

ECCK Connect ^{Winter 2013/14} The Quarterly Magazine of the European Chamber of Commerce in Korea



Art & Culture
Flowing Alleys
Page 38

Industry Overview
**Safety and
HSE Performance**
Page 30

**European Commission
Projects in Korea** ^{Page 38}

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2 | President's Message

Dear Readers

Happy New Year!

I am glad to release the first issue of ECCK Connect for 2014. As the Chamber grows and prepares to offer more to our members, I look forward to offering you this magazine rich with informative content every quarter.

The ties between Europe and Korea have deepened remarkably over the past decade. The EU and Korea celebrated the 50th anniversary of the establishment of diplomatic relations last year, while the two partners have seen a steep increase in bilateral trade; especially EU exports to Korea thanks to the EU-Korea FTA. Encapsulated in the upgraded status of strategic partnership, the EU-Korea cooperation goes beyond trade and expands to security, culture, research, and other areas of interest.

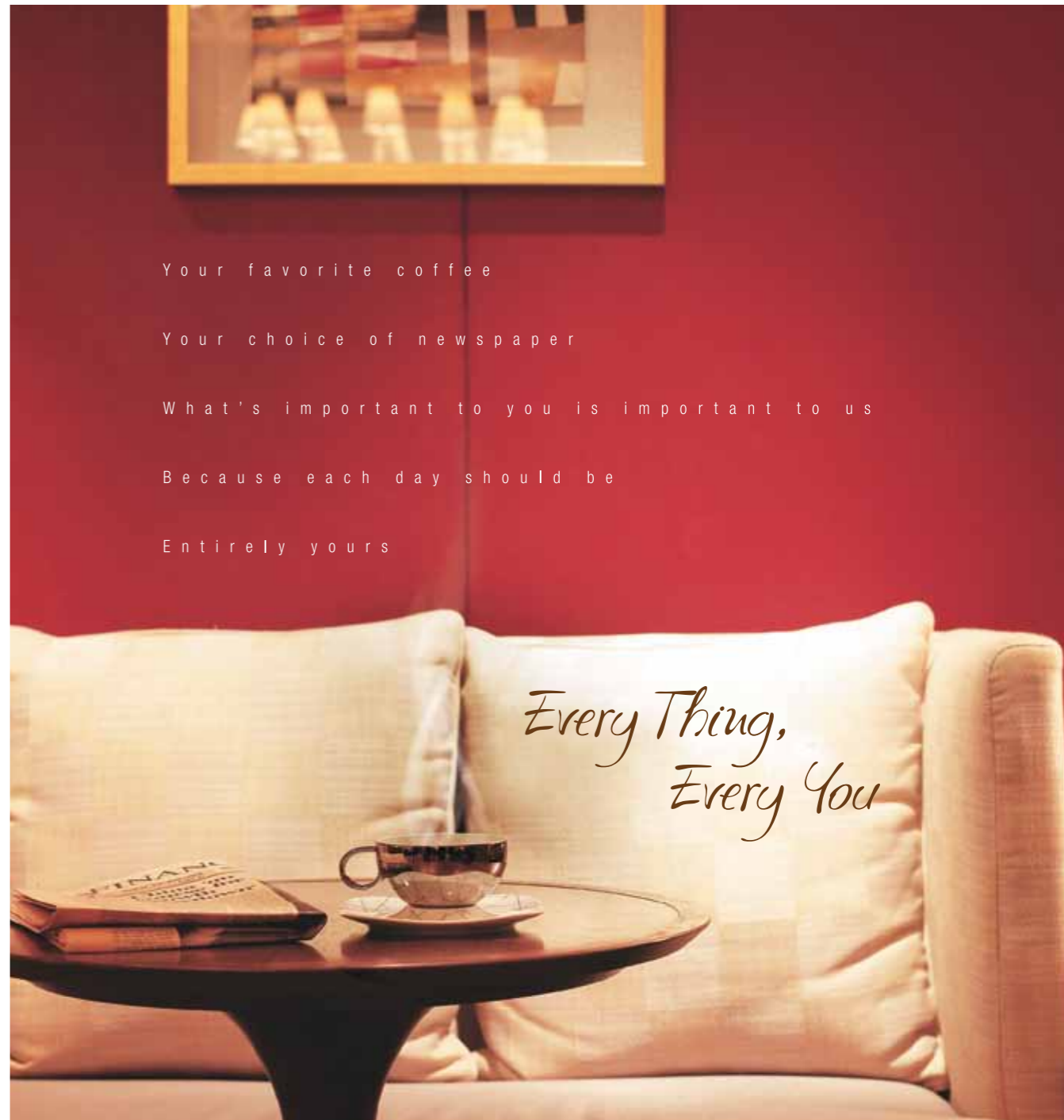
In this context, this issue introduces the EU's flagship cooperation programs in Korea; namely the Executive Training Programme (ETP), the EU Gateway Programme, and other educational exchange schemes. I believe that these programs not only contribute to Europe-Korea relations in the long run but will also offer you unique opportunities for spotting talent and networking. I will appreciate your continued attention to ETP participants this year, EU Gateway Business Missions in March and June, and emerging European start-ups in Korea. You will also find a summary about the visit of Greek President Papoulias to Korea as well as the information on Intellectual Property Rights (IPR) cooperation.

In the following pages, we will revisit the subject of safety leadership introduced at our Safety Conference last year. You will also find articles on modern arts, noticeable regulatory changes, and a column by Dr James Larson on Korea's ICT policy. I would like to thank all the contributors for making ECCK Connect interesting to read.

Once again, I wish readers a happy and fruitful year.

Kind regards,

Thilo Halter, President of the ECCK



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2 President's Message

5 Secretary General's Message

ECCK News

7 ECCK Activities

9 ECCK New Year Party

Advertorial

12 World Retail Congress

Special Report

14 Greek President's State Visit to Korea

Cover Story

16 European Commission Projects in Korea

16 Executive Training Programme (ETP)

18 ETP Korea Participants 2013 – 2014

21 Testimonial

22 EU Gateway Programme

24 Education, Research & Innovation Programs

Industry Overview

26 Interview with OHIM's President:
António Serge De Pinho Campinos

29 TIPA in Korea

30 Safety Conference

31 Human Factors in Safety

32 Transforming HSE Performance

35 Interview with GFEZ Commissioner Hee-Bong Lee

Art & Culture

38 Flowing Alleys

46 Inauguration of National Museum of Modern
and Contemporary Art, Seoul

Research & Insights

48 Regulation Watch

50 Column by James F. Larson:
The Origins of Korea's ICT Sector and its Prospects

ECCK's New Year's Resolution

Dear Valued Members and Friends

The ECCK starts the year with fresh energy and motivation. Looking back to 2013, it was a challenging but rewarding year for us. In particular, we are deeply grateful for the strong support our members have shown us. We will keep up our efforts to develop and provide better services and events for members this and every year.

Before laying out the New Year's plan, I would like to proudly say that the ECCK is now on track to achieve prominence in its operation. Despite being a new organization, the ECCK has been well recognized by the Korean Government and major institutions in the past year. Thilo Halter, the ECCK's president, has been regularly invited to consultative meetings with government ministers as well as with President Park Geun-hye. The Chamber has reached out to key business organizations in Korea and collaborated on the issues of common concern with Korea International Trade Organization (KITA), Korea Trade Investment Promotion Agency (KOTRA), and Korean Chamber of Commerce and Industry (KCCI). The ECCK also signed MoUs with KITA and Yonhap News Agency respectively for further cooperation on trade issues and effective communication on regulatory changes.

Not only did we build a network, but the ECCK has also intervened in several regulations being developed to secure the best interests for our members and foreign investors. Notably, we delivered a concerted opinion regarding the proposed thresholds for eligibility to foreign investor status and the preferred tax treatment for foreign workers in Korea in 2013. In both cases, we received positive decisions by the Ministry of Strategy and Finance.

The ECCK will keep working on building its expertise, expanding service areas, and launching new initiatives that help promote members' business interests. The Chamber started with industry committees in the areas of automotive, cosmetics, finance, marine & shipbuilding, and legal affairs. In 2013, we added more committees – namely, real estate,

healthcare, and recently chemicals. To further increase our capacity to address trade and industry issues, we have prepared to launch two new committees – Beer, Wine, & Spirit in January, and Logistics & Transport by March. More committees are currently under review, thus I am very optimistic that the ECCK can add a couple of committees to cover more industries in 2014.

We will also continue close cooperation with the EU Delegation and the Ombudsman for Foreign Investment to improve the investment environment. Furthermore, the ECCK is committed to help facilitate communication and information exchange on business and social issues across industries. For this purpose, we have prepared to open Forums on several cross-industry issues. The CSR Forum has already been announced and the HR Forum will commence soon. Reflecting members' concerns, other areas are to be evaluated and implemented.

We have accumulated valuable experience in seminars and conferences as well. The ECCK hosted a real estate lecture in August and an IPR conference in October with nearly 200 participants. We also co-organized an auto-parts conference with KITA, and a safety conference with KCCI with the support of the British and the German chambers. In 2014, we will explore more opportunities diligently to offer insight and information for our members.

To conclude, the ECCK has progressed considerably within a short time, but we still have a lot of work to do. I can assure you that we are committed to big improvement in 2014.

I wish you all the best in 2014, and hope to see you in person soon.

Kind regards,



Christoph Heider
Secretary-General, ECCK

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호텔급 부가 서비스



LOCATION



We've Moved!

European Chamber of Commerce in Korea (ECCK) moved to a new office in the Seoul Square Building (across from Seoul Station). The ECCK is particularly grateful to Asian Tigers for providing relocation services.

The ECCK's new home has conference rooms available that will help us provide meetings and events more easily. With better access to transportation and amenities, the ECCK will surely have better and more efficient interaction with our member companies.

Please note that all telephone numbers remain unchanged, but the mailing address has changed to 5 fl. Seoul Square, 416 Hangang Daero, Jung-gu, Seoul 100-714.

New Members

Conselit Co., Ltd (Korea)

Ms Lia Lovenitti, CEO

www.conselit.com

DNV GL KOREA (Norway)

Mr Jon Rysst

www.dnv.com/www.gl-group.com

Genstar Co., Ltd (Korea)

Mr Chaewook Im, Vice-President

www.genstarre.com

Hanbul Motors Corporation (Korea)

Mr Seungchul Song, President

www.epeugeot.co.kr

KBG Korea (Korea)

Mr Tony Choi, Managing Director

www.kbgkorea.com

Dec. 2013 – Jan. 2014

Linde Engineering Far East, Ltd (Germany)

Mr Hanyong Lee, President

www.linde.com

Linklaters LLP Foreign Legal Consultant Office, Seoul (UK)

Mr Stephen Le Vesconte, Representative/Partner

www.linklaters.com

Union de Banques Arabes et Françaises (France)

Mr Peter Thorn, General Manager

www.ubaf.fr

Gyeonggi Provincial Government

Mr Kim Moon-soo, Governor

www.gg.go.kr

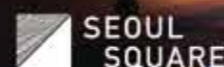
Mr Jean-Paul Brubach (individual member)

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Beer, Wine, & Spirits Committee

The Chamber has opened a new committee as an answer to requests from members in the industry. The Beer, Wine, & Spirits (BWS) Committee was launched on January 10, 2014, with several company representatives present. At the launching meeting, members discussed with the ECCK staff the new committee's structure, industrial concerns, and direction. Consensus was reached to officially start the BWS committee and have a series of meetings to draft position papers.

As such, the ECCK is pleased to announce the creation of a new committee for European companies and interested stakeholders in Korea. The BWS Committee will strive to meet the needs of its members and, with their support, aims at expanding the range of services.



Upcoming Events

ECCK Annual General Meeting

At the General Meeting, the ECCK will report its activities and financial status as well as elect a vice-president of the Board of Directors.

- Date: Thursday, February 20, 2014
- Time: 08:00 – 09:30 a.m.
(registration starts at 07:30)
- Venue: Emerald Room, Lotte Hotel
(2 fl., Sogong-dong)
- Admission fee: 40,000 won
(payment to be made in person at the event)

HR Forum

The ECCK's first HR Forum will meet on February 25, 2014. "Forum" is our new regular arrangement for cross-industry information exchange and networking opportunities. In addition to presentations by Yulchon LLC, we would like to hear from participants about topics they would like us to address. For more information, please contact Sven-Erik Batenburg at sven.batenburg@ecck.eu or 02-6261-2706.

