

Strategies for Activating the Sale of Local Specialty Foods Using TV Media and Digital Platforms: A Case Study of LG HelloVision's 'Season Market'

SeungBum, Ryu 1,*

1 Aalto eMBA; alvin_ryu@naver.com

* Correspondence: alvin_ryu@naver.com

Received: 03 January 2025

Revised: 30 March 2025

Accepted: 30 November 2025

Published: 27 February 2026

Copyright: © 2026 by the authors, Licensee ABR, Seoul, Korea.

Abstract: (1) Background/Purpose: Korea's rural regions face an existential crisis of regional depopulation, driven by the outflow of young populations and a lack of employment and education opportunities. This study examines how the activation of local specialty food sales through TV media and digital platforms can serve as a practical mechanism for regional economic revitalization. (2) Methodology: The study employs a qualitative case-study approach, analyzing three cases: (i) the Ministry of Oceans and Fisheries' 'Korea Fisheries Grand Sale' national discount campaign; (ii) Haenam County's integrated local specialty promotion strategy including its direct-sales online mall 'Haenam Miso'; and (iii) LG HelloVision's regional cable channel commerce brand 'Season Market' (Jeoljangteo) and its co-development of 'Ttangkkeut-maeul Haenam Kimchi' with Haenam County. (3) Findings: Central government discount campaigns (Korea Fisheries Grand Sale) are effective at stimulating total sales volume but disproportionately benefit downstream distributors and retailers rather than primary producers, due to the complex multi-stage distribution structure. Haenam County achieved high-income farm household growth by pursuing two complementary strategies: direct transaction (29.4% direct-sale ratio for sweet potato, approximately 15 times the national average) and value-added processing (salted cabbage commands 8 times the per-tonne price of fresh cabbage). LG HelloVision demonstrated that a cable TV operator can leverage its broadcast platform, subscriber data, and digital ecosystem to open new distribution channels for local specialties at lower commissions than conventional home shopping, while co-developing processed products with local governments to generate greater added value. (4) Originality/Value: This is among the first studies to integrate media platform capabilities with local government agricultural promotion strategy in the Korean context. Practical recommendations are derived for policymakers, local governments, and media-platform companies.

Keywords: local specialty food; regional depopulation; direct transaction; value-added processing; TV commerce; digital platform; local economic revitalization; LG HelloVision; Haenam County

1. Introduction

1.1. Research Background

Korea's rural communities are confronting a crisis of regional extinction. In agricultural and fishing villages, residents aged 60 and above constitute the overwhelming majority of the population, while younger cohorts in their 20s–40s—whose energy and productivity underpin a dynamic local economy—are conspicuously absent. The Ministry of the Interior and Safety designated 89 of the nation's 228 si-gun-gu administrative units as 'population-decline regions' in 2023. Research by the Hansu Business Policy Institute (2022) found that the number of 'extinction-risk regions' increased from 33 in 2005 to 113 in 2022, representing 49.6% of all 228 units nationwide.

A 2021 Board of Audit and Inspection report identified inadequate educational infrastructure and insufficient employment opportunities as the primary structural drivers of regional depopulation. Young people migrate to the Seoul metropolitan area in search of quality jobs and education, triggering a vicious cycle: the loss of the productive-age population weakens the local economy, which further reduces the tax base and public services, accelerating further outflow and demographic ageing.

For agricultural and fishing communities—the most severely affected regions—the local economy is anchored in primary industries. These industries have produced region-specific specialty products shaped by local climate, soil, historical culture, and accumulated expertise. However, rural labor shortages, intensifying import competition (agricultural and marine imports grew from 11.22 billion USD in 2004 to 30.22 billion USD in 2023), and structurally complex distribution chains keep farm incomes suppressed despite strong consumer preference for domestic products. A 2022 Korea Research survey found that 69.7% of food purchasers aged 30–60 actively try to consume domestically and

locally produced agricultural products.

Central and local government bodies have responded with substantial policy interventions. In 2023, the Ministry of Oceans and Fisheries committed a record 144 billion KRW to stimulate domestic seafood consumption, while the Ministry of Agriculture, Food and Rural Affairs allocated 108 billion KRW to support domestic agricultural product sales. Yet despite these substantial investments, rural economies remain stagnant and population outflow continues to accelerate. This study begins with the question: why do large-scale policy investments not translate into sustained revitalization of regional agricultural and fishing industries?

1.2. Research Objectives

This study pursues three interrelated objectives:

1. To evaluate whether central government and local authority support policies generate direct economic benefits for regional producers, or whether benefits are absorbed at downstream distribution stages.
2. To identify and analyze effective collaboration models between local governments and platform companies that can activate direct producer-to-consumer transactions and increase added value for regional specialty products.
3. To propose strategic recommendations for activating local specialty food sales and expanding the economic value that accrues to regional producers, with the aim of contributing to rural economic revitalization and mitigation of regional depopulation.

1.3. Research Methodology

This study employs a qualitative multi-case-study methodology. Three cases are examined: (1) the Ministry of Oceans and Fisheries' 'Korea Fisheries Grand Sale' national discount promotion; (2) Haenam County's multi-pronged local specialty promotion strategy, including its directly operated online mall 'Haenam Miso'; and (3) LG HelloVision's regional channel commerce brand 'Season Market' and its co-development project 'Ttangkkeut-maeul Haenam Kimchi.' Each case is analyzed along three dimensions: (i) operational overview and objectives; (ii) consumer-facing channel utilization; and (iii) outcomes and limitations with respect to local specialty food sales and producer income.

Data sources include government policy documents and press releases, the Korea Maritime Institute's policy analysis, Haenam County's official specialty product survey reports (2022), the Korea Agro-Fisheries & Food Trade Corporation's (aT) 2022 distribution cost analysis, Statistics Korea demographic and income data, and news reporting from major industry and national media outlets. Financial figures for LG HelloVision are drawn from regulatory disclosures and media reporting.

2. Theoretical Framework

2.1. The Problem of Complex Agricultural Distribution Structures

The distribution of Korean agricultural and fisheries products involves multiple intermediary stages: production → shipping cooperatives or local wholesalers → central wholesale markets → secondary wholesalers → retailers → consumers. For coastal fisheries products, this chain spans three to five stages; for aquaculture products, four to seven stages. At each stage, intermediaries extract a margin, cumulatively reducing the share of consumer expenditure that reaches the original producer.

