilization of specialty local products and natural resources, revitalization of traditional markets and commercials, and the consignment of the public sector, the local resource utilization type is the highest.

2) Status of the year of incorporation

As a result of analyzing the status of the year of incorporation of the community businesses, it has been discovered that the incorporation of the community businesses has been active since the 2000s. The highest rate was 65.13% in 2011 through 2015, followed by 25.00% in 2006 through 2010 and 5.92% in 2001 through 2005.

3) Regional status

As a result of analyzing the regional distribution of the community businesses, Gyeonggi province demonstrated the highest with 14.18%, followed by the city of Seoul with 9.22%,

Jeollanam-do with 7.88%, Gyeongsangbuk-do with 7.49% and Gangwon-do with 7.25%.

〈Table 2〉 Regional Status of Community Businesses

Item	N	%
Seoul	117	9.22
Incheon	70	5.52
Daejeon	36	2.84
Busan	85	6.70
Ulsan	24	1.89
Daegu	74	5.83
Sejong	6	0.47
Gwangju	60	4.73
Jeju	26	2.05
Chungcheongnam-do	90	7.09
Chungcheongbuk-do	50	3.94
Gyeonggi-do	180	14.18
Gangwon-do	92	7.25
Gyeongsangbuk-do	95	7.49
Gyeongsangnam-do	74	5.83
Jeollanam-do	100	7.88
Jeollabuk-do	90	7.09
Total	1,269	100.00

2. Status of the community businesses' business contents

1) Status of the business object

As a result of analyzing the status of the community businesses by business object, it was found that the most vulnerable people such as general population, multi-cultural families, married immigrant women, foreigners, physically and mentally challenged people, children, senior citizens, recipients of minimum subsidy from government, homeless people, North Korean defectors, local residents, households with both spouses working, and schools, among other organizations.

2) Status of the business purpose

As a result of analyzing the status of the community businesses by business purpose, job

creation was the highest at 57.21%, with activation of the local economy at 8.27%, improvement of farm income at 6.46%, provision of assistance for the vulnerable people at 5.59%, and those in need of assistance in acclimating to the Korean society including multi-cultural married immigrant women and North Korean defectors at 4.33%.

〈Table 3〉 Status of the Community Business' Business Objective

Item	N	%
Activation of local economy	105	8.27
Job creation	726	57.21
Promoting environmental awareness in local communities	1	0.08
Environmentally friendly ingredients and products	50	3.94
Forming living culture through selling eco-friendly household goods	1	0.08
Support for sustainable living	15	1.18
Improvement of farmers' income	82	6.46
Providing training	3	0.24
Providing help for the vulnerable class	71	5.59
Helping multicultural, married immigrant women, and North Korean defectors to adapt to Korean society	55	4.33
Consumer fair price oriented	1	0.08
Providing special experiences to residents through multipurpose facilities	1	0.08
Helping housewives and caregivers	7	0.55
Resolving the social gap	4	0.32
Cultivating local specialty brands	51	4.02
Improving the quality of life for people with disabilities	22	1.73
Providing forum for residents' communication	17	1.34
Providing access to market users	1	0.08
Building donation culture	7	0.55
Providing program for local residents	49	3.86
Total	1,269	100.00

3) Status of the business area

As a result of analyzing the business area of the community businesses in 22 categories, the food business was the highest at 51.38%, experience and tourism at 15.05%, general goods and services at 12.37%, resource circulation business at 6.15%, educational business at 4.49%, and the culture and arts at 3.94%.

〈Table 4〉 Status of the Community Business' Business Area

Item	N	%
Education business	57	4.49
Construction	1	0.08
Healthcare business	1	0.08
Business facility management and business support service business	4	0.32
Skin beauty business	1	0.08
Accommodation services	2	0.16
Energy related business	5	0.39
Residential business	4	0.32
Funeral service business	1	0.08
Agriculture and fisheries	14	1.10
Culture and arts business	50	3.94
Design and content creation	3	0.24
Sports and leisure service business	2	0.16
Food business	652	51.38
Child care and baby sitting services	8	0.63
Transportation business	16	1.26
Clothing and apparel business	12	0.95
General products & services	157	12.37
Resource circulation business	78	6.15
Experience and tourism	191	15.05
Publishing, video, broadcasting communication and information service	6	0.47
Environmental restoration business	4	0.32
Total	1,269	100.00

4) Status of the business contents

As a result of analyzing the status of the community businesses' business contents, the sales of agricultural products and processed goods were the highest at 27.42%, followed by farming and fishing villages and other experiential business projects at 19.78%, eco-friendly food and commodities at 8.35%, traditional culture at 8.04%, and the education and cultural activities business project at 7.96%, among others.

