

Executive Summary

Jinjigwan is a student-led social business based at Hankuk Academy of Foreign Studies, dedicated to tackling the systemic inequalities faced by individuals with disabilities. While many charitable initiatives rely on volatile external donations, we have established a self-sustaining cycle where production, consumption, and donation are intrinsically linked. Founded in June 2025, we unite social advocacy with sustainable business by bringing campus-inspired desserts to our school community.

Our impact is divided into two strategic pillars: early childhood development and adult employment. Under a Memorandum of Understanding with Save the Children, we annually direct 6,000,000 KRW toward play-based development programs for children with disabilities. Simultaneously, through recurring campus pop-up markets, we partner with vocational businesses like Soul Bakery and Happy Bakery & Café to expand economic opportunity for workers with severe disabilities.

In just eight months of operation, Jinjigwan generated over 3,800,000 KRW in total revenue without any external advertising. By converting everyday consumption into an act of economic inclusion, we are proving that student initiatives can transition from symbolic gestures to scalable enterprises. We aim to scale our model and deepen our long-term commitment to the disability community.

Problem

Inequality takes many forms, but disability remains one of its most underexamined dimensions. People with disabilities are disproportionately underrepresented in classrooms, workplaces, and public life, and also from the conversations meant to address it. SDG 10 calls for reduced inequalities within and among countries, and we chose to focus here precisely because disability-related inequality tends to be treated as a niche concern rather than a structural one. It is neither; it is systemic and it compounds across a lifetime, which was exactly what we wanted to focus on while designing our response.

Thus, we wanted initiatives that engage with disability inequality at two distinct but deeply connected stages: early childhood development, where children with disabilities are denied foundational learning, and adult employment, where the consequence of those early gaps compounded by structural barriers in hiring and public awareness continue to close doors. Taken together, our two initiatives reflect a conviction that reducing inequality requires sustained commitment across the full arc of a person's life.

The first of these initiatives addresses disability inequality at childhood development, its earliest and most consequential stage. Through an official Memorandum of Understanding (MOU), Jinjigwan donates 6,000,000 won annually to Save the Children's developmental support program for children with disabilities.

In the status quo, approximately 67.9% of children with disabilities have a learning disability, and this number is only increasing, and while there are governmental programs for such children, it is still limited to basic care. Current policies remain reactive rather than proactive, addressing immediate needs without investing in the long-term holistic developmental trajectories of children with disabilities. As such, their right to development and right to play that are necessary in order for them to eventually support themselves is still insufficient.

Even with strong developmental foundations, people with disabilities enter a workforce that is largely unprepared to include them, which is where our second initiative begins. According to KEAD, only about 34% of people with disabilities are employed in Korea, and almost half receive minimum wage. A vast majority is also employed through temporary contracts. Employment inequality for people with disabilities is deeply entrenched and therefore persistent, and is the result of systemic gaps in hiring practices, public awareness, and institutional will.

Organizations like Soul Bakery or Happy Bakery&Cafe have emerged to address this directly. As a vocational rehabilitation facility for people with severe disabilities, such bakeries use domestic wheat and organic ingredients to bake products that create dignified, skill-building employment while spreading joy through sharing. Their work embodies the belief that meaningful labor is not a privilege but a right.

Jinjigwan recognizes that awareness is the first step toward change. The general public is simply unaware that such organizations exist, or that purchasing their products is a direct act of economic inclusion. To bridge this gap, we are partnering with Soul Bakery and Happy Bakery&Cafe to establish recurring pop-up markets on campus, where their baked goods are sold alongside products made by Jinjigwan. Every purchase goes directly back to the bakery, sustaining employment for workers with disabilities. Crucially, the recurring format embeds inclusive consumption into everyday school life rather than reducing it to a one-off gesture, normalizing the idea that where we spend our money is a reflection of our values.

Alongside the sales, we run awareness campaigns to make visible the people whose labor is too often overlooked, sharing the stories of workers and the broader landscape of disability employment in Korea. As part of this effort, we are reaching out to Chef Tommie Lee, a celebrated chef and passionate advocate for people with disabilities and their families. As a father of a son with autism, Chef Lee brings both personal lived experience and a wide public platform to conversations that are often confined to specialist or policy circles. We hope to conduct an interview with him and create content that goes beyond statistics to capture the human dimension of raising a child with a disability and finding purpose in advocacy. Shared through our social media platforms, this interview would shift disability employment from an

abstract social concern into something students feel personally connected to and motivated to act on.