- Subject: "Hot Topics of the Korean Labour Law"
- Date: Tuesday, February 25, 2014.
- Time: 17:00–18:30
- Place: Seoul Square Building (3rd fl.)
- Admission: free of charge
(seats are limited to 30 participants).

Save the Date

- CFO Committee Meeting & Networking
17:00–21:00, Thursday, February 27.
- Logistics & Transport Committee Kick-off Meeting
16:00, Wednesday, March 12.
- Annual Taxation Seminar – Tax Law Changes in 2014
08:00–10:00, Thursday, April 10.

ECCK New Year Party



On January 24, 2014, just days before the Lunar New Year holidays, more than 130 members and friends joined the ECCK's New Year Party at the Grand Hyatt Hotel. With good music, new and old friendly ties, and always stimulating discussion, the evening served as a good entry as well as reminder of the work ahead of the Chamber in the coming Year of the Horse.

The ECCK would like to express our thanks to Diageo Korea, Krombacher Korea, and San Pellegrino for generous sponsorships and beverages. We are also grateful to Conrad Seoul, JW Marriot, and Grand Hyatt Hotel for vouchers.





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World Retail Congress Asia Pacific

World Retail Congress Asia Pacific returns to Singapore Providing Insights from over 90 Global Retail Leaders

The 4th World Retail Congress (WRC) Asia Pacific returns to Singapore for the second time with an in-depth focus on the new era of Asian retailing. The Congress will run from March 25-26, 2014 at the Marina Bay Sands Hotel, Singapore. The WRC is delighted to confirm leading executives from distinguished multinational and regional retailers, including Gap, Walmart, Zalora.com, Tesco, SPAR International, NTUC Fairprice Cooperative and Courts, amongst many others.

It is the only event of its kind that unites leading regional and international retailers to provide a global perspective on the challenges and innovations pertinent to the Pan-Asian retail market.

During the 2014 Congress, retail leaders will share their insights on retail trends and opportunities in the Asia Pacific. Key headline speakers for this year's event include:

- Scott Price, CEO and President, Walmart Asia
- John Spelich, Group Vice President, Alibaba
- Kesri Kapur, Group CEO, RSH Singapore Ltd
- Redmond Yeong, Vice Chairman, Gap Greater China

- Kian Peng Seah, NTUC Fairprice International
- Gordon Campbell, CEO, SPAR International
- Dean Thompson, MD, Boots International
- Terry O'Connor, Group CEO, Courts Asia
- Harry Markl, Regional MD, Zalora
- Simon Calver, CEO, Mothercare
- Sarah O'Donnell, CEO, Seibu Enterprise Company

In response to overwhelming interest in China, the Congress is holding an exclusive one day "Exploring China Focus Day" on Monday, March 24. Leading retailers from Alibaba Group, MCM Worldwide, Coats, Affinity, VF Corporation and key industry observer James Roy of China Market Research Group will be sharing their invaluable perspectives on China's retail landscape and exchanging corporate strategies with the audience. The forum will include sessions on the evolution of Chinese malls, and hypermarkets, and the future of multi-channel retail in China, amongst many others.

This year's Congress will also include an Asian growth markets focus. With a growing middle class, uneven liberalizing regulatory landscape, and varied developmental stages, the Congress will cut straight to the heart of the challenges faced by regional retail leaders in six key markets: Indonesia, India, Japan, Korea, The Philippines, and Malaysia. Alongside the new market insights, statistics and research that will be unveiled at the Congress, other key themes include supply chain innovation, effective retail marketing, leadership strategies and the future of retail banking in Asia Pacific.

There will be insightful keynote speeches from leading retail experts over the three days. Highlights include a speech from Gordon Campbell, CEO of Spar International and Simon Calver, CEO of Mothercare who will together examine the ever changing consumer demographics in the region, Ira Kalesh, chief economist for Deloitte will examine the global outlook and the major growth drivers for the retail market within the Asia Pacific region, Scott Price, CEO of Walmart Asia will look at how to combine global expertise with local knowledge and Kent Siu-Kee Wong, managing director of Chow Tai Fook will examine Asia's evolving re-

tail luxury landscape. Attendees are also invited to immerse themselves in the Singapore retail landscape with the Singapore Retail Study Tour on Thursday, March 27. The full-day program (9:30 a.m. – 5 p.m.) is exclusively curated for the Congress. Led by a leading retail analyst, this is an opportunity to see first-hand how leading retailers are integrating new technology and dynamic retail concepts to create memorable in-store experiences for their customers. Attendees will be treated to an invaluable behind-the-scenes tour of Robinson's, MCM Holdings, Louis Vuitton, Leica Concept Store, Market Place by Jason's, Crate and Barrel, Adidas, Penhaligions, The Editor's Market Store, TWG Tea Salon & Boutique, Samsung, and Durasafe.

Looking forward to the World Retail Congress Asia Pacific in March, Ian McGarrigle, chairman of the World Retail Congress, said: "We are delighted to be holding this year's Congress in Singapore, for the second year running. Singapore is not only the gateway to Asia Pacific but a premier retail destination in itself. This year's Congress not only sees the launch of the 'China Focus Day' but will include an in-depth look at Asia's most exciting growth markets. We have an outstanding line up of speakers this year and are confident that delegates visiting the Congress will find it both inspiring and of enormous strategic value".

For further information, please visit www.worldretailcongressasia.com

About World Retail Congress

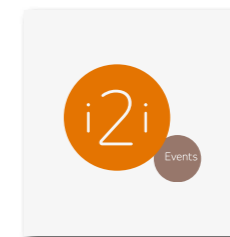
The World Retail Congress, part of i2i Events Group portfolio, was launched in 2007, to be a platform for senior retail executives to meet and discuss the most important topics affecting retailers internationally. It has been held in Barcelona (2007-9), Berlin (2010-11) and London (2012) and is attended by up to 1,000 industry leaders from more than 60 countries. The program is developed in conjunction with the Congress Advisory Board which represents retailers such as Gap, Kingfisher, Macys, Reliance Lifestyle, Myer, Alshaya, Netto, Inditex and Tesco. The 4th Annual World Retail Congress Asia Pacific is part of the global lea-

ding World Retail Congress Series and attracts over 500 delegates from across the Asia Pacific region.



The co-sponsor of the 2014 World Retail Congress Asia is Deloitte.

About i2i Events Group



i2i Events Group delivers world-class exhibitions and large scale events in key sectors including home and gift, fashion, retail, healthcare, energy, environment, education, technology and media. Its portfolio of worldwide events includes World Retail Congress, Bett, Spring Fair, RWM, CWIEME, BVE and Pure London. It prides itself on opening up new possibilities for its customers and each year brings more than 250,000 decision-makers together to network, source, test, buy and sell brilliant products, services, ideas and solutions. The company is headed up by Mark Shashoua who joined EMAP as Group MD of EMAP Connect in November 2011 and became CEO of i2i Events Group in March 2012. i2i Events Group is powered by Top Right Group, formerly known as Emap International Ltd.

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Greek President's State Visit to Korea

Greek President Karolos Papoulias made a three-day state visit to Korea between December 2 and 4 of last year. It was the first visit by a Greek head of state since the two countries established diplomatic relations in 1961. President Papoulias was accompanied by the vice minister of foreign affairs, the vice minister of defence and a delegation of 30 businessmen from shipping, software, electronics, tourism, food, furs and construction industries.

The two countries have very friendly relations and well developed political and business cooperation. The Korean-Greek friendship dates back to the Korean War (1950-1953), when Greek soldiers fought and sacrificed their lives for the freedom of Korea.

On December 3, President Park Geun-hye held a summit with the visiting Greek president. The two leaders dis-

cussed bilateral cooperation in political issues, defence, trade, shipping, IT, technology, investment, infrastructure projects, and tourism. They also exchanged views on regional and international issues, including the Korean Peninsula, Northeast Asia and the European Union. An agreement to protect military information was signed to promote bilateral cooperation on defence issues.

The two leaders agreed to enhance bilateral cooperation in view of post crisis business opportunities to be created by on-going structural reforms in Greece.

President Park thanked Greece for its consistent support for a peaceful settlement of the Korean Peninsula issue. The two sides recognized the need to enhance cooperation between Korea and the European Union. They also discussed Korean-Greek cooperation in regional or global issues such as climate change and cyber security.

President Park praised the Greek Government for its successful efforts to overcome the economic crises through a financial stabilization program and bold structural reforms, as well as privatization and infrastructure development projects.

She expressed strong interest in the participation of Korean firms in major infrastructure projects in Greece, such as airports, ports and railroads. There is specific interest by Korean firms for Greek projects in natural gas, railways and e-ticketing in the Athens Subway. The Greek privatization program is also a promising area that attracts interest among Korean firms.

The Korean president also showed interest in further deepening mutually beneficial cooperation in the shipbuilding and shipping industries, which are by far the most important sectors in the bilateral business relationship. Indeed, Greece is one of the leading shipping nations in the world. On the other hand, Korea is a dominant shipbuilding power. Greek ship owners are the largest buyer of Korean built ships, accounting for 25 percent of the total orders received by Korean shipyards in recent years.



President Park Geun-hye and Greek President Karolos Papoulias pose for photos during the Korea-Greece summit talks at Cheong Wa Dae on December 3.

President Papoulias invited Korean shipyards to consider buying or producing parts and equipment for ships in Greece. The two leaders agreed to make a feasibility study on this issue. The Greek President also expressed his country's interest in developing tourism between Greece and Korea.

Both leaders also agreed on the need to further increase bilateral trade, currently at US\$ 2 billion. The Korea-EU Free Trade Agreement (FTA) will greatly contribute to developing bilateral trade for mutual benefit. The Greek president promised that the country would ratify the FTA soon.

ICT cooperation was pointed out as another promising area in bilateral relations. A successful joint research project in microelectronics established by Samsung and a Greek technology cluster, Corallia, is a very good example. The Korean side expressed its particular interest in the IT sector. Combining a huge pool of excellent scientists in Greece with Korean research expertise would create great benefits for each side.



President Park and Greek President Papoulias join their vice defence ministers at a signing ceremony for the joint agreement on defence cooperation during the Korea-Greece summit talks.

Subsequently, President Papoulias had a meeting with Kang Chang-hee, speaker of the National Assembly. He also visited the Nano-City Samsung Campus.

The Federation of Korean Industries hosted an economic cooperation forum and luncheon with President Papoulias as the honoured guest. In his keynote speech, the president pointed out that the first clear signs of Greece's recovery were already evident. He invited Korean companies to invest in Greece in order to take advantage of the business opportunities created by structural reform and the upcoming end of the crisis.

Indeed, the visit came at a critical moment as optimism returns to Greece. The country has achieved, for the first time, a budgetary surplus and is on the way to economic recovery in 2014. The Greek Presidency of the European Union in the first half of 2014 will also enhance the country's international role.

Both President Park and Speaker Kang accepted invitations by President Papoulias to visit Greece.

European Commission Projects in Korea

The year 2013 marked the 50th anniversary of the establishment of diplomatic relations between the European Union and the Republic of Korea. The two partners have moved from being distant traders to becoming strategic partners. Korea is now one of the 10 strategic partners of the EU, a like-minded companion to address global challenges together.

Needless to say, trade and investment remain core arteries of the EU-Korea interaction, bringing jobs and growth to both regions. EU trade and investment has grown remarkably in South Korea in the last decade with Korea being its 10th biggest trading partner. The EU is also Korea's third export market and the largest foreign direct investor in Korea, both in cumulative and yearly terms. Also, thanks to the EU-Korea FTA, bilateral trade has been increasing remarkably since July 2011. EU exports to Korea are up by 16.2%, from €32.5 billion to €37.8 billion between 2011 and 2012. At the same time, Korea's exports have grown from €36.2 billion to €37.9 billion. In addition, the EU's share of total imports by Korea has increased steadily, from 9.0% in 2011 to 9.7% in 2012 – the largest increase when compared with imports from China, Japan and the US.

However, the bilateral relations are increasingly becoming more than just trade. In this context, the European Commission runs projects to facilitate and enhance cooperation with Korea in various sectors. Currently, four major programs are on track and fully funded by the Commission: Executive Training Programme (ETP), EU Gateway Programme, Erasmus for all, and Horizon 2020.

