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## Kukkiwon Incorporated

### Incorporating Kukkiwon

Despite opposition from Kukkiwon, a revised version of the ‘Taekwondo Promotion and Composition’ law was introduced to the Ministry of Culture, Sports and Tourism on December 11, 2009.

The revision was introduced to the Legislation and Judiciary Committee on December 28, 2009 and passed on December 30. It was passed at the National Assembly’s general meeting on February 18, 2010, moving Kukkiwon one step closer to being officially incorporated.

### The New Chairman of the Board for Kukkiwon Incorporated

The Ministry of Culture, Sports and Tourism announced a list of people that were selected to participate in incorporating Kukkiwon on May 17, 2010. The ministry explained that out of the 30 people nominated by



The 1st Board Meeting of Kukkiwon Incorporated, held on May 20, 2010 at Seoul Olympic Parktel.

WTF, KTA, the Taekwondo Promotion Foundation, and Kukkiwon, 17 people who have an extensive professional background in Taekwondo have been selected for the committee. The ministry also announced that it will provide the committee as much support necessary to help Kukkiwon become the center of ‘World Taekwondo.’

### The members of the committee are as follows (17):

- ▷ Won Sik Kang (Former Kukkiwon Vice President)
- ▷ Joo Hoon Kim (Former Gwangju Taekwondo Association President, Korea Sports Promotion Foundation Chairman of the Board)
- ▷ Myung Soo Kim (Adjunct Professor at Hanyang University)
- ▷ Sung Tae Kim (KTA Vice President, the Busan Chamber of Commerce & Industry Vice President)
- ▷ Choon Keun Kim (Former KTA Vice Chairman of Refereeing)
- ▷ Seong Woo Moon (Former Assistant Prosecutor General at Supreme Prosecutor’s Office)
- ▷ Young Moon Park (Sports editor for Channel KBS)
- ▷ Jee Chul Oh (Former Ministry of Culture and Tourism Chairman, advisor at Yulchon Attorneys at Law)
- ▷ Hyun Duk Oh (Korea Freedom Federation Director)
- ▷ Kyu Seok Lee (Asian Taekwondo Union Vice President)
- ▷ Kyu Hyung Lee (Professor Taekwondo Studies at Keimyung University)

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- ▷ Seung Kuk Lee (Former President of Korea National Sport University)
- ▷ Man Jae Lee (Korea Sports Promotion Foundation standing auditor)
- ▷ Shin Ja Lim (Korea Women Taekwondo Federation Executive Director)
- ▷ Choon Kil Lim (KTA Vice Chairman)
- ▷ Man Soon Jeong (Chungcheongbuk-do Taekwondo Federation President, Cheongju University Emeritus Professor)
- ▷ Kook Sun Han (Daegu Taekwondo Association President, Daegu Daily Newspaper CEO)



Director Seung Wan Lee of Kukkiwon Foundation and President Won Sik Kang of Kukkiwon Incorporated shake hands in sign of harmony of the two establishments.

On June 4, 2010, Kukkiwon held a board of directors meeting at Seoul Olympic Parktel and appointed Taekwondo Grandmaster Won Sik Kang as president. Kang nominated Director Choon Kil Lim as the vice president of Kukkiwon and Director Bong Sup Song as the president of WTA; both were ultimately appointed.

### Partnership between Kukkiwon, World Taekwondo Federation, and Taekwondo Promotion Foundation

Kukkiwon, WTF, and Taekwondo Promotion Foundation agreed to form a partnership to work together on promoting Taekwondo. On June 19, 2010, Kukkiwon President Won Sik Kang, WTF President

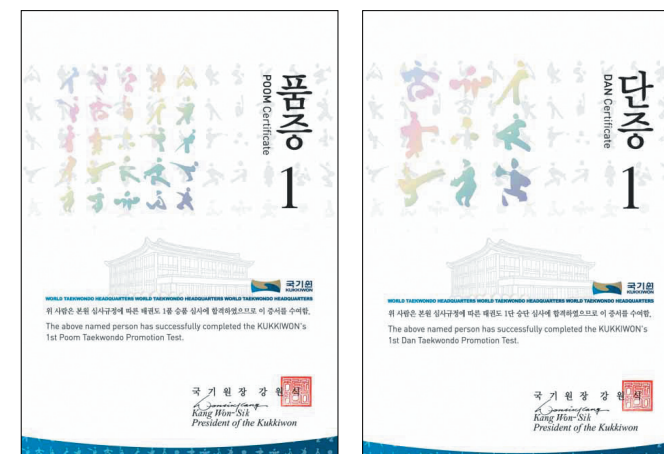
Chung Won Choue, and Taekwondo Promotion Foundation President Dai Soon Lee officially declared partnership at the press conference during the ‘2010 WTF World Cup Athletes Championship’ at the ‘Shin Jang Sports Center’ in Urumqi, China.