〈Table 5〉 Status of the Community Business' Business Contents

Item	N	%
Sales of agricultural products and processed goods	348	27.42
Rural and other experiences	251	19.78
Education and cultural activity business	101	7.96
Local sharing activities (lectures, store operations, etc.)	28	2.21
Recycling business	49	3.86
Performing arts business	14	1.10
Hope village business	13	1.02
House chore, postnatal caregiver	3	0.24
Traditional culture business	102	8.04
Eco-friendly plant and goods business	106	8.35
Coffee, cafe business	77	6.07
Eco-friendly sports center	1	0.08
Baby sitting classroom operation	7	0.55
Shipping business	23	1.81
Rental business	13	1.02
Confectionery baking training and sales	8	0.63
Community service	4	0.32
Restaurant operation	6	0.47
Service area operation	1	0.08
Oyster farming	1	0.08
Ecological experience learning	27	2.13
Providing jobs and education to women whose career has been interrupted due to domestic responsibilities and immigrant women	29	2.29
Community business	41	3.23
Branding business	16	1.26
Total	1,269	100.00

3. Organizational status of the community businesses

1) Status of the number of employees

We surveyed on the current status of the number of employees at the community businesses, and 72.03% responded with the number of their employees, while 27.97% did not.

As a result of analyzing the current status of the number of employees at the community businesses, the community businesses operated by one to twenty employees were the highest at 69.58%, the community businesses with no employees at 21.33%, and those with

21 to 40 employees at 3.72%, and those with 41 to 60 employees at 1.75%.

〈Table 6〉 Number of Employees at the Community Businesses

Item	N	%
1-20 people	653	71.44
21-40 people	34	3.72
41-60 people	16	1.75
61-80 people	6	0.66
81-100 people	2	0.22
101 or more	8	0.88
None	195	21.33
Total	914	100.00

2) Status of the assistance method

To provide assistance for the project expenses of the community businesses, on-site examination is performed to strictly review the applicant business' assistance amount, followed by the determination of the amount of assistance up to 50 million won. At the time of re-selection, up to 30 million won will be provided, which may be reduced depending on the environmental conditions of the project and the nature of the project subject to development.

The portion of the assistance for the community businesses to cover labor expenses is disbursed in payment only to the employees hired by the community businesses (within the range of 20% of the assistance) to achieve the business purpose. The allowance can only be paid to the chief executive officer and vice chairman of the community business, general manager, and secretary, among those essential for operation, and must be approved by the city, county, and district review committees in advance (amount of disbursement). Allowances can be paid up to 5% of the assistance. Organizations approved for the business project must apply for the business expenses by attaching a letter of commitment for the community business assistance, a bank account passbook in the name of the corporation, a copy of the business registration certificate, a copy of the bank account passbook, and a performance guarantee policy.

In addition, after being selected for the business expense assistance, the head of the municipality or self-governing has their public official of affiliation to conduct on-site guidance and inspection at least once per quarter so that the business could operate safely

and report on the results to the city and province. Furthermore, they request and examine the business organization to submit interim and final reports (within 10 days from the end of the business project).

Besides, when there is a complaint or a suspicion of illegal receipt of assistance requiring a special examination, it will be carried out, and the prevention of the illegal receipt of assistance will be strengthened by continuous on-site guidance and inspection and interviews with participants. After the special examination, the results are reported to the city, province and the Ministry of Government Administration and Home Affairs.

If needed, the head of a self-governing body may take actions as to issue caution, warning, and corrective action in the event of the project undertaking institution in receipt of the business expenses assistance is in violation of the conditions of issuance, instructions of execution, assistance commitment, and business plan, among others, and if any is in a serious violation, or if caution, warning, or corrective action is repeated issued, the assistance may be retrieved for collection and restrictions may be imposed.

As a result of analyzing the venues of supporting the community businesses, 98.82% of them are receiving financial assistance, but only 0.95% could articulate specific items of assistance. 0.71% of the community businesses were subsidized for space, and 0.24% were subsidized for both space and business expenses.

3) Status of the year of assistance

As a result of analyzing the responses to the year of assistance of the community businesses, the respondents showed the highest response rate at 78.41%, whereas 21.59% did not respond.

Analyzing the current status of the year of assistance for the community businesses, the highest rate was 29.28% in 2013, followed by 26.09% in 2012, 20.97% in 2011, and 16.23% in 2014. There are a total of 1,269 community businesses, and the total number of the year of assistance is 1,602, as the assistance of the business expenses for the community business can be re-selected to receive repeated assistance.

4) Status of whether in operation

As a result of analyzing the responses to whether the community businesses are in operation, 91.65% of them responded, and 8.35% did not.

