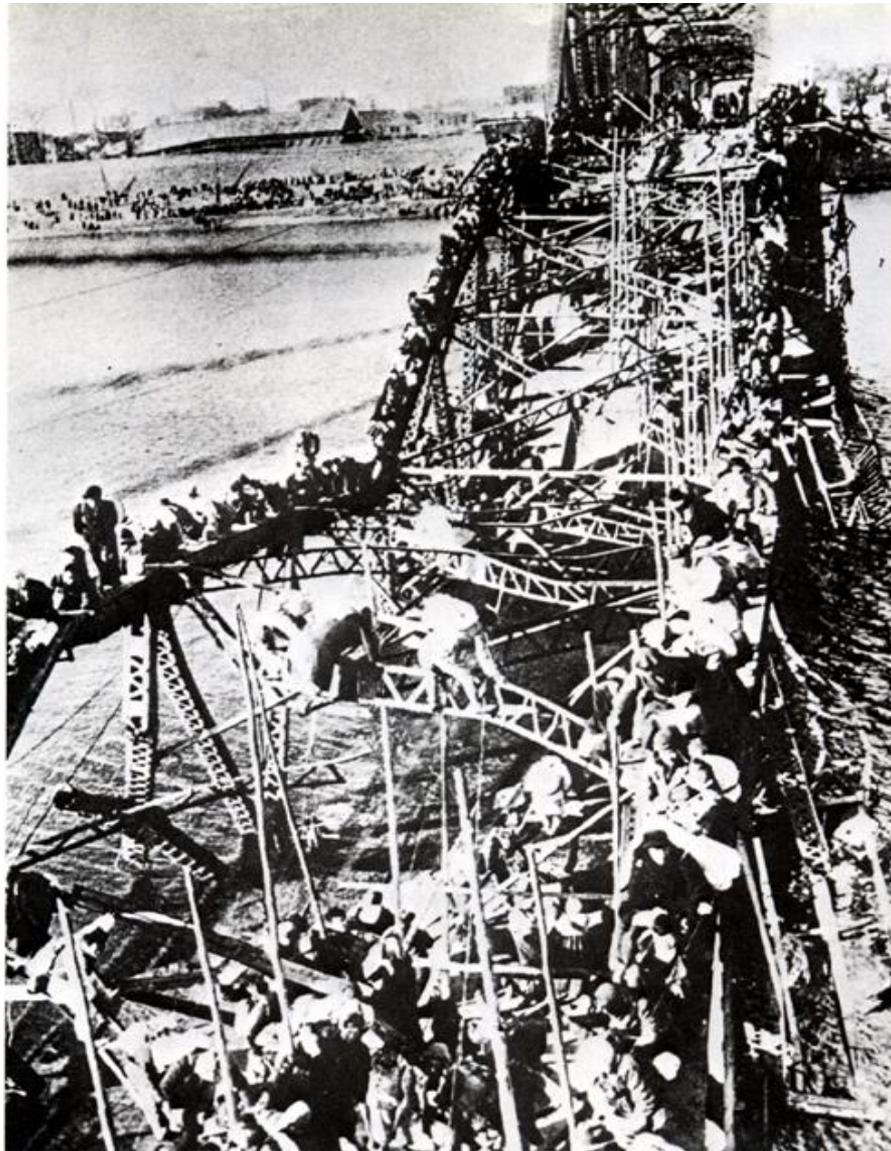


**Asan Chung Ju-Yung:
Korea's Greatest Entrepreneur**

**HAHM Chaibong
Asan Institute for Policy Studies**





The Korean War

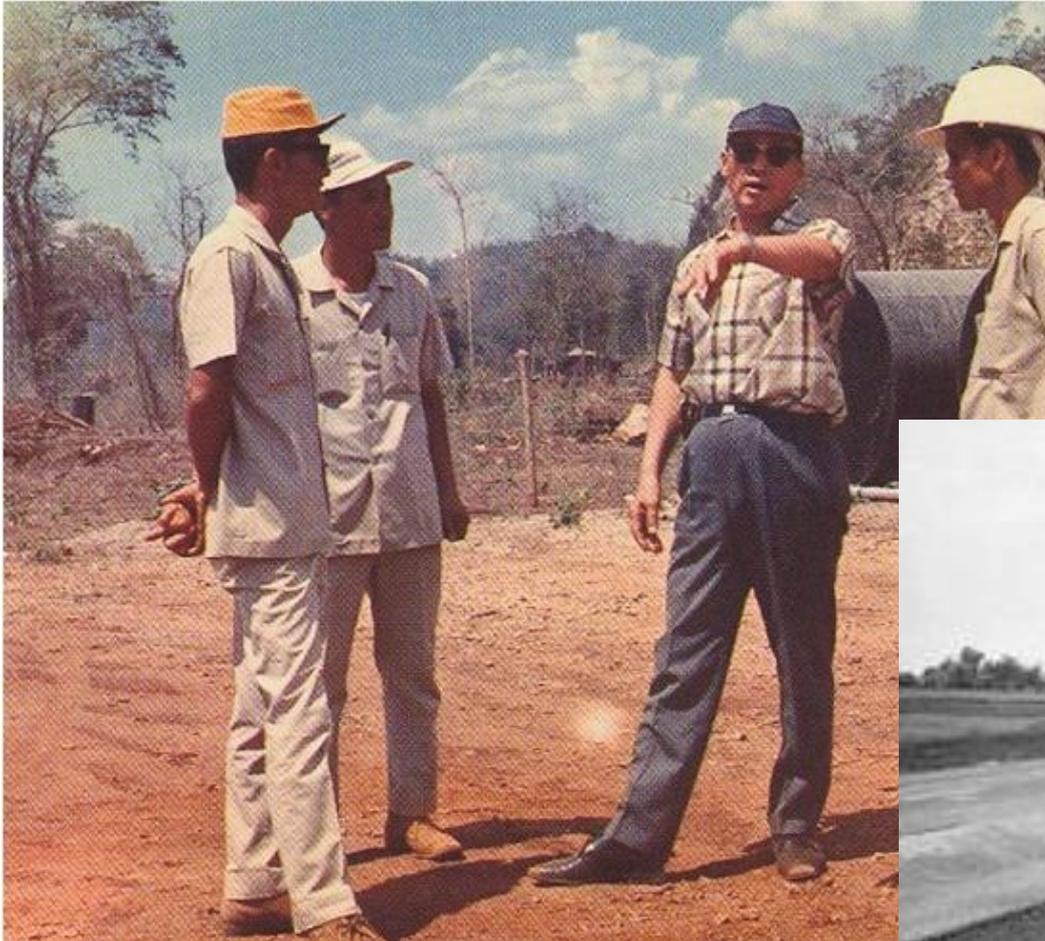


First Contract with the US military (1952)

