

# Who enables sustainable Fair Trade? The current status and challenges of Fair Trade in Korea

Seonyoung Hwang, Sunhwa Kim, Jihyun Jeong and Seungkwon Jang

**Seonyoung Hwang** is General Manager of the Korea Fair Trade Organization (KFTO) and a Master's student at the Department of Management of Co-operatives, Sungkonghoe University, Seoul, Korea. She has participated in research projects funded by the Seoul Metropolitan Government for two years. Her main research topic is institutional logics of organisations.

**Sunhwa Kim** has been a board member of the Korea Fair Trade Town Steering Committee (KFTTSC) since 2017 and is writing a doctoral thesis at the Department of Management of Co-operatives, Sungkonghoe University, Seoul, Korea. She has been carrying out research on Fair Trade funded by the Seoul Metropolitan Government and Gyeonggi Assembly since 2015. Her primary research interest is the dynamics of change and institution in Fair Trade and consumer co-operatives.

**Jihyun Jeong** is a Master's student at the Department of Management of Co-operatives, Sungkonghoe University, Seoul, Korea. She has participated in the Fair Trade research project funded by the Seoul Metropolitan Government and is currently carrying out research on the Fair Trade practices of Korean consumer co-operatives from a value chain approach.

**Seungkwon Jang** is Professor of the Department of Management of Co-operatives, Sungkonghoe University, Seoul, Korea. He has been teaching organisation theory and co-operative management while doing research on Fair Trade with postgraduate students.

## Abstract

This study aims to explore the status of Fair Trade in Korea and suggest directions Korean Fair Trade might take for its sustainable development and practices. Initiated in the early 2000s, Fair Trade in Korea has been growing ever since. It has seen the emergence of various participants in Fair Trade value chains. The diversity of participants in the value chain has led to a variety of practices. It can be meaningful for researchers and actors to explore *who* implements Fair Trade in Korea *in what ways* and to discuss *how Fair Trade can be developed sustainably*. The authors examine the characteristics of the participants and their activities through a value chain analysis of Korean Fair Trade, and discuss ways forward for sustainable Fair Trade.

**Keywords:** Fair Trade; social economy; value chain; sustainability; Korea

---

## Introduction

Fair Trade in Korea was initiated in the early 2000s when a social economy organisation called Beautiful Store<sup>1</sup> started to import Fair Trade handicrafts. Many Fair Trade Organisations (FTOs) and consumer co-operatives in the social economy sector have subsequently participated in Fair Trade, and its market and movement have been growing since then. In 2011, the Fairtrade International Marketing Office (now Fairtrade Korea) was

---

<sup>1</sup> Beautiful Store, a non-profit foundation with charity shops, launched 'Beautiful Coffee' as a spin-off for Fair Trade businesses in 2014 (<http://www.beautifulstore.org/way>; accessed 29th May 2019).

established by the Europe–Korea Foundation (EKF).<sup>2</sup> Fairtrade Korea is currently managed by the Fairtrade Korea Foundation, a non-profit organisation.<sup>3</sup> This introduced a wide range of Fairtrade International-labelled products in Korea and also increased the diversity of participants. The Fair Trade movement and its market were initially led by non-profit organisations, FTOs and consumer co-operatives based on the social economy, although other enterprises that only engage in distributing products have emerged in the market since the establishment of Fairtrade Korea. The year 2012 saw the founding of the Korea Fair Trade Organization (KFTO), which is an association of those social economy-based FTOs who led Fair Trade in Korea in its early stages. Since 2012 there have been therefore two different sets of ongoing Fair Trade activities: one stream organised around the KFTO, which represents the social economy sector and co-operative-led Fair Trade initiatives; and a second stream under Fairtrade Korea, the more mainstream approach representing retailers. The Fair Trade Towns (FTTs) movement in Korea was initiated in 2010, when Incheon Metropolitan City announced its plan to become a FTT. As of 2019, there are four FTTs in Korea, including Seoul Metropolitan City. The FTT movement has provided the opportunity for local authorities and FTOs in local communities to actively engage in Fair Trade.