Korea Agro-Fisheries & Food Trade Corporation (aT, 2023) data confirm that the average distribution cost ratio across 35 agricultural product categories stood at 49.7% in 2022—meaning that for every 10,000 KRW spent by the consumer, only 5,030 KRW reaches the producer. For high-volume staple crops such as sweet potato, the producer's share falls to 29.6% (distribution cost ratio 70.4%). This structural reality means that demand-stimulation subsidies directed at downstream retailers primarily benefit the distribution sector rather than primary producers.

2.2. Direct Transaction and Value-Added Processing as Solutions

Two mechanisms have been identified in the Korean agricultural policy literature as capable of increasing producer income without requiring structural reform of the entire distribution chain. First, direct transaction (*jikgeorye*) eliminates intermediary margins entirely, enabling the full gap between consumer price and wholesale price to be shared between the producer (higher revenue) and the consumer (lower price). Second, primary processing—transforming raw agricultural output into a processed product such as salted cabbage, dried seafood, or packaged kimchi—captures value-added margins that otherwise accrue to food manufacturing and distribution companies. When processing inputs (raw materials, salt, packaging) and labor are sourced locally, the economic multiplier effect on the regional economy is further amplified.

2.3. Platform Commerce as an Enabler of Direct Transactions

The emergence of cable TV regional channel commerce, online direct-sale platforms, and mobile commerce applications provides new institutional infrastructure for producer-to-consumer direct transactions at scale. Prior to the digital platform era, direct transaction was largely limited to farm gate sales, agricultural cooperative markets, and informal relationships between producers and individual consumers. Platform-enabled commerce can aggregate consumer demand, lower search and information costs for both parties, provide logistics support, and enable the branding and marketing investment that individual small-scale producers cannot afford. This study investigates whether these mechanisms are in fact operative in the Korean local specialty food context.

3. Case Analysis

3.1. Ministry of Oceans and Fisheries: ‘Korea Fisheries Grand Sale’

3.1.1. Operational Overview and Objectives

The Korea Fisheries Grand Sale (Susandaejeon; hereafter ‘the Grand Sale’) was initiated in 2019 in response to the COVID-19 pandemic’s severe impact on domestic seafood consumption. Social distancing measures had curtailed public dining and corporate socializing, causing acute revenue losses across the fishing industry. The Ministry of Oceans and Fisheries designed the Grand Sale as a ‘mutual benefit discount support program’ offering consumers up to 50% discounts on designated domestic seafood products at participating retailers. In 2023, the program received a record budget of 144 billion KRW.

The program operates through three channels: (i) zero-pay mobile vouchers at traditional markets (20% discount); (ii) Onuri traditional market gift certificate rebate events; and (iii) online and offline discount events through designated participating companies. For the online and offline channel—the largest in scale—the Ministry designates monthly target products based on catch volumes and seasonal demand, then allocates discount budget to participating retailers who match government discounts (20%) with retailer-funded discounts (up to 30%), achieving a maximum 50% price reduction at point of sale (Korea Fisheries Grand Sale website, 2024).

Figure 1. 2024 Korea Fisheries Grand Sale emblem. Source: Ministry of Oceans and Fisheries (2024).

Figure 2. 2024 Korea Fisheries Grand Sale website. Source: fsale.kr (2024).

3.1.2. Consumer Channel Utilization by Participants

Participating retailers leverage the Grand Sale to generate traffic and expand seafood category revenues. In the offline channel, large retailers such as E-Mart use in-store flyers, apps, and website banners to promote discount events, using attractive seafood prices as footfall drivers. In the online channel, platforms front-load Ministry-government promotional branding at the top of event pages, followed by coupon display to emphasize the price reduction. Designated products (e.g., dried seaweed in the August 2024 event) are listed alongside other domestic seafood items such as anchovies, abalone, and dried yellow croaker, creating secondary sales opportunities from consumers drawn in by the designated discount.

Figure 3. Excerpt from SSG.com Grand Sale event page showing government promotion branding. Source: ssg.com (2024).

3.1.3. Outcomes and Limitations

The Grand Sale has generated measurable macroeconomic outcomes. In September 2020, during the height of COVID-19 economic contraction, the program achieved cumulative sales of 100 billion KRW and was recognized as an exemplary case of proactive public administration by the Ministry. A 2021 difference-in-differences analysis (Lee and Ahn, 2021) estimated cost-effectiveness of 1.7 to 4.9 times invested budget (Table 1).

Table 1. Cost-effectiveness of the fisheries mutual-benefit discount support program. Source: Lee and Ahn (2021).

Category	Net Effect of Consumption Stimulus (A, 100M KRW)		Total Project Cost (B, 100M KRW)		Cost-Effectiveness (A/B)
	2020	2021	2020	2021	2020 / 2021
Scenario 1 ¹⁾	1,127	—	654.47	—	1.72 / —
Scenario 2 ²⁾	354	2,885	198.81	455.66	1.78 / 6.33
(Max estimate)	3,239	—	654.47	—	4.95 / —

¹⁾ Evaluation period: Jan 2018–Jun 2020 vs Jul 2020–Nov 2021.

²⁾ Comparison: Jan–Dec 2018 vs Jan–Dec 2020; Jan–Dec 2018 vs Jan–Nov 2021.

However, the structural design of the Grand Sale creates a fundamental limitation with respect to producer benefit. Because the discount subsidy is provided at the retail interface—not at the production stage—the benefit accrues principally to the downstream distribution and retail participants. The fisheries trade press noted as early as 2021 that a rigorous assessment of actual income stabilization effects for fishing households was needed (Eomin Sinmun, 2021). The distribution structure of coastal fisheries (three to five stages from producer to consumer) and aquaculture products (four to seven stages) means that the promotion benefit is diluted by multiple intermediary margins before reaching the original producer (see Figures 4 and 5). Furthermore, the 30% retailer-side discount component creates financial pressure that propagates back through the supply chain, potentially compressing margins at the production level. An illustrative example: a participating online retailer sold a 13,900 KRW dried seaweed product at 6,960 KRW (50% discount), bearing a 37% self-funded discount that exceeded its normal margin and necessitating upstream cost renegotiation with its supplier.

