



A SURVEY OF DECISION CRITERIA FOR BECOMING
OR LEAVING AMWAY DISTRIBUTORSHIP

by

Ms. Natpawee Kittisatantraiphop

A Final Report of the Three - Credit Course
CE 6998 Project

Submitted in Partial Fulfillment
of the Requirements for the Degree of
Master of Science
in Computer and Engineering Management
Assumption University

November, 2000

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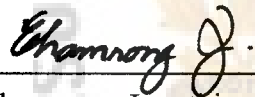
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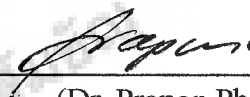
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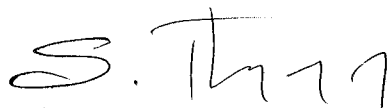
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ABSTRACT

This project examines the decision criteria for becoming or leaving Amway distributorship or Independent Business Owner (IBO). This project surveys the Amway organization in both current and former IBOs. Its results can be used to improve the organization.

The results that motivate to make decisions are marketing plan, products, philosophy, and feeling of his/her own. The positive thinking or attitude to these criterias will affect the will to become an Amway distributor. On the other hand, the negative attitude will lead to the will to leave Amway distributorship in the organization. This is useful for others who is running the multilevel marketing business, especially Amway business. They will know what their downlines or prospects think towards this business. It is also useful for the outsiders who are interested in this business. What should they think if they decide the correct way?

At the end of this project it will recommend what should be done for both current and former IBOs. This recommendation will suggest how to manage better organization and how to choose the appropriate direct sell company.

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I. INTRODUCTION

1.1 Background of the Project

According to globalization, new marketing strategies are launched everyday. In recent years direct sell business is booming and hot in America. There are many companies and channels that distribute their goods, such as telemarketing, e-commerce, knock door selling and multilevel marketing.

What is multilevel marketing? Multilevel marketing (MLM) is a method of selling in which customers have the option of becoming product distributors, who in turn develop downlines, levels of distributors beneath them, with all levels sharing in the profits of the level(s) below them. By avoiding traditional wholesaler-retailer arrangements and expensive advertising media, MLM companies, in effect, rely on networks of independent distributors to reach customers by word of mouth. Money that would otherwise go to middlemen and promotion specialists goes to network members instead, resulting in saving for the MLM companies and earnings for the distributor entrepreneurs. The world leader in MLM business at this moment is Amway Corporation.

In the year 1959, almost 40 years ago, the co-founder named Rich DeVos and Jay Van Andle started the Amway business in their house in Ada — Michigan. Their initial investment was only 40 dollars with the first product named L.O.C. (L.O.C. stands for Liquid Organic Cleaning Concentrate) L.O.C. is a biodegradable product that is safe for the environment. With highly confidential methods to let Amway be the top class of direct sells business, every new Amway's product must be of high quality, save the environment and society. That's why three months later, Amway could expand rapidly until now it has many product lines and product mixes.

At this moment, Amway has branched all over the world with head office at ADA-Michigan in America. This head office stands at 200,000 square meters that consist of office, R&D, quality control, computer center, warehouse, manufacturing, and manufacturer for recycled products. Moreover Amway is the owner of Nutrilite Product Inc which is the biggest food supplement business in the world. These successes are the guarantees of product acceptance, management system, hard work, and communication across culture, which is the heart of Amway business.

Amway has opened its branch in Thailand since 4th May 1987. The first office was located on Petchburi Road with only 10 officers. At that time there was only 7 kinds of products launched in Thailand. From then on, Amway (Thailand) has expanded with a high growth year by year until now. The present head office is located on Sukaphiban 3 Road with 400 officers and over 500 items ready to sell. Amway has run business in Thailand for thirteen years. It is well known in the sense of direct sell business and high quality products. It creates a competitive market and let many competitors move into the direct sell market such as NU SKIN, Giffarine, Miss Teen, Suprederm, etc.

There are many direct sell companies. However, Amway is still the top of all that people choose to be the member. Some choose to be only the customers and others are distributors. For the distributors there are two parts that is work part time and full time. Nevertheless, there are still some distributors who decide to leave or resign from Amway distributorship. What are the attitudes of people toward Amway and reasons for their decision making? The answers will be presented by this project. The project results will be useful to those who want to increase their money, especially, Amway distributors.

1.2 Scope

There are Amway distributors all over the world. It keeps increasing in volume every year. In Thailand as well, Amway (Thailand) has numerous distributors and lots of people who quit Amway. It is hard to collect all the possible data. So the scope of this project is Amway distributors and people who quit from Amway in my organization. By random sampling technique, each sample will have equal chance to receive the questionnaires.

1.3 Objectives of the Project

The first objective is to find out the attitudes toward Amway from Amway's distributors and those who used to be so. The second objective is to find out the reasons why people choose to run MLM business with Amway, which includes quitting from Amway. The last objective is to provide information to those who want to be part of MLM business, whether it is Amway or not.

II. LITERATURE REVIEW

2.1 Overview

Growing of Amway came from running a small business in upcountry in the year 1959. It rises to at least ten billion U.S. dollars business volume. It is apparent that there are 2.5 million people in more than 70 countries and surrounding regions concerning Amway. It is believed that Amway is the greatest successful business in America. However, there is something more. It is the story that is full of life, color, and energy. It reminds us of the value of things that we confide with love, such as freedom, private investment, independence, self-responsibility, and family. Whenever these factors are free, there is nothing to counter; no matter in what country or culture.

Here is an amazing fact: in the United States, one household in 100 has a net worth of \$1 million or more. Today there are almost a million millionaires! Meanwhile, countless people in less-than-wealthy circumstances ask, "What must I do to acquire more money and enjoy a lifestyle that comes with it? How can I achieve the greatest happiness, prosperity, and satisfaction in my life?"

According to many marketing experts, 80 percent of today's millionaire "made it" in the last 20 years. And they are wealthy in nonmonetary ways, too. Most of today's financially successful people enjoy hard work, place top emphasis on their families, and are well respected.

Consider these examples of ordinary folks who are enjoying extraordinary, even awesome, rewards through networking.

A Chonburi couple, Withat and Jinthana Pornjadet, discovered networking from their friend. At that time, they lived in a flat with low income. Believing in marketing plan, ten years later, he and his wife enjoy a 30 million bahts home and the financial

freedom to travel and vacation whenever and wherever they please from their one million baht income per month.

A couple from upcountry, Supacphat and Chatchawan Phothong found Amway when they had financial crisis. They ran several businesses but failed. When Amway came to their life, it is the sunshine for them. Amway gives them the way to success without limit of education. With its' marketing plan, now they get the pin level of exclusive diamond and has at least 200,000 bahts income per month.

Mr. Yongyuth Puthgamuth, from Ayuthaya, wants freedom to decide and choose for his life. He graduated Ph.D. program from A.I.T. and work as instructor and engineer. At first he is not interested in Amway but the words "freedom, stability, and heritage" changed his mind. When he succeeds in the diamond level, he get everything he wants with unlimited money.

A business owner, Wilai and Lakob Hongladalong are not interested in marketing plan but they are interested in products. They love their product quality and decide to sign as members. From then on, they begin to tell their friends of the effectiveness of the products. Now they are in the diamond pin level of Amway.

There are literally thousands of people discovering a good life of prosperity through Amway (MLM) throughout the world. Not only plan, products, success, and rewards but also Amway's philosophies are the other keys to make the decision. Every distributor (IBO) believes that Amway is the best business in the world and the story of compassionate capitalism, People Helping People Help themselves, is true.

However, there are many people who decide to quit Amway. Some have their own reasons where others have negative attitudes to Amway. Most reasons are price, time, and marketing plan. What are they looking in depth to decide to be or quit from

Amway distributorship, which is called Independent Business Owner (IBO)? To summarize these data, this report needs to survey.

2.2 Survey Methods

To survey is to question people and record their responses for analysis. The great strength of interviewing as a primary data collecting technique is its versatility. It does not require that there be a visual or other objective perception of the information source by the researcher. Abstract information of all types can be gathered only by questioning others. We can seldom learn much about opinions and attitudes except by questioning.

Surveys are more efficient and economical than observation. Information can be gathered by a few well-chosen questions that would take much more time and effort to gather by observation. Surveying, using the telephone or the mail as a medium of communication, can expand geographic coverage at a fraction of the cost and time required by observation.

The questioning technique has its shortcomings, however. The major weakness is that the quality of information secured depends heavily on the ability and willingness of the respondents to cooperate. Often, people will refuse an interview or fail to reply to a mail survey. There may be many reasons for this unwillingness to cooperate. Certain people at certain times fail to see any value in participation; they also may fear to interview experience for some personal reason, or they may view the topic as too sensitive.

Even if respondents do participate, they may not have the knowledge sought or even have an opinion on the topic of concern. Under these circumstances, their proper response should be "don't know or have no opinion." Too often, respondents feel obliged to express some opinion even if they do not have one. In those cases, it is difficult for researchers to know how true or reliable the answers are.

Respondents may also interpret the question or concept differently from what was intended by the researcher. In this frame of reference, the respondent is answering a question different from the one being asked. Finally, a respondent may intentionally mislead the researcher by giving false information. It is difficult for a researcher to identify these occasions. Thus, survey responses should be accepted for what they are — statements by others that reflect varying degrees of truth. Despite these weaknesses, surveying is widely used in business research. There are three ways for questioning methods, personal interviewing, telephone interviewing, and mail surveys.

2.3 Comparison for the Survey Methods

Table 2.1. Survey of Methods Comparison.

	Personal interviews	Telephone interview	Mail surveys
Description	People selected to be part of the sample are interviewed in person by a trained interviewer.	People selected to be part of the sample are interviewed on a telephone by a trained interviewer.	Questionnaires are mailed to sample to be self-administered. A sampled returns envelope is generally included. Incentives may be used to increase response rate.
Advantages	Good cooperation from respondents. Interviewer can answer questions	Lower cost than personal interview. Expanded geographic coverage	Questionnaires are mailed to sample to be self-administered. A sample returned

Table 2.1. Survey of Methods Comparison. (Continued)

	Personal interviews	Telephone interview	Mail surveys
	<p>about survey, prove for answers are follow-up questions and gather information be observation. Special visual aids and scoring devices and be used. Illiterate and functionally illiterate respondents can be reached. Interviewer can prescreen respondent to ensure he/she fits the population profile. CAPI - computer- assisted personal. interviewing: responses can be entered into a</p>	<p>without dramatic increase in cost. Uses fewer, more highly skilled interviewers. Reduced interviewer bias. Fastest completion time. Better access to hard- to-reach respondents through repeated callbacks. Can use computerize random digits dialing. CATI — computer- assisted telephone interviewing: responses can be entered directly into a computer file to reduce error and</p>	<p>envelope is generally included. Incentives may be used to increase response rate. Often lowest cost option. Expanded geographic coverage without increase in costs. Requires minimal staffs. Perceived as more anonymous. Allows respondents time to think about questions. Allows contact with otherwise inaccessible respondents (i.e. CEOs).</p>

Table 2.1. Survey of Methods Comparison. (Continued)

	Personal interviews	Telephone interview	Mail surveys
	portable Microcomputer to reduce error and cost.	cost.	
Disadvantages	High cost. Need for highly trained interviewers. Longer period needed in a field collecting data. May be wide geographic dispersion. Follow-up is labor intensive. Not all respondents are available to accessible. Some respondents are unwilling to talk to strangers in their home. Some neighborhoods are difficult to visit.	Respond rate is lower than interview. Higher cost if interviewing geographically dispersed sample. Interview length must be limited. Many phone numbers are unlisted or not working, making directory listings unreliable. Dome target groups are not available by phone. Illustration cannot be used. Responses may be less complete.	Low respond rate No interview intervention available (for probing or Explanation) Cannot be long or complex. Accurate mailing lists needed. Often respondents returning survey represent extremes of the population (skewed responses).

Table 2.1. Survey of Methods Comparison. (Continued)

	Personal interviews	Telephone interview	Mail surveys
	Questions may be altered or respondents coached by interviewers.		

The conclusion is, major advantages of personal interviewing are the ability to explore topic in great depth, to achieve a high degree of interviewer control, and to provide maximum interviewer's flexibility for meeting unique situations. However, this method is costly and time-consuming, and the flexibility can result in excessive interviewer bias.

A successful interview requires that we seek information the respondent can provide and that the respondent understands the role and is motivated to play this role. Motivation, in particular, is a task for the interviewer. Good rapport with the respondent should be quickly established, and then the technical process of collecting data should begin. The latter often calls for skillful probing to supplement the answers volunteered by the respondents.

Two facts cause bias in interviewing. One is "non-response." It is a concern with all types of surveys. Some studies show that first calls will often secure as few as 20 percent of the designated respondents. Various methods are useful to increase this representation, the most effective being making callbacks until adequate numbers of completed interviews are secured. The second factor is "response error" in which the response fails to give a complex answer. The interviewer can contribute the collection of this problem.

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Telephone interviewing has become much more popular in recent years because of the diffusion of telephone service in America households and the low cost of this method compared with personal interviewing. Long-distance telephone interviewing is also growing in use. There are also disadvantages to telephone interviewing. Many phone numbers are unlisted and directory listings become obsolete quickly; there is also the limit of length and depth of interviews using the telephone.

Mail surveys are widely used low-cost methods, especially when the population is scattered geographically. Replying to a mail survey calls for some overt action by the respondent. As a result, the response rates of mail surveys are low, although many techniques can be used to motivate respondents to participate.

The optimal survey method is the one that is instrumental for answering your research question and dealing with the constraints imposed by time, budget, and human resources. The opportunity to combine several survey methodologies makes the use of the mixed mode desirable in many projects.

2.4 Questionnaire

Any desire to change or to conform to the things that people do; it is often necessary to know the reasons for their actions, i.e., what motivates them. So motivational research involves attempting to get at the underlying motives or causes of responses. However, conditions that cause difficulties for the investigator are:

- (1) There is usually no reason for an action.
- (2) Whenever there are several reasons, it is difficult to give the main reason. Sometimes they may be equally important, so ranking them correctly may be practically impossible.
- (3) For some actions, they are done by subconscious reasons, which are not recognized.

- (4) Sometimes the target group is numerous; it is hard to collect the data by interviewing one by one.

For the above limitations, the appropriate and best method is distributing questionnaires. The advantages and disadvantages of such technique will be summarized in the next paragraphs. Moreover, the conditions that favor the use of this technique will be pointed out, and the conditions under which each would be inadvisable will be described.

Table 2.2. Advantages and Disadvantages of Mail Questionnaire.

Advantages	Disadvantages
Mail questionnaire can be sent to persons in widely in scattered locations covering a large geographic area.	A relatively large percentage of mail questionnaires will usually not be returned.
They can be reached to respondents with low cost.	Some answers may be omitted or incorrect because of misunderstanding questions.
They give more carefully answer than personal or telephone questionnaires (interview) because more time can be allowed for thinking through the answer.	Mail questionnaires can be sent to persons who can read and write only.
There is no interviewer bias or mistakes in recording information.	Among those who can read and write some are less likely than others to respond a mail questionnaire. For example, they may have less well educated or their education may not call much for writing.
They give more completely and accurately data because some respondents refuse in face to face	In order to increase the respond

Table 2.2. Advantages and Disadvantages of Mail Questionnaire. (Continued)

Advantages	Disadvantages
interviews or telephone conversations.	<p>rate, premiums may have to be offered.</p> <p>Attractive printing and paper is necessary, or follow—up letter should be sent. These are the increasing cost.</p> <p>Up-to-date mailing list may be difficult and expensive to obtain.</p> <p>Degree of response from the sample obtained by mail may be difficult to determine</p>

When to use mail questionnaires is the next question to the researcher. There are some explanation in the next paragraph:

- (1) When the type of information required could be obtained in satisfactory form by a mail questionnaire that can be answered easily and quickly. It means that answers can be stated correctly in the form of yes or no, a check mark, or a number after a check list.
- (2) When the required information belongs to persons who are able and willing to respond through the mail, such as those who have at least a high school education, critical, and white collar workers.
- (3) When a universe is composed of a relatively homogeneous group of persons with similar interests, education, economic, and social backgrounds. Otherwise it is difficult to construct a mail questionnaire that will be clearly and uniformly understood by such a varied universe. Also the subject

matter of the questionnaire may not be of equal interest to all types of persons in the group, and therefore, the return percentage may be quite different.

