

Analysis of Social Enterprise Support Systems for Efficient Management of Local Corporate Parasports Teams

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ABSTRACT

This study aims to secure the sustainability of the community's corporate parasports teams. Individual and group interviews were conducted with experts to analyze the support structure of a social enterprise and pursue an efficient business environment. The following major problems of corporate parasports teams were revealed through these interviews. First, limitations existed in the relevant policy and laws for the field of parasports. The second problem was the poor employment conditions and training environment. Third, national and local government support was insufficient. To solve these problems, it is important for a social enterprise prioritizing social values to support the corporate parasports teams. However, it is difficult for social enterprises to seek both economic and social value. Hence, the operation of a corporate sports team by a social enterprise is quite difficult. Therefore, the following measures were proposed for the stable operation of a social enterprise. First, the study suggests a course of action to expand private corporate sponsorship. Second, it advises increasing governmental support. Third, it offers suggestions to vitalize CSV (Creating Shared Value) in a social enterprise. Fourth, it strives to improve the marketing and corporate image of parasports. Hence, the results of this study are significant because a plan is presented to stabilize employment for athletes with disabilities and secure sustainability for social enterprises.

KEYWORDS

Parasports; Corporate parasports team; Social economy; Sports industry

1. INTRODUCTION

A corporate sports team is an organization that integrates sports with work. According to the National Sports Promotion Act, they are termed as "workplace sports teams," in which the athletes represent their employers in various competitions and compete against other athletes. One of the most notable impacts of these teams is their significant contribution to the competitiveness of national sports. Indeed, from the 1986 Asian Games to the 2012 London Olympics, numerous top performances in international competitions have been credited to the promotion of less popular sports, such as judo, badminton, and boxing, facilitated by workplace teams managed by local governments and public organizations.

Among corporate sports teams, those that include athletes with physical and mental disabilities who participate in sports similar to athletes without disabilities are referred to as corporate parasports teams. The number of corporate parasports teams has increased significantly since 2011 from only 15 teams (Choi, 2012) to 96 corporate sports teams spanning 26 sports in 2021 (Lee & Chun, 2021). Additionally, the government is actively supporting the revitalization of corporate parasports teams by providing funding for the establishment of corporate sports teams and implementing mandatory employment regulations for people with disabilities in public institutions. While corporate parasports teams have experienced quantitative growth owing to government support, sustaining consistent operations remains challenging. This difficulty arises not only from the lack of popularity of most sports for the disabled, which conflicts with the profit-driven management policies of companies, but also from the government's focus on creating corporate sports teams rather than supporting their ongoing operation and development.

From this perspective, corporate parasports teams should be established with a focus on social rather than economic value, and the management of the organization should align with this principle. In essence, an organization rooted in the public interest is necessary to ensure stable livelihoods and competitive training

conditions for athletes with disabilities, and social enterprises may represent the most suitable solution. Leveraging machine learning tools in management practices can also enhance decision-making processes by predicting potential financial challenges, identifying funding opportunities, and optimizing resource allocation, thereby improving the operational efficiency and sustainability of parasports teams (Kushwaha & Badhera, 2022; Moses et al., 2022; Hai & Duong 2024; Kim & AlZubi, 2024; Jamnik et al., 2024; Sachdeva et al., 2024; Alaban & Singh 2024).

Since social enterprises prioritize social value over economic value, they often have a weaker financial structure than private companies. Consequently, the strategies social enterprises require to establish a stable business environment and ensure their longevity differ from those of private companies. While the primary objective of establishing social enterprises that prioritize social value is to provide support for the vulnerable in society, particularly corporate parasports teams, this endeavor would be futile if the enterprise cannot be sustained over time. Therefore, in order to establish a sustainable management system for social enterprises, the government is actively promoting financial support projects tailored to their needs. These projects encompass various aspects, such as job creation, professional labor support, business development costs, social insurance premium subsidies, tax incentives, private donations, and financial aid. Social enterprises are empowered through these government-led initiatives to realize their social value and build a sustainable management framework.