Although Korea is still an emerging market for Fair Trade, varied practices are being implemented, following the trends of the international Fair Trade movement and market. The FTT movement in Korea is growing and various value chains are also appearing due to the diversity of participants, despite the relatively small size of the whole market. Such dynamics are attracting increasing attention from the global Fair Trade movement. However, there are neither studies nor publications in English about Fair Trade in Korea. Thus, we suggest that exploring *who* implements Fair Trade in Korea *in what ways* and discussing *how Fair Trade can be developed sustainably* is interesting and relevant for both domestic and international researchers and actors.

This study aims to explore the status of Fair Trade in Korea and, through this, suggest directions the Korean Fair Trade should take for its sustainable development and practices. Therefore, this study sets up a research question as follows: who are the key actors for the sustainable development of Fair Trade in Korea?

To answer the research question, the authors have reviewed the relevant literature on the history and status of Fair Trade in Korea. In particular, the authors have conducted a series of research projects on Fair Trade over a period of six years from 2013 to 2018, funded by the Seoul Metropolitan Government and the Gyeonggi Assembly (CoopY, 2013a; CoopY, 2013b; CoopY, 2013c; CoopY, 2014; CoopY, 2015; CoopY, 2016; CoopY, 2017; CoopY, 2018). During the 2017 research, supported by iCOOP Consumer Cooperatives, interviews were carried out with Fair Trade product retailers located in Seoul to figure out what organisations participate in Fair Trade. In addition, written and face-to-face interviews were conducted with various organisations that are related to Fair Trade as well as with key actors in both Korean and international Fair Trade.

This paper first reviews precedent studies on sustainability and value chain in Fair Trade, which are the theoretical bases of this paper. Secondly, it describes the history and the current status of Fair Trade in Korea from two aspects – business and the social movement. From a business standpoint, the paper discusses the results of analysis of Korean Fair Trade value chains on the basis of the 2017 survey of Fair Trade product retailers in Seoul and a study by Doherty, Davies and Tranchell (2013). In terms of the social movement, some cases of the FTT movement are presented. The paper goes on to deal with facets of diversity in practices implemented by different actors within business and the social movement. The dynamic relationships between actors generated by diversity are also discussed. Finally, the paper explores how to enable more sustainable Fair Trade practices in Korea.

## Sustainable Value Chain

### *Sustainability*

Since the publication of the Brundland Report on sustainability in the 1980s (Carter and Rogers, 2008; Shrivastava, 1995) and the wide discussion thereafter of the sustainability agenda, such as the Rio principles of

---

<sup>2</sup> <https://www.revolve.com/page/Fairtrade-International?cr=1> (accessed 5 August 2019)

<sup>3</sup> Fairtrade Korea. [http://fairtradekorea.org/main/user/userpage.php?lpage=ft1\\_2](http://fairtradekorea.org/main/user/userpage.php?lpage=ft1_2) (accessed 5 August 2019)

the World Summit<sup>4</sup> and the Sustainable Development Goals (SDGs) of the UN,<sup>5</sup> sustainable development and sustainability have been understood as encompassing the normative issues of economic well-being, social equity and environmental integrity.

Fair Trade can be an excellent means of fulfilling some of the UN’s SDGs through the establishment of a fair and sustainable value chain (Fairtrade International, 2015). The goal of Fair Trade is to tackle poverty and guarantee producers a sustainable livelihood through long-term partnership, and this is consistent with and supports some of the main SDGs (Fairtrade International, 2015). Thus, expanding Fair Trade while adhering to the original founding principles of the Fair Trade movement is consistent with and would support the SDGs. For Fair Trade to make a major contribution to achieving the SDGs, it is crucial that it employs practices that are faithful to the founding principles of Fair Trade and that do not damage its values. As Fair Trade has evolved, however, different organisations have entered the Fair Trade market with varied purposes. As a result, we often observe cases in which Fair Trade values are undermined (Doherty et al., 2013). Because Fair Trade encompasses both business and social movement, putting it into practice is difficult and complicated; practices that take into consideration only one or the other – business or social movement – cannot guarantee the sustainable development of Fair Trade.