- (4) When up-to-date, complete and reasonably price mailing lists are available.
- (5) When mail questionnaires can be used as supplements to personal interviews or telephone inquiries in order to reach the respondents more economically and effectively than they could be reached by either technique alone.
- (6) When sufficient funds and time are available. Attractive questionnaires mean higher cost and the researchers have to wait for a period from the respondents.

2.5 Questionnaire Construction

Relevance and accuracy are the two basic criteria to be met if the questionnaire is to achieve the researcher's purpose. To achieve these ends, a researcher who plans to systematically design a questionnaire will be required to make several decisions, typically but not necessarily in the orders listed below:

- (1) What should be asked?
- (2) How should each question be phrased?
- (3) In what sequence should questions be arranged?
- (4) What questionnaire layout will best serve to research objectives?
- (5) How should questionnaire be pretested? Does the questionnaire need to be revised?

General rules for questions are that they should be brief and simple in construction, having no compound phases; they should be clear, having few or no adjectives; and positive rather than negative. The following paragraphs describe the

kinds of questions appearing on questionnaires: open, dichotomous, multiple choice, and declarative. Questions have to avoid are also discussed.

(1) Open questions

An open question is one that leave the answer open to whatever kind of replies the respondent decides to give. For example, "What do you think about the general retail sales tax? _____"

The respondent and answer in whatever way is desired; no checklist for possible answers is supplied. Freedom for response is maximized. Perhaps four or five blank lines or more may be needed. Too little space discourages answering.

The advantages of the open question are:

- (a) Free expression is encouraged.
- (b) Responses are not biased by a list of possible answers that might suggest replies that do not reflect the thoughts of the respondents.
- (c) Open questions may be used to get an interview started by a general question that arouses interest.
- (d) Open questions are an effective way to start a depth interview in which the interviewer then ask the further probing questions to develop the thinking of the respondent.

Some of the disadvantages of open questionnaire are these:

- (a) Respondents often will not answer fully or at all when faced with such a general discussion type of answer.
- (b) The interviewer may bias the answers by probing or by encouraging fuller answer.

- (c) Ordinarily, only experienced, expert interviewers and successfully administer open questions.
- (d) Open questions are not as clear to the respondent as are more specific questions that ask for either yes or no answers or a checking of choices from a list of possible answers.
- (e) The compilation, classification and interpretation of answers to an open question often present difficulties.

(2) Dichotomous questions

The dichotomous question is one that can be answered in one of two ways, such as "yes" or "no". In other cases, the wording of the question itself may show that only two answers are possible. For example:

Do you own your house? _____

Do you own or rent your house? Own _____ Rent _____

The second form of the question would usually be considered superior because it makes the meaning of the question and the possible answers more definite. In addition, the tabulation of the results can be accomplished more easily and quickly.

It is necessary to realize that many questions can be answered accurately with one or two choices. Somehow, all respondents really cannot correctly answer those given answers in this manner. So the third possible answer should be allowed whenever the subject of the question makes this third choice a possibility. The respondent should never be forced to answer in terms of only choices when actually neither is accurate in the current case.

The major advantages of dichotomous questions are:

- (a) They can be answered quickly.

- (b) The replies can be easily and accurately tabulated.
- (c) They are clear as to meaning.
- (d) When a question can be answered simply and accurately with one of two possible choices, with a third "don't know" type of possibility for some of the respondents, the dichotomous question is ordinarily the best type to use.

The disadvantages of dichotomous questions stem from the following conditions:

- (a) Many questions cannot be answered accurately by two choices only, even when a third "don't know" or "undecided" type of choice is allowed.
- (b) Opinion questions often require the possibility of various degrees of approval or disapproval.
- (c) Questions that seek to find out why a person does a certain thing usually can be answered in considerably more than two or even three ways.

Multiple choice questions

This is a type of question for which several choices of answers are allowed. The replies may be recorded by placing a check mark or number in the appropriate blank or by encircling the correct words. Sometimes, the respondents are asked without seeing the answer list but others do not. In summary, it can be said that the decision as to whether the questionnaire and the list of the choices should be shown to the respondent will depend on the possible effect that either producer will have on the accuracy and completeness of the reply. The research director will have to decide whether

the sight of the questionnaire might unduly distort answers or, on the contrary, increase their accuracy. Pretest of the questionnaire using both methods will allow comparison of the answers obtained. If the answers are different, perhaps the replies are being influenced one way or another.

Another important problem facing the user of multiple choice questions is how to construct a satisfactory list of answers to a question. The ideal list of answers would contain the following characteristics:

- (a) It would be exhaustive; that is it would contain all the possible choices that respondents would be likely to want to use in replying.
- (b) It would contain no overlapping or unclear choices.
- (c) None of the choices would be worded as to cause it to be checked or avoided because of the prestige or social approval connotations connected with the wording.
- (d) The choice of "Others, please specify" or its equivalent would be included to allow sufficient freedom of answers to avoid forcing any respondent to answer inaccurately and to make sure that no possible type of reply is overlooked. The word "please specify" must be included or else a meaningless check mark may be all that is recorded.

As a very rough estimate, it can be said that ordinarily a well-constructed and pretested questionnaire should result in not more than 10 or 15 percent of replies falling in "Others" blank.

- (c) The choices would be psychologically consistent. The choices should not confuse or intermix causes and effects or items in different psychological classifications.

The actual process of constructing a satisfactory checklist for the answers to a questionnaire composed of multiple choice questions could be outlined as followed:

- (a) Write out a series of open questions that cover the desired subjects.
- (b) Take this questionnaire to twenty or thirty persons of the type who are to be interviewed in a panel survey. Record their answers to each question.
- (c) Compose a second questionnaire and for each question provide a checklist containing a classification of the various answers obtained in the pretest.
- (d) Use the second questionnaire to conduct another pretest. After the respondents have answered or have failed to answer, ask all if the choice of answers offered actually included the answers they would have preferred to give. A few additional choices that should be in the checklist may be discovered, and perhaps some of the original choices will have to be reworded to increase their clarity.
- (e) The questionnaire will not be revised in the light of the second pretest. As a further safeguard against forcing persons to reply incorrectly, an "Other, please specify" blank should always be included, even though several pretests and revision have been completed.

(4) Declarative questions

The declarative question is a type of multiple choice questions in which the respondent is asked to give a reaction to a series of statements about a given subject. For example, various viewpoints or degree of the favorable or unfavorable reaction to a subject may be offered as the choices

of answers. The declarative question fits the psychology of certain subjects better than any other type of question. When the replies are best expressed in degrees of agreement or disagreement or like or dislike, the declarative approach should be considered.

2.6 Types of Questions to Avoid

The compiler of questionnaire should avoid certain kinds of questions that can be designated as leading, misleading, ambiguous, double, or uninformative.

(1) Leading questions

A leading question is one that is worded in such a way as to influence the respondent to give a certain answer. It practically leads the respondent to a particular reply. For example:

You would like to own a new house, won't you?

Except in some instances as an introductory question to serve as a pleasant way to start the respondent talking, leading questions should be avoided.

(2) Misleading questions

Misleading questions are those that deliberately mislead the respondent. The purpose of the misleading question is to force the respondents to answer in the way that the compiler of the questionnaire wants them to be answered. The user of misleading questions is not really conducting research. Instead, the purpose is supporting some preconceived notion, "proving" something, rather than finding out whether it is true. Misleading questions are usually "loaded" with words that compel the respondent to reply in a certain way or else give an answer that only a foolish person would give.

(3) Ambiguous questions

An ambiguous question is one that does not have a clear meaning. It may be understood to mean different things. Ambiguous questions are more likely to creep into questionnaire than either leading or misleading ones because ambiguous questions are often difficult to recognize as such.

(4) Double questions

A double question is a type of ambiguous question. This type is found so frequently, especially in the first draft of a questionnaire. The double question is one that really contains two questions or more. For example;

Would you like to own a comfortably riding, high-speed car?

The above question should be made into two questions, one for comfortably riding and the other for high-speed car.

(5) Uninformative question

An uninformative question is one that supplies meaningless or unreliable information when it is answered. Some questions calling for simple, one-word answers can be so quickly answered that the respondent will reply without much thought, especially if the respondent thinks there is no possibility that the accuracy of the answer can be checked.

2.7 The Wording of Questionnaire

The characteristics of wording questionnaire are as follows:

- (1) Uniformity of meaning : A word should know the same thing to all persons who are to be interviewed
- (2) Preciseness of meaning: It is closely related to uniformity of meaning. It brings out additional characteristic of having exactness and, consequently, a

usability that will enable replies to be recorded, measured, compared, and totaled in the process interpretation.

- (3) Freedom from undue influence or prestige or bias: It can result in inaccurate answers.
- (4) No tendency to arouse irrational or extremely emotional responses: The words should be free from the distorting influence of fear prestige, bias, or the upsetting effect of excessive emotion.

2.8 Order of Questions

The decision in regard to the position and order of questions in a questionnaire should be guided by certain considerations, including:

- (1) Need to arouse and hold interest of respondent
- (2) Influence of one question on another
- (3) Best position for more important questions
- (4) Determination of place at which fatigue should be recognized as a problem

2.9 Summary of Questionnaire Characteristics

- (1) It asks for and obtains the information needed in the light of the purposes of the research project.
- (2) All questions included are pertinent, and no unimportant questions are asked. Every question has a specific and significant purpose, because the time required to complete in an interview must be kept at a reasonable level, usually not to exceed fifteen minutes.
- (3) No information is asked that can be more accurately, economically, and quickly obtained by other data-collecting methods, including observation by the interviewer.

- (4) It asks for sufficient classification and validation data to (a) allow adequate interpretation of the replies and to (b) provide for the testing of the sample of representatives and accuracy of information obtained.
- (5) Questions asked require no more reliance on memory than is essential for the purposes of the survey. If memory must be relied on, the appropriate techniques for aiding the respondent to remember are used.
- (6) It contains no open or discussion questions unless they are absolutely necessary. The types of questions required in in-depth interviews are used only when qualified interviewers are available.
- (7) It contains no questions that are unclear, ambiguous, double, leading, misleading, or uninformative.
- (8) It contains questions that can be answered as quickly, easily, and with as little writing as is feasible. Answers that can be recorded by check marks, numbers, or in one word such as "yes" or "no" are used whenever it is appropriate to do so. Questions that require considerable self-analysis on the part of the respondent are avoided unless they are absolutely necessary.
- (9) It does not restrict that questions and possible answers or choices of answers to an extent that biases and distorts replies given or otherwise forces the respondents to answer incorrectly.
- (10) All checklists of choices of answers have been constructed in such a manner that they have all the characteristics of an adequate checklist.
- (11) It asks embarrassing or prestige-impact questions only when they are absolutely necessary and then, if at all possible, by the use of indirect and other types of questions that eliminate or reduce to a minimum embarrassment to the respondent.

- (12) The questions are constructed in such a way and presented in such manner as to make it easy for the respondent to answer accurately. When appropriate, pictures of products, models, and actual products are shown to the respondent to use or at least to see, taste, smell, feel, or hear before answering questions about the product. Indirect and comparative questions
- (13) Filter questions are used if needed.
- (14) Adequate space is provided for answers.
- (15) Questions and choices of replies appear in correct psychological order to elicit accurate answers.
- (16) Positional bias of questions has been eliminated by pretesting or by rotating the positions of questions in the questionnaire or items in checklists of answers.
- (17) Overall size and shape are made as convenient to handle as practicable. Appearance of size and length is reduced, if necessary, by using legal-length sheets that are folded and by numbering only the main questions. Other questions may be lettered and printed in lighter ink or in smaller letters.
- (18) It is constructed in such a manner as to make the tabulation and interpretation of replies as easy and accurate as possible. Questions and answers have been or can be coded if it is considered helpful for mechanical processing.
- (19) Mail questionnaires are accompanied by a clear; i.e. effective letter of introduction and explanation. Personal interview and telephone questionnaires are presented with appropriate introductions as needed.

(20) The entire questionnaire has been adequately pretested and revised to meet the qualifications of a satisfactory questionnaire for the particular survey in which it is to be used.

2.10 Sample in Surveys

Sampling methods are usually divided into two types. The first is called probability sampling. Probability sampling provides a statistical basis for saying that a sample is representative of the study or target population.

In probability sampling, every member of the target population has a known, nonzero probability of being included in the sample. Probability sampling implies the use of random selection. Random sampling eliminates subjectivity in choosing a sample. It is a "fair" way of getting a sample.

The second type of sampling is nonprobability sampling. Nonprobability samples are chosen based on judgement regarding the characteristics of the target population and the needs of the survey. With nonprobability sampling, some members are eligible target population and have a chance of being chosen, whereas others do not. By chance, the survey's finding may not be applicable to the target group at all.

Both the two types have many ways to sample. They are simple random sampling, stratified random sampling, systematic sampling, cluster sampling, convenience sampling, snowball sampling, quota sampling, and focus groups. These will be compared in Table 2.3. Commonly Used Probability and nonprobability Sampling Methods.

Table 2.3. Commonly Used Probability and Nonprobability Sampling Methods.

Description	Benefits	Issues
Probability Sampling		
Simple random sampling		

Table 2.3. Commonly Used Probability and Nonprobability Sampling Methods.
(Continued)

Description	Benefits	Issues
Every unit has an equal chance of selection.	Relatively simple to do	Members of a subgroup of interest may not be included in appropriate proportions.
Stratified random sampling The studied population is grouped according to meaningful characteristics or strata.	Can conduct analyses of subgroups (e.g., men and women; older and younger; East and West) Sampling variations are lower than that for random sampling; the sampling is more likely to reflect the population.	Must calculate sample sizes for each subgroup Can be time consuming and costly to implement if many subgroups are necessary.
Systematic sampling Every Xth unit on the list of eligible units is selected. Xth can mean 5th, 10th, 23rd, and so on, determined by dividing the size of the	Convenient; use existing list (e.g., of names) as a sampling frame. Similar to random sampling if starting point (first name chosen) is randomly	Must watch for recurring patterns within the sampling frame (e.g., names beginning with a certain letter; data arranged by month).

Table 2.3. Commonly Used Probability and Nonprobability Sampling Methods.
(Continued)

Description	Benefits	Issues
population by the desired sample size.	divided.	
Cluster/multistage Natural groups or clusters are sampled, with members of each selected groups subsampled afterward.	Convenient; use existing units (e.g., schools, hospitals).	
Nonprobability Sampling Convenience sampling Use of a group of individuals or units that is readily available.	A practical method because you rely on readily available units (e.g., students in a school, parents in a waiting room.	Because sample is opportunistic and voluntary, participants may be unlike most of the constituents in the target population.
Snowball sampling Previously identified members identify other members of the population.	Useful when a list of names for sampling is difficult or impractical to obtain.	Recommendations may produce a biased sample Little or no control over who is name.

Table 2.3. Commonly Used Probability and Nonprobability Sampling Methods.
(Continued)

Description	Benefits	Issues
<p>Quota sampling</p> <p>The population is divide into subgroups (e.g., men and women who are living alone, living with a partner or significant other, not living alone but not living with a partner, etc.).</p> <p>A sample is selected based on the proportions of subgroups needed to represent the proportions in the population.</p>	<p>Practical if reliable data exist to describe proportions (e.g., percentage of men over a certain age living alone vs. those living with partner).</p>	<p>Records must be up-to-date to get accurate proportion.</p>
<p>Focus group</p> <p>Groups of 12 to 20 people serve as representatives of the population</p>	<p>Useful in guiding survey development</p>	<p>Must be certain the relatively small group is a valid reflection of the larger group that will be surveyed</p>

2.11 Sampling Errors

A sample is an accurately and efficiently assembled model of the population. No matter how proficient you are, sampling bias or error is inevitable.

One major source of error in a sample arises from nonsampling sources. Although this may appear contradictory, the fact is that nonsampling error affects the accuracy of a survey's findings because it mars the sample's representativeness. Nonsampling error occurs because of imprecision in the definition of the target and the study population and errors in survey design and measurement.

A second nonsampling problem relates to definitions and inclusion and exclusion criteria. Definitions of key survey concepts should be based on the best available theory and practice; experts may also be asked to comment on them and on the extent to which they are likely to encompass the target population.

