SOCIAL ENTERPRISE AS A TRANSFORMATIVE ENGINE FOR URBAN COMMUNITIES: KOREA AS A CASE STUDY

Kyungsik Irene Shim  
Director of Global Programs  
SPDC, Michigan State University  
shimkyun@msu.edu

Eunseong Jeong  
Instructor  
SPDC, Michigan State University  
jeongeu4@msu.edu

Jongik Kim  
Co-Director  
Social Enterprise Network in Jeonnam  
mpccej@naver.com

Mark I. Wilson  
Associate Director & Professor  
SPDC, Michigan State University  
wilsonmm@msu.edu

Summary: A variety of urban policies and planning initiatives have tried to minimize economic and social disparities. Many studies have advocated values of locality and community through grass-root initiatives as a tool to promote improvement for traditionally outcast groups. This study focuses on social enterprises as an alternative form of economic organization that embraces traditionally disadvantaged groups both as benefactors and beneficiaries. Theory is illustrated with a case study of urban communities in South Jeolla Province, South Korea. Results show the wide range of activities undertaken by social enterprises and the different forms they take, with policy recommendations for a transformative social enterprise that combines the best of business efficiency with social justice goals.

Key Words: Social enterprise, equity, social justice, social services, business activity, transformative social enterprise.
SOCIAL ENTERPRISE AS A REGENERATING ENGINE FOR URBAN COMMUNITIES: KOREA AS A CASE STUDY

I. INTRODUCTION

Northeastern Asian countries such as China, Japan, and South Korea have experienced rapid growth throughout the last few decades. Their growth and development has been remarkable because of rapid and dramatic achievements in economic and infrastructure development, and social enhancement (Gough, 2001; Kim, 2004). In particular, South Korea has dramatically developed and urbanized since the 1970s, so that it now ranks as a developed nation with an advanced economic and business sector. One result of Korean urbanization during the last four decades is the physical and spatial reshaping of the nation. This transformation is evident in the movement of population from rural to urban areas, rapid industrialization of selective urban areas, and the impact of diverse urban management issues on well being (Lee, 2000). Despite the economic advances of South Korea, there remain concerns for equity and social cohesion and the design of policy to achieve those ends.

The development-oriented mindset in South Korea has been criticized because it has produced disparity in socioeconomic status not only between different regions, but also different groups of individuals in the nation. A variety of urban policies and planning initiatives have tried to minimize disparities by applying alternative strategies. In particular, there has been an increase in attention to values of locality and community in a context of sustainable development that will bring benefits to South Korea’s urban communities. Many studies have advocated values of locality and community through grass-roots initiatives as a tool for holistic socioeconomic development. One approach focuses on social enterprises (SE) as a vehicle to improve opportunities and conditions for traditionally excluded groups including local-based small businesses, low income residents, and disadvantaged groups in urban areas.

In the early 1990s, a cooperative form of organization was established in South Korea to create employment for low income groups. In addition, the central government expanded demand for social services due to growing economic disparity and encouraged greater social responsibility by commercial enterprises (Korea Social Enterprise Promotion Agency, 2012). Each government action was designed to benefit the disadvantaged in Korea’s society either through job creation or service provision. The sociopolitical demand of SE pushed the Korean government to establish the “Social Enterprise Promotion Act” in 2007 to contribute to the enhancement of SEs as a policy.

The use of SE in South Korea embraces traditionally disadvantaged groups both as benefactors and beneficiaries. The main purpose of this study is to provide a model of SE as a regenerating engine for urban communities in South Korea. The primary method of this research is based on a case study of SEs in the cities in South Jeolla Province. Using the South Korean experience, this research attempts to develop theoretical and practical models of social enterprise for urban communities.
II. APPROACHES TO SOCIAL ENTERPRISE

1. Scopes of Social Enterprise

1.1. Concept of Social Enterprise

The first appearance of social enterprises was in Italy in the late 1980s (Defourny & Nyssens, 2008). Since then, the concept of social enterprise has received research and policy attention in the European Union (EU), the United States, and Asian countries such as Japan, Taiwan, and South Korea. The United Kingdom Department of Trade and Industry (2007, p.7) defines social enterprise as “a business with primarily social objectives whose surpluses are principally reinvested for that purpose in the business or in the community, rather than being driven by the need to maximize profit for shareholder and owners.” In the UK, SE provide social welfare by organizing worker cooperatives, social firms, charity trading-arms, housing associations, and credit unions (Manson, Kirkbride, & Bryde, 2007; Pearce, 2001; Spear, 2001; Westall, 2001). The definition of social enterprise in the UK tends to emphasize roles of non-profit organizations while addressing social service entities.