Hence, the purpose of this study is to analyze the support system of social enterprises to facilitate the efficient management of local corporate parasports teams, with the overarching goal of ensuring the continuity of these teams at the local level.

2. RESEARCH METHODS

2.1 Research Tools and Procedures

This study utilized the following procedures to analyze the current status of local corporate parasports teams, identify challenges, and assess the sustainable management environment of corporate parasports teams as social enterprises. The detailed research procedure is illustrated in Figure 1.



[Fig. 1] Research Procedure

First, to comprehend the operational characteristics and current status of corporate and non-corporate parasports teams, we conducted a comprehensive review of relevant academic papers, policy materials, related reports, and case studies obtained from the field.

Second, based on the survey findings of corporate parasports teams, we conducted individual interviews with a diverse group of 10 experts. This group included one professor specializing in special physical education, one policy expert, six athletes and coaches affiliated with corporate sports teams for individuals with disabilities, and two researchers. The goal of these interviews was to analyze the support system of social enterprises and establish criteria for the operational model of corporate parasports teams.

Third, the insights gained from the individual expert interviews were used to assemble a panel of 10 experts. This panel comprised two professors specializing in social economy and eight representatives who were actively engaged in managing social economy enterprises. Subsequently, a second round of group interviews was conducted with experts. The distinctive characteristics of the expert panel are detailed in Table 1.

Fourth, the data obtained from the outcomes of the second round of group interviews with experts were synthesized and used to analyze the support system of social enterprises within the realm of sports. Furthermore, a third round of group interviews was conducted with experts to delineate an efficient management framework for corporate parasports teams.

[Table 1] Characteristics of the Experts

Field	Specialization	Education	Sex	Age	Note
PE	Adapted PE	Ph.D.	Male	52	Professor
PE	Adapted PE	Ph.D.	Male	42	Policy
PE	Adapted PE	Ph.D.	Male	39	Curling
PE	Adapted PE	Master's degree	Male	33	Curling
PE	Adapted PE	Master's degree	Male	38	Basketball
PE	Adapted PE	Master's degree	Male	44	Swimming
PE	Adapted PE	Master's degree	Male	42	Swimming
PE	Adapted PE	Master's degree	Male	45	Table tennis
PE	Adapted PE	Ph.D.	Male	36	Researcher
PE	Adapted PE	Ph.D.	Female	35	Researcher
PE	Social Economy	Ph.D.	Female	56	Professor
PE	Social Economy	Ph.D.	Male	52	Professor
PE	Social Economy	Master's degree	Female	48	CEO
PE	Social Economy	Master's degree	Female	52	CEO
PE	Social Economy	Master's degree	Female	51	CEO
PE	Social Economy	Master's degree	Male	39	CEO
PE	Social Economy	Master's degree	Male	42	CEO
PE	Social Economy	Master's degree	Male	56	CEO
PE	Social Economy	Bachelor's degree	Male	52	CEO
PE	Social Economy	Bachelor's degree	Male	55	CEO

2.2 RESEARCH METHODOLOGY

This study aimed to analyze the support system of social enterprises in the field of sports to ensure the continuity of local corporate parasports teams and explore efficient management environments for corporate parasports teams through individual interviews with experts.

Individual expert interviews were conducted to obtain specific details from the research participants in person and delve deeply into the research problem through group discussion, which would leverage the strengths of the group. All individual expert interviews were recorded and transcribed verbatim, including residual coughs, pauses, and repetitive speech. Special behaviors or reactions were documented based on the researcher's notes during the individual interviews. The data analysis proceeded in four stages according to the study's purpose: at the outset of the study in stage 1, during the individual interviews in stage 2, immediately after the individual

interviews in stage 3, and following the completion of the individual interviews in stage 4.

In stage 1, the researcher formulated questions and sub-questions based on the literature review and prior research analysis before conducting the expert interviews. In stage 2, individual interviews were conducted with experts. During these interviews, the researcher listened attentively and recorded the entire process to ensure any ambiguities could be clarified through questioning during the interview. In stage 3, the researcher verified the accuracy of the recorded contents of the individual interviews and summarized them. Subsequently, in step 4, the collected data were transcribed and subjected to content analysis.