Another source of nonsampling bias is non-response. Not everyone who is eligible participates; not everyone who participates answers all survey questions. A number of methods can be used to improve the response rate.

Biases may be also introduced by the measurement or survey process itself. Poorly worded questions and response choices, inadequately trained interviewers, and unreadable questionnaires contribute to the possibility of error.

Sampling errors arise from the selection process. A list of names with duplicate entries will favor some people over others, for example. Most typically, selection bias results when nonprobability sampling methods are used and not everyone has a nonzero probability of being chosen. Selection bias is insidious because it can effectively damage the creditability of your survey.

The best way to avoid selection bias is to use probability sampling methods. If you cannot, you must demonstrate that the target and sample do not differ statistically

on selected but important variables, such as age, health status, and education. You can get data on these variables from vital statistics and from published reports.

All samples contain errors. Although samples are chosen to exemplify a target population, chance dictates that the two are unlikely to be identical. When you use probability sampling methods, you can calculate how much a sample varies by chance from the population.

If you draw an infinite number of samples from a population, the statistics you produce to describe the sample, like the mean, standard deviation, or proportion, will form a normal distribution around the population value. An examination of an infinite of means taken from an infinite number of samples would find the means clustering around 50. The means that are computed from each sample form a distribution of values. This distribution is called the sampling distribution. When the sample size reaches 30 or more participants, the distribution of sampling means has the shape of the normal distribution.

The sample means tend to gather closer around the true population mean with larger samples and less variation in what is being measured. The variation of the sample means around the true value is called "sampling error". The statistic used to describe the sampling error is called the "standard error of the mean". The difference between the standard deviation and the standard error of the mean is that the standard deviation refers how much variability can be expected among individuals. The standard error of the mean is the standard deviation of the means in a sampling distribution. It tells how much validity can be expected among means in future samples.

2.12 Sample Size

The size of the sample refers to the numbers of units that need to be surveyed to get precise and reliable finding. The units can be people, places, and things.

When you increase the sample's size, you increase its cost but decrease the sampling validity. Larger sample means increased costs for data collection, data processing, and analysis. Moreover, increasing the sample size may divert attention from other sampling activities like following up on the eligible people who fail to respond. The diversion may actually increase total sampling error. Besides nonresponse, one of these is the design of a sample. If the sample design deviates from sample random sampling, relies on cluster sampling, or does no probability sampling, then the total error will invariably decrease the quality of the survey's findings.

The most appropriate way to produce the right sample size is to use statistical calculation. These can be relatively complex, depending on the needs of the survey. The following checklist of factors to account for when considering sample size is useful:

(a) Checklist of factors to consider when calculating sample size

- (1) assemble and clarify all survey objectives, questions, and hypotheses
- (2) Identify subgroups
- (3) Identify survey type and data collection needs
- (4) Check the survey's resources and schedule

(b) Calculating sample size

In order to determine the sample size n , three factors must be known:

- (1) Confidence level desired. (Z value)
- (2) Standard Deviation. (σ)
- (3) Sampling error permitted. ($E = X - \mu$)

$$\text{Thus } n = [(Z \cdot \sigma) / E]^2$$

III. A SURVEY

3.1 Inducement Factors to Become or Quit from Amway Distributorship

From the above literature review, there are many cases that can be used as reference to brief why people decide to be or quit from Amway distributor (I130). So, in the first stage, I will summarize the reasons of IBO registration or resignation; topic by topic.

The major factors that induce decision making to the groups are marketing plan and products. I agree and except these two factors but there should be something behind to activate their making decision. These special reasons will be listed as the following:

3.2 Reasons to Register as IBO

Product quality is one important reason that enhances people to be IBO with Amway. In most cases people decide when they see the product demonstration comparing the same kind of product in the market. When they compare product quality with others, they will compare the price with other brands. Product price is very expensive at first sight but it is very cheap at the price per unit used. These strategies are used every time when every LBO wants to sponsor a prospect. Another reason is satisfaction guarantee to every Amway product produced. This guarantee covers 100 percent refund to distributor or customer. Moreover Amway receives the ISO 14001 standard from the United Nation (UN). This means that Amway products are safe to the earth. These are reasons behind product quality that people decide to be IBO with Amway.

Marketing plan is also another important reason that people decide to be B30. Money is the key to survive and improve quality of life. As Amway marketing plan is network marketing, multi-level marketing, income will flow from level to level with increasing money. Money from Amway's marketing plan will be paid more and more if

that distributor success in higher pin level. At higher pin level, that distributor will be conceded more. This means increasing his or her fame. Some experience illegal marketing plan of others direct sell company. Most of them are in the form of pyramid and chain marketing. In this illegal marketing plan the first corners have advantage over the next to them. The followers cannot speed-up or release their sponsors. On the other hand, Amway 1130 can be. That's why Amway is the leader in legal direct sell company in the Thai Direct Selling Association (TDSA). Another interesting thing is reward such as travel and heritage.

Some open their minds when they read the book named Compassionate Capitalism. It contains the Amway philosophy which is fundamental of Amway business through out the world. This fundamental thought consists of 16 credos. All of these credos come from all religions. Part of this book says that everyone has equal right and opportunity. They have potential to do everything but they don't know. To be the business owner will let them be free from financial and personal problems.

The last reason is the special one because people may face this situation. You feel annoyed and bothered when your friend tries to sponsor. So you sign in the application form in order to stop those boring conversation.

3.3 Reasons for Resignation from Being IBO

The first reason in their mind is the price. Product price is very expensive no matter when they see product demonstration against other brands. Sometimes Amway products are not effective as they want them to be. This is caused by using incorrect ways with or without suggestion by their upline. Some cases, satisfaction guarantee is not serviced to person who used to be IBO. These three major reasons are bad attitudes toward Amway products that may lead to quit from Amway.

The second reason is the marketing plan. Most distributors experience illegal direct sell business. So they think Amway marketing plan is the same. Besides negative attitude toward marketing plan, money paid from the marketing plan is another important key. Most IBOs decide to quit from Amway because they don't receive money from upline on time or incorrect amount. This amount of money will be paid every month which depends on their sales volume each month.

The last reason for resignation is their feeling. They feel annoyed with their upline. So, during the membership period, they don't do anything. When membership expired, they don't continue their membership. It means that they want to quit from Amway. Another situation is their upline don't contact them after they sign their downline for whatever reason. So they quit from Amway. The other feeling is they are shy to sell products to other persons. When time goes by, they think Amway is not suitable to them and they quit from it.

3.4 Developing Questionnaire

From the above two topics, these facts will be used to develop the questionnaire. This questionnaire is used to ask the currently or used to be distributors or IBO in my organization,. The questions is used to test their attitude and answer the problem why they decide to be or not to be Amway distributor (IBO). The format of questionnaire is the scale question.

This scale question consists of five level. They are strongly agree, agree, neither agree nor disagree, disagree, strongly disagree. This questionnaire has fifteen questions and is classified into four parts. They are product, marketing plan, Amway philosophy, and feeling. The objective of each question will be described in the next paragraph. In the first part, question number one to five, is talking about the products. The purpose is

to check the attitude towards all the products produced by Amway which are listed below.

- (1) Products' quality and standard launched to distributors or consumers.
- (2) Every product gives the efficiency and effectiveness as it said on the label.
- (3) Satisfaction guarantee provided to all the products produced by Amway and give the refund, 100 percent, if the product is not satisfactory.
- (4) All the products are green products that save the users and preserve the environment.
- (5) The price, per unit used, is cheaper than others for the same kind of product.

The second part is the marketing plan, which consists of four questions. The main purpose of question number six to nine is to check the attitude towards the marketing plan. As Amway is a kind of direct sell, the marketing plan is network marketing or MLM. MLM stands for Multi-level Marketing. MLM gives the revenue to the distributors or IBOs according to the complex marketing network. Each question is used to check whether the target group understands Amway's marketing plan clearly. The objective of each question as a whole are:

- (1) To check whether they understand the plan clearly
- (2) To check whether the plan is honest, just, and legal

The third part is fundamental thinking of Amway business. Someone wants to run Amway business because of its philosophy. Positive thinking, human right equality, and etc are written in sixteen credos. So question number ten to twelve is used to analyse attitude.

The last part is about feeling of each one to his or her upline and selling. This feeling is important and sensitive in running Amway business. Positive feeling and negative feeling give an opposite result. Positive means they satisfy run and continue

with Amway but negative is resignation from Amway. So each question's objective is as the following:

- (1) to check their feeling toward their upline
- (2) to check their feeling toward product selling

Sample of the questionnaire is provided in Appendix A, Table A.1.

3.5 Conducting Survey

Questionnaire survey will be distributed to people in my organization by mail. Mailing questionnaire is used because some may live in provinces. The way to check feedback is telephone checking. This questionnaire is used for both two target groups, being IBO and used to be 1130. This questionnaire can be used both because the questions are scale questions. So the answer can be both positive and negative thinking. The positive answer means the reasons to be IBO and the negative means not to be B30.

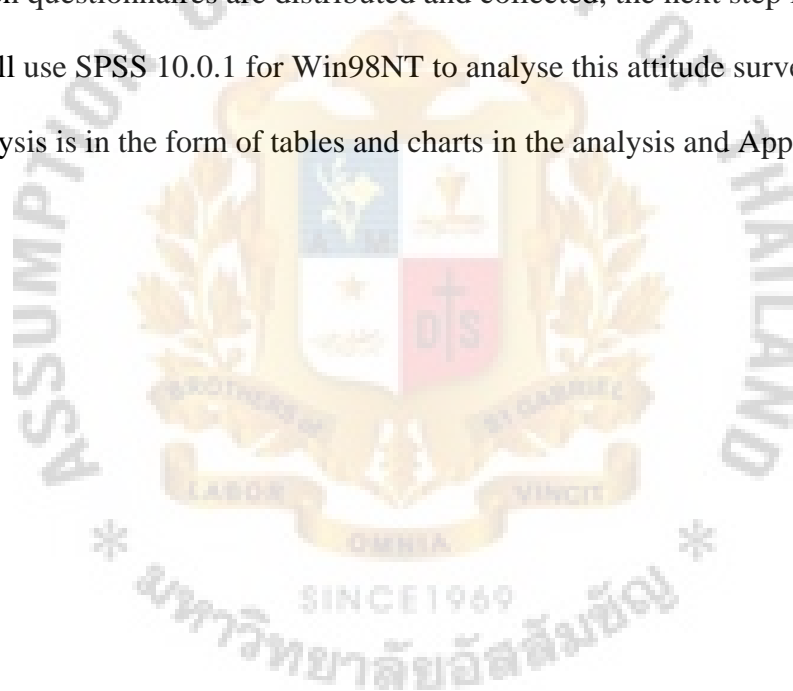
How many questionnaires should be distributed to the group? According to the list of my organization from Amway (Thailand), it shows 237 distributors (IBO) in my organization. This name list consists of each distributor's name, address, telephone number, IBO number, application date, and expiry date. As a result, it is easy and fast to distribute and collect data. For the expiratory or resigned distributor, my organization has the record since the beginning till the present with the same printed name list from Amway (Thailand).

How large should a sample size be? With the formula written in topic number 2.11, this project will use 90% confidence level, standard deviation of 1.712, and 25% sampling error permitted. Confidence level and sampling error permitted are set but standard deviation comes from computation of 30 sample tested questionnaires. Computation is shown in Appendix A. So the sample size from computation is 126.9 or 127 samples. This amount is distributed to both the two target groups equally (127

samples per group). The reason for using the same amount is that the quit members are larger amount compared to the present 1130. However, addresses may change by time. So equal sample distribution is suitable.

How can the sample size be randomized? For the present list of IBO, there are 237 people in my organization. So there should not be random selection but the former IBOs, persons who used to be IBO are 382 persons. So the random sampling number is 2. So 191 papers questionnaires must be distributed to the former IBOs in order to guarantee the respond rate of 127 papers. 191 papers come from 382 divided by 2.

When questionnaires are distributed and collected, the next step is analysis. This project will use SPSS 10.0.1 for Win98NT to analyse this attitude survey. The result of SPSS analysis is in the form of tables and charts in the analysis and Appendix part.



IV. SURVEY ANALYSES

The analysis will be classified into two parts. The first part is in the topic of decision criteria for becoming Amway distributorship in my organization. Whereas the other part is to respond to the answer of leaving from Amway distributorship in my organization.

4.1 The Analysis of Decision Criteria for Becoming Amway Distributorship in the Organization.

From the computation in the SPSS 10.0.1 for Win98NT, the analysis will be classified into three parts. The first decision criteria to be Amway distributor or IBO. Second is personal data and the other is the attitude towards Amway by each gender. Personal data is analysed to classify types and characters of the Amway distributors, whereas attitude analysis is used to know what they think, by each gender, so that they decide to be Amway distributor.

(1) Decision criteria of Amway distributorship

This decision criteria is arranged in order of frequency in each question. The 15 questions in questionnaire consist of 5 view points, strongly agree, agree, neither agree nor disagree, disagree, and strongly disagree. The answer of strongly agree and agree mean the positive thinking to the question and also positive to Amway. Disagree and strongly disagree answer the negative thinking. The positive thinking can be translated to reasons of being 1130. Some of them have equal frequency. So negative thinking must be used and the lower negative will rank before. Neither agree nor disagree is not used because it has no effect. Table 4.1 shows that willing to be business owner and willing to help others come in the top rank. Being business owner is one goal to many people but it goes along with

high investment, risk, location, and etc. Amway offers business opportunity with lower investment, no risk and no location. So it is the top criteria in making a decision to be an Amway distributor. The second criterion is willing to help others. It is one characteristic of Thai. So it is strange if it is chosen as the second rank. The next mostly are products.

Marketing plan comes up in the eighth rank. What does it mean? If marketing plan interest refers to willing to increase income, products will be the basic instrument that lets marketing plan work. If products are not as good as expectation, income from marketing is not smooth.

The three late criteria are feeling of the 1B0s. The thirteenth is feeling inappropriate in direct sell business which always comes along with annoying uplines. This group usually sign in order to stop sponsoring and annoying uplines. The last ranking is the relationship to upline. From table, it shows that relationship has a little affect to determination to being 1130 but it helps in the case of easy to open conservation.

Table 4.1. Decision Criteria of Being Amway Distributorship.

Criteria	Positive thinking (%)	Negative thinking (%)
Willing to be business owner	97.6	1.6
Willing to help others	97.6	1.6
Satisfaction guarantee	89.7	6.3
Product demonstration	89.7	7.9
Product's effectiveness and efficiency	85.1	8.6
Non-polluted product	81.8	8.0

Table 4.1. Decision Criteria of Being Amway Distributorship. (Continued)

Criteria	Positive thinking (%)	Negative thinking (%)
Fairness	79.5	15.8
Marketing plan and rewards	77.2	17.4
Price	77.2	17.3
Not chain marketing plan	71.5	17.5
Amway's philosophy	69.3	12.6
Not pyramid marketing plan	68.5	18.8
Not appropriating to direct sell	33.1	43.3
Annoyance upline	25.2	57.5
Relationship to upline	25.2	63.0

(2) Personal data analysis

Table 4.2. Frequency Table of the Respond Being MO Gender.

Gender	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	57	44.9	44.9	44.9
Female	70	55.1	55.1	100.0
Total	127	100.0	100.0	

Beginning with gender in percentage of male and female, it shows the result of frequency of 57 males and 70 females from the total of 127 samples. This means that there are 44.9% of males compared to 55.1% of females. In the past, people think that Amway is only a part time job for

women and housewives. But Table 4.2 shows males becomes more interested in this business. For what reasons or why, the answers will be shown in question 1 to question 15 analysis. (The chart is shown in Figure B.1)

Table 4.3. Frequency Table of the Respond Being IBO Age.