Executive Training Programme (ETP)

The ETP Korea program is a human resource development program targeting European companies and executives looking to enter or expand their business activities in Korea. Originally, the program was introduced in Japan about 30 years ago, and its huge success led to the launch of the ETP Korea program in 2002. From the 4th cycle of the program (2006-2007), Yonsei University has been entrusted by the European Commission with the implementation of the Korean program. This is the 8th cycle of the ETP Korea and 11 participants from eight EU Member States have joined the program for the 2013-2014 class.

The 12-month program comprises two parts - a three-week Inception Module in Europe held at the School of Oriental and African Studies (SOAS), University of London, and a 30-week Immersion Module in Korea. After gaining an overview of Korean history, business, culture and modern society in Europe, ETP participants will start the Immersion Module implemented by Yonsei University. The module consists of two components: intensive language as well as business culture and an internship

with a Korean company. The Korean Language Component, administered by the Korean Language Institute, offers intensive and practical language studies that can be translated directly into business situations. The Business and Management Component, administered by the Sangnam Institute of Management, is focused on business expertise and management skills that are vital for successfully doing business in Korea.

Following the Korean language and Business and Management training, the program culminates in a 12-week internship at a Korean company to apply the acquired skills and knowledge in a practical setting. The internship is not only a chance for participants to learn about business in Korea, but Korean companies will also find that hosting these internships will serve as a stepping stone to establishing meaningful relationships with EU companies and business people.

By the time participants have completed all the courses, they are equipped with language skills necessary for basic business communication, business knowledge to successfully target Korean firms and consumers, and a clear business strategy for their EU companies to succeed in the Korean market. The value created by those able executives will no doubt be immense.

With these in mind, His Excellency Tomasz Kozłowski from the EU Delegation encouraged new participants to do their best as the reward is huge. "The ETP program should be able to give effective persistence to organizations in penetrating and consolidating their position in Korea," he said. ETP alumni and instructors alike emphasized the importance of dedication to learning and experience. "I hope you can take full advantage of the program to transform yourself into a Korean market specialist who can make truly distinctive contribution to your company, and to the European Union," Dr Sungkyu Sohn, director of Sangnam Institute of Management said in his speech.

The journey has started for the eleven participants. Their training and experiences in Korea will serve not only their business operations, but also to develop closer EU-Korea relations in the long run.



ETP Korea welcomes EU companies' attention and participation.

For more information on ETP, please contact etpk@sangnam.yonsei.ac.kr or visit ETP website at www.euetp.eu.

ETP Korea Participants 2013–2014



Marco Caruso (Italy)
Opto Engineering Srl
Sector: Manufacturing

I believe that the Executive Training Programme will help me to better understand the business culture and behaviours of the Korean companies, giving me the management and cultural knowledge to plan, successfully, the entry strategies for my company in this market.

Such training and cultural background, together with linguistic skills improvement, will enrich my personal and professional life with stimulating experiences that will surely help my carrier and influence my life.



Marcis Dzelme (Latvia)
Latvian Chamber of Commerce
and Industry
Sector: Government Relations

Through ETP, we expect to gain broader and deeper insight into modern Korea/Japan and the East Asia region in general. Particularly, we are interested in the Korean ways of doing business, local cultures and society, as a vital part of its economy. In Latvia, we are at the early but deepening stage of mutual political and economic cooperation with Korea. We see Korea as a model for development, given that it has overcome a colonial experience, the Korean War, and achieved breath-taking

industrialization in only few decades. I look forward to intensive language training and to refining our business strategy in Korea. For this reason, we are to deepen our cooperation with our partner business organizations in Korea and embark on cooperation with local think tanks active in economic research.



Jakub Fiolna (Poland)
CARTIF
Sector: Scientific and Technical Activities

I applied for ETP as I thought it would be a great chance to define a business plan for my company in Spain, which looks for more presence in international markets. For this purpose, I expect to acquire useful knowledge of the complex business environments in Korea. I'd like to establish contacts in Korea and across Asia, and to become part of the ETP alumni network. My goal is to eventually contribute to R&D cooperation between the EU (especially Poland and Spain) and Korea. I am excited by the prospect that I can communicate in Korean and understand business customs and culture.



Rafael Franco (Spain)
JEMA ENERGY
Sector: Electricity & Power Generation

I believe ETP is beneficial for both my company and my career. The program will enable JEMA to improve its market intelligence and cultural sensitivity to local business practices. Those will be important assets to identify and bring in potential customers.

For me, it is an exciting chance to learn a new language, experience a very different culture, and be exposed to a different work environment. I eagerly look forward to the training.



Kristaps Kanepe (Latvia)
Baltic Wood Trading Sia
Sector: Manufacturing

I believe it would be a great advantage to understand local cultures and business practices when you consider entering a new market. I would like to experience Korean culture and its business environment as much as possible. I hope it will give me a competitive edge over others who can only do business via email with Korean partners. In the meantime, I would also like to investigate some business fields of my interest such as supplies of timbre pellets for power/heating plants, and supplies of agricultural products (grain crops).



Vincent Lecomte (Belgium)
Vlexhan Distribution
Sector: Arts, Entertainment,
and Recreation

Like other ETP participants, I would like to acquire skill-sets that will be helpful for growing my business. Language skills are important, and I also want to establish a new business network that will serve my company in expanding its distribution activities. Personally, I expect to broaden my horizons by taking part in this formidable, once-in-a-lifetime, opportunity. I am certain that ETP will be a watershed moment in my professional career and in my personal life.



Julien Moretton (France)
Mazars
Sector: Audit, Advisory, Management
Consulting, Tax and Outsourcing

I had the opportunity to experience Korea for nine months in 2006 as an exchange student at Korea Uni-

versity. Afterwards, I chose to stay a few more months by doing an internship at Merrill Lynch in Seoul. It turned out to be a life changing experience. I enjoyed living in Seoul and built great personal and professional relationships. However, through my experience, I also came to know the challenges one faces in a business environment with a different language and culture. That is what I want to gain through ETP: a toolkit for the Korean market, culture and business world.

Mazars also feels the need for in-house executives willing to develop the Seoul office. I believe ETP training will equip me with the right skillset for my company and me.



Baiba Pužule (Latvia)
NP Foods Ltd.
Sector: Manufacturing

To participate in this year's ETP Korea program is an honour for me. The program allows me to broaden and deepen my knowledge of business strategies in one of the most powerful economies in Asia, learn a new language and get a personal feel for Korean culture. The announced program not only allows me to stimulate my own personal growth, but also completely corresponds with NP Foods Ltd. strategies in the Asian market. We have started our strategic work towards the Chinese and Japanese confectionery markets and the next reasonable step would be to present our products to the Korean market and its customers. Our company has a big range of products to offer the Korean market and together with ETP program we would be able to conduct market research more thoroughly.

We believe that there is a place in the Korean market for chocolate made with 'Love'.



Madis-Marius Vahtre (Estonia)
Visitret Displays OÜ
Sector: Scientific and Technical Activities

My expectation is to increase my ability to adapt to the local business environment and become capable of effective business cooperation and communication in Korea. These skills are essential for the successful business of Visitret Displays OÜ. It is evident that the culture and the ways of doing business are different from those in Europe. It is always the best way to learn such delicacies within the cultural context, not from outside.

Although Visitret has good contacts in Korea, it would be very beneficial to expand the network significantly to be able to choose the right partners for the company. I hope to contribute to such an effort by acquiring the right skills through the ETP program.



Hans Weemaes (The Netherlands)
Delta Capita Consultancy
Sector: Financial Services

I am an internationally mobile manager with over 10 years experience in Business Transformation (incl. Program & Project Management, and Operational Excellence) at one of the worlds' largest bank/financial services corporations.

I have an entrepreneurial mind-set; raised seed capital, launched start-ups, advised government agencies, and created growth strategies for established companies through various independent consultancy engagements. I worked successfully in The Netherlands, Singapore, Dominican Republic, Belgium and the UK.

I am now looking forward to taking my ambitions to Korea. I believe the ETP program will provide a solid foundation to better understand the Korean language and its culture.



Karolina Zasadzka (Poland)
FLOWAIR
Sector: Manufacturing (Heating & Ventilating Systems)

The ETP would be a great business opportunity for both FLOWAIR and me personally. In a modern business environment, open-mindedness, tolerance, flexibility, and adaptability are essential for adding values to an enterprise. Historical and cultural understanding of a country is also greatly valued when doing business with local partners.

The stay in Korea would give me the advantage to get closer to the Korean context both culturally and personally. FLOWAIR company will benefit from my Korean and Asian experience, too, as it considers cultivating distribution channels in Asia. I will develop my current business plan through ETP, and upgrade it against the reality after completing the program.

Knowledge of the Korean market and its regulatory environment will pay off once I have completed the program and begin developing international business plans.

Testimonial

Mr Rémi Delitte was enrolled in ETP Korea from 2012 to 2013. Upon completion of ETP courses, Rémi was tasked to open I-Care's Korea office. Thanks to Seoul Global Centre's start-up incubator program, the I-Care Korea office kicked off its operation at COEX and moved on to introduce its cutting-edge analysis devices. Making good use of skills and knowledge he had learned from the ETP Korea program, Rémi is on the way to successfully penetrate the Korean market. Here is Rémi's testimonial.

After completing my degree in mechanical engineering in 2011, I joined the I-Care group in Belgium. I-Care provides a full range of expert services and products in the field of industrial asset optimization. The optimization takes two approaches: proactive maintenance – improving machinery working conditions – and predictive maintenance – diagnosing the defaults to plan maintenance operations. I-Care's specialities lie in vibration analysis, oil analysis, ultrasound analysis, thermography, dynamic balancing, and laser alignment by which it provides a complete reliability solution to clients. With around 70 engineers today, I-Care's goal is to set up a new standard of excellence in predictive maintenance and reliability among existing industries.

I-Care's growth in Europe was impressive. But we looked beyond Europe and continued our global expansion starting from Korea. The reasons behind our choice of Korea were the recent EU-Korea FTA and the very existence of Executive Training Programme in Korea. They were signs of Korea's commitment to opening its door to foreign investors.

The ETP program was an unbelievable opportunity for I-Care and me, enabling us to learn the Korean language and figure out its complex business culture. I had been nurtured with insights into the Korean industry and good relationships with potential partners and customers. Thanks to the combination of that program and the company development, I-Care is now ready to promote its machinery diagnosis activities wherever in the world including Korea. Currently, my focus



is to introduce our brand new and innovative technology called Wi-Care.

It is a wireless diagnosis system designed and built solely by I-Care from more than 10 years of industrial experience and five years of intensive R&D. It was developed to reduce maintenance costs and to monitor remotely, accurately and safely the vibrations and temperature in hard-to-reach locations and extreme conditions.

Today, I-Care Asia is in the starting bloc, ready to help Korean industry become more reliable and safer and reduce its maintenance costs.

For more information, please feel free to contact me. You can also visit our websites: www.icareweb.com or www.wirelessvibration.eu



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Country Representative, I-Care
ETP Korea 07

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EU Gateway Programme

EU Gateway Programme at a glance

Marking its 20th anniversary in Japan and its 5th birthday in South Korea, EU Gateway always succeeded to push its performance limits and go beyond the initially set targets constantly adjusting to the dynamic market trends and needs. EU Gateway Programme is an EU-funded initiative helping European SMEs to establish long-lasting business collaborations with Japanese and Korean companies.

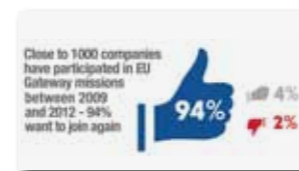
At a glance, the current program phase runs over six years (2008-2014), focusing on four technological sectors: environment and energy-related technologies, information and communication technology, healthcare and medical technology, construction and building technology; and two design sectors: fashion design and interior design.

On the South Korean market, the program aims to support up to 80 EU companies each year with in-country Business Missions in two technological sectors: environment and energy-related technologies, and healthcare and medical technology. Each Business Mission includes coaching the participating companies, organizing one Business Week in Korea, business matchmaking with Korean private sector representatives, meeting potential business partners, and follow-up coaching in Europe.