In doing so, this initiative also speaks directly to SDG 8, decent work and economic growth. Such partnerships are not simply an act of raising awareness but a direct contribution to the economic sustainability of an organization built on the principle that people with disabilities deserve access to meaningful, fairly compensated work. Every recurring sale strengthens their operational capacity, and every conversation we open through our awareness campaign chips away at the cultural barriers that make inclusive hiring the exception rather than the norm. Reducing inequality and promoting decent work are inseparable for people with disabilities.

Model

Jinjigwan sustains continuity through structured interviews and a multi-stage orientation covering our social mission, operations, and financial standards. Our 35-member team operates under a defined leadership structure, including a CFO, COO, CSO, CDO, and Chief of Human Resources, ensuring clear accountability across all functions.

To address continuity risk as student members graduate, Jinjigwan implements annual recruitment cycles to onboard new members each academic year and a structured knowledge transfer protocol through which departing officers document key responsibilities, contacts, and operational procedures before transitioning out. All financial transactions and donation pipelines are processed through Save the Children's official channels, ensuring full accountability to our customers. Internal financial records are managed by our CFO and are available for review upon request.

We plan each sales event one to two weeks in advance. The full membership gathers to brainstorm and align on logistics from menu selection to role assignments. Baking begins two days before each event, with member schedules coordinated so that every stage, preparation, baking, and on-site sales, is covered by designated members at specific times.

We also maintain a transparent and disciplined approach to financial management. Every item sold is recorded individually, including what was purchased and by whom, ensuring full traceability of revenue from the point of sale. All expenses, revenue, and donations are managed through unified financial channels and records managed by our CFO, who oversees the flow of funds from ingredient preparation to our monthly donation to Save the Children. Our CFO also has the responsibility to report all finances in order to maintain credibility among customers and associates.

As Jinjigwan expands to other schools, we will establish a coordinated structure built on regular inter-school meetings to maintain consistency among associates. Open communication

between schools will be vital to preserving consistency in our core values and model, which is the self-sustaining cycle of baking, selling, and donating. At the same time, we recognize that each school operates within its own unique community and context, and we fully respect the independence and flexibility needed for all groups involved.

Operations

Jinjigwan operates by managing the entire value chain— from ingredient sourcing to final sales. In production development, we maintain a rotating menu of high-demand desserts, including our signature "Hear me out cake" and seasonal Tiramisu. Menu updates are determined every time that a bake sale is hosted based on customer feedback and ingredient availability, ensuring sustained engagement across the school community.

Operations are divided into two phases: preparation and execution. During preparation, members handle ingredient selection, portioning, and packaging. During execution, members manage on-site sales and customer interactions. Quality and safety are maintained through assigned oversight roles at each production stage. Jinjigwan has a designated member to ensure that the oven and other hot tools are used safely, and Jinjigwan also has specific members ensuring that the space in which everything is produced is sanitary. For our internal product line, ingredients are sourced independently by members.

In parallel, we are developing a partnership model with vocational businesses — including Soul Bakery and Happy Bakery & Café — to host recurring campus pop-up markets featuring products made by workers with disabilities. These two channels operate distinctly: the internal line funds our donation commitments, while the partnership model directly amplifies employment opportunities for workers with severe disabilities.

Financial Performance and Metrics

Jinjigwan maintains a highly efficient cost structure, targeting ingredient costs between 30% and 45% of gross revenue in order to maximize donation capacity. This target is actively managed by bulk purchasing.