	Age Range	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-29	26	20.5	20.5	20.5
	30-39	49	38.6	38.6	59.1
	40-49	27	21.3	21.3	80.3
	50-59	21	16.5	16.5	96.9
	60 up	4	3.1	3.1	100.0
	Total	127	100.0	100.0	

The next personal data is age. What is the greatest percentage age range for Amway distributor (IBO) in my organization? The statistic computation shows that persons in the range of 30 to 39 of age is the greatest percentage. Percentage ranking of age from the highest to the lowest is 30-39, 40-49, 20-29, 50-59, and 60 up. With this calculation, it shows that age of 30-39 has the highest need to be IBO. The second ranking is still in the working age, 40-49 years old. So it may be concluded that people who work for a time will look for another thing to fulfill their needs. This may be money, stability, and etc. However, the third runner up is in the age of 20-29 which almost equals percentage of the age of 40-49. this age range is the beginner of working life. If we analyse the relationship between

age range and income by using crosstabs, the highest income score is age of 30-39 and 40-49 is 10,000-30,000 bahts. With this amount of income, it is not enough for the current economic crisis. The second ranking in these two age range is lower than 10,000 bahts which is the highest income score for the age of 20-29. It means that money is one important key to decide being MO. The summary data, in the form of chart, is shown in the Figure B.2.

Table 4.4. Frequency Table of the Respond Education Being IBO.

	Education Level	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary school	29	15.0	15.0	15.0
	Secondary school	23	18.1	18.1	33.1
	Dipolma	34	26.8	26.8	59.8
	Bachelor degree	38	29.9	29.9	89.8
	Higher than Bachelor degree	8	6.3	6.3	96.1
	Uneducated	5	3.9	3.9	100.0
	Total	127	100.0	100.0	

The third personal data is education level. In the past, many think that Amway is the job for lower education. It is not true at this time. Many of high education background become interested in Amway. From the above table, the highest education level in my Amway organization is the bachelor degree. The second is dipolma degree, then high school, primary school, higher than bachelor degree, and uneducated respectively.

The fourth data is occupation. It is a wonder that Amway is not a part time job for housewives any more. From the attitude survey within my organization, there are many that occupations respond to the questionnaire. The highest valid percentage is business owner and the second is business employee, where housewife is the last ranking. However, an interesting point is percentage of business owner and student. Because, in the human thought, direct sell is not the job for these two groups. The answer will be shown in the questions analysis.

Table 4.5. Frequency Table of the Respond Being MO Occupation.

	Occupation	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Business owner	41	32.3	32.5	32.5
	Government officer	8	6.3	6.3	38.9
	Housewife	7	5.5	5.6	44.4
	Government enterprise officer	5	3.9	4.0	48.4
	Business employee	30	23.6	23.8	72.2
	Unemploy	15	11.8	11.9	84.1
	Agricultureist	14	11.0	11.1	95.2
	Student	6	4.7	4.8	100.0
	Total	126	99.2	100.0	
Missing	9	1	0.8		
Total		127	100.0		

The last part is income. It is shown in Table 4.5. It shows that most IBO in my organization has total income lower than 10,000 bahts. With valid percent of 40.0% and the next is 10,000-30,000 bahts for 34.4%. The remainder has only little percentage. This implies that the above two groups are the average income for people in this economic crisis.

Table 4.6. Frequency Table of the Respond Being IBO Income without Amway Income.

	Income Level	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lower than 10,000	50	39.4	40.0	40.0
	10,000-30,000	43	33.9	34.4	74.4
	30,001-50,000	17	13.4	13.6	88.0
	50,001-100,000	12	9.4	9.6	97.6
	Higher than 100,000	3	2.4	2.4	100.0
	Total	125	98.4	100.0	
Missing	9	2	1.6		
Total		127	100.0		

(³) Attitude analysis

Before the analysis, this attitude survey will analyse each question against each gender. According to many references, there are three major keys that induce people to be Amway distributor (IBO). They are products, marketing plan, and Amway philosophy. However, another important thing is feeling to their sponsor. Then look at each topic respectively.

Start with the first part the questionnaire, they are question 1 to question 5. Question one is about product demonstration. This is a reason that people decide to be Amway member and develop to be distributor later on. So this question will check whether my Amway distributors in my organization are motivated by this reason. This result in Appendix B shows that 89.7% give the positive answer, 48.8% and 40.9% for strongly agree and agree respectively. The negative answer is only 7.9% and 2.4% for neither agree nor disagree. This shows that product demonstration is one motivator. If we compare each gender, female will be induced more than male. Figure 4.1 is the crosstab bar chart which shows male and female points of view. It shows there are 29 males and 33 females who answer strongly agree. If we will look into the percentage, males give 22.8 and 26.0 for females. (Shown in Table B.1)

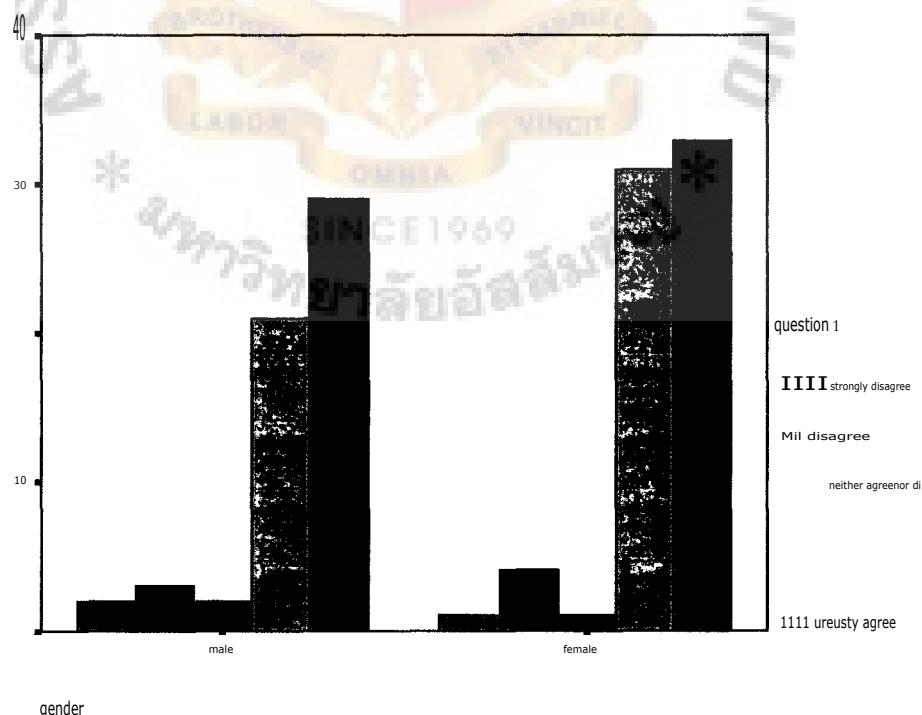


Figure 4.1. Current IBO's Gender and Product Demonstration.

The next question is the satisfaction guarantee with 100% cash refund. What do they think about it? Is it important for them to decide to be IBO in my organization? The answer is shown in Figure 4.2.

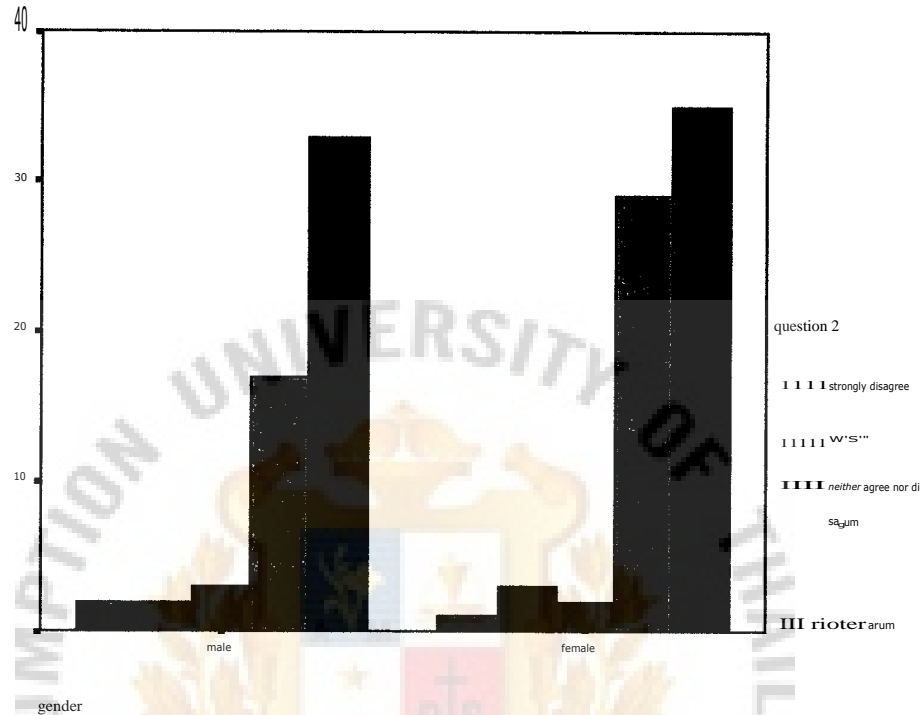


Figure 4.2. Current IBO's Gender and Satisfaction Guarantee.

Females still respond in the positive, agree and strongly agree, more than males. From the above figure, males and females have strongly agreed on frequency rate with satisfaction guarantee more than product demonstration. Moreover females, still have higher percentage than males. If we look into the crosstab Table B.2 in Appendix B, males answer to the strongly agree 48.5% compared to females which is 51.5%. However, the positive percentage within gender of male, agree and strongly agree, is 87.7% where female is 91.4%. This means that both male and female agree with this guarantee that other market brands cannot support this policy.

The next checking is product quality. Some use Amway's product and think that it is good. So they want to buy it at distributor price and perhaps sell it to increase their income. The Figure 4.3 will show the crosstab chart between gender and question 3. All the percentage data is in Table B.3.

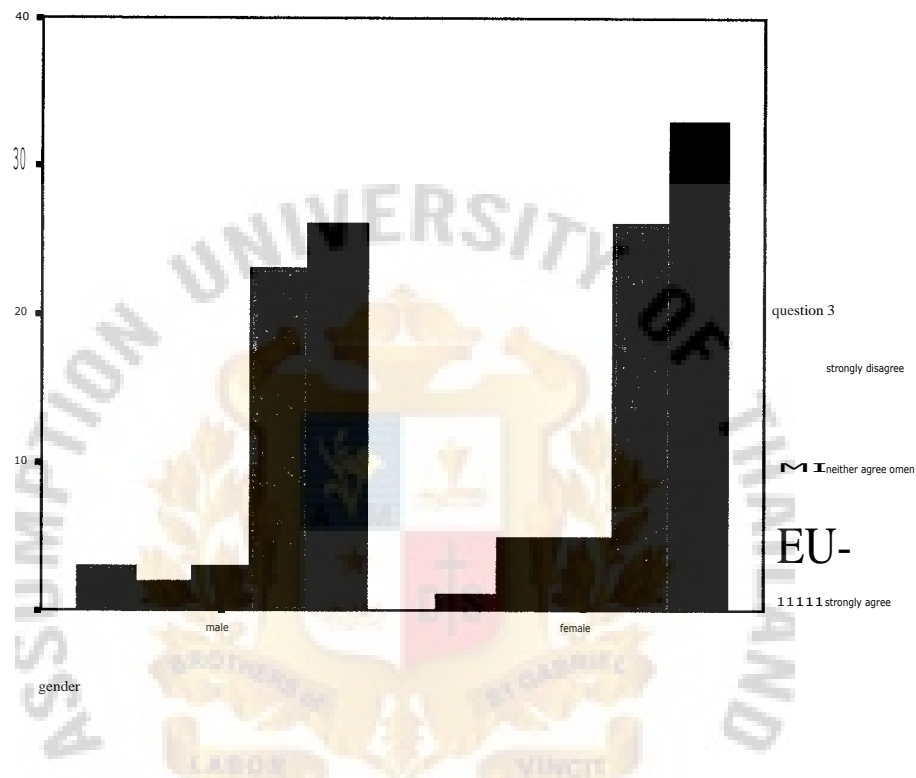


Figure 4.3. Current IBO's Gender and Product's Effectiveness and Efficiency.

From the chart, product quality is one thing that IBOs in my organization respond, more than half, in positive view point. Female still has higher frequency rate than male. If we analyse percent within gender, male answer agree for 40.4% and 45.6% strongly agree. On the other hand, female agree for 37.1% and 47.1% strongly agree. The reason for higher females responding more than males can be assumed by Thai culture. Female is expected to keep house. Most Amway products are consumer product So most users are female.

Then the next attitude checking for product is the price. Amway's product is expensive compared to market brands. This fact is the first thing that others look at Amway. Is it true? What do IBOs in my organization think of it? Table B.4 will show the survey result that is shown as crosstab barchart in Figure 4.4.

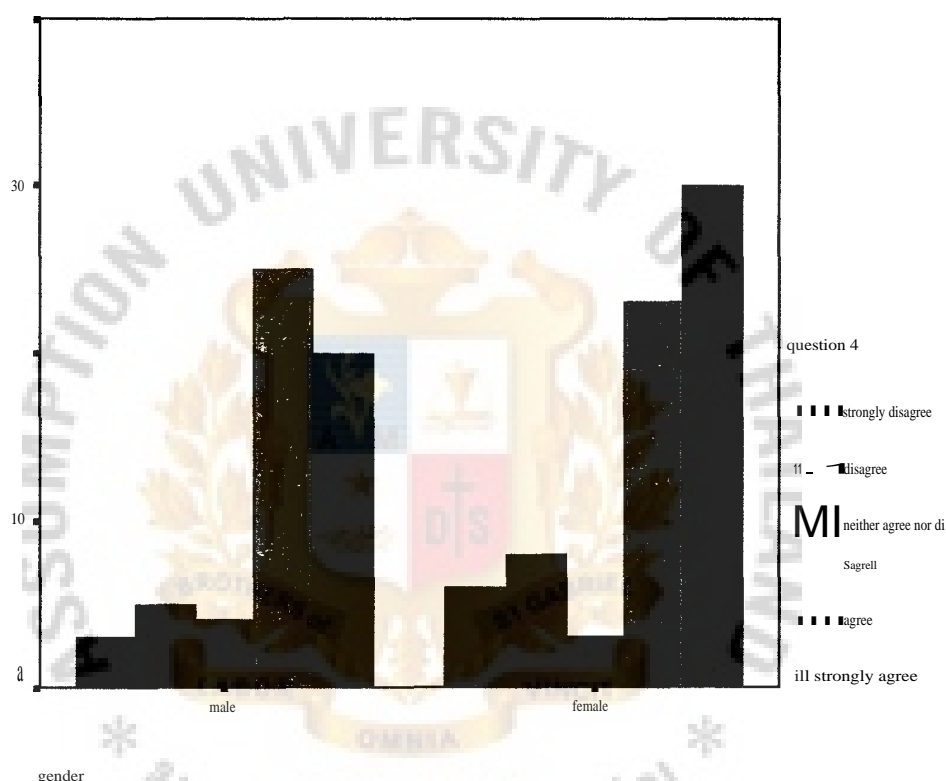


Figure 4.4. Current IBO' s Gender and Product Price.

The answer is the same as the previous if we look at the total. If we look at percent within question, for the answer strongly agree, male is 40.0% where female is 60.0%. This can be assumed that product demonstration, satisfaction guarantee, product quality, and price are related. These are some reasons to motivate my IBOs in my organization who decide to Amway distributorship. However, 2.4% male and 4.7% female

said strongly disagree. This negative view point percentage is higher than other negative view point of all the above questions. It means that some IBOs in my organization think Amway is expensive. So why do they decide being IBO in my organization? There must be other reasons that will be answered by later questions.