Of the 1,163 community businesses that responded, 88.74% said that they are in operation, while 9.80% were not, and 1.46% were closed.

5) Status of the year of cancellation and closure

As a result of analyzing the year of cancellation and closure of the community businesses, a total of 32 were confirmed between 2012 and 2015, with the highest at 43.75% in 2013, 28.13% in 2014, 18.75% in 2015, and 9.38%.

6) Status of the date of reporting

As a result of analyzing the response of the community businesses on the date of reporting, 94.33% responded, and 5.67% did not.

As a result of analyzing only those that responded, the highest was 29.49% in 2013, followed by 29.66% in 2011, 21.97% in 2012, 11.19% in 2010 and 7.60% in 2014 .

4. Status of the detailed types of the community businesses

1) Regional status

As a result of analyzing the regional distribution according to the detailed types of community businesses, Gyeonggi-do had the highest level of 12.0%, Gangwon-do at 10.31%, and Chungcheongnam-do at 9.63%. In the case of environmentally friendly green energy, Gyeonggi-do was the highest at 24.55%, followed by the city of Seoul with 18.18%, and Busan with 11.82%, and lastly, the living support welfare type was the highest at Seoul with 23.20%, Gyeonggi-do at 17.01%. and city of Daegu at 11.34%.

Across the results of the analyses, Gyeonggi-do demonstrated the highest in all types, and the city of Seoul had the highest level of living support welfare type.

〈Table 7〉 Regional Status of the Community Businesses by Detailed Type

Item	Local Resource Utilization Type		Environmentally Friendly Green Energy		Living Support Welfare Type	
	N	%	N	%	N	%
Seoul	34	3.85	20	18.18	45	23.20
Incheon	39	4.42	6	5.45	19	9.79
Daejeon	17	1.93	2	1.82	10	5.15
Busan	42	4.76	13	11.82	17	8.76
Ulsan	13	1.47	7	6.36	1	0.52
Daegu	36	4.08	5	4.55	22	11.34
Sejong	5	0.57	0	0.00	1	0.52
Gwangju	35	3.96	8	7.27	12	6.19
Jeju	22	2.49	2	1.82	2	1.03
Chungcheongnam-do	85	9.63	2	1.82	1	0.52
Chungcheongbuk-do	46	5.21	2	1.82	2	1.03
Gyeonggi-do	106	12.00	27	24.55	33	17.01
Gangwon-do	91	10.31	0	0.00	1	0.52
Gyeongsangbuk-do	79	8.95	9	8.18	6	3.09
Gyeongsangnam-do	68	7.70	2	1.82	3	1.55
Jeollanam-do	84	9.51	1	0.91	14	7.22
Jeollabuk-do	81	9.17	4	3.64	5	2.58
Total	883	100.00	110	100.00	194	100.00

2) Status by the year of incorporation

As a result of analyzing the current status of the year of incorporation by the detailed type of the community businesses, the highest local resource utilization type in simple analysis is 22.12% in 2013, 20.86% in 2012, 21.38% in 2011, and 11.66% in 2010, among others. The environmental friendly green energy was the highest at 29.73% in 2011, followed by 28.38% in 2012, 17.57% in 2010, and 5.41% in 2009. The living support welfare type was the highest at 31.79% in 2011, 21.19% in 2012, 15.89% in 2013, and 11.26% in 2010.

3) Status by the business area

As a result of analyzing the status of business area by the detailed type of the community businesses, the food resource business showed the highest at 62.51%,

experience and tourism at 20.61%, general goods and services at 6.80%, and the culture and arts at 3.74%. The environmentally friendly green energy showed the highest recycling rate of 58.18%, 20.00% of general goods and services, 4.55% of energy related business, clothing and apparel related businesses each represented 4.55%. In the living support welfare type, food business was the highest at 40.21%, general goods and services at 27.84%, and educational business at 11.34%.