Past results and future goals

Publicly funded-programs are alike fine wines, these can be appreciated only over time as the good ones become

even better with the years. EU Gateway is one of the elite EU initiatives that with each new maturity stage having reached higher levels of excellence. With a portfolio of 30 business missions to Japan and 15 business missions to Korea successfully organized, EU Gateway has fruitfully accomplished its duty.



Since 2009 till present, about 1,500 companies from 27 European countries joined EU Gateway's missions. Furthermore, 94% of participants expressed their will to enrol again in the program.

Talking about program results in financial terms, to date, 97% of participants reported significant increase in their sales distribution figures. In addition, over 40% of EU Gateway's attendees experienced revenue growth following the sector-related business missions.

Through its outstanding performance, EU Gateway's future looks promising and long lasting. At present, the program is being piloted to Singapore-Malaysia and Singapore-Vietnam aiming to create EU business avenues in South East Asia. More information about this new EU-funded initiative is available here: www.businessavenues.eu

5 years of business opportunities for European and Korean business

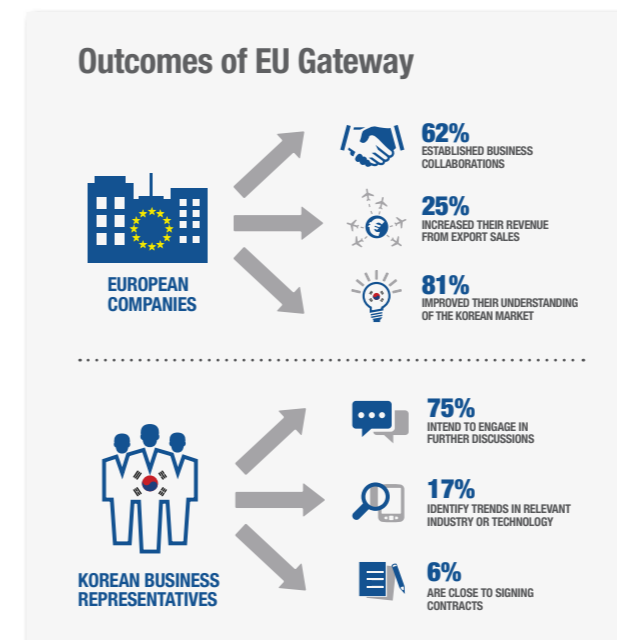
Present on the Korean Market during the last five years, EU Gateway became a trade mark matching successful business partnerships between European and Korean firms. With a track record of 15 business missions involving 430 EU companies reaching out to 7,500 Korean stakeholders, the program became one of the main business platforms fostering economic cooperation between the two markets.

Revealing EU Gateway's results from the Korean participants' perspective, 75% of the Korean business representatives expressed their intention to engage in further discus-

sions with the European participants, 17% identified trends in relevant industry/technology and 6% were on their way to signing business contracts.

Sharing some of the program outcomes, this time from the European perspective, 62% of the EU participating firms established business collaborations with Korean representatives, 25% state an increase in their export sales and 81% improved their understanding of the local market.

From a joint Korea-EU perspective: 94% of the Koreans and 95% of the Europeans joining the mission and attending the business exhibition days, express their overall satisfaction with EU Gateway.



Success stories from South Korea: AESKU

Active in over 80 countries around the world, listing more than 140 diverse products and more than 115 employees, Aesku is well known as a "made in Germany" brand in the field of autoimmune diseases research. The company saw its first days back in 2000 when Dr Torsten Matthias, a recognized scientist with more than 20 years of expertise in autoimmune disease research decided to fund Aeskulab.



Diagnostica, counting five employees and developing its first products.

Looking for opportunities to expand their business presence on Asian markets, Aesku joined the EU Gateway business mission to Korea for healthcare and medical technologies in 2012. Their active participation during the business week resulted positive outcomes gaining a clear understanding about the economical, regulatory and cultural factors for doing business in Korea; and establishing local contacts and designed their business strategy for entering the Korean market.

One year later, Aesku continues to build their local presence based on the EU Gateway business mission results registering considerable increase in export sales to Korea and establishing solid business collaborations.

The Korean market remains young and unexplored in the field of autoimmunity in vitro diagnostics, laboratory equipment and reagents. Now that the first steps to enter the Korean market have been made, Aesku is confidently looking forward to establish a long lasting local business presence.

More success stories on the Korean market are available here: www.eu-gateway.eu/success-stories

Upcoming Business Missions:

- Healthcare and Medical Technologies
Korea: March 10-14, 2014
- Environment and Energy-related Technologies
Korea: June 9-13, 2014

More information about the program, participating companies and future business mission can be found under EU Gateway website: www.eu-gateway.eu
Contact: contact@eu-gateway.eu

Education, Research & Innovation Programs

Erasmus+



Recently the EU made a clear action to boost the competitiveness of the European education system and its students. It has also been regarded as a major tool to tackle serious un-

employment rates in Europe. In relation to this initiative, the European Commission upgraded the former Erasmus mundus program to "Erasmus Plus". It is a new EU program for education, training, youth and sport that will invest €14,884 billion from 2014 to 2020.

Erasmus+ brings together seven existing EU programs in the fields of education, training, and youth aiming to boost skills and employability, to modernize education, training and youth work. It will also, for the first time, provide support for sport by developing the European dimension for grassroots sport in line with the EU work plan for sport. As an integrated program, Erasmus+ offers more opportunities for cooperation across the sectors and is easier to access than its predecessors, with simplified funding rules.

The program related to education consists of various mobility projects for learners and staff in higher education and vocational education and training (VET), mobility projects for staff in school education and adult education, Joint Master Degrees, knowledge alliances, and sector skills alliances.

For the youth groups, large-scale European Voluntary Service events, mobility projects for young people (Youth Exchanges and European Voluntary Service) and youth workers, meetings between young people and decision-makers, and capacity building programs are to be provided.

The newly added scheme on sports includes projects related to building collaborative partnerships and hosting non-profit European sports events. In addition, Erasmus+ supports actions to strengthen the evidence base for policy making (studies, data gathering, surveys, etc.), to promote the dialogue with relevant European stakeholders (the EU Sport Forum, conferences, meetings, seminars, etc.) and policy dialogue among Member States (EU Presidency events). These actions will be implemented by the European Commission either directly or through the Executive Agency.

Erasmus+ will provide increased opportunities for cooperation and mobility between the EU and Korea. In addition to around 2 million student exchanges within Europe, Erasmus+ will enable 135,000 students and staff to move between Europe and the rest of the world. This means that Korean students and staff will be able to benefit from an Erasmus+ experience in Europe and European students and staff can apply for a grant to spend part of their studies or training in Korea.

For further information, the new website for Erasmus+ with specific field of projects can be found at http://ec.europa.eu/programmes/erasmus-plus/index_en.htm

Horizon 2020



private investment that this money will attract. It promi-

ses more breakthroughs, discoveries and world-firsts by taking great ideas from the lab to the market. By coupling research and innovation, Horizon 2020 is helping to achieve this with its emphasis on excellent science, industrial leadership and tackling societal challenges. The goal is to ensure Europe produces world-class science, removes barriers to innovation and makes it easier for the public and private sectors to work together in delivering innovation.

Horizon 2020 also supports SMEs with a new instrument that runs throughout various funded research and innovation fields, so it should be easy for SMEs to find opportunities in many calls. Among various programs of Horizon 2020, EU provides funding opportunities for the Korean researchers and research institutes under international research cooperation scheme. Korean researchers and organizations could form a team, partnered with other European research groups, and apply for the project funding. In addition, there are mobility program that allows Korean researchers to spend several months at the organizations in the EU Member States.



For more information:

<http://ec.europa.eu/programmes/horizon2020/>

<http://ec.europa.eu/research/participants/portal/desktop/en/funding/index.html>

New Creative Europe Programme 2014–2020



MEDIA, MEDIA Mundus and Culture programs, formerly known as a funding program for the audio visual

& cultural industry will be replaced with Creative Europe Programme from this year. With a total budget of €1.4 billion (2014–2020), Creative Europe represents a budget increase of 9 % compared with the previous programs. Built upon the successes of the previous programs, Creative Europe aims to further strengthen cross border cooperation between the creative sectors within the EU and beyond. Through Creative Europe the cultural and creative sectors will contribute to cultural diversity as well as to growth and jobs in Europe in line with the "Europe 2020 Strategy" for smart, sustainable and inclusive growth.

Creative Europe will continue to address the audio-visual industry through the MEDIA sub-program and the cultural sector through the Culture sub-program. For the MEDIA sub-program, there will continue to be funding for training, development, distribution, sales agents, promotion (markets and festivals) and for cinema networks.

As a part of the Multiannual Financial Framework (MFF) which sets limit to the overall budget of the Union for the period from 2014 to 2020, the budgetary allocation is agreed to be at least 56 % for the MEDIA sub-program, at least 31 % for the Culture sub-program and maximum 13 % for the Cross-sectorial Strand. The Cross-sectorial Strand will include the Guarantee Fund, the support for Creative Europe Desks which will replace MEDIA Desks and Cultural Contact points as from 2014 as well as the support for transnational policy cooperation. Specific cross-sectorial actions will also be progressively introduced.

For application and call for proposals:

Please check the Creative Europe website at

http://ec.europa.eu/culture/media/index_en.htm.

Interview with OHIM's President: António Serge De Pinho Campinos



**António Serge De Pinho
Campinos**

President of OHIM

Mr Campinos has been the IP commissioner and president of the Directive Council of the National Institute of Industrial Property (INPI) of

Portugal since 2005. He has also been the chairman of the Administrative Board of the Office for Harmonization in the Internal Market (OHIM) since November 2007. From 2005 to November 2007, he was the head of the Portuguese Delegation in the Administrative Board.

With regard to the World Intellectual Property Organization (WIPO), he is the chairman of the Ad Hoc Working Group on the Legal Development of the Madrid System for the International Registration of Marks and the head of the Portuguese Delegation at the WIPO General Assemblies. He is also the head of the Portuguese Delegation at the Administrative Council of the European Patent Organization (EPO) and was the chairman of the Working Group on Industrial Property at the Council of the European Union during the Portuguese Presidency (from July to December 2007).

Before joining the Portuguese National Institute of Industrial Property (INPI) as a trademark director (2000 to 2005), Mr Campinos was the assistant to the Secretary of State, the assistant to the minister of economy and innovation (1998 to 2000), a legal expert at Bank Caixa Geral de Depósitos (CGD)/Caixa Geral de Aposentações (1995 to 1998), a professional interpreter specialization training at the European Parliament (1993) and a professional trainee at the Cabinet of the President of the Court of First Instance of the European Community (1992).

CTM	Community Trade Mark
ECAP III	EU-ASEAN Project on the Protection of Intellectual Property Rights
JPO	Japan Patent Office
KIPO	Korean Intellectual Property Office
OHIM	Office for Harmonization of the Internal Market under the EU
RCD	Registered Community Design
SAIC	State Administration for Industry & Commerce
USPTO	United States Patent and Trademark Office
WIPO	World Intellectual Property Organization



Can you briefly tell us about OHIM and its focus on SMEs?

The EU's 2020 growth strategy recognizes that Europe's future is connected with its power to innovate. Innovation and creativity are the keys to European growth, and SMEs are an important driver of that innovation. They represent 99% of all businesses in the EU; there are over 20 million of them at the moment and they contribute to more than half of the total value added created by businesses in the EU. We offer them the protection of the CTM and the RCD, which is valid in all 28 EU member states, for the fruits of their innovation and creativity.

We've put considerable effort into improving the quality of our service for our users, the majority of whom are SMEs and who want things like timeliness, consistency, predictability and a high degree of quality in their interactions with our office.

We noticed that KIPO joined OHIM this June to integrate Korean trademark data on TMView. How will this integration benefit companies in general and Korean companies in particular?

TMview is a constantly growing database of over 20 million marks, and we are very much looking forward to the KIPO integration which will further strengthen the database for EU and non-EU users. It's currently available in 27 languages and updated daily, it allows users to search trademarks from the participating offices quickly and easily. It's useful for examiners and applicants alike.