After reading all the data obtained during the interview process, we selected meaningful information, which was then categorized and reviewed by topic using predefined classification criteria. The classified data from the individual expert interviews then underwent content analysis. The process was supervised by one professor specializing in sports for individuals with disabilities, one expert in sports policy for individuals with disabilities, and one expert in sports administration for individuals with disabilities. The purpose was to extract relevant content regarding social enterprise support systems and criteria for an operational model conducive to the efficient management of local corporate parasports teams. To mitigate subjective bias and ensure the study's neutrality, feedback was sought from three experts in parasports who participated as reviewers. Concepts were organized, reviewed, and reorganized through a continuous comparison process involving the interview contents and the data extracted through analysis.

2.3 Ethics of the Research

The expert interview method employed in this study demanded sensitivity to ethical considerations, particularly regarding potential breaches of moral conduct. Throughout the process of gathering expert opinions, attention was paid to various issues that may arise from personal interactions between the researcher and study participants. Furthermore, to ensure research ethics and maintain validity and reliability in constructing and categorizing the questionnaires, the study considered the following issues comprehensively:

First, all processes involving the analysis of the interview contents and derivation of the results were meticulously recorded and tracked to ensure the reliability of the research outcomes.

Second, we provided comprehensive explanations and clear assurances to the expert panelists regarding the confidentiality of the survey data collected in this study. We assured them that their responses would not be disclosed to external parties and that their anonymity would be rigorously protected.

Third, to uphold the objectivity of the study's content and results, we engaged in extensive consultation and ongoing verification with the expert panelists who participated in the study.

3. Challenges of Operating Corporate Parasports Teams

3.1 Limitations of Relevant Laws and Systems

The successful hosting of the 1988 Seoul Paralympic Games provided an opportunity to increase interest in and expand the base of parasports in Korea. However, despite continuous government support, the infrastructure and athlete management system for parasports remain inadequate (Roh, 2004). Particularly concerning is the poor environment in which para-athletes find themselves, often having to juggle sports with other activities to earn a living, which hinders their ability to focus on their sports and enhance their performance. In response to this issue, many experts have advocated the revitalization of corporate parasports teams (Lee et al., 2002; Choi et al., 2004; SEOUL PARA SPORTS ASSOCIATION, 2008). However, concrete measures to address this challenge have yet to be proposed.

The current legal framework governing the establishment and operation of corporate parasports teams can be categorized into three types: sports-related, occupational, and disability-related. Under the sports-related category, the National Sports Promotion Act and the Act on the Installation and Use of Sports Facilities, along with their respective enforcement decrees and regulations, serve as the primary legal basis (National Law Information Center 2023). For the occupational aspect, the Act on the Promotion of Employment and Vocational Rehabilitation of Persons with Disabilities and its enforcement decree and regulations are applied. Regarding disability-related grounds, the legal bases include the Disability Welfare Act, the Act on the Improvement of Convenience for the Disabled, the Elderly, and Pregnant Women, and the Act on the Prohibition of Discrimination and Remedy of Rights of Persons with Disabilities (National Law Information Center 2023)

The contents of Table 2 suggest that there are various legal bases for corporate parasports teams. However, upon closer examination of each law, it becomes evident that they are loosely managed. Many organizations that operate corporate parasports teams establish these teams under the National Sports Promotion Act and then manage them based on local government ordinances, which are separate regulations. For instance, Gyeongsangbuk-do has established and operates a public institutional corporate sports team under Article 10 (Promotion of Workplace

Sports), Section 4, of the National Sports Promotion Act. The operational specifics are outlined in the Corporate Sports Team Establishment and Operation Regulations of the Gyeongsangbuk-do Sports Association for the Disabled. Chapter 5 (Remuneration and Support) of the Operation Regulations outlines provisions regarding annual salary (Article 14), incentives (Article 15), and rewards (Article 16) for athletes. However, it fails to specify the criteria for specific achievements or the amounts of payment, potentially leading to controversy. Similarly, Chapter 7 (Training and Participation in Competitions) specifies fees for the use of training grounds (Article 25), fees for participation in competitions and training camps (Article 26), and the purchase of equipment (Article 27). However, it does not provide details on the duration and frequency of training camps, the size of the training grounds and duration of access to them, or the scale of equipment purchases. Instead, a vague phrase, namely, “within the scope of the budget,” is uniformly employed. Of particular concern is the lack of consideration for factors relevant to individuals with disabilities when selecting training locations, such as amenities and accessibility. Unfortunately, local government regulations do not address these considerations. It is worth noting that this lack of clarity is not confined to a few organizations but is pervasive among most organizations operating corporate parasports teams.