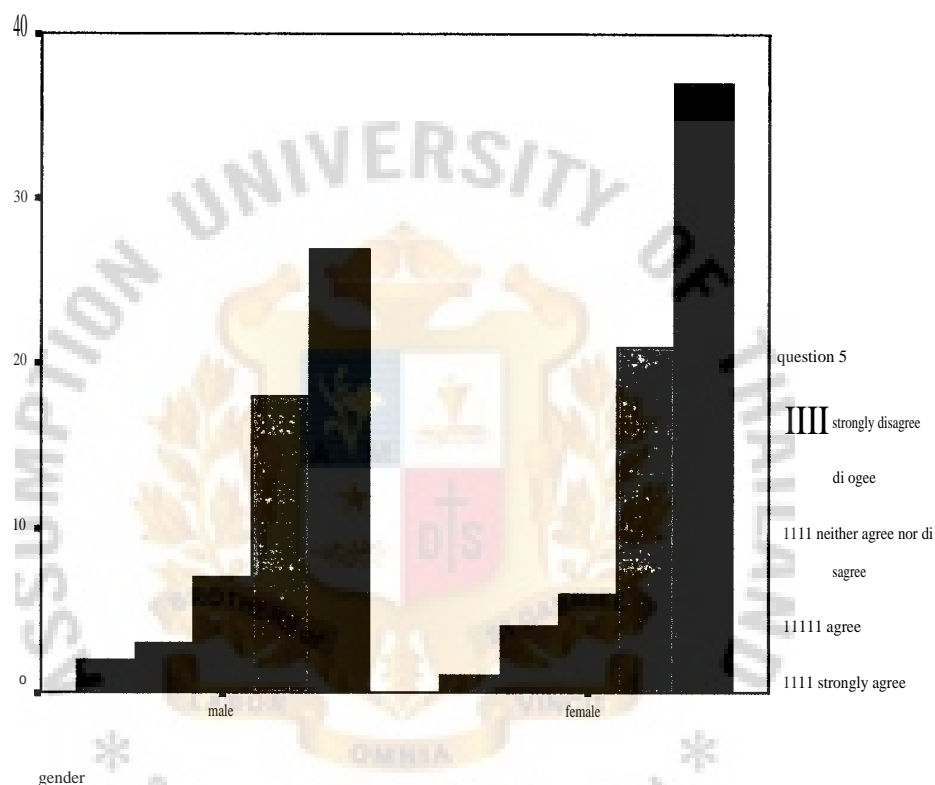


Figure 4.5. Current IBO' s Gender and Non-Polluted Product.

Figure 4.5 is the last question in the first part of questionnaire. It is whether they register to be Amway distributor because of the green product. Many brands turn to promote to use recycled product. All the green products have increasing trend year by year. Amway, as well, develops green products with high technologies. Amway is the second enterprise that gets the ISO 14001 from the United Nation (UN). From Appendix B that is

Figure 4.5 shows the positive curve for both males and females. This means that Amway distributors in the organization think that Amway products save the environment and earth.

Then comes the next part which has 4 questions. This part will survey whether IBOs in my organization decide to run Amway business because of its marketing plan. Three angles must be taken, money and rewards, fairness, and legal marketing plan. Let's look into the first angle.

As we know that Amway is a kind of direct sell, money will flow from the network marketing. This amount of money will increase if network expands more and more. Not only money but also rewards from marketing plan are the good motivators to motivate people in deciding being Amway distributorship. In short, Amway's marketing plan gives 10 income levels.

They are as the following:

- (a) 25% margin from sale.
- (b) 3% - 21% commission, by comparing to the point value and computed with business volume.
- (c) 4% from your direct distributor who you sponsor, computed from his/her business volume. (This is the heritage to your family).
- (d) 2% Ruby pin level computed from total organization business volume.
- (e) 1% Pearl pin level if you have three silver pin level distributors.
- (f) 0.25% Emerald pin level if you have three direct distributors, computed from the whole year business volume.
- (g) 0.25% Diamond pin level if you have six direct distributors, computed from the whole year business volume.

- (h) 0.25% Exclusive Dimond pin level if you have nine direct distributors, computed from the whole year business volume.
- (i) Single cash payment of 400,000 bahts for Double Diamond pin level, 800,000 baht for Triple Diamond pin level, 1,600,000 bahts for Crown pin level, and 2,400,000 bahts for Crown Ambassador pin level.
- (j) FFA rewards starting from 400,000 bahts to 32 million bahts.

Then the other motivator in Amway's marketing plan is reward. This reward is not only money in special occasion; but also traveling abroad every year.

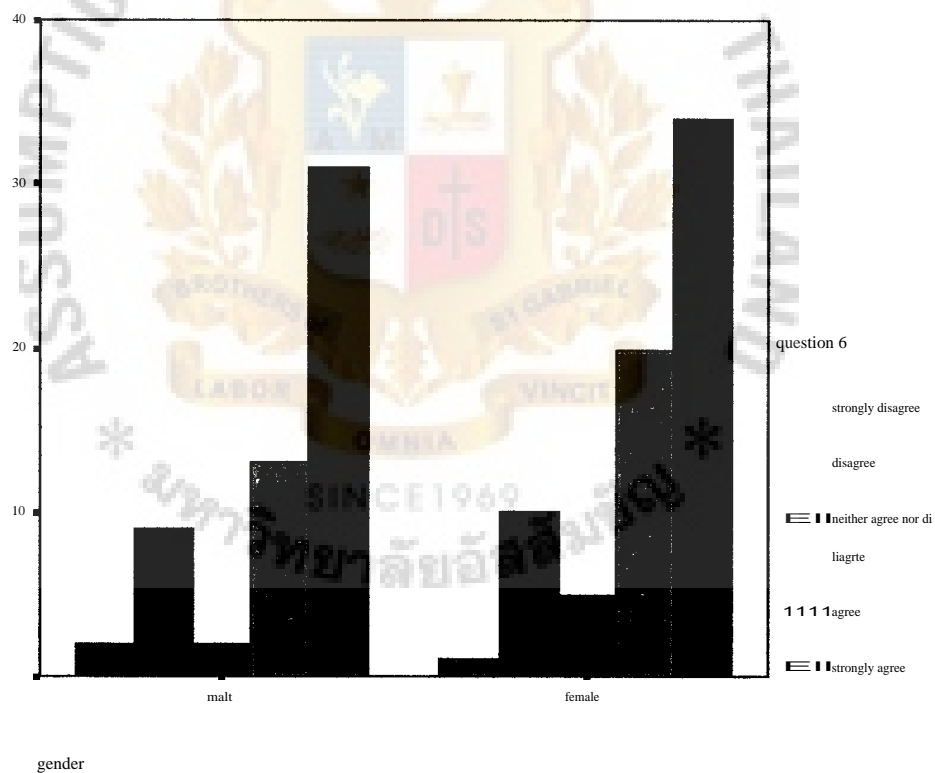


Figure 4.6. Current IBO's Gender and Marketing Plan.

From the above marketing plan, all the benefits given can induce people to be IBO with Amway. This is proved by surveyng questionnaire

and the crosstab chart below, Figure 4.6. (All numeric data is in Table B.6)

54.4% of males strongly agree with this motivator. 48.6% of females have the same view point as males. However, look at the answer of disagree. The percentage answer is higher than those in previous surveying questions. 14.3% females disagree that she decides to be LBO because of its marketing plan. The next is males disagree by 15.8%. If marketing plan is not their motivator, products may be or they register because they are annoyed by their sponsors.

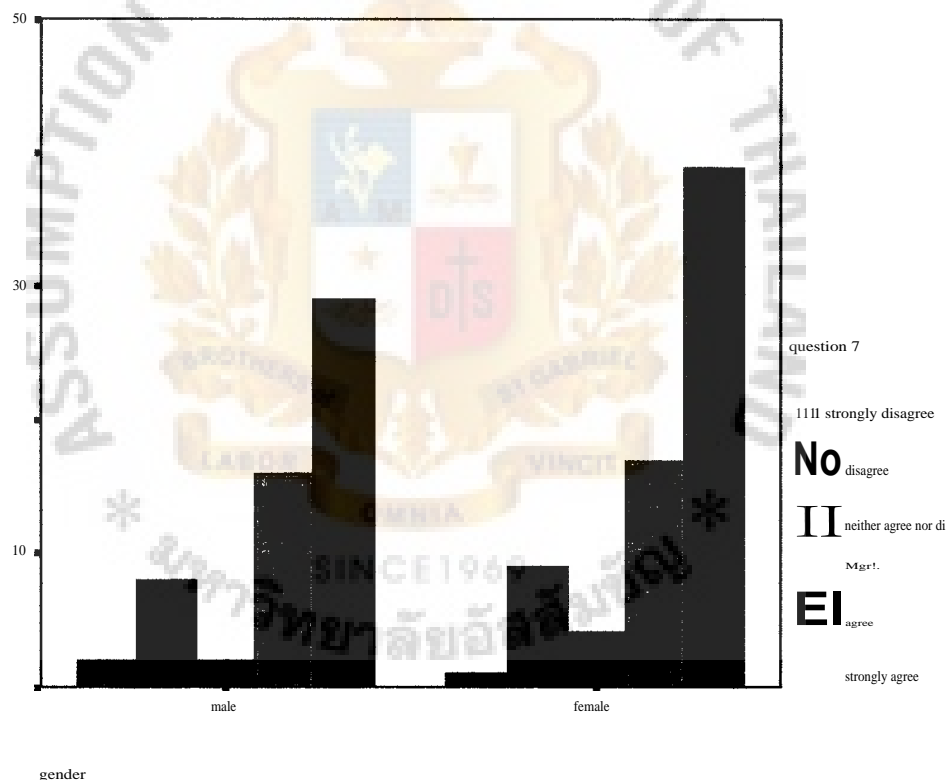


Figure 4.7. Current IBO's Gender and Fairness.

When Amway's marketing plan is the reason for being Amway distributor, the next thing is what they like in the plan other than money and rewards. The next 3 surveying questions can answer it. Let's look at the

crosstab chart Figure 4.7. This question, question 7, ask my MOs whether they think Amway's marketing plan is fair or not. Some experience unfair marketing plan which has the negative attitude toward all the direct sell marketing plan. In many cases, whenever Amway's marketing plan is introduced clearly, those negative thinking are changed to positive. Then some of them change their minds and decide to run Amway business. From Figure 4.7, numeric data is shown in Table B.7, shows 79% male and 80% female positive thinking. (The positive thinking is a combination of agree and strongly agree.) There is still disagree in the third ranking of each gender. 14.0% of male and 12.9% of female disagree may register for other reasons. This can be summarized at the end.

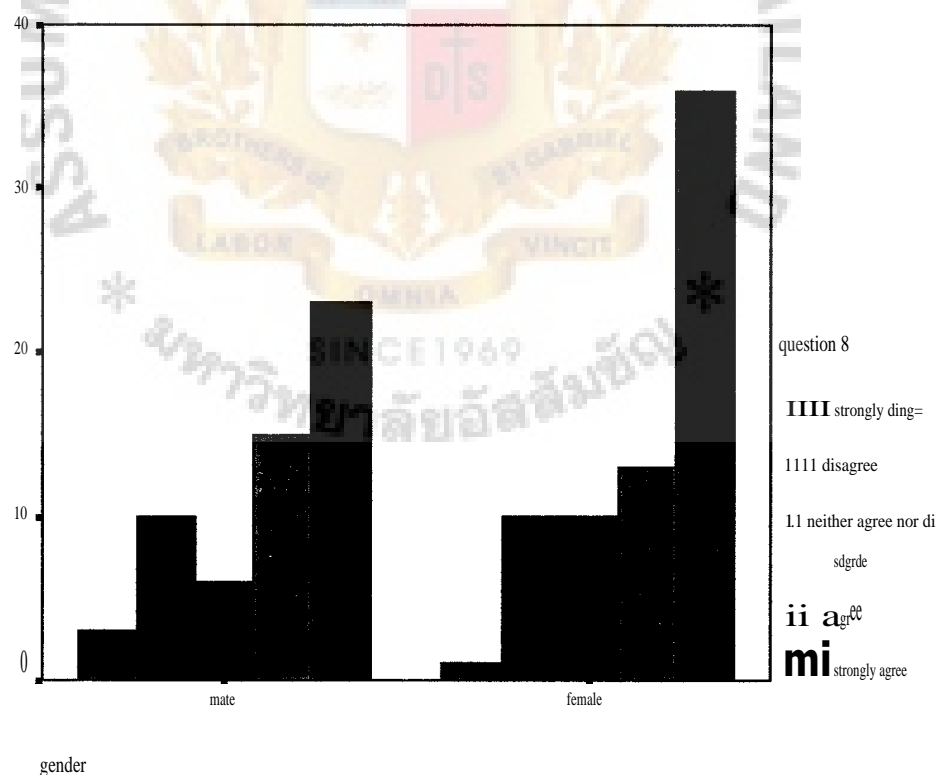


Figure 4.8. Current MO's Gender and Not Pyramid Marketing Plan.

The next surveying question is whether it is legal. Legal in the case of non pyramidal. Pyramid is illegal because the first comer is the one who gets the most benefit without working. Every follower has to be his/her base. In this system, sometimes, more money received comes from the more amount of new followers. Money does not come from the working but the number of people in the group. Amway's marketing plan is not such an illegal plan. All the money that uplines have must come from working. What kind of working? Does it only sell? No, it is helping their downlines to work and have all the skills as they do. These skills are product demonstration, selling, sponsoring, and managing his/ her own organization. Figure 4.8 below shows the attitude of IBOs in my organization that Amway's marketing plan is not pyramidal in their point of view. For males, the decreasing ranking are strongly agree, agree, disagree, neither agree nor disagree, and strongly disagree. Female ranking ways are strongly agree, agree, neither agree nor disagree equal to disagree, and strongly disagree. All the numeric data is in Table B.8.

The last question in marketing part is asking about legality again. But the question is not the pyramid marketing plan. It is chain marketing that is another kind of illegal marketing plan. As its name implies, chain marketing is the marketing that all people in that network cannot be cut. All the downlines cannot split off from their uplines, no matter whether they worker harder or not. It is not fair to the followers that work harder than their uplines. All the money and benefits cannot be split off and cannot be higer or equal. Figure 4.9 shows the crosstab chart of question 8, whether Amway's marketing plan is chain marketing, and each gender. 69.7% males

believe that it is not illegal chain marketing, whereas 72.8% females think so. However, the disagree percentage is still in the third ranking. For reference please look at Table B.9.

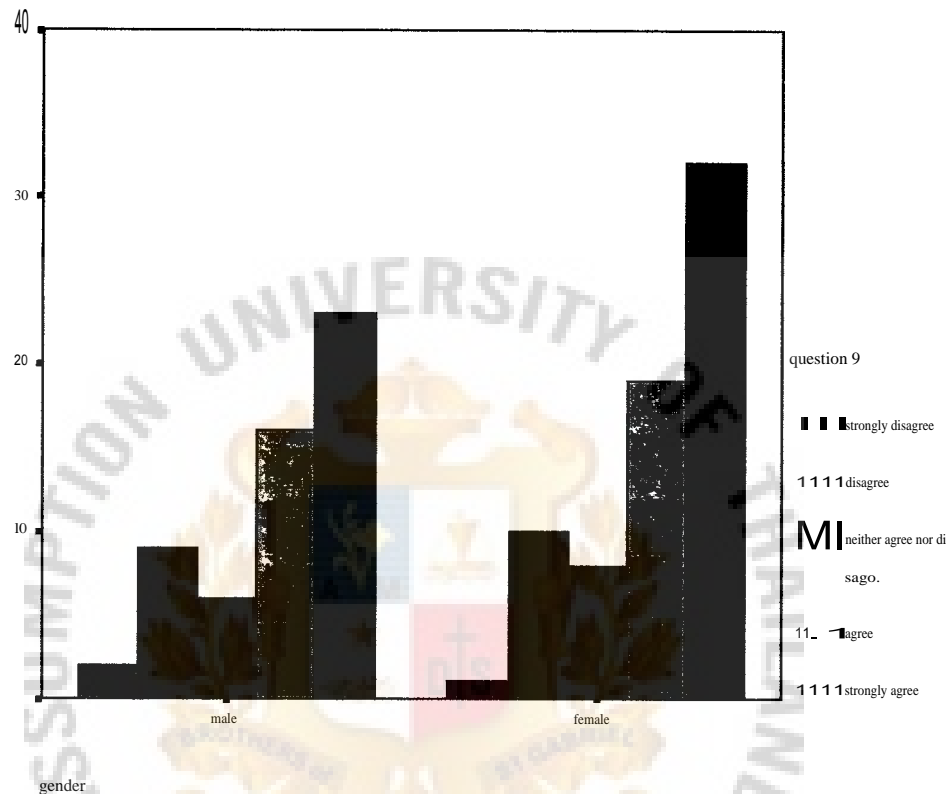


Figure 4.9. Current IBO's Gender and Not Chain Marketing Plan.

Amway's philosophy is another key that induces many people to be Amway distributor, especially this economic crisis situation. Amway tells that the best business in the world is the open business opportunity to all people throughout the world to have their own business without nation and gender. With this philosophy, it is developed to be Amway's fundamental thinking of marketing plan. So Amway's vision is "Amway is the best business opportunity in the world". This vision has been used since 1959 till 1999. the new vision is "helping people live better lives". Because mentors

are necessary to the new business. Amway provides numerous mentors who are willing to introduce everything without return. According to Thailand it is Buddhism, it is easy to sponsor if the prospect open his/her mind, listen and analyse carefully. From Table B.10, it is drawn in the Figure 4.10.