KIPO's integration will allow EU users to search Korean marks and Korean users to search EU and other marks. It puts trademark information from all the participating offices directly in the hands of Korean users, and it's free and easy to use. It allows applicants to check to see if their trademark is available, and also to take a look at what others are doing in the marketplace. TMview is now a global tool, and KIPO's integration will mark a major milestone for its development.

President Park Geun-hye's Administration is putting much emphasis on the new "creative economy" paradigm to promote economic democratization and focus on SMEs. Can you give us a brief overview of the OHIM programs that may benefit SMEs in Korea?

President Park's work is very much echoed by what's going on in Europe. SMEs represent 99% of all businesses in the EU. As I outlined earlier, SMEs are an important focus of our efforts in OHIM. One way that we help them do their business is through our tools—and that very much goes for Korean businesses as well.

One very practical example I can give you is TMclass, along with TMview, which I mentioned earlier; it's one of our "flagship" tools. It's our online goods and services classification tool, and it contains data from every single EU national and regional office, plus OHIM, as well as the USPTO, WIPO, Turkey, Japan, Switzerland... and of course, Korea.

It's available in 26 languages—including Korean—and it also incorporates Taxonomy, a hierarchical system of classifying goods and services based on the Nice classification. This has obvious benefits for Korean SMEs. Taxonomy is simple to use, and very intuitive; its integration into TMclass is a

big step forward, and allows Korean users, even if they're not intellectual property (IP) professionals, to clearly and easily check goods and services classifications in their own language.

How might the new observatory serve the fight against counterfeiting, in particular with regard to Korea?

The Observatory is a platform-based body which brings together public, private and civil society stakeholders in the fight against counterfeiting and piracy. Since its transfer to OHIM, in June 2012, it has become a department within our office.

The Observatory works in a number of ways: it carries out studies on the importance of IP and on public awareness of IP in the EU, it works to provide policy makers with reliable data on the importance of IP and the scope and impact of IP infringements, it builds tools to assist protection and enforcement, it organizes knowledge building events and seminars for enforcement professionals and the judiciary and gathers best practices from the public and private sector alike to help in the fight against counterfeiting and piracy in the EU.

KIPO, of course, is carrying out a wide range of activities in terms of public awareness, which is something that we are doing too in the context of the Observatory. KIPO's work, including public campaigns across multiple platforms, is very much echoed by what the Observatory is doing through the IP Toolkit, launched by the Observatory to aggregate public awareness campaigns across the EU.

Korean enforcement experts could certainly participate in the Observatory's knowledge building events for enforcement professionals; past events have attracted non-EU experts to Alicante, Spain to share knowledge and information. We would also welcome information sharing and research sharing between the Observatory and Korean authorities.

What is OHIM's vision in today's field of trademark and industrial designs? What are OHIM's future plans in Asia?

We are working with our EU IP national and regional office

partners to build and develop the European Trade Mark and Design Network, to help harmonize the IP landscape in Europe. This is the vision of our Strategic Plan and the focus of a good deal of our efforts.

Through the Network we are providing state of the art IT tools for EU national and regional IP offices, which help to harmonize working methods across the EU. We are also jointly engaged in fostering convergence of practices through our Convergence Program projects.

Through the ECAP III Phase II program, which OHIM implements, we are working with ASEAN to contribute to the strategic goals in their IPR Action Plan 2011/2015. This involves us working across Administration and Enforcement frameworks to help deliver quality registration services and enhancing enforcement of IP rights. We also work together in enhancing the legal and policy frameworks, enabling ASEAN countries to participate in global brand protection systems.

In terms of Brand Development, we work together to help to improve the capacity of the productive sector in ASEAN countries, particularly SMEs, to boost their brands by using IP as a development tool. We also work in the framework of regional integration and collaboration, aiming to add to IP integration within the ASEAN region, and strengthening IP collaboration among ASEAN member states.

We also work closely with KIPO through the TM5 grouping – KIPO, OHIM, USPTO, SAIC and JPO collaborate in this forum - which brings the offices responsible for over half the world's trademarks together to work on projects which jointly benefit our users.

In January, the New EU-China Cooperation on Intellectual Property Rights was officially launched in Beijing. OHIM is the implementing agency for IP Key, the EC's instrument to provide support to the EU-China IP Dialogue and co-operation activities with China. OHIM has set up a technical expertise team in Beijing, which will work alongside a team based in Alicante, Spain. The European Patent Office is OHIM's partner in this project.

TIPA in Korea Trade-related IPR Protection Association

The Trade-related Intellectual Property Rights Protection Association (TIPA) was established in December 2006 in order to protect corporations as well as consumers from IPR infringement. With Korea Customs Service (KCS) as its competent authority, TIPA operates to improve the IPR protection environment in close cooperation with relevant authorities and government agencies. Amongst numerous activities it carries out, TIPA accepts infringement reports, provides training for customs officials to discern counterfeit goods, analyses trade data, and supports enforcement efforts by authorities. In addition, TIPA's responsibilities have expanded to include reporting the violation of design and patent rights from July 2013,

Major corporations in the fashion, automobile, and electronics industries have joined TIPA membership, and we work together with the Korea Customs Service to protect IPR during customs clearance. Furthermore, TIPA tries to come up with various methods to fight resilient counterfeit black markets. We will continue fulfilling our mission to increase consumer's awareness and eventually help industries stay protected from IPR violations.

TIPA Workshop to Protect Intellectual Property in 2013

To strengthen public-private cooperation in the IPR field, "The 2nd Private-Public Cooperation Workshop for IPR Protection" was held on December 13, 2013 at Hotel Ramada,



Songdo. Organized by the KCS and TIPA, and co-hosted with Incheon Main Customs, the workshop offered a rare opportunity to introduce IPR protection activities by KCS, TIPA, and customs offices, to share opinions on enforcement activities, and to tour through Incheon Main Customs. More than 80 IPR experts attended the workshop and expressed deep interest in IPR issues in Korea. In particular, officials from the field presented valuable first-hand knowledge on the IPR protection activities.

Presenters

- Won-Seob Kim, Incheon Main Customs
- Young-Ki Kim, Incheon Main Customs/Investigation I
- Young-Seob Seo, Korea Customs Service/Passenger & Simplified Clearance Division
- Sang-Woo Wee, TIPA
- Joon-Seo Lee, Kim & Chang/Patent Attorney
- Seung-Cheol Shin, PGS

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Safety Conference

Safety in the workplace is one of the most important topics in business dialogues as expectations of safety performance rise quickly against actual performance, let alone the fact that the life and well-being of a human is of vital importance.



Courtesy of David Turberfield, ERM

Spurred by the keen interest in safety performance, expressed by corporations and the Korean Government, the ECCCK Corporate Social Responsibility (CSR) Working Group prepared an event where corporate executives, experts, and government officials could exchange best practice examples and ideas.

The Safety Conference was held on November 28, 2013, and was co-hosted by the Korea Chamber of Commerce and Industry's (KCCCI) Business Institute for Sustainable Development (BISD) and the ECCCK. The British Chamber of Commerce in Korea (BCCK) and the Korean-German Chamber of Commerce and Industry (KGCCI) supported promotion activities, while ERM Korea and Pilz Korea generously sponsored the event.

The conference mainly focused on chemical safety, which had been of great interest among the government and the public after a number of toxic gas leaks in past years. The introduction of a new Chemicals Control Act also raised the visibility of the subject. The conference saw expert presenters and panellists from government, business, and academia, while attracting more than 80 participants in related fields.

In addition to their sponsorships, ERM and Pilz Korea contributed articles to *ECCCK Connect* in the following pages. Peter J.H. Kim briefly reviewed operator behaviour as a main cause of industrial accidents, while Brian Kraus focused on how to improve HSE performance. Mr Kraus's article provided the basis for David Turberfield's presentation at the November conference.



Presenters & Panellists

- Sanghoon Kim, Deputy Director of the Chemical Safety Task Force, Ministry of Environment.
- Kyoung-Seok Choi, HSE Manager, Solvay Silica Korea
- David Turberfield, Asia-Pacific Managing Partner, ERM
- Hyuck-Myun Kwon (PhD), Senior Director, Ulsan Office, Korea Occupational Safety & Health Agency
- Yongmin Cho (PhD), Research Professor, Korea University
- Steven Devereaux, Lead Professional, Samsung Fire & Marine Insurance
- Peter J.H. Kim, Managing Director, Pilz Korea

Human Factors in Safety

Half of all fatal industrial accidents can be attributed to operator behaviour.

One human action in every thousand may cause an error that can comprise the safety of personnel. Such critical situations occur under time pressures, perhaps because the whole process needs to be stopped to rectify the fault on a plant. Defeating an interlocking device can also be included here, when the complex procedure of restarting the plant can be avoided by removing a part that has become stuck during operation. Scientific studies show that half of all fatal industrial accidents can be attributed to operator behaviour!

Fatal industrial accidents are just the tip of the iceberg; they will generally have been preceded by a high number of less serious accidents. That's why the analysis of near misses is a key part of prevention in occupational safety. A significant portion (about 30-40%) of the cost of an accident can be avoided, if correct preventive measures are taken. One way to prevent industrial accidents and reduce accident costs is improving safety through constant training and consultation.

Sustained safety training is the best way to prevent a big accident in a company. Employees should learn to operate machinery, plants, and equipment safety through training which will also improve their productivity and quality. They also can benefit from various safety consultations, which include plant inspection, risk assessment, safety awareness, safe design, system implementation, and safety verification.

- **Plant Inspection** includes on-site inspection and subsequent evaluations and results. The inspector analyzes the workflow of the machines and the documented results can be used for machine optimization.
- **Risk Assessment** performs technological assessment of the machinery, based on national or global standards and

guidelines. The purpose of risk assessment is to evaluate and confirm risk in workplaces and clearly define measures to reduce risk factors.

- **Safety Concept** provides solutions to safely maintain the plant through the latest solutions compliant to national and global standards, based on the results from Risk Assessment.
- **Safe Design** can be most optimally achieved when integrated from the beginning of the project. Safe Design can be achieved while minimizing complexities of the machinery and the impact it has on cost and productivity.
- **System Implementation** is carried out by seasoned engineers who can quickly perform safety measures selected based on the results of Risk Assessment and Safety Design. Installation can be done while minimizing operation stoppage at the minimum cost, based on rules and standards.
- **Safety Verification** must be carried out to ascertain that the solution is satisfying the requirements. Safety Verification reflects Risk Assessment and Safety Awareness so the company must verify how safety verification is performed and on what standards is it based.

Pilz Korea is a total safety solution provider offering a range of safety products such as safety sensors, PLC, gates and buttons, as well as safety education and consulting. They offer regular training sessions for electrical, environmental, machinery issues and PLC. Also Pilz Korea provides the Certificated Machinery Safety Expert (CMSE) course – a global certification that supports expanding the ability of managers.



Peter J. H. Kim

Peter Jeong Hun Kim is the managing director of Pilz Korea, Ltd. Prior to joining Pilz Korea, Mr Kim worked for Doosan Heavy Industries & Construction and Rockwell Automation Korea. His expertise lies in the areas of electrical measurement, power generation, and manufacturing safety.



Transforming HSE Performance

Many of us who have interacted with senior executives from leading oil and gas companies over the last few years, on the subject of Health, Safety, and Environmental (HSE) performance, will have observed a marked shift in their engagement on this aspect of their business operations. At the time, there was a clear impression that HSE performance would have an increased impact on their businesses. Thus, many were taking material actions to secure a step change in their safety and environmental performance: hiring in respected mainstream operational personnel to lead their HSE function; investing in capacity/skills development for HSE professionals to increase their effectiveness in addressing the needs of the business; taking a hard look at the efficacy of established management and audit programs (too much paper, not enough behaviour); investing in information management systems; and, critically, setting out quite serious initiatives to reduce accident statistics (especially focused on fatalities and contractors' activities) and delivering meaningful reductions in their environmental footprints.

Underpinning all of these actions was a clear sense that substantial, very well intentioned activity and investment on HSE aspects in the business was not hitting the mark and yielding too little return in terms of performance improvement. The need for approaches which will secure a step-change in performance on the front line in the global oil and gas industry has never been greater.