[Table 2] Legal Basis for the Establishment and Operation of Corporate Parasports Teams

Category	Act	Ministry in Charge
Sports-related	<ul style="list-style-type: none"> ☐ National Sports Promotion Act (Enforcement Decree, Enforcement Rules) ☐ Act on the Installation and Use of Sports Facilities (Enforcement Decree, Enforcement Rules) 	Ministry of Culture, Sports, and Tourism
Occupational	<ul style="list-style-type: none"> ☐ Act On the Promotion of Employment and Vocational Rehabilitation of Persons with Disabilities (Enforcement Decree, Enforcement Rules) 	Ministry of Employment and Labor
Disability-related	<ul style="list-style-type: none"> ☐ Disability Welfare Act (Enforcement Decree, Enforcement Rules) ☐ Act on the Improvement of Convenience for Persons with Disabilities, the Elderly, and Pregnant Women (Enforcement Decree, Enforcement Rules) ☐ Act on the Prohibition of Discrimination and Remedy of Rights of Persons with Disabilities 	Ministry of Health and Welfare

3.2 Poor Employment and Training Conditions

According to a study by Park Seoung Jae and Choi Seoung Gweon (Park & Choi, 2011), which surveyed the perceptions of corporate parasports teams held by the participants of the 2010 Asian Para Games in Guangzhou, China, the major issues identified for these teams were “poor employment conditions” and “lack of training support.” Athletes often retire at a relatively young age (the average retirement age is 23). This leads to significant employment insecurity, which is exacerbated for athletes with disabilities. While the situation may improve if they can join a corporate sports team managed by a local government, public organization, or private company, it is not uncommon for teams to face disbandment owing to poor ticket sales or financial difficulties. This is primarily due to the concentration of most corporate parasports teams in less popular sports. Consequently, athletes in corporate parasports teams often find themselves employed on one-year contracts and facing job insecurity. Furthermore, corporate sports teams are frequently underfunded, leading to inadequate compensation in terms of salaries and benefits for the athletes. Additionally, these athletes are often deprived of various welfare benefits that should ideally be tailored to their specific disabilities, such as provisions for food, accommodation, and transportation (Kim, 2015).

One of the major concerns highlighted by these circumstances is the inadequate training conditions for athletes with disabilities. These athletes often struggle to find suitable training venues, and even when they do, they encounter challenges with accessing transportation or face discrimination favoring athletes without disabilities. Moreover, their physical impairments make independent practice difficult, necessitating assistance that may not always be readily available owing to time and financial constraints. Indeed, an empirical study (Kim & Seo, 2015) has shed light on the following issues: First, limited access to sports facilities due to mobility and accessibility issues. Second, restricted utilization of sports facilities owing to the absence of facilities catering to the needs of individuals with disabilities (such as elevators, ramps, changing rooms, and equipment storage rooms). Third, insufficient dedicated sports facilities for individuals with disabilities, coupled with the small size of existing facilities. Furthermore, there is a notable absence of strategic planning for the development of athletes with disabilities, compounded by a shortage of specialized personnel capable of implementing systematic training plans to enhance performance (Moon, 2012). Empirical studies have emphasized the necessity of deploying

specialized coaches and augmenting their number (Park & Choi, 2011). Athletes with disabilities contend with inferior employment and training conditions compared with their able-bodied counterparts, and this situation is mirrored by athletes in corporate sports teams.