American scholars and practitioners have a much broader approach to the concept of social enterprise with a focus on revenue generation. For instance, Kerlin (2006, p.248) argues:

“In U.S. academic circles, SE is understood to include those organizations that fall along a continuum from profit-oriented businesses engaged in socially beneficial activities to dual-purpose businesses that mediate profit goals with social objectives to nonprofit organizations engaged in mission-supporting commercial activity”.

Even though American social enterprises seem to focus on generating profits, their business goals emphasize a responsibility to return all of their profits to society. In the U.S., social enterprises can be legally registered as non-profit organizations by the U.S. Internal Revenue Service. This classification of social enterprise may produce confusion between non-profit organizations and social enterprise in the U.S.

In Japan, there is no legal term for SE; however, Sakurai and Hashimoto (2009) assert that organizations such as non-profits, co-ops, and for-profit organizations may be included in SE. They also stated that governmental authorities are the main actors in SE in Japan; however, there is limited support for promoting SE in the nation. Even though support for SE is limited in Japan, there have been increases in efforts to promoting SE in the country to enhance social innovation, justice, and work during the last two decades (Tanimoto, 2008).

Likewise, many European countries have actively promoted roles for social enterprises. Based on a review of European experiences, EMES (European Research Network) found that there are several similarities among European SEs, such as:

1) Ongoing business and production activities; 2) A high degree of autonomy; 3) Unsecured financial resources; 4) A minimum level of paid employers; 5) An
initiative launched by citizens and communities; 6) Direct benefit to communities and citizens; 7) Decision-making power not based on capital ownership; and 8) Avoiding a profit-maximizing behavior (EMES, 1996; Defourny, 2001; Spear & Bidet, 2005; and Voluntas, 2006).

Therefore, social enterprises should be governed and managed by democratic decision-making processes; furthermore, it is always important to be mindful of the social justice mission and serve community-oriented business activities. At this point, Dart (2004) suggests that SE creates hybrid business activities by having both for-profit stewardship and non-profit democratic models.

Reviewing social enterprise forms suggests that these organizations can meet the requirements of both social service and business performance. However, contemporary social enterprises tend to be one-sided and focus on social services or business; the challenge is to simultaneously combine social services to the disadvantaged with business performance that support investments in additional social services. The challenge is organizational and cultural; finding a form that allows a hybrid business and social justice model and an organizational culture that balances profit making with an equity driven mission.

1.2. Social Enterprise in South Korea

Since the Korean economic crisis in 1997, the nation has experienced socioeconomic changes such as a rapid increase in unemployment that places additional demands on the social safety net (McCabe & Hahn, 2006). In South Korea, SE has been seen as a way of coping with slowing socioeconomic circumstances. Even though the central government did not enact a specific law defining SE in 2007, the interest in social welfare and social responsibility of corporations was on the rise in the early of 1990s. This growing interest played a role in the establishment of the “Social Enterprise Promotion Act” in 2007.

The legal definition of SE in South Korea is:

“An enterprise certified in accordance with Article 7 as one that pursues a social objective aimed at enhancing the quality of life of community residents by providing vulnerable social groups with social services and job opportunities while conducting its business activities, such as the production and sale of goods and services” (Statutes of the Republic of Korea, 2007).

The Act provides more opportunities for the provision of social services with self-sufficient employment for the disadvantaged population groups in the country.

Since the law was enacted, there has been growing public and private interest in SE. In addition, the central government set up the Korea Social Enterprise Promotion Agency (KSEPA) as a national corporation in 2010. The goals of the agency are: 1) develop and support new SE; 2) monitor and evaluate existing SE; 3) establish SE network; 4) consult business task for SE; and
5) work for international exchange programs with other countries (Korea Social Enterprise Promotion Agency, 2012).