Our perspective on improving safety and environmental performance

It is broadly accepted that accidents have their origins in behavioural dynamics and that the linkage between behaviours of front line operational personnel (including design

engineers) and the behaviours of their leaders up and down the line is well understood. Sustaining world-class HSE performance requires:

- Leaders from the front line to the C suite to be both sincerely motivated to address safety and environmental aspects and skilled as leaders if they are to be effective in causing those who are accountable to them to behave in a way which will avoid accidents and incidents.
- Robust behaviour and performance outcome focused mechanisms/systems in place which support the achievement of these ends.

Maintaining a stable body of performance outcomes and the conditions that give rise to these in a vibrant, hazardous and complex operation, while working in an increasingly challenging economic environment, requires leaders to exercise real skill on the job. Delivering a positive step change in performance requires much, much more.

Delivering change is challenging

Delivering significant improvements in performance depends on the extent of antipathy in the organization towards the status quo. A real desire for change is critical for the successful deployment of improvement initiatives, but is not sufficient by itself. The right intent, with the wrong approach, consistently leads to lacklustre results (at best a transient emotional engagement by leaders in addressing safety and environmental aspects on the job), frustration for those engaged in driving the initiative and often cynicism amongst those who have been targeted by the effort.

Successful, sustainable organizational transformation requires a delicate balance of strong leadership, deep personal engagement across the organization, together with robust and rigorous processes engineered to yield appropriate behaviours in each and every operational setting. Establishing a set of conditions which will cause meaningful change is very challenging. With the right vision, depth of commitment and the right approach, it's also highly achievable. There is nothing new in all of this. The fundamentals of successful programs to deliver organizational and operational trans-

formation are well documented. But there are important lessons to be learned from the myriad of failed attempts to transform HSE performance across large and small organizations. Here are some of the more important lessons we have learned from our experience of working with organizations and their leaders on delivering and sustaining step changes in their HSE performance through our work in this field over a period of a decade or more.

Stay out of the clouds. There have been countless, incredibly expensive well-intentioned HSE transformational programs that have failed to deliver any meaningful improvement in performance because of their top-down orientation. Accidents, environmental incidents and major non-compliances happen on the ground and all have their origins in behaviours on the front line. Compliance assurance and incident prevention programs will be successful only to the extent that they impact behaviours on the front line.

Leaders need to WANT it to be different. Very few transformational programs deliver results unless leaders get to the point where they really want it. It's not enough for them to "buy into" someone else's idea. So, carefully build a watertight case for change which creates an imperative for action. Don't make it conceptual; it will be credible if it's data-driven and field-focused. They need to literally see how current at-risk conditions and behaviours imply real vulnerability and you need to help them understand that they will need to change their own approaches, the culture they create within their teams and the processes they employ.

People don't really change, but their behaviours can. Enhancing safety and environmental performance is mostly about getting leaders to care more that they have been doing AND getting them to use their innate capacity for engaging their people to act according to their will to drive HSE performance. It's the only way they know.

There is no such thing as improvement without change... in people's behaviours. If people aren't acting differently then your results won't get any better. Behaviour = Thought plus Action. So, if your established management systems, communication mechanisms, organizational arrangements,

audit programs and the like aren't deliberately designed to deliver behavioural change (causing people to think differently so they act differently) then you are probably getting little or no value from them. That's not acceptable.

Travel upriver and use the bridge that's already there, rather than trying to build a new one. Don't waste time (and other people's energy and money) setting up new communication channels, meeting venues, designing processes and approaches, audit programs when there are established vehicles which you can use, though they may need to be re-focused so they are delivering real change.

Each and every team has its own culture. You encounter great teams in deeply dysfunctional organizations and lousy ones in the best companies. Performance of a team depends on the quality of leadership at the team level. Safety and environmental performance depends on (a) how effective the team leader is as a leader and (b) the extent to which they really care about their people. Organizational leaders can take actions to modify both - quickly.

People don't really listen to what their leaders tell them. They respond to their actions and especially their reactions.

Smart people do stupid things and so does everyone else. Lots of serious accidents have their origin in what seem to be mindless actions by individuals. The truth is we all do stupid things, but especially when we are fatigued, when we have issues at home and so on. So build strategies, which will allow you to recognize when people are more likely to do stupid things and change the plan!

Brian Kraus is a Partner at ERM and heads up the company's Global Performance and Assurance Practice. Brian specializes in the design, development and deployment of large-scale Health, Safety, and Environmental (HSE) management, auditing and verification programs and initiatives to drive rapid transformations in HSE performance. He is a graduate engineer with a MBA from the London Business School. He previously worked in industry and as a strategic management consultant.

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Gwangyang Container Port



Hwayang District



Gwangyang Bay Area Free Economic Zone



Interview with GFEZ Commissioner Hee-Bong Lee



Established in October 2003, the Gwangyang Bay Area Free Economic Zone (GFEZ) has grown to be Korea's leading business area that effectively targets the thriving Northeast Asian market. Located at the centre of the marine logistics of Northeast Asia, halfway between China and Japan, the GFEZ was launched with a mandate to attract foreign investment and to become the best hub of cargo trans-shipment in the region. After 10 years, the GFEZ has attracted 147 firms - including 44 foreign invested companies with a cumulative investment worth US\$ 12.7 billion and has created 30,000 new jobs over an 86.4 km² area that covers four major cities.

Such an impressive result makes the GFEZ a model case for success among the eight free economic zones in Korea. However, the GFEZ is stepping up its efforts for further improvement. In March 2013, it announced the "2020 New Vision" in which it set the ambitious goals of attracting investment of US\$25 billion, creating 240,000 new jobs, and attaining the gross regional product of 180 trillion won (US\$165.6 billion) by 2020. For GFEZ's achievement, goals, and action plan, Commissioner Hee-Bong Lee shared his vision and expectations for the free economic zone.

What is the competitive edge of the GFEZ in terms of potential for future growth, compared with other special economic zones?

First of all, it's the location. Situated at the centre of Northeast Asia, the GFEZ has 51 cities with more than one million population within a 1,200 kilometre reach. The GFEZ uses the Gwangyang Port - the second largest port in Korea

- which accounts for more than 18% of the country's total cargo traffic. It is on the main maritime route that links Asia, North America, and Europe. The channel of the port is an average of 20 metres deep, thus large vessels weighing up to 300,000 tons can have access to berths. Indeed, the GFEZ takes the best spot for logistics and distribution centres.

Another definitive advantage is its comparatively low land costs. The price of industrial land in the GFEZ is approximately one-third of that of Seoul or other metropolitan areas such as Incheon or Busan. It will be of great benefit for companies during their initial settlement. The GFEZ also has easy access to road networks and railways. It is connected with the Suncheon-Jeonju expressway, the Mokpo-Gwangyang expressway, the KTX and other major railways, as well as national and local road networks.

Companies in the GFEZ enjoy a synergy effect due to proximity to Korea's major industrial infrastructure, as it is home to POSCO Gwangyang Steel Works - the world's leading steel producer - and Yeosu Petrochemical Complex which accounts for 56% of Korea's petrochemical market.

The rich local culture and many tourist attractions nearby are added benefits for companies in the GFEZ. Suncheon Bay, Hallyeoh Marine National Park, and Mt Jiri are easily accessible, offering residents a fulfilling experience year round. In addition, the GFEZ authority provides tax incentives, deregulation, and a support system especially for foreign investment companies.

Can you briefly describe the GFEZ's current development status?

The GFEZ is divided into 5 districts - Gwangyang, Yulchon, Sindeok, Hwayang and Hadong - which are segmented into 23 complexes. With our new vision, GFEZ 2020, we aim to build a world-class industrial and logistics hub, and the GFEZ authority is laying the foundation to realize this vision.



making all-out efforts to attract more businesses despite the global economic slow-down. Can you introduce the achievement so far and the plan for the future?

The GFEZ has attracted US\$ 12.7 billion of investment from 146 companies including 44 foreign invested companies, this has created more than 30 thousand new jobs since 2004. To increase container cargo to be handled at Gwangyang Container Port,

13.64km² of the Gwangyang District, which segmented to 6 complexes, has been developed to support comprehensive logistics, manufacturing, and global finance businesses. The Yulchon Industrial Complex I is being developed over an area of 9.17km² in Yeosu city. POSCO Gwangyang Steel Works and Yeosu National Industrial Complex are located in the surrounding area of the Yulchon Industrial Complex which supports new material, machinery and precise chemical industries. A special purpose company was established for the construction of the Yulchon Industrial Complex II which will bring cargo to the Gwangyang Container Port. Sindeok District is being formed as a supporting city with residential, medical, education and leisure functions. The first foreign school in Jeollanam-do is to be opened while 6,814 apartment units (92% of total units) have already been sold or rented. Hwayang District is developed as a tourism and leisure destination, where the golf courses of Gold Island have been built and marina and lodging facilities will be constructed. Galsaman Shipbuilding Industrial Complex of Hadong District, which is being developed to support offshore plant business, will be the home of Daewoo Shipbuilding and Marine Engineering (DSME) and the Offshore Test and Research Centre.

In sum, the development projects are being smoothly carried out, and all our wisdom and capacity is being employed to attract investments from home and abroad with the vision to build a world-class industrial and logistics hub.

It would not be too much to say that the GFEZ has been

we have carried out joint marketing campaigns with other agencies like provincial offices or the Yeosu Gwangyang Port Authority. The cargo volume reached 2.27 million TEU (Twenty-foot Equivalent Units) in 2013 - the highest volume ever. The development of the Yulchon Industrial Complex II, Hwanggeum and Sepung Industrial complexes are carried out smoothly as well.

Although the world economy is steeped with uncertainties, we will execute aggressive investment promotion activities whilst maintaining close ties with domestic and foreign economic organizations. To do this, we have reorganized the GFEZ authority along with functions and targeted regions to prepare tailored marketing strategies. Not only do we make an effort to attract more investment from domestic companies, but GFEZ will also expand its promotion operations for companies in Japan, the Great China region, Australia, Singapore, and newly emerging countries.

Ultimately, our goals by 2020 are to attract foreign investment of US\$25 billion (including FDI worth US\$2.5 billion), to create 240,000 new jobs, to generate 180 trillion won of Gross Regional Domestic Product - 15% of total domestic product - and to handle 50,000 TEU per year which will make the GFEZ one of the best logistics hubs in the world. GFEZ will create a state-of-the-art international business hub that will concentrate people, capital, and new industries in the most productive way possible. We hope you continue to support and help us for the development of the GFEZ.

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Flowing Alleys is an integrated cultural project to re-illuminate the value of Hanok (Korean traditional housing) in the Seochon area and to restore an aspect of Korean culture that transcends generations.



Jaewon Choi, the director of 'Flowing Alleys' hopes to absorb the values beyond social class, age, and language through Seochon alleys. These alleys survived the stream of time, and the current generation can talk about and relive the past.



Please tell us about the 'Flowing Alleys' project.

Flowing Alleys was promoted to inject new life into Hanok and the narrow alleys they line, as well as to renew their cultural potential. In other words, the project pursues rediscovery of Hanok as a hybrid space combined with media art such as exhibitions and concerts instead of treating Hanok as a simple cultural asset or architectural style. Flowing Alleys is also an integrated, cultural art event based on spatiality. It emphasizes the value of urban Hanok that survive in a modern city and evolved along with modern life. I think it is important to reinterpret Hanok and alleys as places where we have lived and are living in rather than as traditional and stylized cultural treasures.



decided not to run away. No one was going to do it if I don't. And now I believe 'Flowing Alleys' is the project that beautifully represents discourse and is a role model of the sharpest contemporary art. The second reason is remorse and consciousness I discovered when I participated in a debate concerning the house of Yi Sang, a famous Korean poet from the early 1930s. Last is when my grandmother passed away. I realized there is no cultural medium to remember her and communicate with her in her afterlife.

Communication and cooperation with local residents are very important for this project. How did they respond when you first proposed 'Flowing Alleys' to the

people living in Seochon?

What I faced was how residents denied the 'Hanok' they are living in and treated it differently from the expensive Hanok built by the nobility or architects. I expected it somewhat, but not to that extent. It feels rewarding when residents break from conventionalities and typical behavior and find true value and meaning through Flowing Alleys.

Residents introduced their own houses (Hanok) to participants. How were their ideas of Hanok changed through the project?