Figure 4. General distribution pathway for coastal fisheries products (2020). Source: Ministry of Oceans and Fisheries official blog.

Figure 5. General distribution pathway for aquaculture products (live fish; 2020). Source: Ministry of Oceans and Fisheries official blog.

3.2. Haenam County: Multi-Strategy Local Specialty Promotion

3.2.1. Regional Overview and Specialty Product Profile

Haenam County is situated at the southwestern tip of the Korean peninsula. Its temperate maritime climate, combined with extensive reclaimed agricultural land (203.9 km² from mid-1990s reclamation) and loam-rich hillside soil, supports intensive agricultural production. The county's primary specialty products are rice (from reclaimed paddy fields), sweet potato (Goguma; from loam hillside fields), and winter cabbage (Woldong Baechu; prized for its freshness in cold seasons due to the non-freezing maritime climate). Haenam's winter cabbage is widely recognized as a premium kimchi ingredient; Haenam sea-salt-pickled cabbage commands strong consumer preference.

In 2021, Haenam County recorded sweet potato sales of 47,250 tonnes (89.2% of production of 52,975 tonnes) worth approximately 87.2 billion KRW, and winter cabbage sales of 220,477 tonnes (99.7% of production) worth 61.4 billion KRW—combined sales of 148.6 billion KRW from just two products. This represented approximately 15% of the county's total annual budget of 985.4 billion KRW.

In 2021, Haenam achieved 720 'high-income farm households' (annual income ≥100 million KRW)—a 19% year-on-year increase and the first-place ranking in South Jeolla Province for three consecutive years. Among these, 455 households (63.2%) were in grain and vegetable farming, including sweet potato and winter cabbage producers. The county recorded a total fertility rate of 1.35 in 2023, nearly double the national average of 0.72—a notable demographic indicator given its remote rural location.

Figure 6. Number of high-income farm households (annual income ≥100M KRW) in Haenam County, 2018–2021. Source: Author's compilation based on GoodmorningWando (2022).

3.2.2. Distribution Structure Analysis: Two Key Competitive Advantages

An analysis of Haenam's specialty product distribution structure reveals two distinctive competitive mechanisms that explain the county's superior agricultural income outcomes.

First, direct transaction: nationally, direct consumer transactions account for only 2.0% of all agricultural product sales (aT, 2023), and the distribution cost ratio for sweet potato reaches 70.4%—meaning the producer’s share is only 29.6 cents per 1,000 KRW of consumer expenditure. By contrast, Haenam’s sweet potato direct-sale ratio was 29.4%—approximately 15 times the national average. Direct transactions eliminate intermediary margins entirely; the same production volume sold directly yields arithmetically 3.3 times the producer revenue compared to conventional multi-stage distribution.

Table 2. Distribution cost rates for sweet potato and winter cabbage in Haenam County (2022). Source: Author’s compilation based on aT (2023).

Product	Producer’s Share (%)	Distribution Cost Rate (%)		
Sweet Potato (Goguma)	29.6	Shipping 29.1	Wholesale 12.4	Retail 28.9
Winter Cabbage (Woldong Baechu)	43.7	Shipping 13.6	Wholesale 16.2	Retail 26.5

Second, processed product commercialization: while winter cabbage sales of 220,477 tonnes in 2021 were dominated by fresh raw cabbage (95% of volume), the 5% sold as salted (pickled) cabbage generated 28.7% of total revenue. At 1.60 million KRW per tonne, salted cabbage commanded approximately 8 times the per-tonne price of fresh cabbage (0.21 million KRW/tonne). The primary processing step of salting with Haenam sea salt thus generated enormous added value without fundamentally altering the product category.

Table 3. Haenam winter cabbage (Woldong Baechu) sales volume and revenue, 2021. Source: Author’s compilation based on Haenam County (2022).

Category	Sales Volume (tonnes)		Sales Value (M KRW)		Per tonne (M KRW)
	Volume	Share	Total	Share	
Salted Cabbage (1st processed)	11,027.7	5.0%	17,607.1	28.7%	1.60
Raw Cabbage (fresh)	209,448.9	95.0%	43,811.4	71.3%	0.21
Total	220,476.6	100.0%	61,418.5	100.0%	0.28

Figure 7. Primary sales channels for Haenam sweet potato and winter cabbage (2021). Source: Author’s compilation based on Haenam County (2022).

3.2.3. Haenam Miso: The County-Run Direct-Sale Online Mall

Haenam County launched ‘Haenam Miso’ as a directly operated (not outsourced) online shopping mall to connect local producers with consumers, eliminating distribution intermediaries. Unusually, the mall is staffed by a dedicated team of county civil servants who manage customer service, quality assurance, logistics coordination, and marketing in-house. The county’s approach treats the mall as public infrastructure for agricultural economic development, investing in branding and marketing rather than pursuing outsourcing efficiency.

Revenue grew from 2.2 billion KRW in 2018 to 11.8 billion KRW in 2020 (crossing the 10 billion KRW threshold), 22.5 billion KRW in 2021, and 23.7 billion KRW in 2023—making Haenam Miso the only municipal-level online shopping mall in South Jeolla Province to surpass 20 billion KRW in annual sales.

Figure 8. Revenue trajectory of Haenam Miso county-run online shopping mall, 2018–2023. Source: Seoul Sinmun (2024).

The 2023 product mix (Table 4) confirms that Haenam Miso successfully diversifies demand beyond signature products: salted cabbage alone accounts for 23.6% of revenue (56 billion KRW), rice and grains 24.9%, and sweet potato 12.7%, while less prominent products such as red pepper powder (8.4%) and seafood/abalone (4.6%) are also actively

traded. This breadth of product reach validates the mall's role as a platform for regional agricultural economy as a whole, not merely a vehicle for marquee specialties.

Table 4. Revenue by product category in Haenam Miso (2023). Unit: 100M KRW. Source: Author's compilation based on Seoul Sinmun (2024).