〈Table 8〉 Status of the Community Businesses' Business Area by Detailed Type

Item	Local Resource Utilization Type		Environmentally Friendly Green Energy		Living Support Welfare Type	
	N	%	N	%	N	%
Education business	15	1.70	2	1.82	22	11.34
Construction business	0	0.00	1	0.91	0	0.00
Healthcare business	0	0.00	0	0.00	1	0.52
Business facility management and business support service business	4	0.45	0	0.00	0	0.00
Skin beauty business	1	0.11	0	0.00	0	0.00
Accommodation services	2	0.23	0	0.00	0	0.00
Energy related business	0	0.00	5	4.55	0	0.00
Residential business	0	0.00	0	0.00	4	2.06
Funeral service business	0	0.00	0	0.00	1	0.52
Agriculture and fisheries	12	1.36	1	0.91	1	0.52
Culture and arts business	33	3.74	2	1.82	4	2.06
Design and content creation	0	0.00	0	0.00	0	0.00
Sports and leisure service business	1	0.11	1	0.91	0	0.00
Food business	552	62.51	3	2.73	78	40.21
Childcare and baby sitting services	1	0.11	0	0.00	7	3.61
Transportation business	13	1.47	0	0.00	3	1.55
Clothing and apparel business	2	0.23	5	4.55	3	1.55
General products & services	60	6.80	22	20.00	54	27.84
Resource circulation business	1	0.11	64	58.18	10	5.15
Experience and tourism	182	20.61	2	1.82	3	1.55
Publishing, video, broadcasting communication and information service	3	0.34	0	0.00	2	1.03
Environmental restoration business	1	0.11	2	1.82	1	0.52
Total	883	100.00	110	100.00	194	100.00

4) Status by the number of employees

As a result of analyzing the number of employees by the detailed type of the community businesses, the number of employees for those of the local resource utilization type was highest at 67.74% for hiring 1 to 20 people, followed by 25.84% hiring none, 3.82% for those hiring 21 to 40 people, 0.46% for those hiring 61 to 80 people. Among the environmentally friendly green energy community businesses, hiring 1 to 20 people were the highest at 78.87%, followed by 12.68% hiring none, 4.23% hiring 101 people or more, and 2.82% hiring 21 to 40 people. And among the living support welfare type, hiring 1 to 20 people showed the highest at 82.22%, followed by 8.89% hiring none, 4.44% hiring 21 to 40 people, and 2.22% hiring 101 people or more.

What is common among these three types is that in all three detailed types, the highest response was from those hiring 1 to 20 people.

〈Table 9〉 Status on the Number of Employees of the Community Businesses by Detailed Type

Item	Local Resource Utilization Type		Environmentally Friendly Green Energy		Living Support Welfare Type	
	N	%	N	%	N	%
1-20 people	443	67.74	56	78.87	111	82.22
21-40 people	25	3.82	2	2.82	6	4.44
41-60 people	11	1.68	0	0.00	2	1.48
61-80 people	3	0.46	1	1.41	0	0.00
81-100 people	1	0.15	0	0.00	1	0.74
101 or more	2	0.31	3	4.23	3	2.22
None	169	25.84	9	12.68	12	8.89
Total	654	100.00	71	100.00	135	100.00

5. Status of the community businesses by region

1) Status by the detailed type

As a result of analyzing the status of the community businesses by the detailed type of each region, Gyeonggi-do, Jeollanam-do, and city of Seoul were found to be the three most pronounced. In Gyeonggi-do, the local resource utilization type was the highest at

63.86%, followed by the living support welfare type at 19.88%, and the environment friendly green energy at 16.27%. In Jeollanam-do, the local resource utilization type showed the highest at 84.85%, followed by the living support welfare type at 14.14%, and the environment friendly green energy at 1.01%. The city of Seoul had the highest living support welfare type at 45.45%, followed by the local resource utilization type at 34.34%,

〈Table 10〉 Status of the Community Businesses' Detailed Type by Region

Item		Local Resource Utilization Type	Environmentally Friendly Green Energy	Living Support Welfare Type	Total
Seoul	N	34	20	45	99
	%	34.34	20.20	45.45	100.00
Incheon	N	39	6	19	64
	%	60.94	9.38	29.69	100.00
Daejeon	N	17	2	10	29
	%	58.62	6.90	34.48	100.00
Busan	N	42	13	17	72
	%	58.33	18.06	23.61	100.00
Ulsan	N	13	7	1	21
	%	61.90	33.33	4.76	100.00
Daegu	N	36	5	22	63
	%	57.14	7.94	34.92	100.00
Sejong	N	5	0	1	6
	%	83.33	0.00	16.67	100.00
Gwangju	N	35	8	12	55
	%	63.64	14.55	21.82	100.00
Jeju	N	22	2	2	26
	%	84.62	7.69	7.69	100.00
Chungcheongnam-do	N	85	2	1	88
	%	96.59	2.27	1.14	100.00
Chungcheongbuk-do	N	46	2	2	50
	%	92	4	4	100
Gyeonggi-do	N	106	27	33	166
	%	63.86	16.27	19.88	100.00
Gangwon-do	N	91	0	1	92
	%	98.91	0.00	1.09	100.00
Gyeongsangbuk-do	N	79	9	6	94
	%	84.04	9.57	6.38	100.00
Gyeongsangnam-do	N	68	2	3	73
	%	93.15	2.74	4.11	100.00
Jeollanam-do	N	84	1	14	99
	%	84.85	1.01	14.14	100.00
Jeollabuk-do	N	81	4	5	90
	%	90.00	4.44	5.56	100.00

and the environmentally friendly green energy at 20.20%.