Restoration of the Han River Pedestrian Bridge (1957)



Constructing the Pattani Narathiwat Highway in Thailand (1966)



Construction of Kamran in Vietnam (1967)



Seoul-Busan Expressway (1968-1970)



Development of Gang-nam



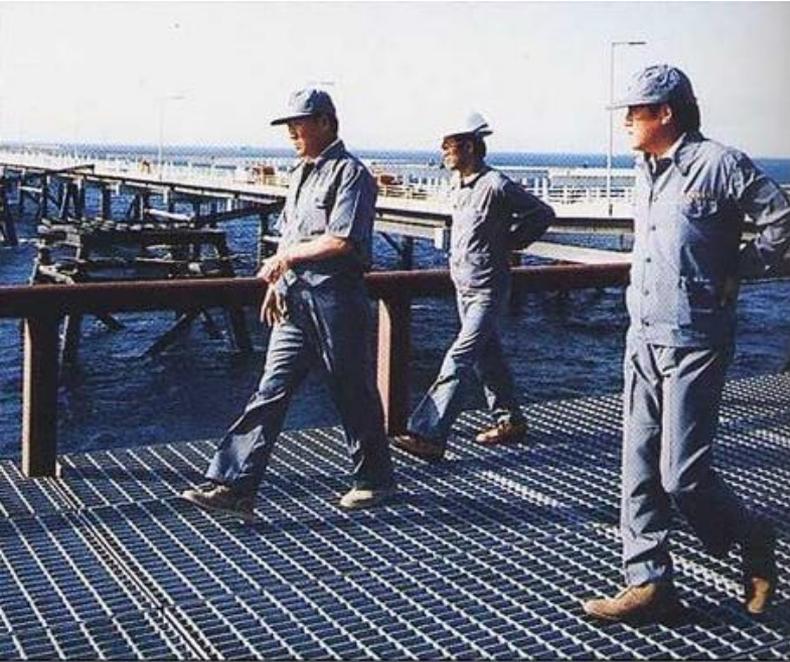
(1976)