Category	Product	Revenue (100M KRW)	Share (%)
Major Local Specialty	Rice / Grains	59	24.9%
Major Local Specialty	Sweet Potato (Goguma)	30	12.7%
General Local Specialty	Red Pepper Powder	20	8.4%
General Local Specialty	Abalone / Seafood	11	4.6%
Processed Foods	Salted Cabbage	56	23.6%
Processed Foods	Kimchi	17	7.2%

3.3. LG HelloVision: Season Market and Regional Commerce Platform

3.3.1. Background: Cable TV Regional Channel Commerce

LG HelloVision is Korea's largest cable TV operator by subscriber count (3.567 million subscribers as of H1 2024), providing cable TV, broadband internet, internet telephony, advertising, and MVNO services. The cable TV industry has faced structural pressure from telecom conglomerate IPTV services (KT, SK Telecom, LG U+)—which leverage bundled pricing, advanced interactive technology, and national marketing scale—as well as from OTT-driven cord-cutting. The combination has eroded cable TV's subscriber base and revenue.

In response, the Korea Cable TV Association and individual operators applied in 2021 for a regulatory sandbox pilot (Regulatory Sandbox Special Case) allowing cable TV regional channels to conduct commerce broadcasts selling local small-business products during government-designated consumption promotion periods. The Ministry of Science and ICT granted a two-year pilot authorization in 2021, subsequently extended to June 2025, with conditions including a maximum three hours and three broadcasts per day, a prohibition on broadcasting during prime viewing hours (weekday 7–11PM, weekend/holiday 6–11PM), and a restriction to products from small businesses (annual revenue ≤4 billion KRW in the most recent three-year average). The government has indicated intent to legislate the current pilot framework into permanent regulation (Electronic Times, 2024).

3.3.2. LG HelloVision's Commerce Business: Launch and Expansion

LG HelloVision launched its regional channel commerce service in June 2022, emphasizing regional community contribution as its primary rationale. The company's stated operating philosophy is to 'buy at the highest price possible and sell at the lowest price possible'—explicitly deprioritizing profitability in favor of community value creation (ZDNet Korea, 2022). Within 16 months of launch, the Season Market platform had engaged approximately 60 local government units and handled about 150 products.

The underlying economic rationale rests on the high distribution cost structure of domestic agricultural products (Table 5): with an average distribution cost ratio of 49.7% across 35 monitored product categories in 2022, LG HelloVision identified a structural opportunity to redirect a substantial portion of intermediary margin to producers and consumers by acting as a direct-connection platform. The per-category distribution cost rates (Table 6) reveal that the problem is especially acute for vegetables and fruits, with 12 of 35 categories exceeding 60% distribution cost ratios.

Table 5. Overall distribution cost rate for domestic agricultural products (2022). Unit: %. Source: aT (2023).

Category	Consumer Price (= 100.0%)
Average	Producer Share: 50.3% Distribution Cost: 49.7%
By stage	Shipping: 9.6% Wholesale: 13.5% Retail: 26.6%

Table 6. Distribution cost rates by product category (2022). Unit: %. Source: aT (2023).

Distribution Cost Rate	Products (no. of items)
≥60% (12 items)	Onion (76.3), Autumn Radish (75.8), Winter Radish (75.7), Sweet Potato (70.4), Apple (62.6), Tangerine (61.9), Spring Radish (61.0)
50–60% (14 items)	Highland Potato (59.4), Autumn Cabbage (58.7), Chicken (58.7), Spring Cabbage (57.2), Winter Cabbage (56.3), Highland Cabbage (56.1), Rose (56.1), Garlic (54.0), Pear (53.9), Spring Potato (53.6), Chrysanthemum (53.4), Beef (53.0), Autumn Potato (51.3), Highland Radish (50.9)
40–50% (13 items)	Cherry Tomato (49.6), Persimmon (48.6), Soybean (47.5), Green Onion (46.4), Strawberry (46.3), Pork (45.2), Cucumber (44.8), Oriental Melon (43.2), Egg (41.8), Watermelon (41.5), Grape (41.1), Peach (40.4), Dried Pepper (40.0)
<40% (5 items)	Rice (30.8), others

3.3.3. Platform Capabilities and Customer Touchpoint Expansion

LG HelloVision's 3.567 million cable TV subscriber base constitutes a large captive audience with rich associated data: viewing history, channel preferences, billing information, address, demographic data, and installation and A/S interaction records. The company deployed this asset base in a sequential platform expansion strategy:

- 2022: Regional channel live commerce broadcasts on dedicated local channels, with TV push notifications to prior viewers of commerce content during upcoming broadcast windows.
- 2022: TV UI's 'TV Mall' feature allowing subscribers to browse and purchase products through the set-top box interface, with post-broadcast push notifications redirecting viewers to TV Mall.
- 2023: Web and app services expanding the commerce platform to digital-native consumers. QR-code payment during commerce broadcasts was introduced with additional discounts as incentives for app registration.

Figure 9. Still from LG HelloVision regional channel commerce broadcast: Wando abalone. Source: Electronic Times (2021).

To overcome the demographic limitation of the regional channel's predominantly 50–70-year-old viewing audience—a constraint on platform growth—LG HelloVision targeted 30–40-year-old cable TV subscribers with personalized digital marketing. Subscriber data was used to identify households with young children (e.g., viewers of the 'Children's World' educational service), who were then sent customized LMS and KakaoTalk messages recommending weekend family-appropriate seasonal produce and premium products with app enrollment incentive coupons.

3.3.4. Co-Development with Haenam County: 'Ttangkkeut-maeul Haenam Kimchi'

In June 2023, LG HelloVision and Haenam County jointly launched 'Ttangkkeut-maeul Haenam Kimchi' (Land's End Village Haenam Kimchi) as a flagship demonstration of the local government–platform company co-creation model. The collaboration allocated responsibilities according to comparative advantage:

- Haenam County: raw material sourcing (100% Haenam-origin salted cabbage, red pepper powder, small fish fermented paste [japeojeot], other seasonings; all non-Haenam ingredients sourced from domestic Korean producers); identification and engagement of local processing manufacturers; quality assurance of traditional 'Nando kimchi' recipe authenticity; coordination through the Haenam Miso platform.
- LG HelloVision: product development (formulation, standardization), branding (the 'Ttangkkeut-maeul' brand identity), packaging design, marketing and promotion; and multi-channel distribution through regional commerce broadcasts, TV Mall, and web/app.