As a result of analyzing the regions in general, the local resource utilization type turned out to be the highest across all regions excluding the city of Seoul, and the living support welfare type was the highest in Seoul, seconded by the local resource utilization type.

2) Status by the year of incorporation

As a result of analyzing the status of the community businesses by the year of incorporation, the three regions with the highest number of cases across all types are Gyeonggi-do, city of Seoul, and Gangwon-do. Gyeonggi-do was the highest at 32.56% in 2011, followed by 24.03% in 2013 and 18.60% in 2012. The city of Seoul was the highest at 31.46% in 2011, followed by 23.60% in 2013 and 21.35% in 2012. And in 2011, Gangwon-do was the highest at 21.05%, followed by 18.42% in 2012, and 15.79% in 2010.

3) Status by the business area

As a result of analyzing the business area by region, the number of the cases for the business area by region was highest in Gyeonggi-do, city of Seoul, and Jeollanam-do. In Gyeonggi-do, the food business was the highest at 42.78%, followed by experience and tourism at 17.22%, resource circulation at 12.22%, and general goods and services at 10.00%. In Seoul, food was the highest at 27.35%, followed by general goods and services at 25.64%, education at 15.38%, and resource circulation at 14.53%. In Jeollanam-do, the food was the highest at 63.00%, and 20.00% for experience and tourism, 10.00% for general goods and services, 4.00% for agriculture and fishery, 2.00% for culture and arts, and 1.00% for transportation.

The analysis showed that the food business is the highest across all regions excluding the city of Ulsan. Even in the city of Ulsan, general goods and services were the highest, yet the food ranked second.