***The Fair Trade value chain***

Fair Trade certification has driven the emergence of diverse actors in Fair Trade practices and has contributed to increased complexity in the value chain (Doherty et al., 2013). Thus, analysis of the Fair Trade value chain would aid understanding of the practices of each type of actor and the influences they have on Fair Trade. As presented in Table 1, Reed (2009) classifies the Fair Trade value chain into four variants according to the type of participating organisation. He shows that the level of corporate involvement in each variant generates different governance models: the higher the level of corporate involvement, the stronger the corporate control becomes.

In the study by Doherty et al. (2013), the four value chain variants suggested by Reed are divided into seven types. Using Fair Trade in England as an example, they demonstrate some issues that may be faced in the mainstreaming of Fair Trade, depending on the participants in the value chains (Table 2).

The results of the research indicate how the risk of co-opting and diluting Fair Trade principles varies depending on who participates in value chains and the nature of their participation. As shown in Table 2, value chain 1 is the type in which only FTOs or social economy organisations participate. In this case, consumer activists are the major purchasers, leading to solidarity between producers and consumers. In value chain 1, where participants have a relationship with producers, there was no propensity for co-optation, dilution or capture (Doherty et al., 2013, p. 10).

Value chains 2 and 3 are cases in which corporate retailers engage in distribution. The strong relationship between FTOs and producers is maintained in these value chains, in which it is easier for

**Table 1** Four variants of the Fair Trade value chain

Nature of the value chain	Level of corporate involvement	Model of governance
100% social economy	none	relational (solidarity)
social economy dominated	retail	relational (solidarity)
corporate dominated	licensing & retail	modular
100% corporate	production, licensing & retail	relational (balance of power), hierarchical

Source: Reed, D. (2009, p. 9)

<sup>4</sup> <https://sustainabledevelopment.un.org/content/documents/1127rioprinciples.pdf> (accessed 5 August 2019)

<sup>5</sup> <https://sustainabledevelopment.un.org/> (accessed 29th May 2019).

**Table 2** Fair Trade value chains

Value chain	Fair Trade value chain	Participants	Features	Propensity for co-optation, dilution or capture
1	<b>FTO/social economy value chain (100% Fairtrade)</b>	FTOs trading with FTOs (e.g. CTM Altromercato)	Strong relationships with producers. Consumer activists buying in this chain.	Nil.
2	<b>FTO value chain with corporate retail participation</b>	FTOs distributing products to supermarkets (e.g. Divine Chocolate, Cafédirect)	Strong relationships between FTOs and producers. Retailer purely route of distribution. More convenient for consumers to buy.	Nil dilution but limited potential for co-optation or reputational risk.
3	FTO supplying supermarket own-label	FTOs supplying own-label supermarket brand through supermarket branding (e.g. Agrofair)	Strong relationships with FTOs and producers.	Nil dilution, limited co-optation but high level of reputational risk.
4	<b>Corporate-dominated licensee and retailer</b>	Corporate retailers and distribution companies with licence (e.g. Starbucks)	Corporation having significant control over value chain. Not all products are Fair Trade.	Some co-optation of Fair Trade authorities and dilution of some principles. High reputational risk.
5	Corporate retail-dominated but not licensee	Own-label supermarket products	Supermarket retailer not having to commit to Fair Trade standards and maintaining minimum relationship with producers.	Very high reputational risk, some co-optation for Fair Trade authorities but limited dilution.
6	<b>Corporate manufacturer as licensee to retailer</b>	Multinational corporation (MNC) (e.g. Procter & Gamble, Cadbury)	Controlled and dominated by MNCs with limited transparency.	High co-optation, dilution and reputational risk.
7	Corporations and plantation production	Multinational corporation (MNC) (e.g. Chiquita, Dole)	Controlled and dominated by MNCs. Fair Trade minimum prices and social premium provided.	High co-optation, dilution and reputational risk.