Product	Category	Unit Price (₩)	Qty	Total Cost (₩)	Status	Buyer
Strawberry Crunch 100g	Ingredient	₩1,500	2		In Transit	Oh Sejin
Magic Mango 3kg	Ingredient	₩47,800	1		In Transit	Oh Sejin
Magic Strawberry 3kg	Ingredient	₩47,800	1		In Transit	Oh Sejin
Kraft Square Paper Tray	Disposables	₩19,900	1		Delivered	Oh Sejin
Peach Iced Tea Base 2kg	Ingredient	₩13,500	2		Delivered	Oh Sejin
White Sugar 1kg x4	Ingredient	₩6,480	1		Delivered	Oh Sejin
Brown Sugar 1kg	Ingredient	₩2,810	1		Delivered	Oh Sejin
Dark Brown Sugar 1kg	Ingredient	₩2,660	2		Delivered	Oh Sejin
Powdered Sugar 1kg	Ingredient	₩4,350	1		Delivered	Oh Sejin
All-Purpose Flour 2kg	Ingredient	₩3,400	1		Delivered	Oh Sejin
Dark Chocolate Chips 1kg	Ingredient	₩9,600	5		In Transit	Oh Sejin
Canola Oil 500ml	Ingredient	₩2,950	3		Delivered	Oh Sejin
Sea Salt 75g	Ingredient	₩3,320	1		Delivered	Oh Sejin
Aluminum-Free Baking Powder 50g	Ingredient	₩2,150	1		In Transit	Oh Sejin
Vanilla Bean Extract 100ml	Ingredient	₩19,800	1		Delivered	Oh Sejin
Dark Couverture Chocolate 1kg	Ingredient	₩28,200	2		Delivered	Oh Sejin
Roll Cake/Cookie Pan 39x29cm	Kitchen Equipment	₩8,800	2		In Transit	Oh Sejin
Additional Shipping Fee	Ingredient	₩14,000	1		Delivered	Oh Sejin
Taxi Fare	Misc	₩7,800	1		Delivered	Oh Sejin
Unsweetened Cocoa Powder	Ingredient	₩8,730	5		In Transit	Oh Sejin
Hanaro Mart	Ingredient	₩211,080	1		Delivered	Shn Hwiseo
Hanaro Mart 2	Ingredient	₩30,060	1		Delivered	Jo Minseo
Daiso	Ingredient	₩7,000	1		Delivered	Jo Minseo
Ice Cups (Heo Yejun)	Ingredient	₩5,300	1		Delivered	Oh Sejin
TOTAL						
Per-Person Cost (25 members)						

[Fig.1] 2025 Night Of Passion

Product	Category	Unit Price (₩)	Qty	Total Cost (₩)	Status	Buyer
Dark Chocolate Chips 1kg x2	Ingredient	₩14,800	1		Pending	Oh Sejin
Cocoa Powder 1kg	Ingredient	₩11,400	1		Pending	Oh Sejin
Vanilla Bean Extract	Ingredient	₩19,800	1		Pending	Oh Sejin
Canola Oil 250ml	Ingredient	₩3,150	1		Pending	Oh Sejin
Baking Soda 170g	Ingredient	₩3,550	1		Pending	Oh Sejin
Honey 500g	Ingredient	₩6,200	1		Pending	Oh Sejin
Molasses 355ml	Ingredient	₩14,350	1		Pending	Oh Sejin
Ginger Powder 35g	Ingredient	₩4,000	0		Pending	Oh Sejin
Cinnamon Powder 40g	Ingredient	₩5,200	1		Pending	Oh Sejin
Eggs	Ingredient	₩10,000	2		Pending	Oh Sejin
Unsalted Butter	Ingredient	₩9,700	10		Pending	Oh Sejin
Stainless Steel Strainer	Kitchen Equipment	₩5,370	1		Pending	Oh Sejin
Sanitary Gloves 100pcs	Kitchen Equipment	₩1,700	1		Pending	Oh Sejin
Stainless Steel Mixing Bowl	Kitchen Equipment	₩6,370	2		Pending	Oh Sejin
Ice Cream Scoop	Kitchen Equipment	₩5,900	1		Pending	Oh Sejin
OPP Packaging Bags 15x20cm	Decoration	₩7,700	3		Pending	Oh Sejin
TOTAL						
Per-Person Cost (25 members)						
Remaining Budget					₩326,614	

[Fig.2] 2025 Christmas Cookie Sales

Across three sales events, total revenue grew from ₩947,630 to ₩1,733,003 — an increase of approximately 83% — reflecting strong and consistent market traction within the school community. Net profit margins have remained robust throughout, supporting a consistent monthly donation of 500,000 KRW to Save the Children drawn from net profits.

Our primary assets include a dedicated team of student members, the official MOU with Save the Children, and established logistics for campus-wide sales events. Our main physical assets consist of a refrigerator and oven, as well as a vast set of baking equipment such as a hand mixer and mixing bowls.

Impact

Jinjigwan's impact is not incidental to what we do, but it is the reason we do it. Every element of the organization, from how we price our products to how we structure our partnerships, has been designed with two groups in mind: children with disabilities who are denied the developmental support they need early in life, and adults with disabilities who are shut out of the labor market as a consequence of the gaps that follow. What follows is an account of what that impact has looked like in practice, and why we believe it holds.

Impact on Children with Disabilities

The specific program that Jinjigwan is donating to is a play-based support program that endeavors to reduce play inequality, raise awareness about the right to play, and improve childrens' social skills by dispatching play specialists to children with developmental disabilities in welfare blind spots who have limited opportunities for play and activities and providing various educational materials and experiential activities. Children with disabilities often struggle with relatively short attention spans, so through this program, they can achieve psychological stability through interaction with others and emotional connection, which can help prevent problematic behaviors.