The product achieved 1,725 verified purchaser reviews with an average rating of 4.8 out of 5.0 as of December 30, 2024, indicating strong consumer acceptance. Building on this model, the collaboration expanded to additional co-developed products using other counties' specialties: Namwon loach stew (chueo-tang), Sunchang gochujang bulgogi, and Daegu yukgaejang spicy beef soup.

Figure 10. Still from 'Ttangkkeut-maeul Haenam Kimchi' commerce broadcast and product page on Season Market direct-sale website. Source: Electronic Times (2023); seasonmarket.kr.

LG HelloVision declared 2024 the 'inaugural year of 'Local Creator' transformation' and announced three regional new businesses (commerce, culture/tourism, education) as strategic priorities (Seoul Wire, 2024). In Q3 2024, the company achieved 53.7 billion KRW in regional business revenue, a 7.8% quarter-on-quarter increase (IT Chosun, 2024).

4. Discussion: Comparative Case Implications

4.1. Korea Fisheries Grand Sale

The Grand Sale is a well-designed macro-level demand-stimulation instrument. Its record-scale budget (144 billion KRW in 2023), broad retailer participation network (18 offline, 27 online participants in 2024), and documented cost-effectiveness (1.7 to 4.9 times investment) confirm its value as a crisis-response and category-sales-acceleration tool.

However, its structural design—directing support to consumer-interface retail participants rather than to producers—means that benefits diffuse across the entire downstream value chain rather than concentrating at the production stage. The retailer-side discount pressure creates financial stress that can be transmitted back to producers and intermediate distributors in the form of lower procurement prices. For the Grand Sale to fulfill its implicit mandate of supporting regional fishing communities, structural reforms are needed: mandating a minimum direct-transaction component for participating retailers, requiring demonstrable producer-margin protections, or creating a dedicated direct-transaction track within the program that bypasses the multi-stage distribution structure.

4.2. Haenam County

Haenam County's case demonstrates that a local government with determined strategic vision and strong operational execution can achieve meaningful rural economic revitalization through agricultural marketing innovation. The combination of aggressive direct-transaction development (leveraging the Haenam Miso platform) and first-processing value-addition (salted cabbage, kimchi) has generated measurable outcomes: high-income farm household growth, county-leading agricultural income levels, and a total fertility rate nearly double the national average.

The key institutional innovation is the in-house operation of Haenam Miso by a dedicated team of county civil servants, embedding commercial and marketing capability within the public organization. This model treats direct-sales infrastructure as a public good rather than a commercial service to be outsourced, enabling reinvestment of operational learnings and sustained relationship development with both local producers and consumers.

The remaining challenge is broadening the product revenue mix beyond the three dominant categories (rice/grains, sweet potato, salted cabbage), which account for 61.2% of mall revenue. Developing comparable consumer awareness for a wider range of Haenam products—including seafood, red pepper products, and processed specialty items—would further strengthen the local agricultural economy's resilience.

4.3. LG HelloVision

LG HelloVision's Season Market demonstrates that a cable TV operator's unique asset bundle—mandatory regional channel infrastructure, a large captive subscriber base with rich behavioral data, and evolving digital platform capabilities—can be mobilized in service of local agricultural economic development. The model is institutionally sustainable in a way that pure altruism is not: LG HelloVision generates revenue through the commerce platform while simultaneously fulfilling its statutory regional channel obligations and creating commercial relationships with local governments that enhance its social license.

The co-development of 'Ttangkkeut-maeul Haenam Kimchi' represents a qualitative step beyond simple platform-enabled distribution: it creates a branded processed product whose value remains within the regional economy (local raw materials, local processing, local labor), generating multiplier economic effects that transcend simple transaction facilitation. The model's scalability to other counties and product categories—as evidenced by subsequent Namwon, Sunchang, and Daegu products—suggests significant potential for systematic deployment.

5. Strategic Recommendations

5.1. Clear Policy Objectives and Direct Beneficiary Targeting

The most fundamental lesson from the case comparison is that the clarity and specificity of policy objectives determine whether support reaches its intended beneficiaries. Macro-level demand-stimulation policies (e.g., the Grand Sale) succeed at their stated objective of expanding total sales volume but fail to deliver commensurate benefits to primary producers because the distribution structure intervenes. Policymakers should explicitly designate producer income improvement as a co-equal objective alongside sales volume stimulation, and should design program mechanics that ensure a demonstrable share of subsidy benefits accrues to producers. Metrics such as 'producer share improvement' should become reportable program KPIs alongside 'total sales value.'

For local governments, Haenam County's experience demonstrates the power of sharp focus: rather than spreading effort thinly across many products, concentrating initial investment on consumer-demand-proven specialty products to

build platform traffic, then leveraging that traffic to expand the reach of secondary specialty products, creates a compounding effect. This funnel strategy—major specialty products as acquisition drivers; broader product range as monetization—is operationally replicable by other local governments.

5.2. Expand Direct Transactions and First-Processing Commercialization

Local governments should systematically invest in infrastructure and programs that increase direct-transaction ratios. The Haenam Miso model—in-house operation by dedicated county staff, with sustained branding and marketing investment—provides a template that other rural counties can adapt. Digital infrastructure investment (platform development, logistics partnerships, digital marketing capability) should be treated as essential agricultural policy expenditure rather than administrative overhead.

Simultaneously, local governments should develop support programs for first-processing commercialization: small-scale processing facilities, food safety certification support (HACCP), packaging design assistance, and branded product development. The Haenam salted cabbage case illustrates an 8× value multiplication from a relatively simple processing step. The economic potential for systematic application of this logic across Korean agricultural regions is substantial. When processing inputs and labor are also locally sourced, the regional economic multiplier effect is amplified further through employment creation and supply chain localization.

5.3. Strengthen Local Government–Platform Company Collaboration

Local governments possess deep expertise in local producer relationships, product quality knowledge, and agricultural policy, but typically lack the distribution, marketing, and technology capabilities required to execute effective consumer-facing commerce at scale. Platform companies (cable TV operators, e-commerce platforms, mobile app operators) possess consumer-facing scale, data assets, and commercial execution capability, but lack the local knowledge and producer relationships that ensure product authenticity and supply reliability.