〈Table 11〉 Status of the Community Businesses' Business Area by Region

Item	Education	Constructi on	Healthcare	Business facility manage ment and business support service business	Skin beau ty business	Accommo dation services	Energy related	Resident	Funer service	Farming and fishing	Culture an d arts business	Design an d contents creation	Sports and leisure service	Food	Childcare and baby sitting services	Transporta tion business	Clothing and appare l related	General products & services	Resource circulation business	Experience and tourism business	Publishing, video, broadcasting communi cation and information service	Environment al restoration business	Total
Seoul	18	0	1	1	0	0	2	2	0	0	5	0	0	32	2	0	4	30	17	2	1	0	117
	15.38	0.00	0.85	0.85	0.00	0.00	1.71	1.71	0.00	0.00	4.27	0.00	0.00	27.35	1.71	0.00	3.42	25.64	14.53	1.71	0.85	0.00	100.00
Incheon	7	0	0	0	0	0	0	0	0	0	4	0	0	19	1	2	1	15	6	15	0	0	70
	10.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	5.71	0.00	0.00	27.14	1.43	2.86	1.43	21.43	8.57	21.43	0.00	0.00	100.00
Daejeon	3	0	0	0	0	0	0	0	0	0	5	0	0	16	0	0	0	7	2	3	0	0	36
	8.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	13.89	0.00	0.00	44.44	0.00	0.00	0.00	19.44	5.56	8.33	0.00	0.00	100.00
Busan	6	0	0	0	1	0	0	0	1	1	5	0	0	26	0	2	0	22	10	11	0	0	85
	7.06	0.00	0.00	0.00	1.18	0.00	0.00	0.00	1.18	1.18	5.88	0.00	0.00	30.59	0.00	2.35	0.00	25.88	11.76	12.94	0.00	0.00	100.00
Ulsan	0	0	0	0	0	0	0	0	0	0	1	0	0	6	0	0	1	8	3	5	0	0	24
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.17	0.00	0.00	25.00	0.00	0.00	4.17	33.33	12.50	20.83	0.00	0.00	100.00
Daegu	7	0	0	0	0	0	0	0	0	1	4	1	1	39	0	2	1	8	2	7	1	0	74
	9.46	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.35	5.41	1.35	1.35	52.70	0.00	2.70	1.35	10.81	2.70	9.46	1.35	0.00	100.00
Sejong	1	0	0	0	0	0	0	0	0	0	0	0	0	2	0	0	0	1	0	2	0	0	6
	16.67	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	33.33	0.00	0.00	0.00	16.67	0.00	33.33	0.00	0.00	100.00
Gwangju	0	0	0	0	0	1	0	1	0	0	5	1	0	30	0	3	2	9	4	2	2	0	60
	0.00	0.00	0.00	0.00	0.00	1.67	0.00	1.67	0.00	0.00	8.33	1.67	0.00	50.00	0.00	5.00	3.33	15.00	6.67	3.33	3.33	0.00	100.00
Jeju	0	0	0	0	0	1	0	0	0	3	0	0	0	12	0	0	0	2	2	5	0	1	26
	0.00	0.00	0.00	0.00	0.00	3.85	0.00	0.00	0.00	11.54	0.00	0.00	0.00	46.15	0.00	0.00	0.00	7.69	7.69	19.23	0.00	3.85	100.00
Chungcheongnam-do	2	0	0	1	0	0	1	0	0	1	2	0	0	58	0	0	0	4	1	20	0	0	90
	2.22	0.00	0.00	1.11	0.00	0.00	1.11	0.00	0.00	1.11	2.22	0.00	0.00	64.44	0.00	0.00	0.00	4.44	1.11	22.22	0.00	0.00	100.00
Chungcheongbuk-do	0	0	0	1	0	0	0	0	0	1	0	0	0	33	0	1	0	5	1	8	0	0	50
	0.00	0.00	0.00	2.00	0.00	0.00	0.00	0.00	0.00	2.00	0.00	0.00	0.00	66.00	0.00	2.00	0.00	10.00	2.00	16.00	0.00	0.00	100.00
Gyeonggi-do	6	0	0	0	0	0	0	0	0	3	8	1	1	77	5	4	1	18	22	31	1	2	180
	3.33	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.67	4.44	0.56	0.56	42.78	2.78	2.22	0.56	10.00	12.22	17.22	0.56	1.11	100.00
Gangwon-do	2	0	0	0	0	0	0	0	0	0	0	0	0	69	0	0	0	5	0	16	0	0	92
	2.17	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	75.00	0.00	0.00	0.00	5.43	0.00	17.39	0.00	0.00	100.00
Gyeongsangbuk-do	4	1	0	0	0	0	1	0	0	0	3	0	0	60	0	0	0	3	6	16	0	1	95
	4.21	1.05	0.00	0.00	0.00	0.00	1.05	0.00	0.00	0.00	3.16	0.00	0.00	63.16	0.00	0.00	0.00	3.16	6.32	16.84	0.00	1.05	100.00
Gyeongsangnam-do	0	0	0	0	0	0	0	1	0	0	4	0	0	47	0	0	0	5	2	15	0	0	74
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	1.35	0.00	0.00	5.41	0.00	0.00	63.51	0.00	0.00	0.00	6.76	2.70	20.27	0.00	0.00	100.00
Jeollanam-do	0	0	0	0	0	0	0	0	0	4	2	0	0	63	0	1	0	10	0	20	0	0	100
	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	0.00	4.00	2.00	0.00	0.00	63.00	0.00	1.00	0.00	10.00	0.00	20.00	0.00	0.00	100.00
Jeollabuk-do	1	0	0	1	0	0	1	0	0	0	2	0	0	63	0	1	2	5	1	13	0	0	90
	1.11	0.00	0.00	1.11	0.00	0.00	1.11	0.00	0.00	0.00	2.22	0.00	0.00	70.00	0.00	1.11	2.22	5.56	1.11	14.44	0.00	0.00	100.00

V. Policy Implications and Conclusion

Community businesses can be operated as a problem-solving mechanism that plays an important role in appropriately solving the alienation and community problems that our society has caused with growth beyond providing social services (Lee, Sang-Yup & Chung, Kyoun-Sup, 2011: 222). It is necessary to consolidate the functions of the social economy within the municipalities, and form a consensus on the functions of the intermediary support organizations, further to strengthening the solidarity of social economic entities by utilizing the social economy related policies pursued by the central government.

This study aimed to investigate the trends of the community businesses by surveying and

analyzing the status of the community businesses. Reviewing the status of detailed types of the community businesses, the local resource utilization type was the highest with 74.39%, followed by the living support welfare type at 16.34%, and the environmentally friendly green energy at 9.27%. Looking at the regional distribution of the community businesses, Gyeonggi-do was the highest at 14.18%, followed by the city of Seoul at 9.22% and Jeollanam-do at 7.88%. Job creation turned out to be the highest at 57.21% for the business purposes. As for the business area, food business was 51.38%, and it was 27.42% for the agricultural products and processed goods business. The number of employees ranged from 1 to 20 people with 71.44%, and the method of assistance varied from financial support, space subsidy and business expenses. As a result of the analysis, most of the community businesses have had such a high rate of operation, and the regional distribution of the community businesses was also even. However, the detailed types of the community businesses were so highly focused on the local resource utilization type, and more diversified types of businesses ought to be formed to further activate the community businesses.

In the future, it would be imperative to plan for incorporating community businesses in various regions. In order to activate and ensure sustainability of the community businesses, it is necessary to prepare relevant laws and expand the assistance for their sustainable management.