Hyundai Apt. in Apgujeong-dong

Today



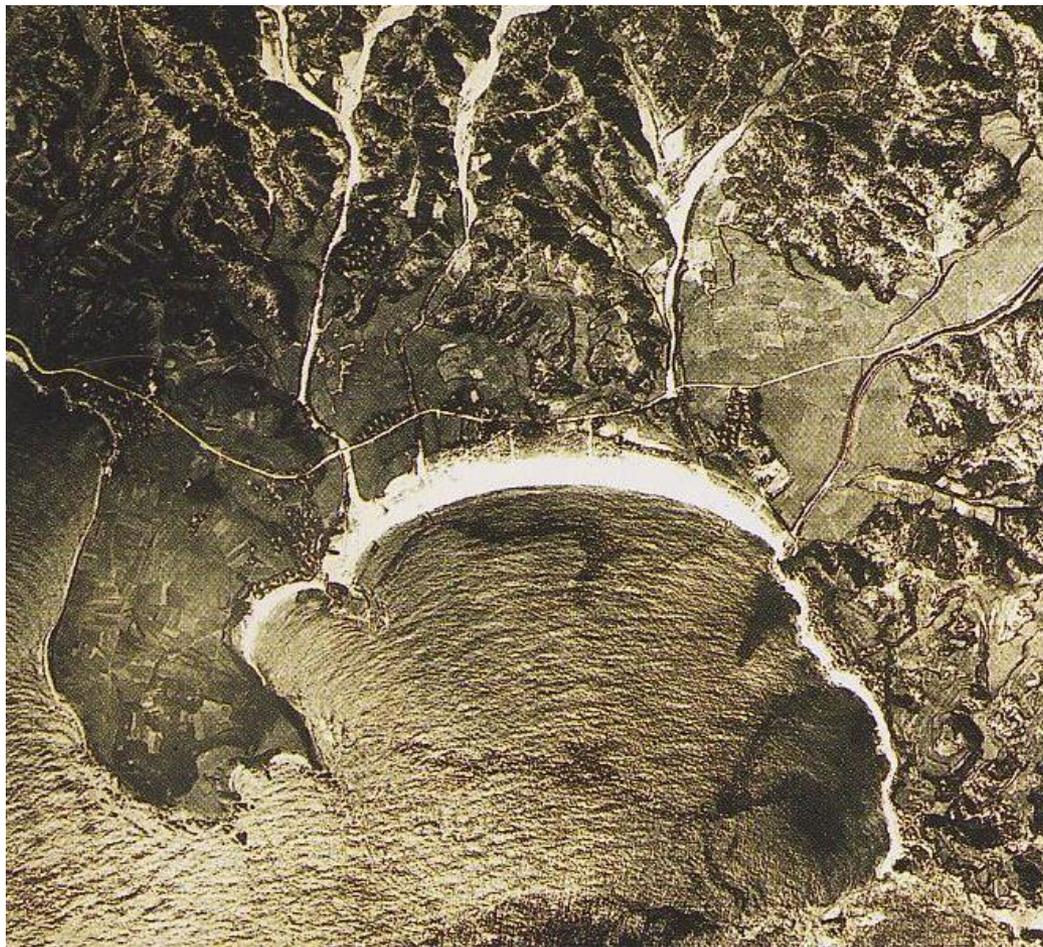
Jubail Industrial Harbor, Saudi Arabia (1976)



500 Won Bill with the Turtle Ship (Geobukseon)



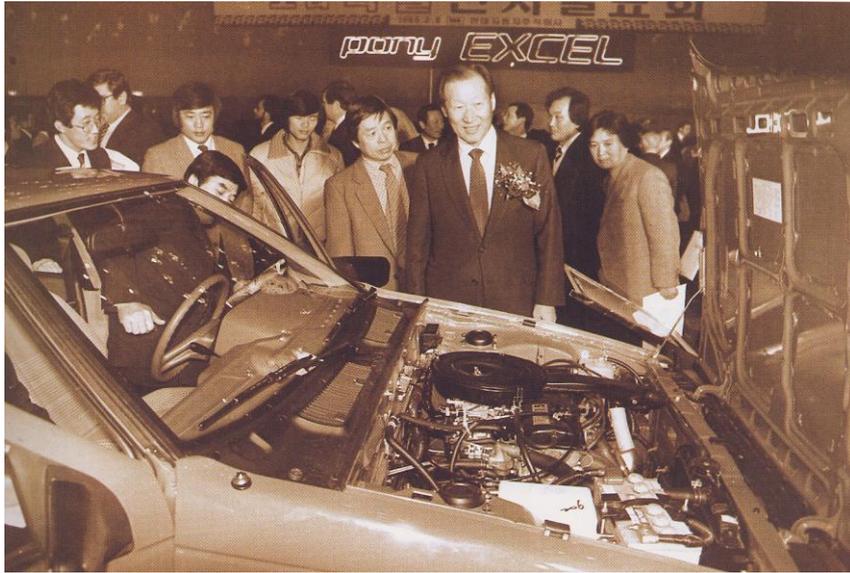
Ulsan Bay Before the Hyundai Shipyard was Built