At the press conference, President Kang promised that ‘Kukkiwon will cooperate with WTF and the Taekwondo Promotion Foundation and try its best to partake in Taekwondo development.’ He also added that Kukkiwon will partner with KTA as well. President Choue of WTF agreed with Kang and said that ‘all three organizations will hold executive meetings regularly and cooperate as much as possible’.

### Introduction of the New Poom · Dan Certificate

The Poom · Dan certificate was newly designed. To achieve the highest quality, Kukkiwon conducted public surveys, restructured the issuing system, developed new colors, researched various types of paper, and tested print

Newly designed Poom and Dan certificates



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and manufacturing. The design was finalized after being approved in two major executive meetings. Most notably, each Poom · Dan certificate level had its own unique design.

1~4th Dan certificate were all holograms but were distinguished by graphics and patterns. Dan certificates were distinguished by color of the hologram. There were five colors for new Poom · Dan certificates, and each color represented different levels: 1~4th Poom were for all Poom holders, 1~3rd Dan were for instructors, 4~5th Dan were for masters, and 8~9th Dan were for grand masters.

The main focus was to unify the look of two types of Poom and Dan certificates: one for keepsake and one for carrying purpose. On the back was a picture of Kukkiwon building, but there were no unnecessary hologram stickers on keepsake certificates and looked cleaner. In addition, it followed the public opinion and was substituted with the color blue, used on Kukkiwon CI. For Dan certificates, the color black (representing belt holders) was maintained but was enhanced with fancier designs.

In addition to the new Poom · Dan certificates, Kukkiwon Research Institute of Taekwondo published a book of 'Taekwondo Technical Terminology' in August 2010. Along with artistic changes that came with new designs, it was Kukkiwon's intention to uphold internal strength and consolidation.

In the book of 「Taekwondo Technical Terminology」,

slangs and informal terms that were not considered standard terminology were completely omitted and similar words were tied into one term. The book also used a set standard to simplify complex vocabularies for trainees.

In addition, the makers of the book collected various Gyeokpa terminology used by a majority of demonstration teams (including Kukkiwon's demonstration team) and refined them to be actually used on fields. The book was distributed to the entire domestic and overseas Taekwondo Dojangs and Taekwondo colleges.

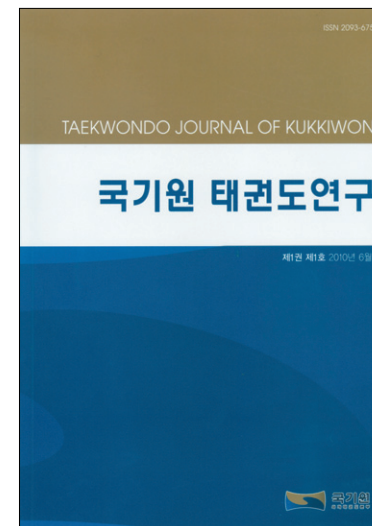
Kukkiwon's efforts to build a new image after being incorporated were not limited to developing a new CI and publishing the book of terminology. It also made a scholarly advancement by publishing the academic journal 「Taekwondo Journal of Kukkiwon」 with the help of 100 guest analysts at Kukkiwon Research Institute of Taekwondo.

The 「Taekwondo Journal of Kukkiwon」 was first issued in June 2010. It included excerpts from academic dissertations, such as 'Korean Taekwondo studies overview,' 'Improving the role and status of Kukkiwon,' and 'Boosting Kukkiwon Master Education'. It also included philosophical, psychological, and cognitive science essays from various fields of studies such as humanities, social science, and natural science.

The bottom line was to embody Taekwondo's core value through the magazine, a definite necessity for upholding



'Taekwondo Technical Terminology' published in September 2010



The first issue of 'Taekwondo Journal of Kukkiwon'

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WTF and successfully running the World Taekwondo Academy (WTA). Kukkiwon anticipated the magazine to play a crucial role in their business.

Kukkiwon's efforts to ensure stability continued. On March 2011, Kukkiwon compiled 3rd level Taekwondo masters' teaching materials and produced training aid videos for field tests. The video had 6 volumes (basic techniques, Gyeorugi, Poomsae, Self-Defense, and Yougupja Poomsae, Yudanja Poomsae) and began to be used by the 3rd level master education class.