In South Korea, a new social enterprise should be certified to receive financial and management support from the government. The KSEPA initially evaluates a social enterprise for the certification program by working with provincial governments in which the organization is located, and then the Minister of Employment and Labor make final decisions for the program. The Ministry of Employment and Labor is a major governmental authority of SE in the country because the most important business activity of SE is job creation for disadvantaged groups. There are several requirements to be certified as a social enterprise: 1) a certified social enterprise must be an independent firm with at least one paid worker; and 2) must hire disadvantaged population groups such as those with low income, the disabled, unemployed youth, and individuals who are classified as disadvantaged by national law.

Based on the national law, there are five types of SE in South Korea identified by the services they provide: 1) employment; 2) social services; 3) both employment and social services; 4) community services; and 5) other. Even though the government classifies different types of SE, most social enterprises work across all five categories at the same time. The Korean government strictly regulates certified SE by law. First, social enterprise should provide social services, and then make their profit through business activities. The enterprise has to reinvest its profit in social services. Second, social enterprises have to make their profit at least 30% of their labor costs. The criterion, however, is not obligation but a recommendation by the government. This regulation intends the companies to gradually become self-sufficient businesses. Therefore, social enterprises in South Korea are expected to create social and economic value simultaneously.

Figure 1: Certified Social Enterprises in South Korea by Region
As depicted in Figure 1, there are 656 certified social enterprises in South Korea (KSEPA, 2012), with approximately 85% located in urban areas. The statistics do not count pre-certified social enterprises, which are nominated by provincial governments and the Ministry of Environment. The government evaluates and monitors the companies for two years about their business activities and employment can be recognized for the certification program by the Ministry of Labor and Employment (MLE). The qualified pre-social enterprises are evaluated by the Committee of Social Enterprise, and then they are finally certified by the MLE as a certified social enterprise. Combining both certified and pre-certified social enterprises totals approximately 1,800 organizations that were active in 2012 (Lee, 2012).

The number of social enterprises has rapidly increased in South Korea since the Social Enterprise Promotion Act of 2007. Many studies have criticized the quantitative expansion of social enterprises without considering their purpose and contribution. Lee (2012) determined that approximately 70% of SE profits came from business activities, and the rest from government aid and donations. This contrasts British SEs that average 86% of profit from business activities. Additionally, 57% of social enterprises focused on employment while only 9% provided social services. Even though social enterprises are highly scrutinized, their activities create jobs, provide social services, and change thinking about social welfare in the country.

Under the Act of 2007, the central government supports social enterprises through tax benefits and incentives. In particular, the central government provides the minimum wage and insurance costs to employees of social enterprises for two years to pre-certified, and three years to certified social enterprises. Additionally, social enterprises are eligible for tax benefits: 1) up to 50% tax exemption on the corporate tax from the central government; and 2) up to 50% tax exemption on
the property acquisition tax and registration fee for the property from the provincial and local governments (KSEPA, 2012).

2. Case Study

2.1. Methodology and Assumption

Approximately 75% of social enterprises are located in urban areas in South Korea (KSEPA, 2012), and our study focuses on social enterprises in urban areas of South Jeolla Province, which is in the southwest of the country. In 2010, the total population of the province was 1.7 million, with 61% living in urban areas (Korea Statistical Information System, 2012). In the province, the unemployment rate was 2.0%, and 7% of the provincial population receives living assistance, which is the highest rate in the nation (Provincial Government of the South Jeolla, 2012). The level of need in South Jeolla prompted this case study to provide a model of social enterprise for better social welfare to disadvantaged groups.

The case study analyzes 34 social enterprises that are certified and pre-certified by the government as of 2012. Data were collected through site visits, telephone interviews, and government documents. For the case study we use the following groups classified as disadvantaged: the elderly (> 65 years old); person eligible for assistance based on the “National Basic Living Security Act” in South Korea; the disabled; and the unemployed.

Following South Korean government guidelines, the working definition of social enterprise is a business firm that provides social services and makes profits invested in social services for disadvantaged groups. The study identifies three types of social enterprise in South Korea (See Figure 2). The first type is called “Social Service-focused Social Enterprise” which only provides social services to the disadvantaged groups as final service recipients. These organizations do not hire vulnerable social groups, but their business activities only focus on providing social services to their target group rather than making profits. The central and local governments provide grants to the first type of social enterprises for working as social service benefactors. The second type of organization is “Intermediate Social Enterprise” which supplies services and/or products to both disadvantaged groups and to the not disadvantaged groups. The intermediate social enterprises simultaneously hire vulnerable social groups and the not disadvantaged groups for their workforce. The third type of social enterprise refers to “Business-focused Social Enterprise.” The employment structure of the third type of social enterprise is similar to the second type of social enterprise; however, the final consumers of their services and/or products only focus on the general market not including any disadvantaged groups.