3.3 Insufficient Government and Local Support

The 2018 PyeongChang Winter Paralympics was widely regarded as a successful event that laid the groundwork for the resurgence of parasports. Since they were held, both the central government and local administrations have introduced various support policies for para-athletes, including participation assistance and the development of specialized coaching programs. However, the magnitude of support provided remains inadequate. For instance, in Gyeonggi Province, athletes with disabilities, many of whom lack team affiliations, receive compensation for regular training and skill enhancement programs aimed at improving their performance. Nevertheless, as of 2019, the average amount allocated per athlete stood at KRW 265,000, an amount insufficient to sustain their athletic careers. Furthermore, the limited reinforcement training subsidy paid before the competition was KRW 25,000 per day for athletes without disabilities (for 30 days), whereas athletes with disabilities received only KRW 50,000 per day (for 8 days), as observed during the 2019 National Sports Games. This discrepancy implies that athletes with disabilities, who already face challenges in accessing sports equipment and transportation owing to their physical impairments, receive less support compared with their non-disabled counterparts. Unlike corporate sports teams, which benefit from various sources of income, such as advertising, promotion, and sponsorship, corporate parasports teams, which are primarily concentrated in less popular sports, struggle to sustain themselves without internal and external support. Nevertheless, expansion of support for corporate parasports teams has not been forthcoming, which poses a significant obstacle to the development of parasports.

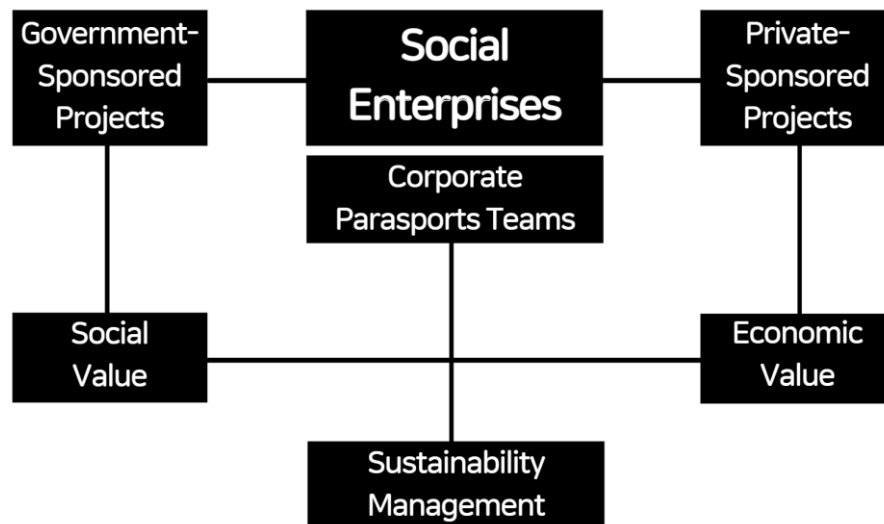
These findings concerning the inadequate support for parasports athletes align with the conclusions drawn from several previous studies. For instance, a study by (Kim & Seo, 2015), which investigated the perceived support system of elite athletes with disabilities, identified issues such as unrealistic training costs and insufficient equipment support within the support system for athletes with disabilities. Additionally, an analysis of the perception of parasports among individuals with disabilities across various regions revealed that 61.7% of the respondents believed national and social support was inadequate for parasports (Lee, 2010). The primary reason cited for this deficiency was the lack of comprehension of sports organizations regarding the unique characteristics of parasports. Consequently, para-athletes continue to receive insufficient support owing to a lack of awareness by both the nation and society.

4. Corporate Parasports Teams Operational Model for Social Enterprises

4.1 Necessity of Introducing Corporate Parasports Teams to Social Enterprises

It is indisputable that corporate sports teams need to furnish stable livelihoods and conducive training environments for both athletes with disabilities and able-bodied individuals. This necessity is particularly pronounced among athletes with disabilities, who contend with a plethora of physical and psychological challenges compared with their able-bodied counterparts. However, owing to the relative unpopularity of parasports, athletes in this domain often find themselves marginalized, lacking access to the benefits and support enjoyed by their able-bodied counterparts. Considering this reality, one potential solution entails the establishment of corporate parasports teams under the auspices of social enterprises grounded in the principles of public interest.