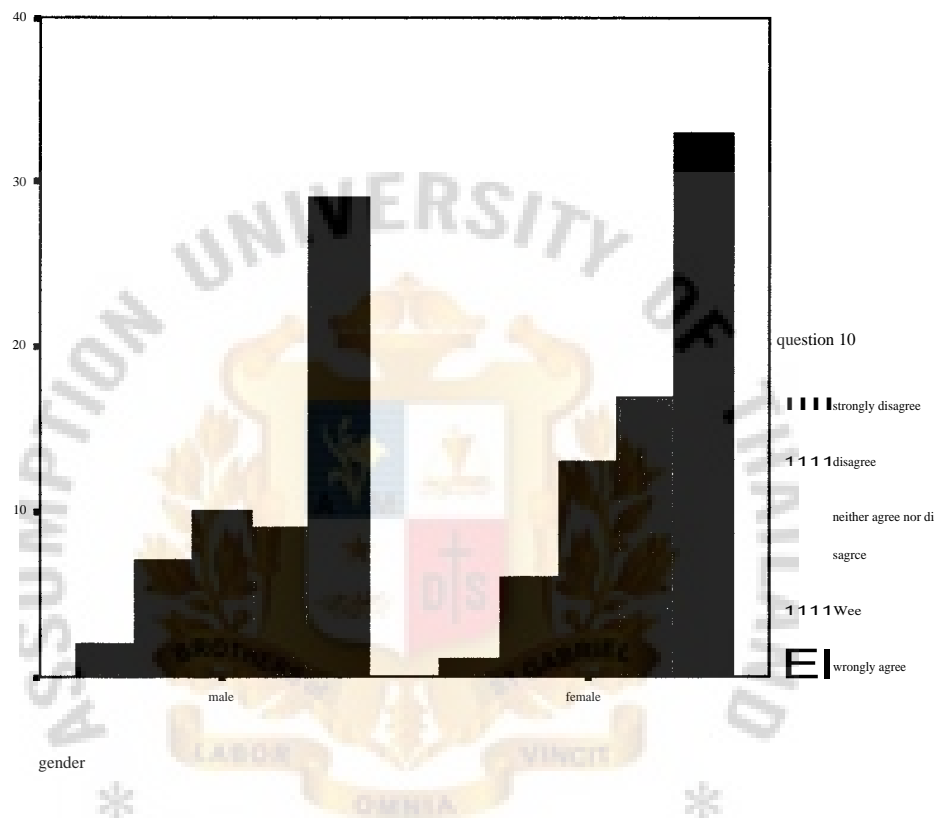


Figure 4.10. Current Il30's Gender and Amway's Philosophy.

That figure shows the strongly agree stand out for both male and female, 50.9% and 47.1% respectively. This answer may relate to occupation. Employees or unemployed desire to have their own business. Current situation accords to this motivator because running Amway business need not have high investment and it is opened wide.

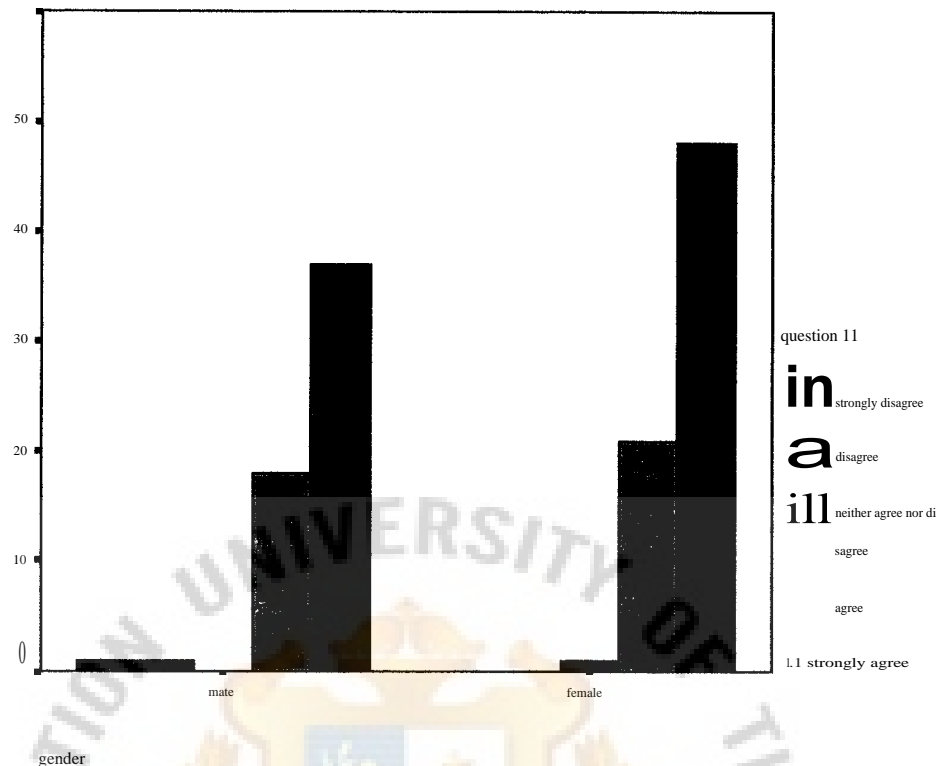


Figure 4.11. Current IBO's Gender and Willing to Be Business Owner.

The next is analysis of willing to have his/her own business, Figure 4.11. Of course everyone wants to have his/her own business. Who does not want to be Amway distributor or Amway's employee? Employee has limitations to do, such as keeping sales volume. IBOs have no need to do so because this is their own business. They can decide to do whatever they want. My IBOs also want to have their own business. The respond rate is shown positive for both male and female. It is 96.5% male and 98.6% female deciding to be 1.130 because of their willing to have their own business. The crosstab results and the percentage data is in the Table B.11.

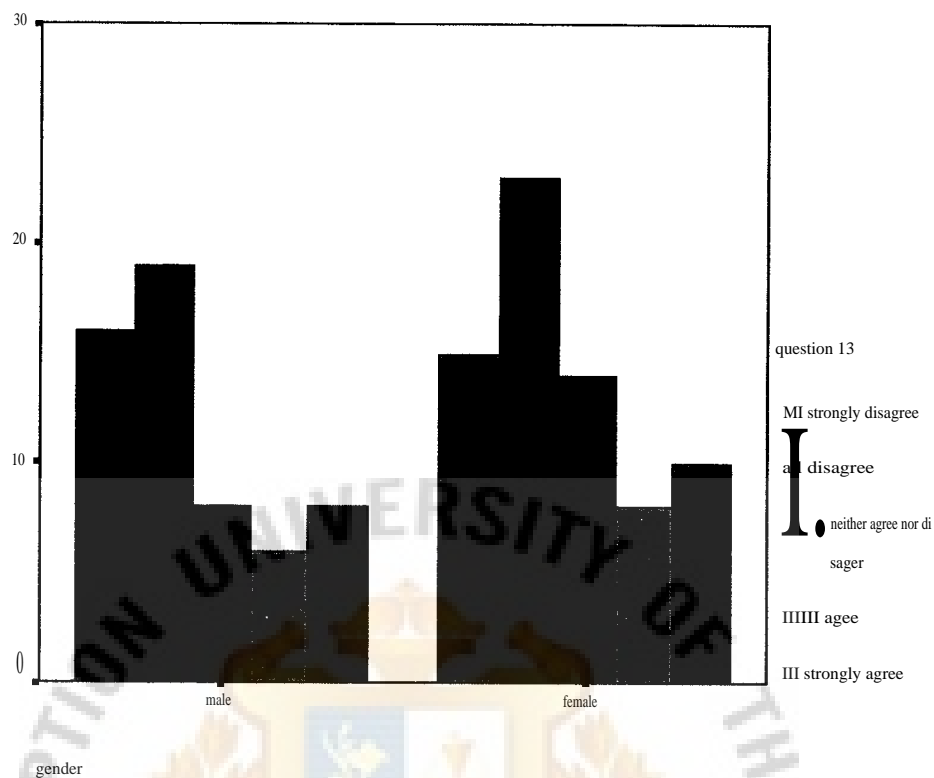


Figure 4.13. Current 1BO's Gender and Annoyance Upline.

The next survey question is "My upline is annoying me". The above figure shows different results compared to those previous charts. The scatter height of each view point of male and female show whether they apply to be Amway distributor because they annoy their uplines. Look at male first, the highest frequency is disagree for 33.3% and the second criteria is strongly disagree for 28.1%. So 61.4% male think that their upline is not the annoying person where 14.0% give no comment. This means the 24.3%, nearly a quarter, are applying because they annoy their uplines. This feeling may change or not depending on the situations. Some change their minds when they use products, sell products, and etc. Turn back to female, 32.9% say they disagree followed by 21.4% who strongly disagree. In summary

25.2% think that their uplines don't contact them. This quarter percentage shows some signal. It is the chance of quitting from Amway.



Figure 4.15. Current IBO's Gender and Not Appropriating to Direct Sales

Then the last survey question is to check the feeling of the IBOs whether they are Amway distributor because of money from selling or not. Let's look at the Figure 4.15 below. (The percentage data is shown in Table B.15) The question is "I am not appropriate with direct sell business". It is a wonder that male response disagree for 36.8%. There are only a small amount of agree and almost agree. Turning to female, no comment is the highest answer. But the second, equally, is agree and disagree for 20%. If we look at the Table 4.1, IBOs in my organization is mostly female. But Figure 4.15 shows the absolute decision with selling

54.3% think it is not true where 20.0% neither agree nor disagree, 11.4% agree, and 14.3% strongly agree. The crosstab table is in the Table B.13.

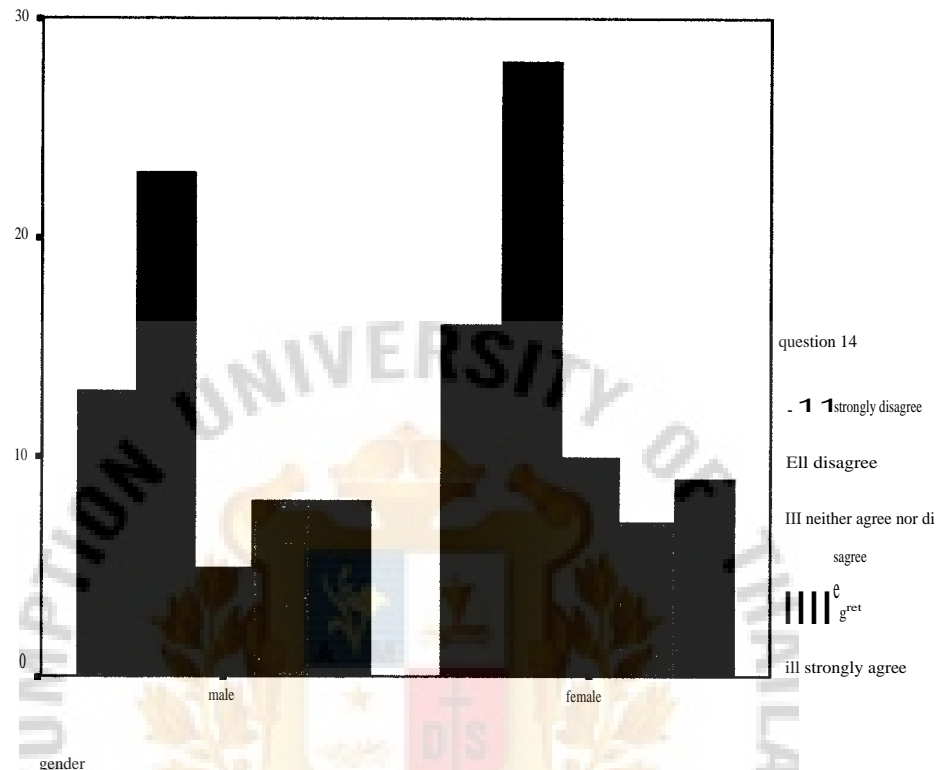


Figure 4.14. Current IBO's Gender and Upline's Relationship.

The next survey question is to check the relationship between upline and downline. Sometimes relationship makes sponsoring easier and keeping relationship results to continue membership. Figure 4.14 shows the relationship affect on the decision making. In human nature, the closer they are, the easier to open their mind. Both female and male in my organization think that their uplines always keep in touch with them. (Look at the Table B.14) The more interesting is the number of agree and strongly agree. In total percentage of both agree and strongly agree, male and female, shows

where female gives only no comment. So it may conclude that most male are being IBO because they want to sell products but female are being IBO because of other reasons more than selling.

4.2 The Analysis of Decision Criteria for Leaving Amway Distributorship in the Organization.

When we know why IBOs in my organization decide to be Amway distributors, the next question in mind is why they quit from it. What are the keys? This questionnaire can be used to check. From the reference books, the arguments that are used as reasons for quitting are listed in the questionnaires. In the questionnaire, the positive answers give results of being the distributors. So the negative answers give reason of quitting from Amway. Let's look at the criteria for leaving first.

(1) Decision criteria for leaving Amway distributorship

Table 4.7. Decision Criteria of Leaving Amway Distributorship.

Criteria	Negative thinking (%)	Positive thinking (%)
Relationship to upline	75.6	18.9
Price	70.9	14.2
Annoyance upline	64.6	29.9
Not pyramid marketing plan	59.0	18.1
Marketing plan and rewards	56.7	27.6
Satisfaction guarantee	52.7	34.7
Not appropriating to direct sell	52.0	30.7
Product's effectiveness and efficiency	52.0	23.7
Not chain marketing plan	51.1	31.5

Table 4.7. Decision Criteria of Leaving Amway Distributorship. (Continued)

Criteria	Negative thinking (%)	Positive thinking (%)
Fairness	48.8	21.3
Product demonstration	47.3	41.7
Amway's philosophy	39.4	15.8
Non-polluted product	37.8	18.9
Willing to be business owner	33.1	50.4
Willing to help others	30.7	53.5

Table 4.7 set the negative view point before the positive view point which differs from Table 4.1. It ranks from the highest frequency to the lowest. The negative thinking consists of disagree and strongly disagree where positive are agree and strongly agree. The first criterion that leads people leave from Amway is the relationship with upline. The question is whether upline keep in touch with downline. Many cases show that uplines cannot contact downlines throughout the organization. At the same time downline cannot contact upline easily. So the relationship among them is not so good. When membership expires, they decide not to continue membership. The second rank is the price. In their view, it is expensive and, sometimes, not different from others in the market. In this case, uplines should explain and compare all the points to downlines. It will protect leaving from the organization.

Annoying upline is the third ranking. It is one important thing because those leaving may not want to contact uplines. They may be bored or don't want to pay any more. Many cases downlines are crowded products from

uplines. It make them depressed, then leaving Amway is better. The next is marketing plan. It is illegal and difficult to make it come true. This attitude occurs easily because illegal direct sell marketing plan are introduced everyday. So people perceive and experience those illegal plans. Then they think Amway's marketing plan is illegal too.

However, willing to be business owner and willing to help others are at the top late ranking. This refers that people still want to be business owners. There are only 33.1% who do not want to because they may not want to take risks.

(2) Personal data analysis

Table 4.8. Frequency Table for Those Who Leave IBO by Gender.

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	66	52.0	52.0	48.0
	Female	61	48.0	48.0	100.0
	Total	127	100.0	100.0	

From the table, there is 66 male out of 127 samples quitting from my Amway organozation. It is 52.0% compare to 48.0% female. The bar chart is provided in Figure C.1. The reason may be female is advised against easily than male, especially by family.

Next table, the highest quitting percentage is in the range of 30-39 years old. If we look at Table 4.2, we will see the highest age range of being Amway distributor is 30-39 years old too. The second is 20-29 of age. These two groups are in the introduction and middle of working life. So they may

Table 4.9. Frequency Table for Those Who Leave IBO by Age.