Accordingly, more sophisticated education materials were provided, including Taekwondo manners, etiquettes, fitness, sports epistemology, Taekwondo development theory, and more.

Kukkiwon formed a 'Taekwondo Grandmaster Assembly' that would serve as a consultant for Kukkiwon executive branch. On September 30, 2010, Kukkiwon opened a 5th temporary executive meeting and appointed Grandmasters Un Kyu Uhm, Jong Woo Lee, Soon Bae Kim, Kyo Yoon Lee, Yong Chae Kim, and In Suk Kim as members of the newly formed assembly.

Those who have served Kukkiwon, WTF, and KTA as a director/chairman or contributed to the establishment of these organizations are qualified to become a member of the Taekwondo Grandmaster Assembly. The term is three years long but the member can always renew his term, thus being able to maintain a lifelong membership. On October 5, 2010, an opening ceremony for the



The Taekwondo Grandmaster Assembly



Kukkiwon Taekwondo Class, first held on October 5, 2010.



'Kukkiwon Taekwondo Class' was held in Kukkiwon with forty staff members present, including President Won Sik Kang. The class took place every Tuesdays and Thursdays from 6:30~7:30 p.m. and was led by Jong Kwan Lee, the director of the World Taekwondo Academy.

Taekwondo and Gukak (Korean classical music) are at the opposite ends of the spectrum but it was believed that the chemistry of the two put together would yield a great synergy effect.

On December 12, 2011, Kukkiwon established a Memorandum of Understanding (MoU) with the National Center for Korean Traditional Performing Arts to 'promote national and international development of Gukak and Taekwondo, and cultivate understanding of traditional cultural arts'.

In accordance to the MoU, the two organizations agreed to aid content production and share/provide domestic and overseas human networking and facilities. For a more concrete display of agreement, they also acceded to jointly produce performance music for Kukkiwon's Taekwondo demonstration team.

### Smartphone Application Development

Since February 2012, Kukkiwon developed a smartphone application that provided information on Taekwondo and Kukkiwon. It began to develop application on July 2011 as a response to request for Taekwondo mobile information service to keep up with

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Korean version of the smartphone application introduced in February 2012



Supplemented English version of the smartphone application introduced in November 2012

the fast-growing mobile technology.

The application provides the following information: △ introduction to Kukkiwon, △ the latest Kukkiwon news, △ introduction to Taekwondo, △ Taekwondo Poomsae, △ Poom · Dan evaluation standard, △ Taekwondo Dojang PR, △ information on the World Taekwondo Academy, △ introduction to Taekwondo demonstration team, △ information on World Taekwondo Hanmadang, △ Taekwondo-related database, △ an open discussion board, and △ introduction to Taekwondo-related organizations. The application utilized beautiful traditional Korean images and contains as much information from the Kukkiwon website as possible (i.e., Kukkiwon’s latest news and projects). It also includes information on Taekwondo Poomsae, domestic and overseas Taekwondo Dojangs, training institutes, famous Taekwondo players, and Taekwondo-related organizations.

Users are also able to watch videos straight from the application and share with other users. Taekwondo masters can also use the application to register his Dojang. Once the register is complete, a QR code is created which allows the users to view information of the Dojang and make a phone call or send a message to the Dojang.

On November 28, 2012, Kukkiwon completed an English version of the application. At the same time, Kukkiwon strengthened the existing Korean version application with renewed contents, functions, and better

designs. The users were now able to select the language of their choice. In addition, the resolution became much higher, allowing LTE android users to use the application as well.

### The New Face of Kukkiwon

On March 17, 2011, the city of Seoul awarded Kukkiwon’s Taekwondo performances the ‘2011 Korea Tourism Development and Management Content.’ Following a successful performance in 2011, Kukkiwon was selected to perform Taekwondo demonstrations at Seoul Namsangol Hanok Village in 2012. Since 2007, the city of Seoul has selected a demonstration team every year to perform Taekwondo demonstrations for tourists. Kukkiwon’s team won the opportunity every year except in 2010.



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For three days a week (Wednesdays, Saturdays, and Sundays) in April to November (excluding mid-July ~ August), Kukkiwon held a hands-on Taekwondo program and performed demonstrations for tourists with their business partner 'Yunhanaro Communications.'