### Table 1: Three Types of Social Enterprise in South Korea

<table>
<thead>
<tr>
<th>Type</th>
<th>Services and/or Products</th>
<th>Financial Source</th>
<th>Characteristics of disadvantaged groups</th>
</tr>
</thead>
<tbody>
<tr>
<td>Social Service-focused SE</td>
<td>The not disadvantaged</td>
<td>Government grants/Donations</td>
<td>Provision of social services</td>
</tr>
<tr>
<td>Intermediate</td>
<td>The not disadvantaged</td>
<td>Government</td>
<td>Provision of social services</td>
</tr>
</tbody>
</table>
The social enterprises of urban areas in South Korea are mostly Type Two and Type Three because they create jobs rather than provide social services. The major variables used to classify social enterprises are: 1) benefactor of services and/or products; and 2) beneficiary of services and/or products. Additionally, research included social enterprises’ geographical market areas, business performance, and employment structure.

2.2. **Characteristics and Stage of Social Enterprises**

As of 2012, 65 certified and pre-certified social enterprises operate in South Jeolla Province, South Korea (26 certified and 39 pre-certified), with 33 located in urban areas. Most are located in: Yeosu (11 enterprises, 33.3%); Mokpo (7, 21.2%); Naju (7, 21.2%); Sooncheon (4, 12.1%) and Gwanyang (4, 12.1%). In terms of consumers, 20 social enterprises (60.6%) served only the general market, and 11 social enterprises (33.3%) served both the general market and the disadvantaged population groups, while two enterprises (6.1%) worked for disadvantaged groups. Data on market areas showed that 15 social enterprises (45.5%) sold their services and products within the province, and 14 social enterprises (42.4%) limited their business activities to their local communities, while only four organizations (12.1%) had a national market. As for their employment structure, 31 social enterprises (93.9%) hired both the disadvantaged and the general public while one social enterprise included disadvantaged persons as employees and another did not hire any disadvantaged workers.

These characteristics of social enterprises in the province indicate several points. First, social enterprises are concentrated in urban areas because only five municipalities are urban areas among 22 municipalities in the province. Second, the target market of urban social enterprises in the province focused on the general market rather than disadvantaged population groups. Third, market areas were limited in their local communities and provincial areas: only four social enterprises sold their services and products to the national market.

*Figure 2: Characteristics of Social Enterprises in South Jeolla Province, South Korea*
The characteristics of urban social enterprises can be used to categorize types of social enterprise. This study showed that 24 social enterprises were Type Three (Business-focused Social Enterprise) and nine classified as Type Two (Intermediate Social Enterprise). Even though the “Social Enterprise Promotion Act” requires social enterprises to provide social services and jobs to disadvantaged persons, government authorities also ask social enterprises to make profits. These two requirements create tension because it is hard to yield a profit and at the same time provide disadvantaged groups with services and products. Likewise, a social enterprise rarely provides social services if the enterprise mainly focuses on generating profits. In order to meet these two purposes, most social enterprises simultaneously provide social services and products to both the general public and disadvantaged individuals. Therefore, social enterprises have evolved from social service organizations to social enterprises that can be strengthened with more business-like functions for sustainability.

2.3. Case Studies of Social Enterprises

Social enterprises in the province were also interviewed about their employment structure and business performance. The interviews focused on the ratio of their employment between the
disadvantaged and the groups that were not disadvantaged. We also asked the social enterprises about their overall sales and ratio between the private market and governmental market. Additionally, we asked about the history of the social enterprises to see if they were founded before the 2007 law. To preserve confidentiality we do not provide names of the social enterprises.

Enterprise A is categorized as Type Two (Intermediate Social Enterprise) and was founded in 2001. The company was a self-maintaining organization that repaired houses until the law was enacted in 2007. The organization focused on home repair and construction to assist disadvantaged group within the local community, and all employees came from vulnerable social groups. The organization does not charge its clients because the Ministry of Social Welfare pays the company for its business activities as a national social service program of residential environment improvement for disadvantaged groups. Most of its sales come from the governmental aid program. Hence, the study recognized the company as a social service-focused social enterprise.