This program takes place in Gyeonggi (Yongin and Suwon), Seoul, Busan, Gwangju, and 8 partner organizations in the Gyeongnam area, and affects 170+ underprivileged children with disabilities in legally defined low-income households and households whose total income is 120% or less of the standard median income.

There are three components to this program. First, the play specialists are all university graduates who had majored in special education or with 2+ years of experience if they had majored in related fields. They receive training 6 times a year. Second, the play is conducted through play kits catered to children that include clay, origami paper, play instruments, and board games. There are also occasional field trips, which are also funded through the program. Third, the play specialists provide 2 or more consultation sessions with the guardians and 4 annual sessions to relieve parenting stress.

The outcomes that guardians have reported speak to the depth of this kind of intervention. One documented case is that of a 7-year-old boy diagnosed with Autism Spectrum Disorder, who prior to the program could not respond to his name, communicate basic needs, or remain seated for more than five minutes, and was unable to access the language therapy and sensory integration classes his diagnosis called for. After one year of play activities, he is now expected to transition into a general elementary school classroom without major difficulties, is able to invite friends home, and may take on a mediating role among peers. His case is representative of a broader pattern: guardians across the program have reported that children with disabilities

began forming more friendships, taking initiative to express their opinions, and expanding their areas of interest well beyond play, into jobs, people, and the world around them. These are not minor improvements in comfort but changes in developmental trajectory, the kind that carry forward into adulthood. For children with disabilities, early intervention of this kind is among the most consequential investments any organization can make in long-term inclusion. The fact that Jinjigwan's revenue model makes this a permanent annual commitment, rather than a one-time gesture, is what gives this impact its real weight.

Impact on Workers with Disabilities

Even with strong developmental foundations, people with disabilities enter a workforce that is largely unprepared to include them, which is where Jinjigwan's second point of impact lies. Vocational rehabilitation facilities like Soul Bakery and Happy Bakery & Café provide structured, dignified employment to workers with severe disabilities, but they operate with limited visibility. Most people who walk past a disability employment bakery have no idea it exists. Jinjigwan's partnership model addresses this problem directly by bringing their products into the school's consumer environment through regular campus pop-up markets. Every unit sold at these events generates revenue that goes back to the bakery in full, directly sustaining the wages and operational capacity of workers with disabilities. This creates a concrete and recurring income stream for organizations whose viability depends on consistent sales.

The recurring format is also a deliberate choice. A one-time charity event allows participants to feel good without changing behavior, while a more regular presence at school events normalizes inclusive consumption as an ongoing practice rather than an exception. Students who encounter these booths multiple times across a school year are not just donating, but participating in a commercial relationship that happens to produce social good. That distinction matters, because it means the impact compounds: every sale reinforces a habit, and every habit is a small contribution to the broader cultural shift that sustained inclusion of disability actually requires.

In eight months, virtually the entire HAFS campus came to know Jinjigwan and what it stands for. That reflects a genuine shift in how students think about where they spend their money and whose work they choose to support. Jinjigwan sees this as the foundation for the wider change it is working toward: a generation of consumers who understand that economic choices carry ethical weight, and who act accordingly. Reducing inequality and promoting decent work are inseparable for people with disabilities, and Jinjigwan is committed to making progress on both fronts, one sale at a time.

Competitive Positioning

At its core, Jinjigwan is an independent organization that makes and sells its own products. We recognize that donating itself is definitely meaningful, but there is also a clear weakness in

a system that can only continue with someone else's support. The profit we make through this process becomes the source of our donations. Because of this, our activities do not depend heavily on outside conditions. We have built a structure where we can continue our work with our own efforts, and that is the biggest reason we are sustainable.

Another important part of our model is the role of our customers. When students at our school buy our desserts, they are not simply buying food. Their purchase is directly connected to supporting children with disabilities. In other words, we as the producers and our school community as the consumers are creating a positive cycle together.

One of the biggest strengths that Jinjigwan has is institutional recognition. An official Memorandum of Understanding with Save the Children, one of the most trusted international NGOs in the world, shows this; it is extremely rare for a student-led organization to establish a formal MOU with such an NGO. Our MOU means that our donation activities are not temporary or symbolic. We are working through a continuous and official partnership with a verified international organization. This agreement is also very important in transparency and reliability. It shows that the money we donate goes through Save the Children's official system and is used directly for programs that support children with disabilities. This means that we have secured not only the sincerity of our giving, but also its transparency and effectiveness. The fact that a student group was able to build this kind of official partnership shows our ability to take action and our genuine commitment to social good. An MOU is not just a formal document. It also means that Save the Children officially recognized the direction and sincerity of what we are doing. This partnership we have now can also be used as a platform for larger social changes.