The slogans for the 2012 demonstration performances were 'Spirit of Taekwondo, Soul of Asia' and 'Acquainting Taekwondo Discipline at Namsangol Hanok Village - Korea's Spirit.'

Kukkiwon's efforts to spread Taekwondo value, a representative cultural brand of Korea, expanded to various aspects besides demonstration performances. One example is entering the MoU for Taekwondo cultural content development.



On March 2011, Kukkiwon also signed a contract with M-game Corporation (a computer mobile game enterprise) to create a Taekwondo animation character. This animation character business was launched by the Presidential Council on Nation Branding. M-game Corporation also owned the manufacturing and distribution part of the business.

Earlier on December 2009, the two institutes signed an MoU for 'Taekwondo cultural content development' and registered for a joint copyright of the animation character.

Once the work is complete, the animation character will be developed in four ways, to expand Taekwondo awareness and promote its educational value. Kukkiwon anticipates that the animation character will familiarize Taekwondo around the world by Δlabeling Taekwondo a masterpiece, Δuplifting national brand through

Kukkiwon and the Presidential Council on National Branding entered a MoU on September 21, 2011 to cooperate on boosting Taekwondo's national brand image and developing a 'masterpiece' label for Taekwondo.



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Taekwondo promotions, and △producing and supplying Taekwondo animation character and games.

Kukkiwon entered an MoU with the Presidential Council on National Branding to ‘uplift Korea’s national image through Taekwondo’ on September 21, 2011. There was a mutual understanding that in order to foster Taekwondo as the world’s leading sports brand, Kukkiwon needed a national-scale support from the Presidential Council on National Branding and to cultivate Taekwondo specialists at Kukkiwon.

In accordance to the MoU, both organizations agreed to cooperate on developing cultural business and placing a ‘masterpiece’ label for Taekwondo. They agreed to focus on Taekwondo contribution to international society through global Taekwondo network and develop cultural tourism resources through Taekwondo demonstration performances.

### Vision of Globalization

On May 26, 2011, in celebration of the first anniversary of corporate embodiment, Kukkiwon held a ‘TKK Win-Win-Win 2020 Vision Ceremony’ to pledge their vision once again as a world Taekwondo headquarters.

The background for reiterating their vision and strategy was to reestablish their course of development and reexamine their ‘Taekwondo = Kukkiwon = Korea’ strategy.

Kukkiwon presented three strategies and twelve tasks that will set specific directions for ‘TKK Win-Win-Win.’

The 3 strategies are as follows:

△T-Valuable Taekwondo: Boost Taekwondo value as a masterpiece,

△K-Vital Taekwondo: Strengthen competitiveness through creativity and innovation, and

△K-Global Korea: Zealously contribute to international society as a Taekwondo headquarters.

Moreover, Kukkiwon decided to actively support Taekwondo demonstration teams abroad to cultivate global Taekwondo talents. Before then, demonstration teams in Korea were widely used for cultural diplomacy whereas teams dispatched overseas were limited to performances. Thus, Kukkiwon planned to dispatch teams to countries that requested them and pass on traditional demonstration techniques, support their growth abroad, and help cultivate Taekwondo talents around the globe.

Kukkiwon was funded by the Ministry of Culture, Sports and Tourism to start a ‘Taekwondo Master Dispatch Internship’, recruiting college students majoring in Taekwondo. The program was supported by the Korea Sports Promotion Foundation and its focus was to globalize Taekwondo through: 1) cultivating Taekwondo talents in Korea Culture and Information Service and diplomatic offices, 2) spreading Taekwondo and Korean culture overseas, 3) creating hands-on Taekwondo



The ‘TKK Win-Win-Win 2020 Vision Ceremony’ held on May 26, 2011 in celebration of the one year anniversary of corporate embodiment.

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programs and jobs abroad, and 4) building Taekwondo network around the world. In 2012, Kukkiwon selected 60 interns and dispatched them to Taekwondo Dojangs in New York and Washington D.C., to work from September to December.



Kukkiwon held a Taekwondo Friendship Training Program designed to promote Taekwondo and cultivate Taekwondo players in underdeveloped countries. Through this program, Kukkiwon devoted to boost Taekwondo development in participating countries. Kukkiwon selected four trainees nominated by Taekwondo federations in Asia and Africa.

The program, conducted every year since 2009, is a part of the cultural partnership program run by the Ministry of Culture, Sports and Tourism and Korea Culture and Information Service.

It is designed to promote and familiarize Korea through Taekwondo to countries in Asia and Africa that have

relatively less cultural exchanges.