The LG HelloVision–Haenam County collaboration demonstrates that a structured partnership dividing responsibilities according to comparative advantage—county for product and material, platform for brand and distribution—generates outcomes neither party could achieve independently. To institutionalize this model, local governments should develop formal partnership frameworks that specify roles, shared investment, and benefit-sharing arrangements, and that enable multi-county aggregation to achieve the production scale needed for efficient distribution. The national government should consider providing co-investment incentives and legal frameworks that facilitate such partnerships.

6. Conclusions

This study analyzed three cases of local specialty food sales activation in Korea—the Ministry of Oceans and Fisheries’ Korea Fisheries Grand Sale, Haenam County’s integrated specialty promotion strategy, and LG HelloVision’s Season Market regional commerce platform—to assess how TV media and digital platforms can contribute to rural economic revitalization and mitigation of regional depopulation.

The central finding is that the proximity of policy intervention to the production stage is the decisive determinant of whether support generates direct producer benefit. Downstream demand-stimulation subsidies (the Grand Sale model) amplify total industry sales but diffuse their benefit across distribution intermediaries. Upstream direct-transaction infrastructure (Haenam Miso) and first-processing value-addition capture a substantially higher share of consumer expenditure for primary producers. Platform-enabled commerce (LG HelloVision) bridges the scale limitation of direct-transaction models by aggregating consumer demand and providing branded distribution infrastructure that individual small-scale producers cannot afford independently.

The most compelling finding is the potential of the co-creation model—exemplified by ‘Ttangkkeut-maeul Haenam Kimchi’—in which a local government and a platform company combine their respective competencies (authentic local product knowledge and supply, versus branded distribution and consumer marketing) to develop processed specialty products that retain a maximum share of economic value within the regional economy. This model is scalable across Korean rural counties and product categories.

The ultimate significance of these findings extends beyond agricultural marketing strategy. Haenam County’s anomalously high total fertility rate (1.35 in 2023 vs national average 0.72) suggests a plausible empirical link between agricultural income growth, regional economic vitality, and demographic stabilization. Activating local specialty food sales and increasing producer incomes can initiate a virtuous cycle: higher farm incomes → stronger local economy → improved local services and infrastructure → attraction and retention of younger residents → sustainable regional

demography. In this framing, local specialty food promotion is not simply an agricultural policy issue but a component of Korea's national strategy for addressing the existential challenge of regional depopulation.

Future research should quantify the economic multiplier effects of the co-development model using input-output analysis; conduct longitudinal assessment of the relationship between farm income improvement and demographic indicators across Korean rural counties; and examine the regulatory evolution of cable TV regional channel commerce, including the implications of pending legislation for the sustainability and scalability of the Season Market model.

References

Domestic Sources

- Board of Audit and Inspection of Korea. (2021). Audit report on responses to demographic structural change I: Population outflow from local regions.
- Electronic Times. (2021, July 13). Cable TV regional channel commerce broadcasting: Revitalizing local economies and opening new distribution channels. <https://n.news.naver.com/mnews/article/030/0002957381>
- Electronic Times. (2023, June 18). Cable TV accelerates regional channel commerce; organizational restructuring and personnel expansion. <https://n.news.naver.com/mnews/article/030/0003109233>
- Electronic Times. (2024, December 10). Regional channel commerce restrictions on home shopping product sales; government mediation proposal. <https://www.etnews.com/20241210000221>
- GoodmorningWando. (2022, April 28). Haenam County: 720 high-income farm households with annual income above 100 million KRW. <https://www.gmwando.com/news/articleView.html?idxno=11144>
- Haenam County. (2022). 2022 Haenam County specialty product survey result report.
- Haenam News. (2021, December 18). Haenam County wins top prize in agricultural product marketing awards. http://www.hbcnews.kr/bbs/board.php?bo_table=news&wr_id=9705
- Hansu Business Policy Institute. (2022). Diagnosis and alternative approaches to regional extinction risk: A study centered on South Gyeongsang Province (Research report for Representative Ha Young-je's office).
- IT Chosun. (2024, November 8). LG HelloVision Q3 operating profit 3.3 billion KRW—down 63.7% year-on-year. <https://it.chosun.com/news/articleView.html?idxno=2023092126862>
- Korea Maritime Institute. (2023). Analysis of the Korea Fisheries Grand Sale 'mutual-benefit discount support program'.
- Korea Agro-Fisheries & Food Trade Corporation (aT). (2023). 2022 distribution situation comprehensive analysis. <https://www.kamis.or.kr>
- Lee, H., & Ahn, B. (2021). Effect analysis of the fisheries mutual-benefit discount support program using a difference-in-differences approach. Korea Maritime Institute.
- Ministry of Agriculture, Food and Rural Affairs. (2024). Agricultural and marine product import statistics 2023.
- Ministry of Oceans and Fisheries. (2024). 2024 major business promotion plan.
- Ministry of the Interior and Safety. (2023). Designation of population-decline regions.
- Ministry of Science and ICT. (2021, June 23). Policy news: 'Commerce broadcasts for local small business products to air on cable TV regional channels.' <https://www.gov.kr/portal/gvrnPolicy/view/H2106000000796786>
- NewDaily. (2024, November 22). Pay-TV: Subscriber churn deepens in first half of year—IPTV shows slight increase. <https://biz.newdaily.co.kr/site/data/html/2024/11/22/2024112200258.html>
- Seoul Sinmun. (2024, January 7). Haenam County's direct-sale mall 'Haenam Miso' achieves major success. <https://www.seoul.co.kr/news/newsView.php?id=20240107500060>
- Seoul Wire. (2024). LG HelloVision announces 'Local Creator' inaugural year and three new regional businesses. <https://www.seoulwire.com>
- Shin-A Ilbo. (2023, June 12). LG HelloVision launches 'Ttangkkeut-maeul Haenam Kimchi' in local government co-creation partnership. <https://www.shinailbo.co.kr/news/articleView.html?idxno=1715789>
- Statistics Korea. (2024a). Farm household income survey. <https://kosis.kr>
- Statistics Korea. (2024b). Regional total fertility rate and age-specific birth rate: Population dynamics survey. <https://kosis.kr>
- ZDNet Korea. (2022, October 27). Why LG HelloVision entered the regional channel commerce business at a loss. <https://zdnet.co.kr/view/?no=20221027135041>