The various challenges outlined above can be attributed to the lack of recognition of and support for parasports, both legally and socially. Despite the overarching goal of social enterprises to prioritize social value, profitability remains a fundamental prerequisite for their sustainability, similar to private companies. The enactment of the Social Enterprises Development Act in 2007 addressed this inherent issue by aiming to bolster the self-sustainability of social enterprises through various means, including financial assistance, growth support (such as management guidance, sales assistance, and resource networking), and startup support. Financial aid is extended by both government and private entities through initiatives such as job creation projects, specialized workforce development programs, business expansion cost subsidies, social insurance premium subsidies, tax incentives, private donations, and financial backing of projects.



[Fig. 2] Social Enterprises and Corporate Parasports Teams

In essence, the operation of corporate parasports teams as social enterprises is a crucial component in addressing the array of challenges encountered in managing corporate sports teams and establishing a sustainable management framework. Considering this, we propose the following measures for the advancement of corporate parasports teams.

4.1.1 Increased Private Sponsorship of Social Enterprises

Following major societal issues such as the nut rage incident and the in-flight meal scandal, which have garnered significant media attention, there has been a notable surge in interest in and demand for corporate social responsibility. Consequently, activities with a positive societal impact, including support for socially vulnerable individuals and environmental conservation efforts, have been increasingly recognized as essential facets of corporate roles. One study has categorized corporate social responsibility into four levels, with philanthropic responsibility representing the highest tier (Carroll, 1979). This level pertains to corporate engagement in social contribution activities, including sponsorship of charitable, educational, cultural, and sports initiatives.

Even private companies, which prioritize profit-making, often encounter financial hurdles when managing corporate sports teams. Moreover, social enterprises, which typically exhibit weaker management metrics when compared with private firms, are likely to confront even more significant challenges. While social enterprises are ideally positioned to oversee corporate parasports teams, their ability to sustain such teams may be compromised without stable revenue or a management framework. Therefore, it becomes crucial for social enterprises to secure sponsorship from private companies.

Sponsorship can take various forms, including material support, such as financial assistance or procurement of goods, and technical support, such as the transfer of management expertise or consultancy services. According to a survey of 166 social enterprises conducted by the Gyeonggi Welfare Foundation, preferences for sponsorship include management consulting (18%), financial support through investments and loans (15%), preferential procurement (13%), and promotional assistance (8%). In recent times, major corporations have spearheaded sponsorship initiatives for social enterprises as part of their CSR endeavors. For instance, KB Card signed a memorandum of understanding (MOU) with social enterprises to aid the underprivileged, through which it provided a sponsorship of KRW 200 million. Kyobo Life Insurance sponsored the nonprofit Dasomi Foundation to foster its growth into a social enterprise, while SK Group established a dedicated business unit for social enterprises. This unit has identified and sponsors over 100 such enterprises.

Private sponsorship of social enterprises through diverse means will extend beyond the realm of corporate social responsibility, thus facilitating the ongoing operation of corporate parasports teams managed by social enterprises. Moreover, it will serve as the foundation for ensuring the long-term sustainability of social enterprises.

4.1.2 Increasing Government Support

Private enterprises inherently prioritize profit-making, which constrains their capacity to support and sponsor socially vulnerable groups. Considering this limitation, the government has endeavored to promote diverse support policies aimed at stabilizing social enterprises and fostering their sustainable growth. However, the efficacy of these efforts remains relatively low. Hence, there is a pressing need for the government to enhance its support toward social enterprises and proactively advocate policies by drawing insights from successful overseas

models. In developed countries such as the UK, investments in social enterprises are facilitated through initiatives like Social Investment TF and Big Society Capital Limited. Similarly, in the US, support for social enterprises is extended via mechanisms like the Community Reinvestment Act (CRA) and the Community Development Financial Institutions (CDFI) Fund. Additionally, France offers direct funding through entities like the National Solidarity Fund, State Finance, and Special Government Fund, while Italy supports social enterprises through the Guarantee Fund of the Ministry of Economic Development.