Hyundai Heavy Industries



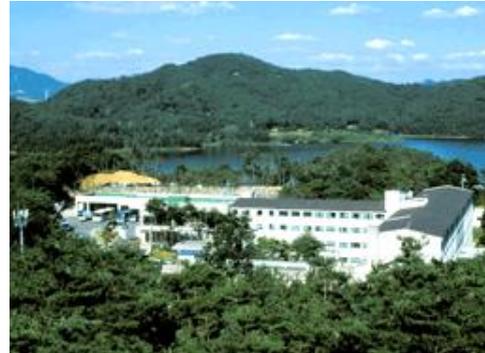
Hyundai Motor Company



Seoul Wins the Bid to Host the 1988 Olympic Games



Asan Medical Center



University of Ulsan



Crossing the Cease-Fire Line with 1001 Cows in 1998



Gaeseong Industrial Complex



The Mount Gemugang Tourism



Education Program for Prisoners



〈그림 7〉 경향신문 수형자 교육 기사,
1978년 3월 6일

“ All Three Hundred Model Prisoners at Daegu Prison Offered Job at Hyundai Heavy Industry after 6 Months of Training”

(The Kyunghyung shinmun, 1978)

“Korea’s industrial economy is developing rapidly with technicians like you as its central pillar.... You make up for all the shortcomings of businessmen, mid-level technicians and middle management executives. ...You are the most important factor behind our economy competitiveness. “

한국 공업경제는...기능사 여러분들을 중추로 하여 급진적인 발전을 계속하고 있습니다...여러분은...우리나라의 모든 기업가들과 또한 중견기술자로나 중견관리자들의 미숙한 점을...보완하고 있으며, 우리 경제(가) 경쟁력을 발휘하는 데) 있어...가장 중요한 위치에...있습니다.

(문교부, 『조국근대화의 기수: 공업고등학교 기능사 양성』, 1977, p. 127.)

Plan and Result of Skilled-Worker Training Program During 3rd·4th 5-Year Economic Development Plan

〈표 9〉 3·4차 경제개발 5개년 계획 기간 중 직업훈련에 의한 기능공 양성 계획과 실적(1972~1981)

연도	직업훈련 계획 A	직업훈련 실적(100%) B = C+D+E		B/A	직업훈련 유형					
					공공훈련(%) C		사업내훈련(%) D		인정훈련(%) E	
1972	32,436	30,668	(100)	0.95	13,061	(42.6)	10,799	(35.2)	6,808	(22.2)
1973	31,900	39,851	(100)	1.25	16,234	(40.7)	14,124	(35.4)	9,493	(23.8)
1974	47,000	41,310	(100)	0.88	16,355	(39.6)	12,940	(31.3)	12,015	(29.1)
1975	74,900	75,254	(100)	1.00	17,480	(23.2)	42,667	(56.7)	15,107	(20.1)
1976	91,600	125,653	(100)	1.37	18,164	(14.5)	96,820	(77.1)	10,669	(8.5)
3차 5개년 계획 합계	277,836	312,736	(100)	1.13	81,294	(26.0)	177,350	(56.7)	54,092	(17.3)
1977	96,300	83,027	(100)	0.86	14,878	(17.9)	58,739	(70.7)	9,410	(11.3)
1978	170,700	100,425	(100)	0.59	19,201	(19.1)	73,038	(72.7)	8,186	(8.2)
1979	176,200	129,442	(100)	0.73	28,633	(22.1)	90,992	(70.3)	9,817	(7.6)
1980	181,800	104,480	(100)	0.57	31,131	(29.8)	66,213	(63.4)	7,136	(6.8)
1981	187,300	78,365	(100)	0.42	26,274	(33.5)	48,406	(61.8)	3,685	(4.7)
4차 5개년 계획 합계	812,300	495,739	(100)	0.61	120,117	(24.2)	337,388	(68.1)	38,234	(7.7)
전체 합계	1,090,136	808,475	(100)	0.74	201,411	(24.9)	514,738	(63.7)	92,326	(11.4)

출처: 정택수, 『직업능력개발제도의 변천과 과제』, 2008, 표 3-15(p. 131) · 표 3-16(p. 133) · 표 3-19(p. 136)으로부터 재구성.

Skilled Workers Sent Overseas as of 1975

〈표 11〉 1975년 업체별 해외건설 수주액 및 인력진출 현황

업체명	해외건설 수주액(천 달러)						인력진출 (명)
	중동	동남아	태평양	아시아	중남미	계	
현대건설	350,292	7,726	2,398	—	—	360,416	561
동아건설	87,694	—	72	—	—	87,766	390
삼환기업	88,389	2,888	—	—	—	91,277	992
대림산업	33,249	5,235	—	8,130	—	46,614	1,328
신원개발	40,766	—	—	—	—	40,766	369
한국건업	29,297	—	—	—	—	29,297	82

Secret of Korea's Success

- 1964: 81 USD per capita, 80% rural
 - ➔ Heavy Industries: entrepreneurship
 - jobs for rural, undereducated youths
 - ➔ Training Skilled Laborers: education
 - upward social mobility for rural, undereducated youths
 - ➔ Philanthropy:
 - Providing for those who fall through the cracks
- 2011: 20,000 USD per capita, 90% urban