Enterprise B is Type Two, and began operating in 2008. The organization produces a variety of bakery and other food items and provides elder care services to the disabled and elder populations. The consumers of the company include both the disadvantaged and the general public, but approximately 98% of employees are the disadvantaged groups such as the elderly, female breadwinners and foreign women who migrated to South Korea for marriage. Approximately 84% of sales come from private market sales, but their service boundary is limited to local communities. Enterprise C is also classified as Type Two, founded in 2006. Before the 2007 social enterprise legislation, the organization was a branch of the YMCA. The company provides food services, including lunch boxes and wedding banquets, for both the disadvantaged and the general market. Approximately 46% of its sales come from the private market while the remaining sales come from the local governmental entities. The employment structure of the company has one third of its employment drawn from disadvantaged residents.

Two social enterprises classified as Type Three (Business-focused Social Enterprise) were also studied. First, enterprise D produces curtains and papers, and has operated since 1990 as a non-profit rehabilitation organization for the disabled. After enacting the law, the company registers a social enterprise which only sells its products to the private and government markets without providing social services to the disadvantaged. Approximately 93% of sales depend on government purchases, with 57% of employment provided by the disabled. Second, enterprise E is a Type Three organization created in 2010 as a subcontractor of a larger enterprise. The company has made efforts to increasingly employ the disadvantaged. As of 2012, approximately 57% of the total employees are from vulnerable social groups. The company mostly hires low-income individuals, with less than 1% of the employees disabled. More interestingly, all sales of the company come from the general market because enterprise E only works with a big company as a subcontractor. However, a manager of the company frankly stated that the company does not have independent decision making for its social welfare role because of its relationship as a subcontractor. Table 2 presents the proportion of employment of the disadvantaged group in case study.

\textit{Table 2: Employment Structure of the Disadvantaged Group in the Case Study}
### Table

<table>
<thead>
<tr>
<th>% of the Disadvantaged Group</th>
<th>Enterprise A</th>
<th>Enterprise B</th>
<th>Enterprise C</th>
<th>Enterprise D</th>
<th>Enterprise E</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>100%</td>
<td>98%</td>
<td>33%</td>
<td>53%</td>
<td>90%</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Specific Group</th>
<th>Low-income individuals</th>
<th>The elderly/ Female breadwinner/ Foreign wives married to Korean men</th>
<th>Low-income individuals</th>
<th>The disabled</th>
<th>Low-income individuals/ The disabled (1% of the disadvantaged)</th>
</tr>
</thead>
</table>

These five stories of social enterprise indicate several points. First, social enterprises are not the same as social service organizations but a form of business enterprise; and second, disadvantaged groups can participate in social enterprise businesses as both providers and recipients of services and products of the social enterprise.

### III. NEW PATHS FOR SOCIAL ENTERPRISES IN SOUTH KOREA

#### 1. Challenges

Since the economic crisis of 1997, South Korea’s government has made laws and programs to overcome the impact of the economic crisis. Both public and private sectors have taken an interest in how to support those most affected by the economic crisis, including disadvantaged groups such as the elderly, the disabled and low-income households. At this point, the central government has not only undertaken a variety of public works for creating employment but also expanded social welfare services. The larger enterprises have also participated in social welfare programs as a way of promoting corporate and social responsibility. These policy and organizational developments play a significant role in encouraging a more active policy response to the demand for sustainable social services. A strong social enterprise sector has been recognized as a way to serve the interests and needs of the disadvantaged in South Korea.

Even though social enterprises legally emerged in South Korea in 2007, non-profit organizations and co-operatives had functioned as pre-social enterprises. These organizations, however, were mainly reliant on government aid and donations as well as limited markets and consumers. The limits to their activities led to their lack of self-sufficiency and limited job creation, while preventing them from taking a competitive position in the national market. To overcome these limitations, the central government enacted the “Social Enterprise Promotion Act” to support social enterprises as a practical entity for providing not only more employment opportunities but also sustainable business organizations able to serve disadvantaged groups.