Source: Doherty et al. (2013, pp. 10–12)

consumers to purchase Fair Trade products, although they are limited in the sense that conveying Fair Trade values to consumers is less effective in these value chains than in value chain 1 (Doherty et al., 2013, pp. 13–14).

In value chains 4, 5, 6 and 7, corporates gradually exercise strong control over the value chain (Doherty et al., 2013, pp. 10–16). These might generate co-optation and dilution of Fair Trade values and principles. Even if the participating corporate is the licensee who can deal in Fair Trade-labelled products, the issue of control over the value chain is still applicable because complying with the basic principles that the certification requires does not directly lead to fulfilment of the foundational principles and values of Fair Trade (Jang, Kim & Cho, 2016).

Doherty et al. (2013) reveal that Fair Trade values are at greater risk of being undermined or diluted depending on the features and involvement level of organisations in the value chains. This clearly demonstrates that Fair Trade is not only business but also a social movement. When more and more corporates (which engage in Fair Trade for their own profit only) participate in the Fair Trade value chain, the social movement aspect is weakened. In consequence, it becomes more difficult to achieve the fundamental purpose of Fair Trade. Such a research finding has implications for sustainable Fair Trade in Korea as both a business and a social movement.

## The Current Status of Fair Trade in Korea

### The Fair Trade market in Korea

An increase in the number of corporate retailers that distribute certified products is bringing changes in value chain composition, which was originally dominated by FTOs in the social economy. As of 2017, the market size of Fair Trade in Korea is \$45 million USD,<sup>6</sup> 40% of which is made by social economy organisations (iCOOP, 2018: 34–35). The majority of FTOs adopt the certification when it is necessary, facilitating support, education and campaigns for producers at the same time (Jang et al., 2016). In contrast, most corporate retailers who deal in products with Fairtrade certification only engage in importing, distributing and selling the products. The organisations participating in Fair Trade in Korea can be classified as value chains 1, 2, 4 and 5, based on the Fair Trade value chains of Doherty et al. (2013; see Table 3).

**Table 3** Fair Trade value chains in Korea

Value chain	Fair Trade value chain	Participating organisations in Korea	Features	Propensity for co-optation, dilution or capture
1	FTO/social economy value chain (100% Fairtrade)	FTOs (e.g. PTCoop), consumer co-operatives (e.g. iCOOP)	Strong relationships with producers. Consumer activists buying in this chain.	Nil.
2	FTO value chain with corporate retail participation	Some FTOs trading with corporate retail shops (e.g. Earthman, Fairtrade g:ru, Asia Fairtrade Network (AFN), Beautiful Coffee)	Strong relationships between FTOs and producers. Retailer purely route of distribution. More convenient for consumers to buy.	Nil dilution but limited potential for cooptation or reputational risk.
4	Corporate-dominated licensee and retailer	Multinational retailers	Corporation having significant control over value chain. Not all products are Fair Trade.	Some co-optation of Fair Trade authorities and dilution of some principles. High reputational risk.
5	Corporate retail-dominated but not licensee	Global distribution corporations	Supermarket retailer not having to commit to Fair Trade standards and maintaining minimum relationship with producers.	Very high reputational risk, some co-optation for Fair Trade authorities but limited dilution.

(Doherty et al. (2013, pp. 10–11) revised)

In value chain 1, Fair Trade products of FTOs in developing countries are imported, distributed and sold through FTOs or social economy organisations in Korea. These organisations include most of the FTOs and consumer co-operatives in the KFTO. In the case of Beautiful Coffee, which imports coffee from seven different countries, it offers a campaigner training program for citizens, a practical global citizen youth education programme and a Fair Trade class in addition to supporting producers.<sup>7</sup> As of 2017, iCOOP Korea, which accounts for about half of the sales of the KFTO, has been raising funds of up to \$500,000 USD and has used them to organise producer co-operatives and establish factories in the producers' countries (iCOOP, 2018: 34–35). Some of the FTOs utilise corporate retailers as channels for distribution and sale under value chain 2. There is an ongoing rapid expansion in global retailers selling Fair Trade coffee in Korea. These represent an increasing number of corporates in value chains 4 and 5.