Food also plays a unique role as a medium for social impact because it creates a far more personal connection than ordinary fundraising. People naturally associate food with comfort, care, and community, which makes it easier for others to emotionally engage with our cause. When students buy our desserts, they are not interacting with a distant or abstract campaign; they are directly experiencing something that our members personally created. The baking process itself also contributes to the sustainability of our organization. Many forms of volunteer work rely entirely on a sense of obligation, which can make long-term participation difficult. In contrast, our members genuinely enjoy the process of planning recipes, baking desserts, packaging products, and sharing them with others. Because the work itself is creative, collaborative, and rewarding, members are able to remain consistently engaged. This allows our organization to sustain both strong internal participation and meaningful external impact at the same time.

Through four sales activities, we generated over 4 million KRW in total revenue, and based on that, we have been making regular monthly donations of 500,000 KRW to Save the Children's

programs for children with disabilities. It is not common for a newly founded organization to build both a stable revenue structure and a regular donation system in such a short time. Moreover, this has all been accomplished without any form of external advertising. Our reputation has been entirely based on our own actions and through word-of-mouth publicity. Despite only having existed for eight months, we have managed to already become something of an institution at our school.

Future Plans

Jinjigwan has operated for eight months. Since then, we have run eight baking activities, completed four fundraising sales, signed a MOU with Save the Children in April 2026, and became one of the most recognizable student organizations at HAFS. Going forward, we are focused on three things: growing our sales activity, building a social media presence with substance behind it, and bringing the model to schools beyond HAFS.

On June 6 and 7, Jinjigwan will hold its ninth and tenth baking sessions, followed by a bake sale on June 8. In July, we will operate a booth at NOP, the HAFS annual school festival, which will be our largest single-event sales opportunity to date. Four previous sales activities have generated over 4,000,000 KRW in cumulative revenue, which is enough to sustain a monthly donation of 500,000 KRW to Save the Children. This model works because it does not depend on anything extraordinary. No sponsors, no one-off events. Just students baking and selling on a regular schedule, which has been enough to sustain consistent donations since we started. Sourcing ingredients locally and ethically is something we plan to move toward as we grow. At our current scale it is not fully feasible, but it is the direction we are heading, in line with SDG 12.

For advocacy work, we are reaching out to three organizations. The first is Takagi Lisa of OVGO Baker, an ethical bakery in Tokyo built around sustainable employment and vegan production. The second and third are Soul Bakery and Haengbok Bakery, Korean vocational rehabilitation facilities that employ people with severe disabilities. Their work is directly relevant to what we are building, and we believe conversations with them will produce genuine content.

We are also reaching out to Chef Tommie Lee, owner of Bistrot de Yountville in Cheongdam. He has spoken publicly about raising an autistic son and about cooking as a way of connecting people across differences. That kind of perspective, shaped by lived experience rather than mere research or policy, is exactly what we want to bring to our audience. Our social media following started within HAFS and has since reached students at other schools. We want to use that reach for something more deliberate. The content that makes disability employment feel real.

Interviews are the center of that effort. We are reaching out to different bakers for conversations that include what the work looks like, and what it means to the people doing it. Beyond interviews, we are also developing short-form cooking tutorials and content around traditional Korean confectionery. The point is to build an audience that voluntarily comes back, not out of a sense of duty.

On the sales side, we will begin selling products from Soul Bakery and Haengbok Bakery at HAFS events alongside our own, starting with school tours. All proceeds from their products go directly back to the bakery. We handle the logistics. Workers at these bakeries depend on visibility. Most students who walk past a disability employment bakery have no idea it exists. Selling their products at school events, repeatedly and in a context students are already part of, is a more honest and effective form of advocacy than a poster or a one-day campaign. SDG 10 names the inequality, SDG 8 points to employment as the answer, and SDG 12 asks what we do with our purchasing power. Selling these products regularly is our answer to all three.

We are exploring what it would take to bring the Jinjigwan model to other schools, first in Korea and eventually at international institutions. Jinjigwan is now listed on the Yongin Lifelong Learning Center Human Network Talent Donation Portal, which opens doors to institutional partnerships that were not available to us as a school club.

What we built at HAFS was not complicated. Students baked, sold, kept honest records, and donated what they earned. Any school with committed members can do the same. The model does not need us to travel with it. What it requires at any new school is the same thing it requires at ours. People who care about the work and stay committed to it. Eight months in, that commitment has produced results that most student organizations take years to reach. The question now is how far the same approach can carry us.