Since the law was enacted, there has been an increase in the creation of new social enterprises, and existing social service organizations have transformed into the more effective social enterprises. Our case study of social enterprises, however, revealed several challenges they face in South Korea’s urban communities. Most social enterprises studied tended to forget that the provision of social services is the primary function of social enterprise. This means that social
enterprises lack a social service function because they mostly put emphasis on providing jobs rather than social services. In reality, the study found most social enterprises to be Type Three (Business-focused Social Enterprise), which do not provide social services to vulnerable social groups.

Social enterprises in South Korea, however, do not have strong characteristics as an enterprise. This is because most social enterprises are still dependent on government aid and a considerable portion of their services and products are delivered to governmental authorities and programs. These limited market boundaries have the negative effect of preventing social enterprises from becoming self-sufficient and sustainable organizations. In reality, social enterprises cannot help avoid competition with existing businesses in the general market. Even though the government supports social enterprises through financial and technical support, they may become insolvent enterprises if they do not have effective marketing strategies, technical improvement, and entrepreneurship. Additionally, most CEOs of social enterprises do not have business experience. Legally, social enterprises must operate like a business, which needs to create profits from business performance. Yet, this does not mean that social enterprise only focuses on business-centered activities.

Another challenge is organizational culture and management, as the complexity of the social enterprise requires a broad skill set for managers. Businesses have a clear focus on the bottom line of profit, while government provides public goods in response to citizen demands. The social enterprise has a blend of objectives that may at times conflict. For each decision the SE manager needs to balance social benefit against profit making. One way of serving the management needs of SE is to develop further education or a management academy that focuses on the unique issues faced by these organizations. This has been done for nonprofit organizations, which also face similar challenges of solvency against social action.

Stated simply, social enterprises should balance both social and business objectives, combining service delivery and profit making. The benefits of the SE model include direct social benefit through services to those in need, as well as indirect benefits through employment for the disadvantaged. The social enterprise needs to combine multiple objectives at the same time, which can be a challenge for management. The ability to balance multiple objectives for one organization suggests the need for strong management and the development of management expertise around the specific needs of social enterprises.

2. **Policy Recommendations**

Most social enterprises in South Korea were established before social enterprise legislation, and focused on employing disadvantaged groups through diverse forms. Some large companies have already established social enterprises, but there are some limitations due to the decision making processes of the social enterprises as subcontractors. In addition, even though it is still reported that there are increased levels of unemployment for disadvantaged groups, local-based small and mid-sized enterprises still argue they lack labor forces. Both the central and provincial government provides some benefits to the local-based companies if they hire the disadvantaged
or unskilled employees. Upon consideration of these points, the study suggests a model of social enterprise that is “Transformative Social Enterprise.”

The suggestion here is not to found a new social enterprise, but to make local small and mid-sized enterprises transform into social enterprises. Transformative social enterprise encourages existing enterprises to transform from for-profit to hybrid enterprises with a simultaneous focus on both social and business enterprise simultaneously. However, there are several challenges to implementing transformative social enterprise. First, existing enterprises may lack sufficient knowledge and entrepreneurship in how to address social enterprises. Second, they still need government support in order to compensate for production efficiency when they hire disadvantaged workers and invest in training. Third, the transformative social enterprise requires transparent management when applying profits to social services. Finally, the organization needs to develop a management culture that balances social needs against sound business practice.

To develop sustainable and self-sufficient social enterprises, it is recommended that universities and NGOs provide education and advice to social enterprises with emphasis on balancing social services and business activities. The transformative social enterprise can play a role to: 1) build on local talents and resources through collaborating and self-help strategies; 2) emphasize roles of local NGOs and universities that can promote interaction between public and private sectors; and 3) provide a social enterprise model that will not only bring economic development but socioeconomic enhancement through active and voluntary community participation. The study also argues that the social enterprise provides social services to the disadvantaged groups as well as job creation for vulnerable social groups. The balance between social welfare and business performance should be simultaneously achieved by social enterprises, which is the primary function of social enterprise. Lastly, social enterprises should keep transparency in management in order to pursue its primary goals to invest their profits in social services by achieving self-sufficient social enterprises. Upon being self-sufficient, social enterprise can be independent and less reliable on government grants, aids, or any other external forces, which make them provide social services to the disadvantaged group through their business activities.

IV. BIBLIOGRAPHY