The increasing participation of corporate retailers in Fair Trade in Korea has enabled consumers to consume Fair Trade products in more varied ways. However, Fair Trade in Korea would also encounter the potential risks of mainstreaming suggested by Doherty et al. (2013), due to the participation in the Fair Trade value chain of a

<sup>6</sup> 1 USD = 1,123.7 KRW (as of February 2019).

<sup>7</sup> <http://www.beautifulcoffee.org> (accessed 29th May 2019).

rising number of corporates, especially those aiming to make profit. To minimise the possibility of Korea experiencing the same problems as in developed countries (Doherty et al., 2013), it is important to build the Fair Trade value chain with the social economy sector and FTOs at its core. It is crucial that those who respect and commit themselves to Fair Trade values and principles lead Fair Trade practices in order to create a sustainable Fair Trade value chain.

### **The Fair Trade Towns (FTT) Movement in Korea**

The FTT movement that emerged from a town called Garstang in England has been one of the most successful Fair Trade movements since 2000 (CoopY, 2018). As at 2019, there are more than 2,000 towns participating in this movement globally. For the last five years, the number of FTTs has grown continuously across the globe, as has the number of countries that newly engage in the movement.

During 2017 to 2018, a total of four cities were designated Fair Trade Cities in Korea. These days, local authorities, co-operatives, NGOs, etc. are actively engaging in the FTT movement. Since 2012, when they opted to become a Fair Trade City under the slogan 'Fair Trade City, Seoul', the Seoul Metropolitan Government has contributed a total of \$3.4 million USD over six years to promote Fair Trade (CoopY, 2018). FTOs in the social economy sector that are members of the KFTO are involved in several activities to revitalize Seoul as a Fair Trade City, including campaigns, education, community support, etc. A prime example is Jigoomaeul – a Fair Trade Worldshop supplying and displaying Fair Trade products from member organizations of the KFTO – which has opened at the Seoul Citizen Hall. It is deemed to be making a significant contribution to the publicising of Fair Trade.<sup>8</sup> Seoul Metropolitan City was also officially designated as a Fair Trade City in 2018 (CoopY, 2018).

Apart from Seoul, Incheon Metropolitan City, Bucheon City and Hwaseong City have declared themselves or have been awarded the status of Fair Trade Towns. The FTT movement is spreading to non-metropolitan areas as well. The case of Gyeonggi Province is worth noting for its recent efforts to try to expand Fair Trade by connecting the FTT movement and the local economy. Gyeonggi Province is an area where the population continues to grow and is the largest local authority in Korea, with 13 million residents as of 2018. In 2017, Gyeonggi Province announced its plan to become a FTT and, in the following year, launched the Fair Trade Fortnight with FTOs, co-operatives and civil society organisations.<sup>9</sup> This case is regarded as one that aims to deliver both the revitalisation of the local economy and Fair Trade expansion by adopting the concept of local Fair Trade, which is actively implemented in Europe and North America.

The FTT movement in Korea has some unique features, as follows. First, local authorities have emerged as one of the key actors in the Fair Trade movement, with increasing attention from the public sector. The local authorities' interest in FTTs is mainly due to the background and identity of the leaders, who were civil activists or whose main concern is consistent with the FTT movement agenda. Support from local authorities for Fair Trade is ever increasing and the FTT movement is also gaining momentum. Support from local authorities has contributed to the growth of Fair Trade, with local grass roots organisations the most important driving force of the FTT movement in Korea. A few cases in which the movement is proceeding to collaborate with local authorities show that FTOs' voluntary participation and networking are supported and facilitated by local authorities.