In addition to broadening support, the existing support system needs enhancement. Presently, the Small and Medium-sized Enterprises (SME) support program evaluates both conventional companies and social enterprises on equal footing, which places social enterprises at a significant disadvantage. Moving forward, it is imperative for the government to delineate the social value of social enterprises distinct from their economic value. Specifically, there is a pressing need to revise support eligibility criteria for social enterprises or introduce additional support initiatives tailored specifically to their needs.

Simultaneously, the methods of support need to be enhanced. Despite the quantitative increase in the number of social enterprises in Korea from 20,459 in 2016 to 27,452 in 2019, their social impact remains inadequate. This deficiency can be attributed to the predominantly short-term nature of government support for social enterprises, which primarily targets new startups and is mainly financial in nature. Such support fails to adequately facilitate capacity building for sustained growth. Therefore, going forward, support initiatives should encompass not only financial assistance in the form of loans and business development expenses but also multifaceted dimensions, such as management consulting, educational programs, and sales support.

In this manner, proactive government support for social enterprises, coupled with private sponsorship initiatives, will play a pivotal role in stabilizing the management of social enterprises that operate corporate parasports teams.

4.1.3 Enabling Social Enterprises in Creating Shared Value (CSV)

The sustainable development of social enterprises hinges not only on support from private entities and governments but also on their own self-sustainability. To achieve the objective of self-sustainability, the creation of shared value (CSV) assumes paramount importance. CSV entails a suite of corporate policies and management initiatives aimed at enhancing both economic and social conditions while concurrently bolstering the core competitiveness of the business. This involves endeavors such as reimagining products and markets, redefining the productivity of value chains, and fostering regional clusters (Kramer & Porter, 2011).

In recent years, there has been a notable shift in the evaluation standards pursued by companies, transitioning from traditional profit-driven models to embrace capitalism that fulfills corporate social responsibility (Kramer & Porter, 2011). Companies are increasingly championing activities centered on CSV, which seek to concurrently pursue both social and economic value as integral components of their management strategies. This ethos resonates with the foundational purpose of establishing social enterprises, which goes beyond mere financial performance to foster competitiveness while contributing to the welfare of the nation and community (Lee & Um, 2018).

To achieve this goal, social enterprises must reassess the needs of their customers and endeavor to develop products that are readily accessible to low-income or impoverished individuals. Essentially, they should pioneer new markets tailored to specific vulnerable demographics, thereby realizing both social and economic value. Furthermore, social enterprises should enhance their productivity by meticulously evaluating the impact of various social issues—such as health, safety, welfare, and coexistence—on their operations. Analogous to traditional enterprises, social enterprises should explore diverse avenues to enhance productivity, such as by reducing transportation costs, refining production processes, and optimizing resource utilization. Moreover, social enterprises should establish local clusters to amplify synergy with community suppliers. This approach recognizes the substantial influence of local businesses and social infrastructure on the enterprise's sustainability, and it encompasses not only suppliers but also service providers, universities, research centers, and other local stakeholders. This pursuit of CSV entails the simultaneous pursuit of both social and economic value. Social enterprises, particularly those dedicated to supporting vulnerable groups like people with disabilities, should strive to embody this principle in their operations.

4.1.4 Strengthening the Marketing of Corporate Parasports Teams and Elevating the Image of Social Enterprises

For social enterprises, particularly those managing corporate parasports teams, bolstering their image through sports marketing is paramount. Sports marketing constitutes a dynamic exchange endeavor that leverages sports as a medium to fulfill the needs of sports consumers and advance the objectives of sports-related entities (Kim et al., 2009). This marketing discipline encompasses two primary forms: direct sales of sports products and services

to consumers, such as through equipment sales or team management, and collaborative ventures wherein companies align with athletes or teams to showcase their brand through advertising or sponsorship endeavors.

Sports marketing serves as a natural avenue for companies to promote themselves and cultivate a favorable corporate image. Indeed, numerous enterprises engage in diverse sports marketing initiatives, reaping substantial advertising benefits. For instance, Samsung's endorsement of golfer Park Se Ri through its ASTRA brand garnered \$170 million in advertising value following Park's victory in the US Women's Open. Similarly, Nike's golf division experienced a sales surge from \$100 million to \$250 million over four years during Tiger Woods' sponsorship contract. Sports marketing holds the potential to directly augment a company's revenues, augment its brand perception through extensive exposure, and engender a multitude of positive outcomes, while enabling athletes to concentrate on their training without financial concerns.