Beginning in 2012, Taekwondo Friendship Training Program received an increased seven trainees nominated from the respective countries' embassy. The program ran for 6 months and trainees participate in various events and education sessions such as foreign Taekwondo master training program, the World Taekwondo Hanmadang, and joint performance with Kukkiwon's Taekwondo demonstration team.

On December 8, 2011, Kukkiwon held a 'World Taekwondo Academy Education Program Hearing' at Samjung Hotel, Seoul. Sponsored by the Kukkiwon Research Institute of Taekwondo, the participants discussed the core of WTA training programs, including △developing a standard training guide, △developing a professional (technical) education program, and △developing new Poomsae.

The 'World Taekwondo Leaders Forum', first held in



'World Taekwondo Academy Education Program Hearing' held on December 8, 2011.



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September 2009, took place again in 2012. On September 1, 2012, Kukkiwon held a ‘2012 Seoul World Taekwondo Leaders Forum’ for four days at the Grand Hilton Hotel located in Seodaemun-gu, Seoul.

Starting in 2012, Kukkiwon celebrated ‘Taekwondo Day’ and organized both the World Taekwondo Hanmadang and the Leaders Forum to join Taekwondo players and leaders around the together in one place. Moreover, it plans to host the Leaders Forum annually and make it an international Taekwondo forum.

The forum is jointly sponsored by Kukkiwon and the city of Seoul. The international symposium (academic) and hands-on leadership class (educational) took place on September 2, ‘World Taekwondo Leaders Forum’ (academic) took place on the 3rd, and overseas Leaders Program (cultural) on the 4th. Prior to this event, an international symposium on ‘Taekwondo and Sport Science’ took place on September 2.

Taekwondo was chosen to be an official Olympic sport

for the 2000 Sydney Olympics at the 103rd International Olympics Committee Session held in Paris on September 4, 1995. In accordance to the ‘Taekwondo promotion and Taekwondo Park’ law, this day became a national holiday and is commemorated as ‘Taekwondo Day.’

On September 4, 2012, at Taekwondo Day celebration event held at Grand Hilton Hotel, 5,000 international sports figures attended including: Ministry of Culture, Sports Tourism Executive Kwang Shik Choe, Kukkiwon Chairman of the Board Joo Hoon Kim, Kukkiwon President Won Sik Kang, World Taekwondo Federation President Chung Won Choue, Taekwondo Promotion Foundation Executive Jhong Shin Bae, Asia Taekwondo Federation President Dai Soon Lee, Korea Taekwondo Association standing Vice Chairman Young Ki Cho, International Olympics Committee member Patrick Chamunda, and IOC International Cooperation & Development Director Tomas Amos Ganda Sithole.



### Kukkiwon, the World Taekwondo Headquarters

Efforts to ‘consecrate’ Kukkiwon had long been an issue on the table. By remodeling its interiors and landmark and sanctifying the surroundings, Kukkiwon executives wanted to create a symbolic image for Kukkiwon as the world Taekwondo headquarters.

However, their plan had long been put off due to problems with securing remodeling budget and prolonged administrative process by the Gangnam-gu

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The meeting of the '2012 Kukkiwon Deification Project in Special Committee' held on February 28, 2012



Ministry of Culture, Sports and Tourism minister In Chon Yu views exhibitions at the Taekwondo Museum on July 23, 2010.



'Kukkiwon Membership System Briefing Session' held at Samjung Hotel on December 9, 2010

office in Seoul, who controls Kukkiwon jurisdiction. In July 2010, Ministry of Culture, Sports and Tourism minister In Chon Yu visited Kukkiwon and witnessed the poor quality and environment Kukkiwon was exposed to. They addressed their concerns to the ministry which later stimulated efforts to 'sanctify' Kukkiwon.

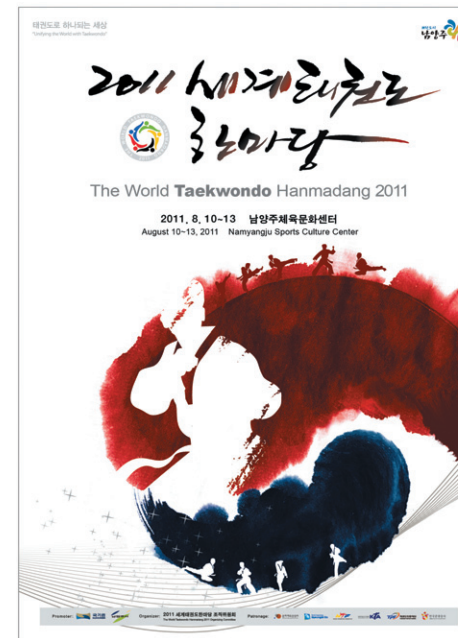
Kukkiwon held a 'Kukkiwon Membership System' briefing at Ramada Seoul for Taekwondo masters overseas on December 9, 2010. The system will grant membership certificate to Taekwondo Dojang anywhere around the globe that are registered under Kukkiwon. The members will be able to share training programs and competition techniques, and receive support from Kukkiwon in various business aspects. It was also a process of spreading Kukkiwon sanctity awareness to the world.