Residents experienced a process of newly perceiving and discovering the story and the value of Hanok in the perspective of an observer by introducing their houses as curators. They come to understand housing is not a simple possession with economic value and trade power. Through this unaccustomed process, Hanok is reinterpreted and newly presented as a different place through feedback from audiences. It's like a

baby that is learning to take their first step... We are beginning to talk about a life that we have been neglecting but that could be respected through words and meanings. It is not just a trivial change to talk about Hanok in a different way from expensive Hanok of the nobility. Like stories about when a swallow built a nest and how the youngest daughter living in Sarang-chaе played in the yard.

Valley Narrated Silent Film Screening held at Suseong-dong Gyeongok by Inwangsan attracted a lot of attention. What program was it and what did you want to mention about Flowing Alleys through this program?

One thing I worried about as I organized Flowing Alleys was the active role of culture and whether or not it could be shared to understand then experiences of each different generation. The program for Valley Narrated Silent Film Screening included the silent film, 'A Prosecutor and A Teacher' produced in 1948 along with the narration of Youngjun Choi at Suseongdong Gyeongok in Inwangsan where Okin Apartment used to be located. It was co-sponsored by Korean Film Archive and 'Body-City Forum' which also supervises Flow-

ing Alleys. For the first year of Flowing Alleys in 2012, Valley Narrated Silent Film Screening was held at the renovation site of Chebu-dong Hanok with the dubbing of the narrator's voice during his best days. At this year's Flowing Alleys, we succeeded in performing actual narration. Silent films and the illusion of Seoul before the war are quite unfamiliar to the younger generation. I thought that media could solve this issue. I thought about the kinds of cultural media that all generations could enjoy and its role when I organized Valley Narrated Silent Film Screening. Culture is one thing that can make people realize and understand that everyone is different. I like to emphasize that I am interested in social roles and in the rediscovery of culture, not revivalism. What aspects of culture in Korea can be enjoyed and shared by three generations?

'Flowing Alleys' consists of various programs. What other programs are there besides 'Valley Narrated Silent Film Screening'?

Hanok Beam Raising Ceremony is an actual ceremony and not a staged show. Followed by last year's 'Orakdang' ('en-





joyable language house') Hanok, the ceremony at 'Songin-jae' Hanok was held this year. These ceremonies are especially impressive because each house has its own meaning and name according to the shape and circumstances of the house. The first ceremony was held at Professor Robert J. Fouser's house, 'Orakdang'. I was very touched by the fact that Professor Fouser made a speech about the meaning of 'Orakdang'. Professor Fouser said that his relationship with Korea is the same as his relationship with language. And that's why he named the place 'Orakdang'. I believe many other people listening to his speech must have felt the same way. 'Orakdang' is breathing and living with us as a part of the Hanok scenes in Chebu-dong. That's the 'culture' of Flowing Alleys.

As a curator of the Flowing Alleys exhibition, I asked each artist to figure out the spatial factors, characteristics and the sense of location in a Hanok. The purpose was to bring out

new meanings through the context of Hanok and its sense of location rather than giving definitions in advance or limiting them. The Flowing Alleys Exhibition was intended to express architecture as not a simple background for exhibiting objects or as a space provider, but an environment in which artists actively interpret and communicate to create works that can produce different meanings. It is also introspection on the white cube as a modern exhibition style. I wanted to revive the Hanok as an interface that communicates with us by giving new life through keen interpretation of the artists and the curator of the same era and the process of composition. I also wanted to point out that the exhibition was meant to be viewed while sitting as a Hanok has a unique sedentary culture unlike western houses or exhibitions. 'Flowing Alleys Evening Walk' is a program composed of discussions among artists, a curator's description about the exhibition, and an evening walk through Hanok alleys. All artists shared how they interpreted Hanok and how their works came to-

gether inside a Hanok. It was also an opportunity to honestly talk about the collaboration process between artists and the curator. I wanted to create a space for conversation with audiences through art. 'Evening Walk' was much more satisfying than I expected and it received a positive response from the participants. We went for a walk in alleys lined with Hanok. It was beautiful and overwhelming, really. Looking around and sharing in the most natural and comfortable way is the culture of Flowing Alleys.

Flowing Alleys Symposium was held at Seoul Museum Auditorium as the very first event of Flowing Alleys. The CEO of Studio GAON, Hyeongnam Yim gave a presentation about alleys in Ipjeong-dong under the theme of 'Alleys, the Background of My Mind'. His drawings showed the alleys and the neighborhood from his memory. Junggoo Cho, the head of GUGA, told a story on the topic of 'Alleys and Lives of Seoul'. He conducted a survey to find out the process through which alleys and shapes turn into the architectural design of Hanok. Robert J. Fouser also told an honest and reflective story about how his experience as an undergraduate in Michigan University and his awareness about the importance of the preservation of historic backdrops, led to his activities now. It was absolutely priceless to hear his confession. He said he realized how important it is to go beyond the idea of good and evil regarding development and find the third way through culture, in order for us to have hopes and form a so-



ciety. I made a speech on the purpose of organizing Flowing Alleys. There was also a program for visiting Hanok located in Seochon, Bukchon, and Ikseon-dong. And the Flowing Alleys Concert wrapped up the project.

You mentioned through SNS that 'Flowing Alleys' started with 'words' and ended with 'music'. What is 'word' and music' in relation to 'Flowing Alleys' and why did you connect these two together?

Flowing Alleys began with a critical consciousness to change our minds and learn from the project. It doesn't mean that critical consciousness is the main point and that I am using this event as a tool. I don't know if it is the right expression for this interview but I do what my heart tells me to do and I fully engage my mind in curating. It is important to give a realistic answer for critical thinking through the symposium. Other indescribable melodies and thoughts should be left in the form of music. That's why the last program of Flowing Alleys is a concert. The Flowing Alleys Concert was a traditional music concert that was held at the back courtyard of a Hanok as the sun was setting and the day intersected with night. Isn't it funny to compare the sound of a geomungo with a contrabass or the tone of a harp with a violin? I just hope to listen to traditional music in a space where actual instruments were placed and played instead of a philharmonic orchestra. I am not trying to force tradition or avoid western music. Basically, I think the fusion of traditional Korean music needs more creative conflict with harmony rather than blindly following orchestra formation and repertory. That would be one way to ruin Korean traditional music.

There were also exhibitions of Yikyung Kim (artist), Robert J. Fouser (professor), Viktor Jan (artist) and so on. I am curious how you wanted to review the relationship between Korean culture and art.

If the aspect and conditions of our lives differ, the act and meaning of art must also be different to us. For example, an urban Hanok that draws attention in Flowing Alleys is a type of Hanok remodeled to fit the lifestyle of modern cities while maintaining its traditional significance. It also exists as a residence that was constructed based on reducing materials and facility costs as well as intended to help the colonial people of Joseon who were forced to live in a

poor residential environment. At this time, circumstances led Western architectural styles and Japanese modern dwellings to become in vogue. Do you think a Hanok is Korean? Do you think of a Hanok as a traditional form of residence? In fact, the discussion on the Korean-ness of Hanok did not take place very long ago. In fact, we do not have much experience and knowledge about Hanok as a place of dwelling instead of as a cultural heritage and as a subject of observation. We probably have an obsession to take a conventional attitude about the tradition because of 'Hallyu' (a phenomenon referring to the increasing popularity of South Korean pop culture, particularly in music and TV dramas). To me, Korean culture is the very thing that we have been living with and experiencing. It's not something that you and I don't know. Is art an effective and interesting topic as a traditional concept within the technological environment in which we are living? Most of the myths that we consider or believe to be so-called arts are destined to collapse.

Many residents supported Flowing Alleys but there were some people who were against it.

What were the concerns?

I feel glad and thankful that a positive purpose and various plans are being actualized in Seochon and Bukchon through Flowing Alleys, but I understand that these neighbourhoods become increasingly commercialized and turn into tourist spots as their popularity spreads. I didn't meet anyone who directly opposed Flowing Alleys. Our community is in fact extremely sensitive to behaviour resulting from different stakes and power conflicts. I must acknowledge that this is the consequence of bad experience. What I would like to emphasize is that cultural art accompanies the possibility of liberation since it is an act of creation that makes new pies instead of sharing an existing pie. I believe that our villages and alleys should not turn into ghettos or become a battlefield between politicians and activists.

Many media outlets like major daily newspapers showed interested in the project. Why do you think Flowing Alleys is attracting so much attention?

I think the unique programs and contents of Flowing Alleys

can match with biennales. Bigger is not always good. The bigger the size of an event then the bigger the amount you must spend. I hoped Flowing Alleys to be as flexible and as natural as much as possible. What the media paid attention to was its interesting features. I just wish that more broadcasting networks and cable channels focused on the event through a more temporal perspective of narration so more people could be aware of Flowing Alleys. I will do my best to present a good event next year, too, then the media will show their interest naturally.

Will 'Flowing Alleys' continue? If so, what is the concept of Flowing Alleys for next year?

Flowing Alleys for next year will be comprehensively approaching Yongdu-dong, Ikseon-dong, Dongsomun-dong, and Seongsu-dong. It will clear the misconception that only Hanok in the Seochon and Bukchon are considered true Hanok. We will need more professional personnel and staff so I will prepare for the third Flowing Alleys edition through close cooperation with government organizations. Flowing Alleys aims for small but solid events based on spatiality but at the same time their organization requires a large amount of cooperation, networking and research. So if these things are not properly prepared, there will be moments when I will feel things are running on empty.

Lastly, among your many roles you are foremost an artist before being a director and curator. How does Flowing Alleys relate to your work as an artist?

I don't really care whether I am considered a director, curator, or artist. To me, all these roles blend together to become my works. I participated in Flowing Alleys as a director but many people told me this project itself is artistic and it seems that it has been directed by an artist. It may sound a bit extreme, but what distinguishes a director, curator and artist is how and in which field they are making a living. You don't question your existence and identity when you are creatively planning and making something with a critical mind. There is a biologist and philosopher named Humberto Maturana whom I deeply respect. I would like to answer this question with the title of the only book of his that has been translated into Korean: 'From Being to Doing.'

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Inauguration of National Museum of Modern and Contemporary Art, Seoul

Article provided by MMCA



In a long awaited moment among art and culture circles the National Museum of Modern and Contemporary Art, Korea (MMCA), opened the National Museum of Modern and Contemporary Art, Seoul (MMCA Seoul), to the public for the first time on November 13, 2013. MMCA Seoul will approach citizens as a familiar and inviting museum by leading public-friendly programs, and aspires to be a “comprehensive museum integrating the past and future in the present,” a “central museum for Korean art in enhancing global diversity,” and an “open museum inducing cultural development.”

MMCA Seoul, which was constructed in an extraordinary place where buildings from the Kingdom of Joseon period, the modern period, and the 21st century are all adjacent to each other in the same space, was conceived to embody a contemporary space where the past and present may co-exist; this design objective is reflected in its functional features. In particular, as the architecture of MMCA Seoul’s exhibition space possesses a floating and flexible flow, one can access the museum from any direction surrounding MMCA Seoul, and the garden space arranged all around the buildings is open for the benefit of the public.

To celebrate the inauguration of MMCA Seoul, MMCA presents five special exhibitions that anticipate the vision and direction of the new museum. Introducing artworks by approximately 120 artists in seven disciplines, the inauguration of MMCA Seoul constitutes Connecting Unfolding, an exhibition coordinated through international networks that aims to advance into the heart of Korean art and into the hub of the international art scene; The Aleph Project, which symbolizes the future of MMCA Seoul as a platform for communication and a fusion of diverse genres of contemporary art; Zeitgeist Korea, an exhibition interpreting and depicting the potential of Korean contemporary art within a historical context; Site-specific Art Project (Do Ho Suh, U-Ram Choe, and YOUNG-HAE CHANG HEAVY INDUSTRIES), which presents customized, large-scale site-specific installation works that fully utilize the museum’s spaces; and Birth of a Museum (Suntag Noh, Seung Woo Back, and Yangachi), a diverse and holistic photographic documentation of MMCA Seoul’s construction process.

A variety of film and performance programs will take place in conjunction with the inauguration of MMCA Seoul, and an array of customized educational programs will initiate dialogues with the public. MMCA Seoul will sponsor invitational

events for multicultural families, low-income groups, and student heads of households, and further offer a wide selection of educational programs, free admission to exhibitions twice per month, and interpretation services for visitors.