For activating the community businesses, first, in the case of community businesses, it is necessary to create a large number of the workers, that is, jobs compared to the social revenue. In tandem with which, the community business policies need to be supported in the direction of improving business efficiency (Song, Du-Bum, 2012: 284).

Second, it is necessary to cultivate the qualities of the representatives of the community businesses, especially their entrepreneurship. Leader's enthusiasm and efforts affect the performance and sustainable growth of the community businesses. To this end, integrated educational programs for these leaders should be enhanced. It is also necessary to use K-MOOC actively beyond the offline training. It should be designed so that the contents and methods of the educational programs for the people of interest in the community businesses can yield improved income of the community businesses.

Third, it is necessary to develop and implement more supportive policies in reflection of the characteristics of the businesses and meet the demands of the business operators by breaking away from the current uniform support policies. To this end, it is necessary

to perform in-depth analysis of the needs of the people of interest in the community businesses.

Fourth, it is necessary to build an evaluation system for the performance of the community businesses (Lee, Ja-Sung, 2010). Analyzing the priorities among the indicators that could help assess the activities of the community businesses can offer meaningful implications to the experts in the field of community business and also for the representatives who actually operate the community businesses.

Fifth, there is a need to actively encourage mutual networking among related organizations surrounding the community businesses, and also exchange information, share human and physical resources. When profit is generated in the community business, it is important to secure the distribution rule within the business, securing fairness and trust within the organization. At first, the community business starts with the same spirit, but there are conflicts with other opinions further causing tension and struggles. It is necessary for the members to have a sense of ownership, and create an ambience of consideration in lieu of greed. It is important to create differentiated products, but marketing is also a crucial factor. It is important to establish close networking with the members of the community business, intermediate support organizations and partner organizations, and build a consensus to promote the happiness of the community. In order for this system to be settled over the long term, it is necessary to promote the value of cooperation and service and create a social atmosphere that embraces failure with consideration.

We must strengthen promotional activities for the dissemination of the consensus on the community business, and it is mandatory to actively participate in the activities of social contribution of public institutions and corporations. It is our hope that our society will become a warm capitalism by expanding the perception that ‘Happiness is about being together.’

〈References〉

- An, Ji-Min, Lee, Ho-Hyun, & Lee, Jeong-Ju. (2017). A Study on the Improvement of the Development Project of Overseas Saemaul Pilot Villages: A Case Study in Two Villages in Vietnam. *Korean Comparative Government Review*, 21(4): 43-70.

- Bae, Sung-Sook. (2017). A Study on the Job Creation of Community Business and Social Enterprise. *Korean Review of Corporation Management*, 8(4): 133-149.
- Cho, Yeung-Bok & Ha, Tae-Yeung. (2017). A Study on the Effect of the Establishment of Community Business on Organizational Civic Behavior. *Korean Review of Corporation Management*, 8(4): 31-55.
- Cho, Yong-Lan . (2016). Strategies for Vitalization of Social Enterprises in Art & Culture Area. *Korean Comparative Government Review*, 20(4): 325-343.
- Choi, Young-Chool & Lee, Sang-Yup. (2012). Analyzing the Factors Affecting the Success of Social Enterprises and Estimating Their Optimal Growth Rate by Policy Simulation. *Korean Comparative Government Review*, 16(2): 51-76.
- Choi, Young-Chool & Lee, Sang-Yup. (2015). Determinants Affecting Sustainability of Social Enterprises. *Korean Comparative Government Review*, 19(1): 157-178.
- Choi, Young-Chool, Lee, Sang-Yup, & Ju, Sang-Hyeon. (2012). Creating Jobs by Social Enterprises in Korea: With a Special Reference to Evaluation Indicators. *Korean Journal of Local Government & Administration Studies*, 26(2): 231-243.
- Chun, Ji-Hoon. (2017). A Case Study on the Relationship between Community Factors and Happiness in Community Business. *Korean Review of Corporation Management*, 8(4): 167-192.
- Ham, Woo-Sik & Lee, Sang-Yup. (2014). Directions of Regional Cooperation through Grafting *Saemaul Undong* in Construction of Power Plants in Developing Countries. *Korean Journal of Local Government & Administration Studies*, 28(2): 45-62.
- Hwang, Seung-Il, Choi, Oe-Chool, & Yi, Hui-Uk(2016), A Study on Participation Factors and Expansion Plans for Sharing the Saemaul Undong Experience in International Development. *Korean Comparative Government Review*, 20(2): 101-126.
- Ju, Sang-Hyeon. (2012). A Study on Success Factors of the Local Government Community Business: Focused on Wanju-Gun Community Business. *Korean Comparative Government Review*, 16(3): 281-310.
- Ju, Sang-Hyeon. (2015). A Research Tendency and Policy Implication of Local Food: Focused on Analysis of Thesis Contributed on RISS. *Korean Comparative Government Review*, 19(2): 23-48.
- Kang, Minjeong. (2014). Analysis on Research Trends in Social Entrepreneurship with a 'Social Enterprise Innovation System' Approach. *Korean Comparative Government Review*, 18(1): 193-228.