This impact extends beyond just athletes without disabilities to encompass the realm of sports for individuals with disabilities. In 2015, ChangSung E&C made history by becoming the first private company to establish a winter corporate sports team for individuals with disabilities, which demonstrated its commitment to actively supporting various sports competitions in this domain. Furthermore, the company's noteworthy achievement of clinching a bronze medal at the International Paralympic Committee's 2016 Nordic Ski Asian Cup held at Pyeongchang not only underscored its excellence but also served as a platform to raise awareness about Nordic skiing, a less popular sport, among the public. In recognition of its contributions, Bae Dong-hyun, the vice chair of ChangSung E&C, was honored in 2019 with the Colossus Medal of the Order of Merit in Sports.

Sports is often likened to unscripted drama, and its influence on the public psyche transcends that of other domains owing to the unpredictability of outcomes. Consequently, from a corporate standpoint, leveraging sports as a marketing strategy holds significant importance in realizing economic value, particularly in enhancing brand image. Moreover, the inherent public interest in and social integration of sports afford opportunities for realizing social value through positive impacts on the nation and community. Given these considerations, social enterprises striving to concurrently pursue social and economic objectives must prioritize efforts in sports marketing.

5. CONCLUSION AND RECOMMENDATIONS

This study analyzed the support system of social enterprises within the sports domain, aiming to ensure the continuity of local corporate parasports teams and identify an efficient business environment for such teams. The conclusions drawn from the study are as follows:

First, several problems were identified within the realm of sports for individuals with disabilities, including limitations stemming from relevant laws and institutions, poor employment and training conditions, and inadequate government and local support. As the legal framework governing the establishment and operation of corporate parasports teams lacks specificity and is dispersed across multiple laws and regulations, it poses challenges for practical application. Moreover, there remains a notable lack of support for athletes with disabilities, despite the additional support requirements necessitated by their physical and mental impairments.

Second, a pressing need exists for corporate sports teams to address the challenges faced by athletes with disabilities in securing stable livelihoods and optimal training conditions. However, given that parasports primarily encompass less popular sports, private enterprises, which prioritize economic viability, often hesitate to engage in their operation. In this context, social enterprises, which prioritize social value, emerge as a suitable option for managing corporate parasports teams.

As elucidated above, numerous issues plague the realm of parasports. To address these challenges, the introduction of corporate parasports teams operated by social enterprises—rooted in public interest—is imperative. Nonetheless, the sustainability of social enterprises, which strive to achieve both economic and social objectives, is fraught with additional challenges when compared with private enterprises. Therefore, the following recommendations are proposed for the sustainable operation of social enterprises:

First, private sponsorship should be expanded for social enterprises. Private companies can enhance the competitiveness of social enterprises by offering expertise in business management and consulting, while providing financial aid and purchasing goods. Second, government support should be enhanced. Governments should increase support for social enterprises by drawing inspiration from successful international models and implementing regulatory improvements to facilitate investment in social enterprises. Third, the activation of CSV initiatives by social enterprises is crucial. Social enterprises should endeavor to develop new markets, enhance productivity, and foster connections within local communities to bolster their self-sustainability. Lastly, there should be a focus on strengthening sports marketing efforts to bolster corporate image. Social enterprises should actively engage in sports marketing endeavors to achieve both economic and social value while enhancing their corporate reputation.

In order to enhance the performance of parasports athletes, livelihood security and training conditions need to be improved, making corporate sports teams increasingly vital (Wi et al., 2018). However, given the concentration of parasports in less popular sports, social enterprises rooted in public interest emerge as more suitable operating entities than private companies. Therefore, various facilitative measures should be proposed to ensure the stable operation of social enterprises. In this regard, the findings of this study hold significant importance, as they propose ways to secure the long-term existence of social enterprises and stabilize the employment of athletes with disabilities.

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