In addition to eight galleries, MMCA Seoul is equipped with a film screening theatre, a library, a multi-project hall, an audience participation education space, and multiple amenities (including an art zone, restaurant, cafeteria, food court, digital book café, and car park), reflecting its goal to act as a multicultural space that citizens may readily access in their daily lives.

Specifically for visitors who cannot easily visit MMCA Seoul during daytime opening hours, the museum will be open, free of charge, every Wednesday and Saturday from 6 p.m. to 9 p.m. MMCA Seoul will further implement an online reservation system to facilitate a pleasant viewing environment. Also, free inter-area shuttle buses connecting MMCA Seoul with MMCA Gwacheon and MMCA Deoksugung will operate four times per day for the convenience of museum visitors.

Meanwhile, in celebration of the historical opening of MMCA Seoul, Korean contemporary art pioneer Suh Seok and the

surviving families of Kim Yeongjung, Jeong Takeyong, Jeong Yeongryeol, and Song Soonam have expressed their respective intentions to donate a large number of artworks. In particular, Korean painter Suh Seok has proposed to MMCA the donation of approximately 100 major artworks encompassing his entire oeuvre by period; MMCA will present the anticipated artwork donations to the public at the conclusion of its collection consideration process.

Concurrent with the opening of MMCA Seoul, MMCA Gwacheon and MMCA Deoksugung continue to support their individual functions in accordance with their respective capabilities. MMCA Gwacheon started to further strengthen its role in art research, with the opening of the Art Research Centre on October 31, 2013, and will fortify the study of Korean art history by organizing a series of exhibitions that focus on the interpretation of Korean contemporary art history. In addition, MMCA Deoksugung, located in a historical palace preserving the history of the royal family, will present a series of exhibitions featuring domestic and overseas modern art.

For more information and exhibition schedules, please visit <http://www.mmca.go.kr/eng>

Regulation Watch

Korea to Overhaul Regulations and Fuel Foreign Investment in a Bid to Bolster Growth in 2014

Korea is making a determined effort to overhaul various administrative restrictions that have held back investments in the past, and is moving to introduce new rules aimed at drawing in more foreign business participation to help fuel growth in 2014. Such a drive comes as government policymakers, and the local business community, have called in unison to do away with unnecessary red tape and have vowed to implement policies and legislature to breath new life into the economy that has started to show signs of shaking off the lethargy of recent years.

Amendments to the Foreign Investment Promotion Act

According to the Bank of Korea, Asia's fourth largest economy is estimated to have expanded 2.8 percent in 2013 compared to the previous year with numbers likely to rise to 3.8 percent this year. Bearing in mind that foreign investment would be the key to boost economic growth, the central government had pushed the revision of the foreign Investment Promotion Act ("the Act"), despite reservations expressed by some opposition lawmakers. The bill was finally passed at the National Assembly, allowing sub-subsidiaries of the country's holding companies, that belong to conglomerates, to set up joint ventures with foreign companies without the former having to own a 100 percent stake in the new firm. The Act allows foreign firms to invest up to a 50 percent stake in the venture. Such joint ventures can be set up after the Fair Trade Commission determines if the prospective partners are qualified and are currently engaged in the same or similar business fields. SK Global Chemical Co., SK Lubricants Co. and GS Caltex Corp. have strongly supported the revision as Japanese companies expressed their willingness to invest in new oil refineries in Ulsan and Yeosu. The deals are expected to attract 2.3 trillion won (US\$2.16 billion) in new investments.

Deregulation

- On the deregulation front, President Park Geun-hye said in her first press conference this year that her government would approach the issue from scratch, signalling that getting rid of redundant and outdated restrictions is vital for reviving the domestic economy and, in particular, the country's weak service sector. Streamlining restrictions is critical if South Korea is to make headway in five key sectors – where the country is believed to have great growth potential – that encompass health and medicine, education, tourism, software and financial services. The government said in regard to deregulation that the goal is to transform the system into one based on the norm of "negative restrictions." This means only actions that are specifically restricted by law will be barred, with the rest being permitted. Seoul has said a special taskforce will be set up to follow through on measures that can be taken to get rid of red tape as well as to provide "one-stop" services for foreign businesses wanting to enter these service sectors.
- Other administrative guidelines that have received flak for holding up business restrictions, such as the ceiling imposed on setting up and expanding businesses in Seoul, Incheon and the surrounding Gyeonggi Province, may be lifted. Such a process, however, may also run into opposition from regional administrations and public opinion. Under South Korean law, large-scale business investment in the "capital region" is prohibited with only a few exceptions.

Innovation Front

Another development in the new-year that can stimulate investment and provide business opportunities is the 2.9 trillion won (US\$ 2.7 billion) earmarked to generate growth in next generation technologies. The plan, supported by the Ministry of Trade, Industry and Energy (MOTIE), calls for 562.3 billion won to be injected into new renewable energy development, nuclear power and other electricity generation technologies. A further 472.8 billion won will go into robotics, biotech and knowledge-based services; with 288.4 billion won to help research and development (R&D) pursu-

ed by small and medium enterprises. Money that goes into R&D will be eligible for tax breaks even if the projects are in-house from 2014.

Labour Related Regulations

- The government has said that it will offer greater support for childcare and encourage the hiring of more senior citizens as well as to urge companies to adopt work sharing projects. It has also promised to provide funds to open more day-care centres from 2014.
- On the other hand, the decision reached in July 2013 to raise minimum wages by 7.2 percent to 5,210 Won (US\$ 4.8) per hour may exert pressure on some businesses. This translates into a worker being ensured a minimum of 41,680 won (US\$ 38.5) if he or she works eight hours a day with the monthly salary reaching 1,088,890 won (US\$ 1,007). This is higher than the current minimum of 38,880 won (US\$ 35.9) per week and 1,015,740 won (US\$ 939) per month tallied for last year. Minimum wages do not include overtime pay, bonuses and fringe welfare benefits.
- An additional development that can affect the overall business environment is the Supreme Court's landmark ruling on ordinary wages. The Dec. 18th ruling made it clear that regular bonuses and long service payments must be viewed as part of a worker's ordinary wage if given on a regular, uniform and periodic basis. The court, however, ruled that fringe welfare benefits and special vacation bonuses should not be classified as ordinary wages if they are only given to employees and not to those who have left the job. It also qualified the conditions for retroactive payment – that is, workers may ask for benefits they did not receive for up to three years; companies can opt not to pay if such payments could threaten their ability to run their businesses. The Korea Employers' Federation has claimed that businesses may have to set aside 13.7 trillion won (US\$12.6 billion) in extra labour expenses in the first year alone, with 8.8 trillion won (US\$8.1 billion) needed every year afterwards. Such extra outlays can affect hiring and channel funds away from new investments.

It can also raise concerns for foreign investors. Overall, despite extra expenditure, the Supreme Court's ruling lifts an uncertainty that has been a constant source of friction for the past quarter century.

Meanwhile, with both the Korean and global economies as a whole expected to do better in 2014, thus businesses are advised to capitalize on growth opportunities.

Yonhap Daily news Briefing (YDB) Service

One of the most formidable challenges to foreign businesses in Korea is to keep up with regulations. Although changes in regulation are public information, its English translation is still a rare item – causing difficulty in making timely decisions for foreign executives. It is the issue that the Yonhap News Agency ("Yonhap"), the largest news gathering network in Korea, wants to fix. The agency is to launch the Yonhap Daily News Briefing service (YDB) designed to provide foreign investors and businessmen with the information essential to doing business in Korea.

Unlike other English news services, YDB's focus is to deliver accurate and timely news on regulations and the activities of regulatory agencies. Its contents include daily news summary, personnel changes and obituary notices in government departments, updates on regulations of interest, the status of major legislation at National Assembly, the daily and weekly schedule & press release plan by government agencies.

After months of preparation and market research, Yonhap will start the trial service from late February and officially launch the YDB service in March. Any inquiries may be directed to Mr Hong Duck-hwa (duck-hwa@yna.co.kr), editor at Public Relations Planning Department or Mr Hwang Sun-ik (sihwang@yna.co.kr), assistant manager of the department.

The Origins of Korea's ICT Sector and its Prospects



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training program, University of Colorado). He was a Senior Fulbright Scholar at Yonsei University and later served as Associate and Deputy Director of the Fulbright Commission in Seoul. His books include *The Telecommunications Revolution in Korea* (Oxford University Press, 1995), with Dr Myung Oh, *Digital Development in Korea: Building an Information Society* (Routledge, 2011). He maintains a blog on Korea's Information Society (www.koreainformationociety.com).

South Korea's ICT sector is frequently acclaimed without acknowledging its remarkable origins. The current shape of the sector can be traced to key policy decisions made in 1980, just at the dawn of revolutionary developments in digital networks globally. Politically and economically, the nation was in turmoil following the assassination of President Park Chung Hee. It suffered from an enormous backlog in provision of basic telephone service, had no colour television broadcasting, and was unable to compete internationally in the electronics industry.

In such bleak circumstances, a new group of internationally trained technocrats, mostly with PhD's from the US and led by a Stanford-trained economist in the Blue House drafted a long term plan to vitalize the nation's electronics sector. It addressed both the semiconductor industry and telecommunications, effectively anticipating future digital convergence and addressing the "ICT sector" years before that term became widely used. After breakthroughs in electronic switching and semi-conductors in the 1980s, South Korea rode successive waves of innovation in broadband and mobile communication and harnessed the power of the global digital network revolution for national development with unparalleled success.

Today the ICT sector is the main engine of South Korea's technologically advanced, export-oriented economy and the nation boasts the world's most comprehensive, advanced and fast digital networks. ICT products accounted for 30.3 percent of total exports in 2013, led by semi-conductors, mobile handsets, displays and televisions and dominated by the large chaebol groups such as Samsung Electronics. However, software accounted for only two percent of those exports. To place this in global context, the IT research and advisory company Gartner projects that software and services will account for more than three quarters of worldwide IT spending in 2014, compared with only 4.3 percent for manufactured devices.

While Korea led the world in building the information

superhighways, starting in the 1990s, it lagged behind other countries in creating and organizing content for a global market place. Innovations in content and services seemed to come from companies like Google, Apple and Amazon.

In retrospect, there were warning signs along Korea's path of ICT-led development in the form of policy failures. One was the long-delayed arrival of Apple's iPhone in Korea following its launch in 2007. Korea's handset manufacturers, mobile service providers, and the government all had specific reasons for resisting its entry into the Korean market. They seemed caught off guard by the central innovation of the iPhone, its software and cloud-based apps ecosystem. Consequently, when the iPhone arrived in late 2009 it generated a prolonged period of "smart phone shock" that represented Korea's delayed adaptation to the era of smart mobile devices.

Other policy missteps reflect the need to adapt laws and regulations for the revolutionary changes of the global network era. For example, Korea continues to endure the influence of a law passed over 14 years ago that effectively requires citizens to do their banking and make purchases with Microsoft's Internet Explorer browser despite the widely recognized security risks associated with its Active-X software. Another example was the requirement introduced in 2009 that Internet users input their name and resident registration number before subscribing to Internet services. Google took exception to that regulation, deciding to simply discontinue the video upload service from its Korean language YouTube site. Subsequently Korean netizens flocked to YouTube sites in other countries, making it the number one video-sharing web service in Korea, a status it holds to this day.

Another widely-perceived policy failure was the sweeping government re-organization by the Lee Myung-bak Administration in 2008 which eliminated the powerful Ministry of Information and Communication. It sparked a broad public debate that continued through the five years of the Lee Administration. Most participants argued

for the restoration of government leadership in the form of a "control tower" for ICT industrial policy and a return to the broad public-private partnership that characterized the preceding decades.

In 2013, the Park Geun-hye Administration introduced a policy centred on development of a "creative economy" led by a new Ministry of Science, ICT and Future Planning. The initiative revealed a broad understanding of digital convergence, extending far beyond the cultural industries in which Korean games, animation, music and film have achieved some success. The goal was really to foster innovation by leveraging Korea's strengths in ICT and science to build all sectors of its economy and society. Achievement of that ambitious aim will require a significant shift in emphasis from manufacturing and export of hardware to the creation of software and services for a global market. That shift in turn will depend heavily on education, a basic process of the information age and a primary factor in South Korea's remarkable ICT-driven development to date. If the modern history of Korea's ICT sector is any guide, prospects are bright.

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