- KB Financial Group Inc. Research Center. (2013). KB daily Knowledge Vitamin: Understanding and current status of Community Business (No. 13-074).
- Kim, Duck-Joon. (2017). Analysis of Perceptual Differences on Social Enterprise: Focused on Applying Q-Methodology. *Korean Comparative Government Review*, 21(4): 143-166.
- Kim, Hak-Sil. (2013). The Role of Community Business in Urban Regeneration. *Korea Policy Studies*, 13(2): 41-60.
- Kim, Moon-Joon. (2017). A Study on the Present Situation and Policy Measures of Community Business. *Korean Review of Corporation Management*, 8(4): 113-131.
- Kim, Sung-Woo. (2013). The Effects of Expending the Social Service Jobs on the Economic Growth. *Korean Comparative Government Review*, 17(2): 153-166.
- Kim, Yeon-Soo & Lee, Sang-Yup. (2017). Activation Plan of the Cooperative in Cambodia. *Korean Comparative Government Review*, 21(4): 1-22.
- Lee, Hyun-Ju. (2015). A Study on the Vitalization of Community Business. *Social Economy & Policy Studies*, 4(2): 61-89.
- Lee, Ja-Sung. (2010). Citizen Participation and Community Business for Community Management in Japan. KPAR 2010 Summer Conference Release Book.
- Lee, Kwang-Seok·Choi, Tae-Seok·Lee, Jung-Ju. (2017). A Study on the Role of Public Administration in the Future Direction of Saemaul Undong. *Korean Comparative Government Review*, 21(4): 311-340.
- Lee, Sang-Yup & Chung, Kyoun-Sup. (2011). A Study on Developmental Direction of Community Business: Focused on Comparative Approach between Japan and Korea. *Korean Comparative Government Review*, 15(2): 221-252.
- Lee, Sang-Yup. (2016). Construction of Local Community through Collective Efficacy and Networking of Local Community Organization. *Korean Comparative Government Review*, 20(1): 203-225.
- Lee, Tae-Hyun et al.. (2017). A Study on the Co-Creation based Public Policy for the Promotion of Community Business. *Regional Studies*, 25(1): 1-20.
- Lee, Yang-Soo. (2014). Study on Limits and Supplements Applying the Saemaul Undong into Viet Nam: Focusing on the New Rural Development Policy of Viet Nam. *Korean Comparative Government Review*, 18(3): 81-100.
- Lim, Kyung-Soo & Ha, Tae-Yeung. (2013). A Study on the Sustainable Development of Community Business. *Social Enterprise Studies*, 6(1): 83-95.

- Ministry of Government Administration and Home Affairs. (2015). 2015 Guidelines for Enforcement of the Community Business Development Project.
- Noh, Younghee. (2016). *A Study on the Status Analysis of Community Businesses*. Chungju: Knowledge Contents & Development Institute.
- Seoul Community Business Agency. (2014). 2013 Seoul Community Business White Paper.
- Sin, Kyung-Hee. (2012). Community Revitalization through the Type of Seoul Community Business. Policy Report of Seoul Research Institutes.
- Song, Du-Bumn. (2012). A Study on Policy Satisfaction and Demand toward Local Government Community Business Support. *Korean Comparative Government Review*, 16(3): 383-400.
- Woo, Jang-Myung & Ban, Ki-Min. (2012). Current Situation and Issues of Chungcheongbuk-do Community Business. *Chungbuk FOCUS*, (59): 1-22.
- Yoon, Byung-Kwon & Lee, Jae-Jung. (2017). A Study on the Performance of Social Enterprise and Community Business. *Northeast Asian Culture Studies*, 51: 203-216.

<http://dosimaeul.org/community-enterprise/about>

<http://sehub.net>

http://www.mogaha.go.kr/frt/bbs/type010/commonSelectBoardArticle.do?bbsId=BBSMSTR_000000000008&nttId=40891

<http://se.seoul.go.kr/town/index.action>

http://www.mogaha.go.kr/frt/bbs/type010/commonSelectBoardArticle.do?bbsId=BBSMSTR_000000000008&nttId=45381

<http://ksen.co.kr/z11/31884>

접수일(2018년 02월 10일)

수정일(2018년 04월 16일)

게재확정일(2018년 04월 19일)