Age Range	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 20-29	31	24.4	24.4	24.4
30-39	35	27.6	27.6	52.0
40-49	26	20.5	20.5	72.4
50-59	30	23.6	23.6	96.1
60 up	5	3.9	3.9	100.0
Total	127	100.0	100.0	

think it is not necessary for them to run Amway business as the second job. Moreover they want to rest after working rather than work again with Amway. The crosstab bar chart is in Figure C.2.

Table 4.10. Frequency Table for Those Who Leave IBO by Education Level.

Education Level	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Primary school	9	7.1	7.1	7.1
Secondary school	25	19.7	19.7	26.8
Dipolma	32	25.2	25.2	52.0
Bachelor degree	45	35.4	35.4	87.4
Higher than Bachelor degree	10	7.9	7.9	95.3
Uneducated	6	4.7	4.7	100.0
Total	127	100.0	100.0	

The highest leaving percentage is the Bachelor degree for 35.4%, which is the same education level in the highest of becoming 1130 in the organization. No matter whether employed or not, most of these people want to use their knowledge and work in that way. So there is a chance that these people decide to leave from Amway mostly. The bar chart is in Figure C.3.

Table 4.11. Frequency Table for Those Who Leave IBO by Occupation.

	Occupation	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Business owner	22	17.3	17.3	17.3
	Government officer	12	9.4	9.4	26.8
	Housewife	23	18.1	18.1	44.9
	Government enterprise office	6	4.7	4.7	49.6
	Business employee	36	28.3	28.3	78.0
	Unemploy	12	9.4	9.4	87.4
	Agricultureist	13	10.2	10.2	97.6
	Student	3	2.4	2.4	100.0
	Total	127	100.0	100.0	

Then we will look at occupation. The percentage above shows that business employee is the highest 1130 leaving from my organization. It is 28.3% from 100.0% or 127 samples. Sometimes, working enviroment does not permit to work in other part time jobs. Boss may not be satisfied if the subordinate work part time job. They think it will trouble working. Some

think that friends are IBOs, so they don't want to lose friends and decide to leave from it. The second is housewife, sometimes, housewife argue with her husband. He dosen't want to let his wife go out. If upline cannot explain about Amway clearly, downline may leave from Amway. The bar chart is in the Figure C.4.

Table 4.12. Frequency Table for Those Who Leave B30 by Income without Amway Income.

	Income Level	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Lower than 10,000	50	39.4	39.4	39.4
	10,000-30,000	57	44.9	44.9	84.3
	30,001-50,000	11	8.7	8.7	92.9
	50,001-100,000	8	6.3	6.3	99.2
	Higher than 100,000	1	0.8	0.8	100.0
	Total	127	100.0	100.0	

The last personal data is income. The highest range is between 10,000-30,000 bahts, with 44.9%. Then the second is lower than 10,000 bahts, with 39.4%. There is only 0.8% of income higher than 100,000 bahts deciding to leave Amway. In order to compare easier, please turn to Figure C.5.

(³) Attitude analysis

Like the previous attitude analysis, it begins with products demonstration. With the same question but different target group. The past Amway distributors say that, in total of male and female, products demonstration is reason to register with Amway. This amount is 29.1%

where 27.6% say that it is not. If we look at each gender, male agree with 30.3% and some 27.3% disagree. Look at female, an equal percentage view point of agree and disagree. It is 27.9% agree that products demonstration affect decision making where other 27.9% disagree. If impression from products demomstration is not a key, what let them sign to be Amway distributors and leave from it later on? Figure 4.16 shows the crosstab chart and the crosstab Table C.1.

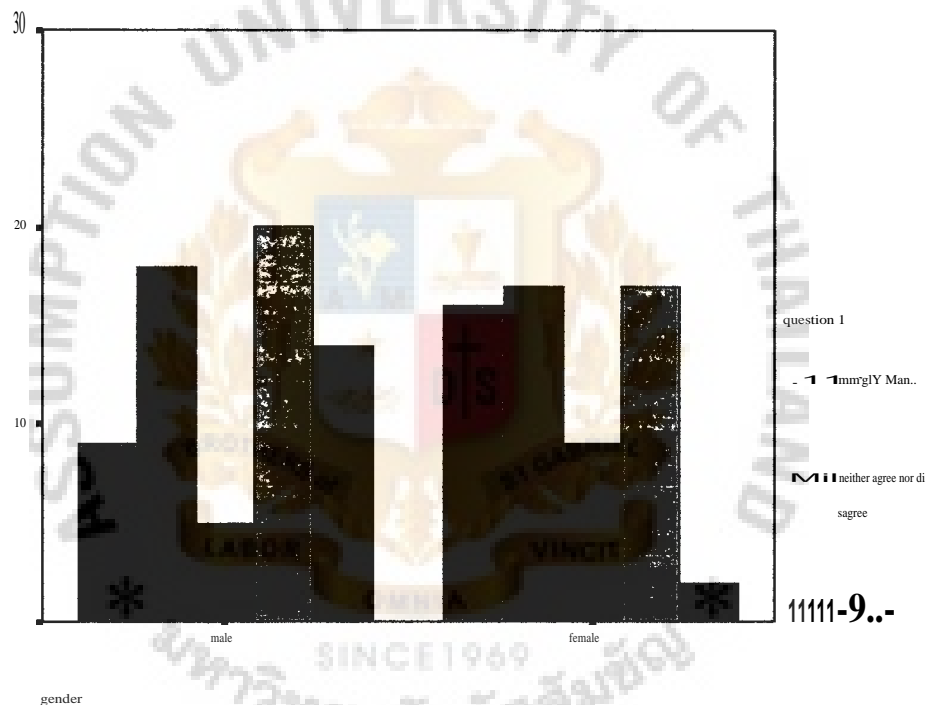


Figure 4.16. Ex-IBO's Gender and Product Demonstration.

The next is satisfaction guarantee. Many cases get money refund from this guarantee. But, still, there are some cases who cannot get this 100% cash refund. So it may be a cause of leaving from membership in my organization. If we look at the Figure 4.17, the chart shows 37.9% agree with Amway satisfaction guarantee followed by 30.3% who disagree with this.

Look at female side, female disagree by 29.5% and strongly disagree by 26.2%. There is only 26.2% who agree and the rest 18.0% who is neither agree nor disagree. This means that this target group thinks Amway products are not quality products. At the same time, this affects the cash refund. If uplines don't refund to downlines, it will create a negative attitude toward Amway. Then it may cause leaving in my organization. The Figure 4.17 shows the bar chart drawn from Table C.2.

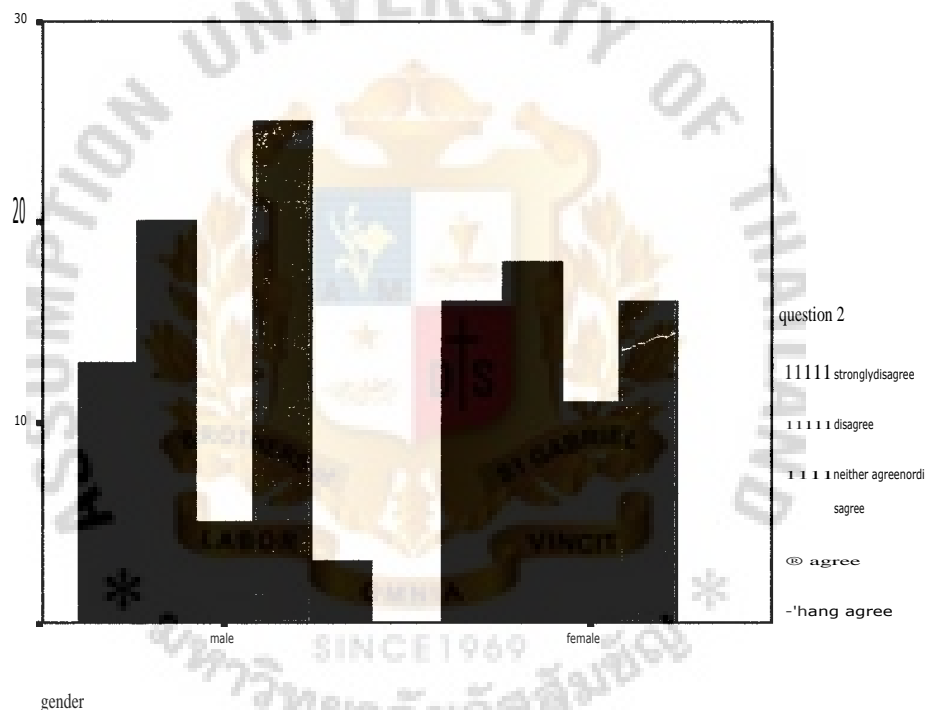


Figure 4.17. Ex-IBO's Gender and Satisfaction Guarantee.

The next question is about products efficiency and effectiveness. According to Amway to sell consumer products, efficiency and effectiveness are important. If that quality is not true on the label, it is easier to have the negative thinking toward Amway. As a result, leaving Amway distributorship will happen. Let's look at this situation in the organization.

33.3% male think Amway's products are not as good as they posted on such products. In female, 32.8% think like male. This survey relates to the above question. If the users who decide to be IBOs use or sell products to customers but quality don't reach the expectation, IBOs may think it is useless to continue membership status and decide to leave Amway. Figure 4.18 will show the crosstab bar chart between gender and question number 3. for further data, please turn to Table C.3.

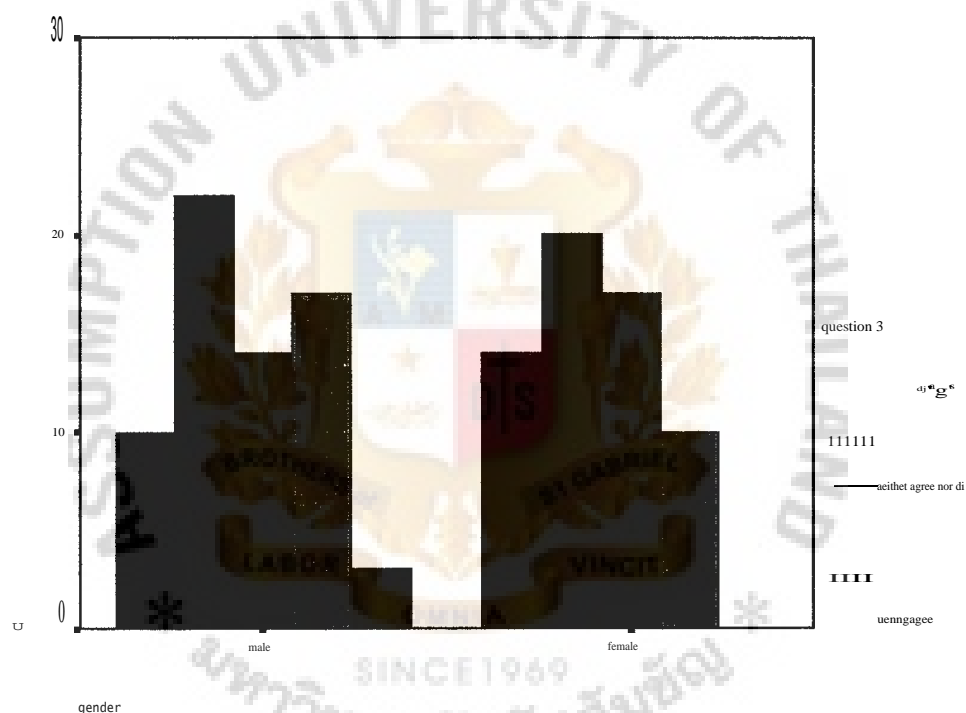
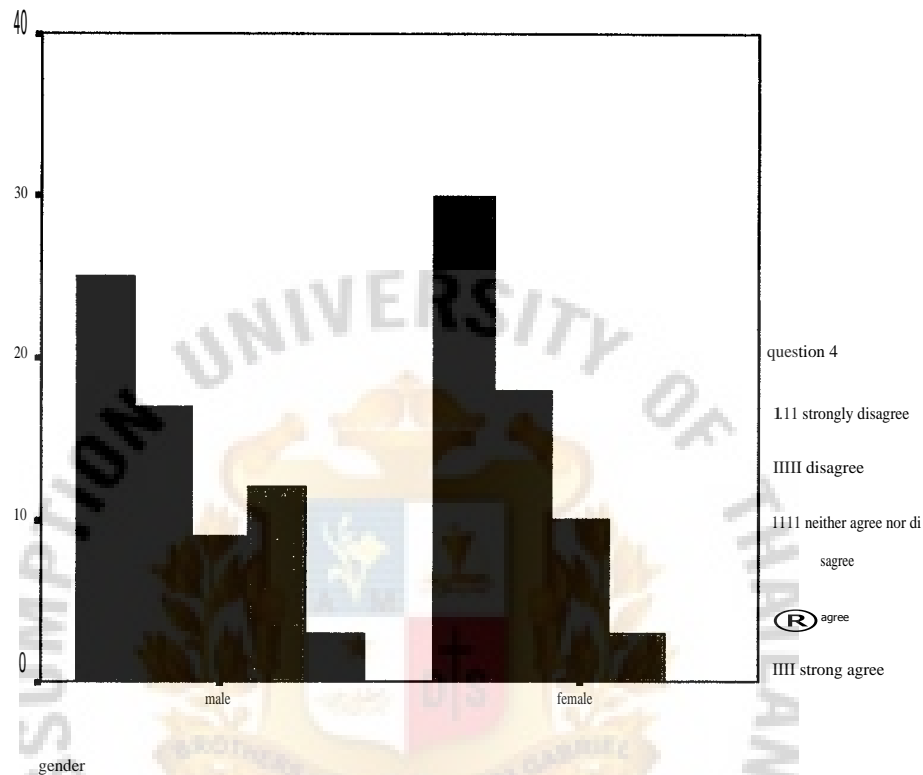


Figure 4.18. Ex-160's Gender and Product Effectiveness and Efficiency.

Then the next question is surveying against the price. Figure 4.19, IBOs in my organization think that product price per using unit is expensive. If we look at both gender, male and female think it is expensive for 37.9% and 49.2% respectively. Why do they think like this? It may be because those IBOs have not enough product information or their uplines

don't tell them and make them understand clearly. So the negative attitude leads to leaving my organization. Figure 4.19 is in page 66 and table is in Table C.4.



* Figure 4.19. Ex-ISO's Gender and Product Price.

Then the last question about Amway's product is the attitude of green product. This survey question is used to check whether my IBOs think or know that Amway's products are enviromental friendly. From the Table C.5, 55 people neither agree nor disagree from total 127 sample distribution or 43.3%. If we look at the percent within gender, male and female rank neither agree nor disagree at the first; then disagree. You will see easily in the Figure 4.20. Male gives 45.5% and 25.8% for neither agree nor disagree and

disagree respectively. At the same time, female 41.0% neither agree nor disagree and 26.2% disagree. Look at Table C.5 for the crosstab table.

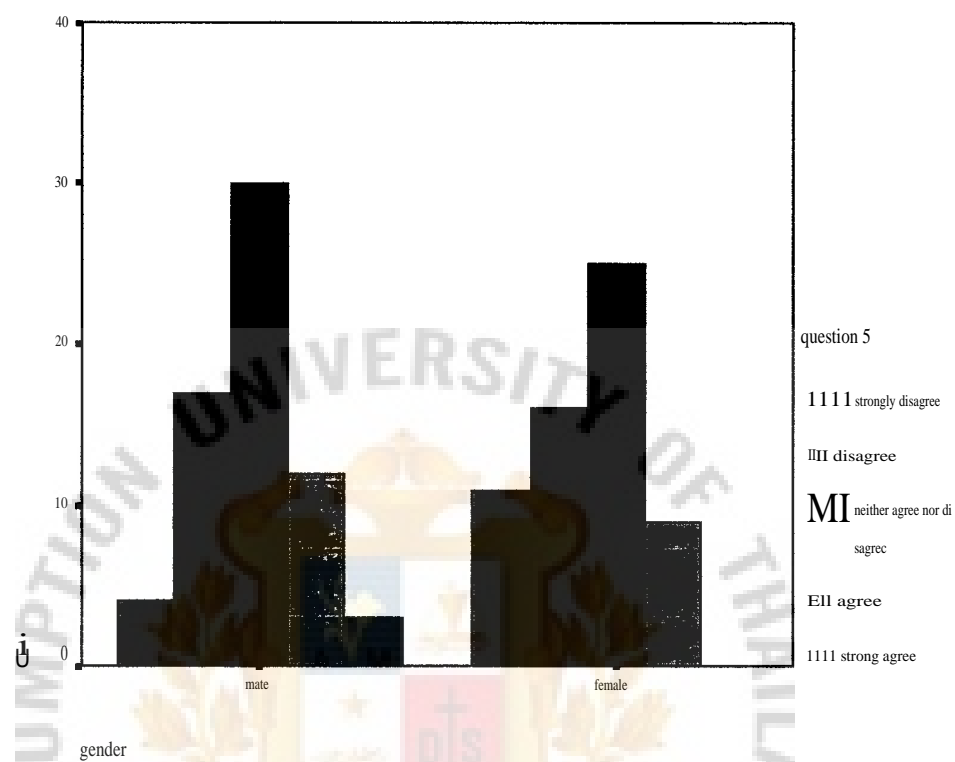


Figure 4.20. Ex-IBO's Gender and Non-Polluted Product.