During the business briefing, there was a KMS certificate presentation ceremony for forty-four Dojangs registered under Kukkiwon.

As a part of foreign networking efforts, KMS would become an optimal tool to invigorate Taekwondo Dojangs abroad by hosting education and training programs, business seminars, and marital arts competitions overseas.

### The World Taekwondo Hanmadang

From August 10~13, the 2011 World Taekwondo Hanmadang was held at the Namyangju Sports and



2010 World Taekwondo Hanmadang promotional poster



Kukkiwon's Taekwondo demonstration team member performs at the 2012 World Taekwondo Hanmadang.

Culture Center. 3,700 participants from 53 countries around the world competed in 53 divisions from 11 categories.

For four days since August 28, 2012, the 2012 World Taekwondo Hanmadang was held in Kukkiwon with 3,000 participants from 43 countries, competing in 40 divisions from 9 categories. Kukkiwon utilized social networking service (SNS) to promote the festival and streamed live competition videos on YouTube. Kukkiwon also collaborated video messages from athletes to send overseas.

In accordance with the revised Corporate Tax Act, the Ministry of Strategy and Finance designated Kukkiwon as a public donation organization on September 30, 2011.

This meant that by donating to Kukkiwon, the donor can receive 30% income tax deduction (for individual donation) or 10% deduction (for corporate donation). This allowed Kukkiwon to expand their business and continue their public welfare efforts.

Since being incorporated in 2010, Kukkiwon had already set a goal to become a designated public contribution by requesting cooperation from the Ministry of Culture, Sports and Tourism. The designation is effective for 6 years - until December 31, 2016.

As a part of Taekwondo Dojang support project, Kukkiwon held a '2012 Kukkiwon Dojang Invigoration Seminar.' The seminar was held on November 17 at the

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Korea National Sport University auditorium under the theme ‘Taekwondo! A Change in Paradigm’. Participants included 700 Taekwondo Dojang masters and potential masters who hope to operate their own Taekwondo Dojang.

The seminar focused on changing Taekwondo leadership paradigm and maximizing synergy effects with studio support projects.

Among the lecturers were Byung Chul Shin(CJ Group’s former Vice President of the marketing team), Director Jae Hoon Kim(MIT Engineering School and Harvard Business School graduate and former GE Asia-Pacific Vice President), Grandmaster Sun Ki Chong(trainer of 2,500 students in the U.S.), Jin Young Kim(Director of Dragon Kim’s Taekwondo Dojang, Oklahoma, specializing in experience philosophy of Martial Arts), and former Kukkiwon training institute Director and Grandmaster Jong Kwan Lee(one of the writers of Taekwondo textbooks published by Kukkiwon).



600 prospective dojang owners (sabums) listen at the ‘2012 Dojang Invigoration Seminar.’

Kukkiwon executives, lecturers, and participants of the seminar

The topics for the first part of the seminar titled ‘Korea Taekwondo’s Keyword for Success: Change!’ were △ Taekwondo! The Reason for Korea’s Existence (Byung



Chul Shin, President of the Spinkre Group) and △A Message of Hope for Taekwondo Dojang in Korea (Sun Ki Chong, the first president of American Taekwondo United). The second part of the seminar was titled ‘Masters! Magicians who Create Value.’ The topics for the seminar included △The Blue Ocean of Taekwondo Values! (Jae Hun Kim, Taekwondo Dojang Director), △ My Dream, My Way (Jin Young Kim, Dragon Kim’s Taekwondo Dojang Director), and △Master is Hope (Jong Kwan Lee, former Director of Kukkiwon World Taekwondo Academy).

The 3rd part of the seminar, titled ‘The Talk Show of Hope!’ was an omnibus presentation on hands-on Taekwondo experience insights from domestic and overseas trainees, and received very positive feedbacks from the audience.