Second, as diverse organisations within the two streams of Fair Trade in Korea (one led by FTOs and co-operatives in the social economy and the other driven by the market) participate in the FTT movement, this two-stream tendency tends to be observed in the FTT movement. Bucheon City self-declared as a FTT with help from Fairtrade Korea. At around the same time, Incheon City was awarded FTT status by the Korea Fair Trade Towns Steering Committee (KFTTSC).<sup>10</sup>

---

<sup>8</sup> According to the 2017 and 2018 consumer surveys on Seoul citizens, the Jigoomaeul mark was the second most recognized label; the first one was the WFTO mark (CoopY, 2017, 2018).

<sup>9</sup> <http://fortnightkfto.org/> (accessed 15th February 2018).

<sup>10</sup> <http://fairtradetownskorea.org/company/campaignoz> (accessed 15th February 2018).

## Conclusion

For the sustainable growth of Fair Trade in Korea, we need to suggest a blueprint for the future and a development direction based on the implications of the status of Fair Trade in Korea. To do so, the features and implications of Fair Trade in Korea are briefly outlined before exploring what is required for the well-balanced mainstreaming of Fair Trade.

Based on the research findings, the authors have identified four characteristics of and implications for Fair Trade in Korea. First, Fair Trade in Korea has grown around the social economy sector and FTOs, who strike a balance between the business and social movement aspects of Fair Trade. They are different from corporates who enter the Fair Trade market to make profits from it, in that they implement practices based on principles and do not generate the negative outcomes of mainstreaming, or violating values. These organisations tend to keep a strong, long-term partnership with their producers and provide Fair Trade campaigns and education to consumers to strengthen the social movement side of Fair Trade. Also, local consumer co-operatives actively organise the FTT movement and contribute to networking between actors within the movement. They also influence the business aspect; for instance, major consumer co-operatives supply a wide range of Fair Trade products through their 591 stores nationwide.<sup>11</sup> Beautiful Coffee, a pioneering organisation in Korea, imports coffee from seven developing countries and provide education programmes and campaigns for the public and the youth. When the Fair Trade value chain is composed of FTOs or social economy organisations, which are categorized into value chain 1 (Doherty et al., 2013), it is expected that there would be minimal fair-washing problems or violation of values.

Second, local authorities are increasingly engaging in the FTT movement as a key actor. The Seoul Metropolitan Government, who declared 'Fair Trade City, Seoul' for the first time, has contributed to the financial and social vitalisation of Fair Trade. In Gyeonggi Province the local authority is leading the movement by encouraging the local economy and inventing and supporting the development of local Fair Trade products. Such attention from the public sector has resulted in the establishment of four FTTs in the last two years. Too much reliance on government support could make Fair Trade vulnerable to policy change in the future. It is assumed that local authorities' support of a sustainable FTT movement in Korea should be seen as supplementary to the networking and capacity building of local grass roots organisations.

Third, the social economy sector of Fair Trade, notably FTOs and co-operatives, co-operate with each other. An example of such co-operation is Jigoomaeul, which is the outcome of solidarity between member organisations of the KFTO. Another case is co-operation between four consumer co-operatives in 2017 to promote Fair Trade business. In addition, the KFTTSC and the KFTO are supporting the FTT movement together by establishing associations at a local level. The FTT movement should pursue solidarity between diverse organisations sharing the same vision through the big-tent strategy.

Fourth, global corporate retailers are increasingly participating in the Fair Trade market in Korea. As of 2018, a global coffee retailer serving Fair Trade coffee has 1,262 stores in Korea. This corporate corresponds to value chain 4 and wields its power over the whole value chain to a great extent (Doherty et al., 2013). Global retailers categorized as value chain 5 sell Fair Trade-certified coffee, supplied by global coffee retailers, under their own label. Value chains 4 and 5 deal in only part of their commodities under Fair Trade terms or certified finished products and seldom carry out Fair Trade campaigns or education at an organisational level, whether they have certification or not. Their practices are likely to result in customers consuming Fair Trade products without knowing what this really means, which does not contribute to the expansion of Fair Trade. Furthermore, the participation of corporates in value chains 4 and 5 can damage or dilute Fair Trade values (Doherty et al., 2013). Consequently, it would be difficult to establish a sustainable Fair Trade value chain if those corporates take up a relatively large proportion of the Fair Trade market.