Online Sources

- Korea Fisheries Grand Sale official website. <https://www.fsale.kr/>
- LG HelloVision Season Market direct-sale online mall. <https://www.seasonmarket.kr/>
- SSG.com. <https://www.ssg.com/>

<그림 1> 2024 대한민국 수산대전 엠블럼



자료: 해양수산부(2024)

<그림 2> 2024 대한민국 수산대전 홈페이지

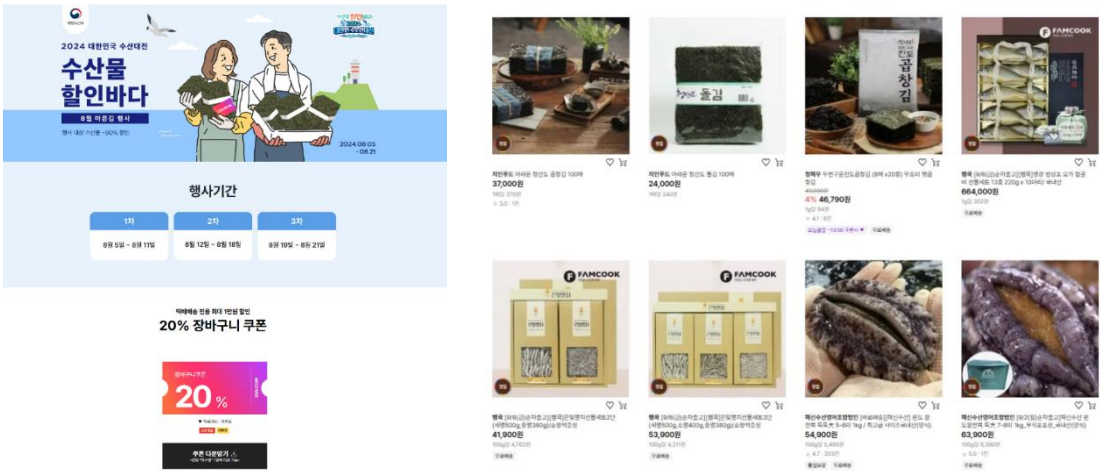


진행중인 행사



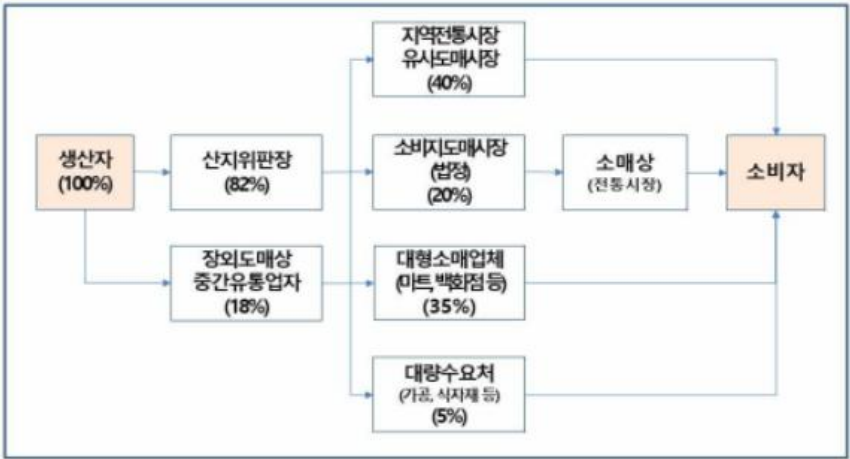
자료: 2024 대한민국 수산대전 홈페이지 (fsale.kr)

<그림 3> ssg.com 수산대전 이벤트 페이지 중 대한민국 수산대전 홍보 영역



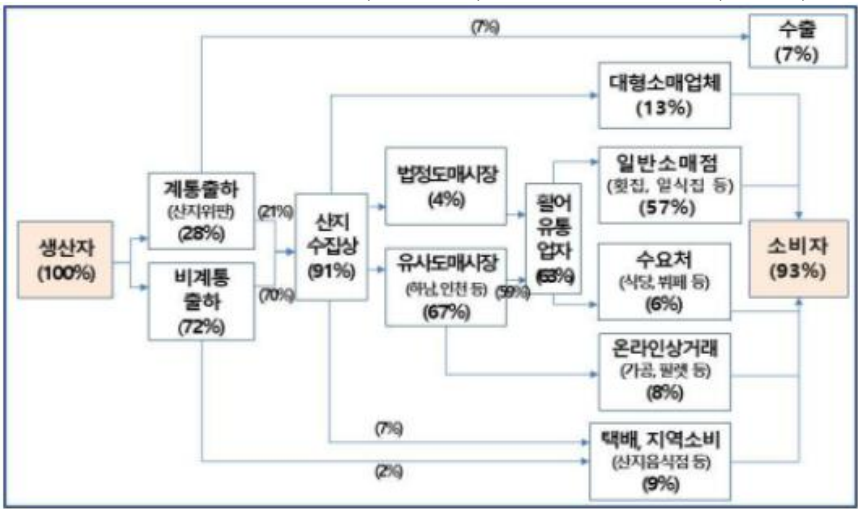
자료: ssg.com 홈페이지 (<https://event.ssg.com/eventDetail.ssg?nevntId=1000000014802>)

<그림 4> 연근해 수산물의 일반적 유통경로(2020년)



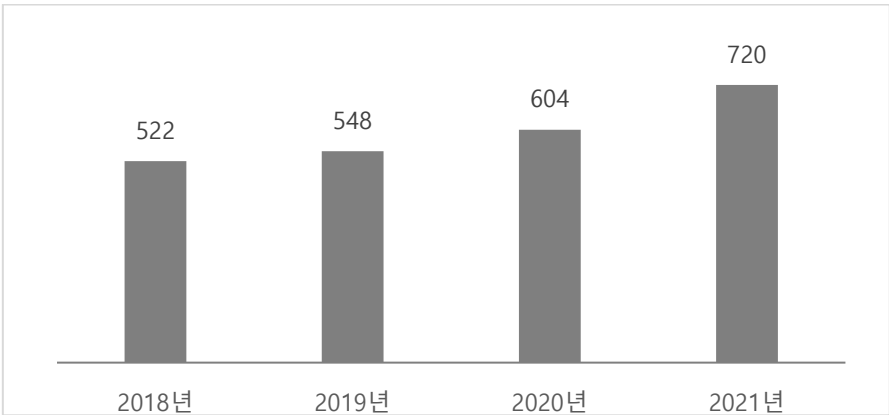
자료: 해양수산부 공식 블로그 (<https://blog.naver.com/koreamof/222898384271>)

<그림 5> 양식수산물(황어중심)의 일반적 유통경로(2020년)



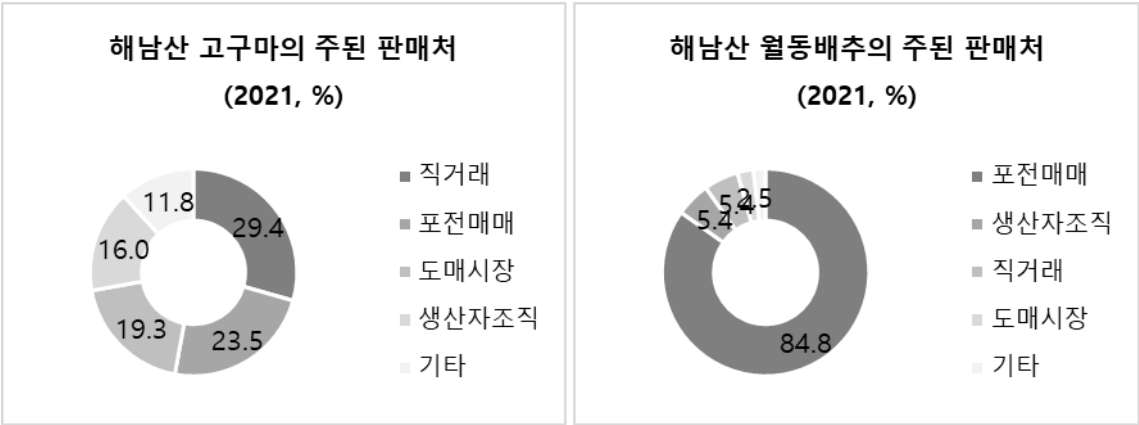
자료: 해양수산부 공식 블로그 (<https://blog.naver.com/koreamof/222898384271>)

<그림 6> 해남군 1억 이상 고소득 농가 수 현황 (2018년~2021년)
(단위: 명)

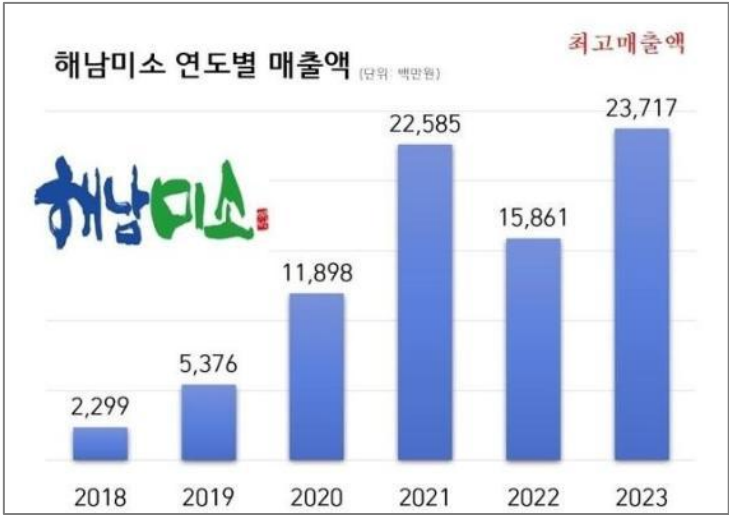


자료: 연구자 작성, 굿모닝 완도 기사 참조(2022)

<그림 7> 해남산 고구마와 월동배추의 주된 판매처 (2021년)



<그림 8> 해남군 직영 온라인 쇼핑몰 ‘해남미소’ 매출액 현황 (2018~2023)



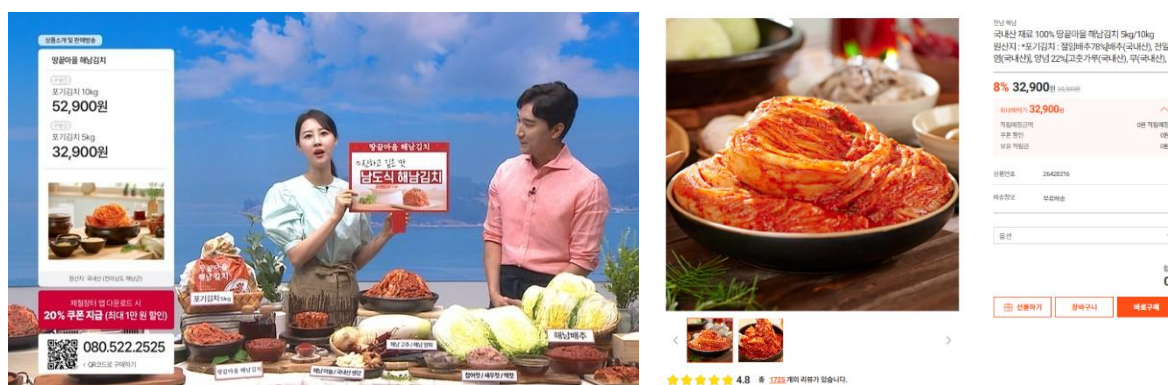
자료: 서울신문(2024)

<그림 9> LG헬로비전 지역채널 커머스 방송 ‘완도 전복’ 편 스틸컷



자료: 전자신문(2021)

<그림 10> ‘땅끝마을 해남김치’ 커머스 방송 스틸컷, 직영몰 상품페이지



자료: 전자신문(2023), 제철장터 홈페이지 (www.seasonmarket.kr)