---

<sup>11</sup> The total number of stores was referenced to the website of each co-operative (<http://www.hansalim.or.kr>; <http://dure-coop.or.kr>; <http://icoop.or.kr/>, <http://www.happycoop.or.kr>; accessed 15th February 2019).

This study has analysed the current status of Fair Trade in Korea and, based on the implications of the analysis, identified who should lead Fair Trade for its sustainable growth. In doing so, we aim to direct its future development. Social economy organizations and FTOs have been the key actors in leading the Fair Trade movement in Korea. These organisations consider both the business and the social movement sides of Fair Trade and strive for its well-balanced growth. In order for Fair Trade to grow sustainably without its values being diluted, it is desirable that the social economy sector takes the lead. With increasing attention and support for the FTT movement from the public sector, it is important to utilise such help as a supplement to organising networks and building FTO capacity. Supporting the Fair Trade market through public procurement is another option for the public sector. This would not only enlarge the Fair Trade market but also deliver a positive signal to the market and encourage other corporates to adopt Fair Trade in their business models.

## References

- Carter, C.R. & Rogers, D.S. (2008). A framework of sustainable supply chain management: moving toward new theory. *International Journal of Physical Distribution & Logistics Management*, 38(5), 360–387.
- CoopY Co-operative. (2013a). *A study on solutions to increase the managerial effectiveness of Fair Trade business in Korea: Using value chains analysis* (in Korean). Korea Fair Trade Organization. (Unpublished).
- CoopY Co-operative. (2013b.) *Research on private governance model of Fair Trade: Searching the direction of the development of domestic Fair Trade Towns through best practices of World Fair Trade Towns* (in Korean). Korea Fair Trade Organization. (Unpublished).
- CoopY Co-operative. (2013c). *Case Study of Fair Trade Organizations in Korea Based on Social Economy* (in Korean). Korea Fair Trade Organization. (Unpublished).
- CoopY Co-operative. (2014). *Solutions to introduce certification for activating Korea Fair Trade Towns* (in Korean). The Seoul Metropolitan Government. (Unpublished).
- CoopY Co-operative. (2015). *A Study on the Current Status of Fair Trade in the Seoul Metropolitan City and the Fair Trade Towns Strategy* (in Korean). The Seoul Metropolitan Government. (Unpublished).
- CoopY Co-operative. (2016). *The Current Status and Challenges of Fair Trade in the Seoul Metropolitan City* (in Korean). The Seoul Metropolitan Government. (Unpublished).
- CoopY Co-operative. (2017). *Research on Policy for Promoting Fair Trade Town in Gyeonggi province* (in Korean). Gyeonggi Assembly. (Unpublished).
- CoopY Co-operative. (2018). *Research on Policy for Promoting Fair Trade Town in Seoul Metropolitan City* (in Korean). The Seoul Metropolitan Government. (Unpublished).
- Doherty, B., Davies, I.A. & Tranchell, S. (2013). Where now for Fair Trade? *Business History*, 55(2), 161–189.
- Fairtrade International. (2015). Sustainable Development Goals and Fairtrade: the case for partnership. Bonn, Germany: Fairtrade International. <https://www.fairtrade.net/new/latest-news/single-view/article/sustainable-development-goals-and-fairtrade-the-case-for-partnership.html> (accessed 5 August 2019).
- iCOOP (2018), 2017 Annual Report (in Korean). Seoul, Korea: iCOOP Korea. [http://icoop.coop/?page\\_id=7966375](http://icoop.coop/?page_id=7966375) (accessed 5 August 2019).
- Jang, S.K., Kim, S. & Cho S. (2016). Fair Trade value chain and mainstreaming (in Korean). *Journal of International Area Studies*, 25(4), 97–131.
- Reed, D. (2009). What do corporations have to do with Fair Trade? Positive and normative analysis from a value chain perspective. *Journal of Business Ethics*, 86(1), 3–26.
- Shrivastava, P. (1995). The role of corporations in achieving ecological sustainability. *Academy of Management Review*, 20(4), 936–960.