The next is about marketing plan, which has 4 survey questions. This question is to ask whether marketing plan is a motivator for them to be deciding. If the answer is in the negative side, they may leave Amway according to it's plan. In Figure 4.21, male agree and disagree at an equal rate which is 31.8%. look at female, it is dramatically disagree for 45.9%. If we look at the total 127 distributed samples, 49 disagree or 38.6% where 32 agree or 25.2%. All these numeric data is provided in the Table C.6. Then what is behind the marketing plan that result my 1130s deciding to leave the organiztion. That will be shown in the next question.

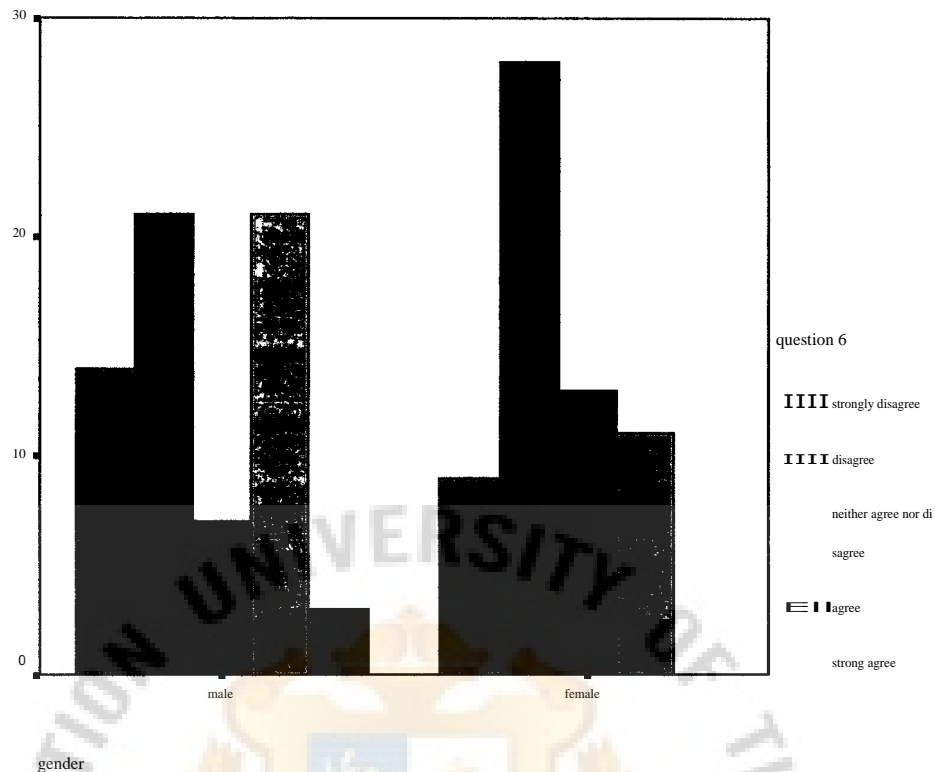


Figure 4.21. Ex-1BO's Gender and Marketing Plan.

The next checking is fairness in the plan. Some direct sell marketing plan is not fair and , sometimes, illegal. Mostly, these unfairness happens in the case of money payment. Benefit sharing, on time payment, and correct payment, are such that fairness in marketing plan. Not only the money is, but also the working system too. Figure 4.22, page 74, shows the view point chart whether they, former distributors, think it is fair. 31.8% male think it is unfair where 34.4% female has neither agree nor disagree view point. Futher analysis is in the next two questions.

Figure 4.23, in page 75, explains whether my past 1130s think the Amway plan is pyramidal, as we know that pyramid is illegal and a kind of direct sell marketing plan. The nature of pyramid is downlines cannot come alongside or overtake uplines. Then my distributors in my organization may

think Amway's marketing plan is pyramidal too. This is shown in Figure 4.23, 42.4% male thinks that it is pyramidal and followed by neither agree nor disagree. Look at female, 44.3% thinks that it is pyramidal and 26.2% neither agree nor disagree. If they feel that it is pyramidal, of course they feel disadvantage and want of leave from it. All the numeric data is in the Table C.B.

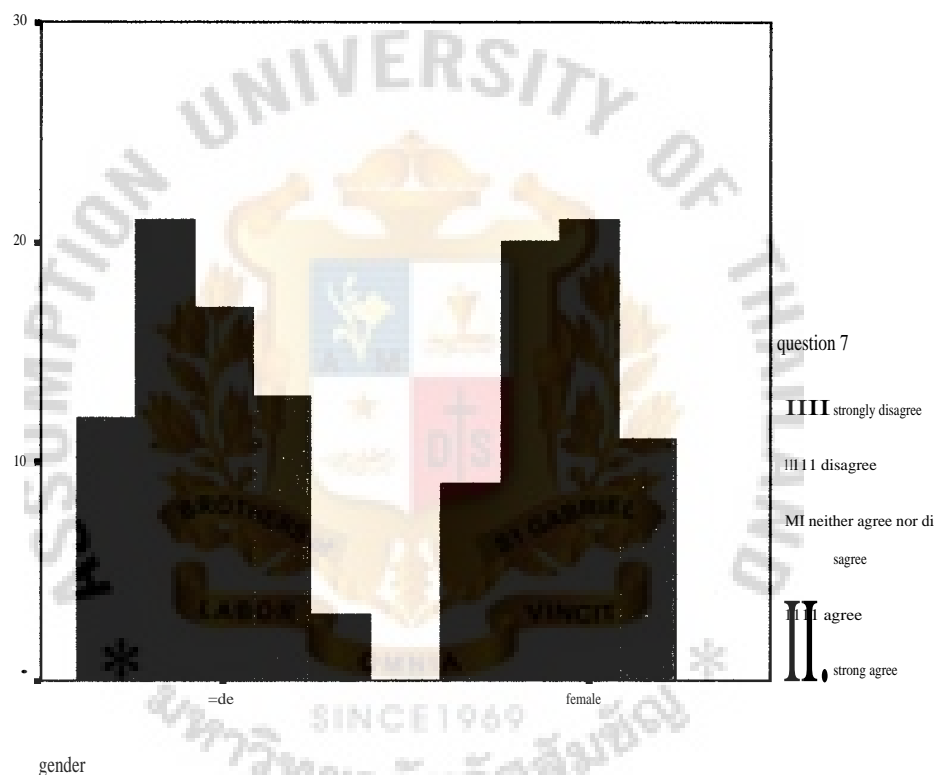


Figure 4.22. Ex-IBO's Gender and Fairness.

Next is another type of illegal marketing plan, chain marketing. Downlines cannot be severed from uplines, no matter how they work harder. It is not fair if dowlone work but upline does not. From surveying, it results that my former distributors think Amway's marketing plan is chain marketing. From Table C.9, as the total, 35.4% of all the 127 samples think

that it is chain marketing. With 34.8% male and 31.6% female think so, it may cause to leave my Amway organization. This is shown in Figure 4.24 in the next page. However some former distributors, both male and female, don't think so. Because 28.8% male and 29.5% female agree with this survey question number 9, chain marketing plan.

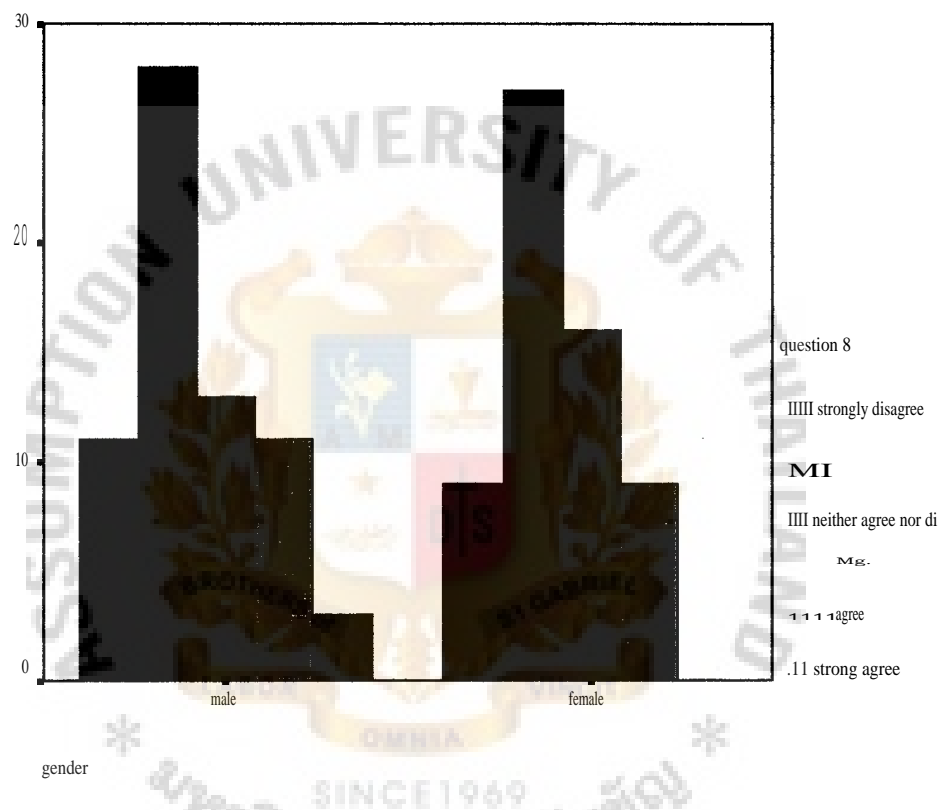


Figure 4.23. Ex-IBO' s Gender and Not Pyramid Marketing Plan.

Figure 4.25, ' page 77, is to ask the attitude towards Amway's philosophy. Most people, even the current IBOs, don't know or understand this philosophy. This is the fundamental thought of Amway business all over the world. This will lead to run the correct business. Loving and helping each other and the world are in there. No one can take advantage. Unfortunately, the former distributors give neither agree nor disagree view

point in both male and female as the highest percentage. It is 40.9% in male and 49.2% in female. Then follow by disagree, which means they may not know this story. All the numeric data is in the Table C.10. Without the correct guiding way, it may discourage them to work further. Then they leave from it.

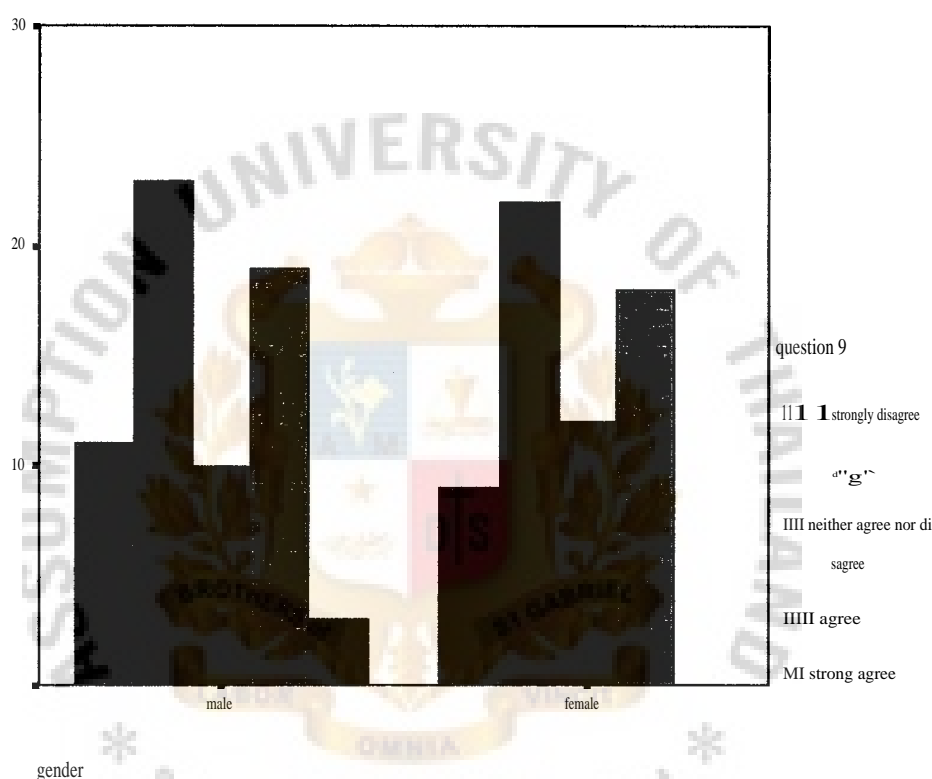


Figure 4.24. Ex-IBO's Gender and Not Chain Marketing Plan.

Question 11 is to ask willingness to be business owner. Being 1130 means you have your own business. No one will tell you what to do, when, and how. But most people don't understand this meaning. The former IBOs' view point are shown in Table C.11. Figure 4.26, in page 78, both male and female still want to be business owner. However, there are some male and female who don't want to be so. They may not want to take risks from

their investment. The other is that they don't know Amway distributor is the business owner on his/her own.

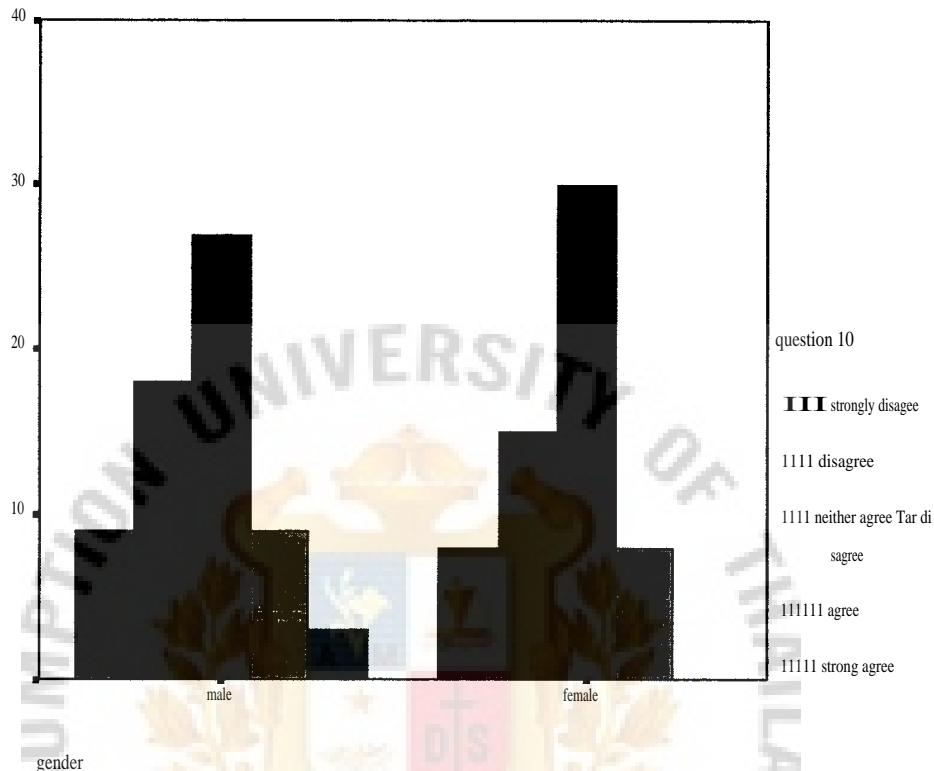


Figure 4.25. Ex-IBO' s Gender and Amway's Philosophy.

The next survey question is one fundamental thought of Amway. It is "Helping People, Help Themselves". The result is like the Figure 4.12, in page 58, the former distributors want to help other to help themselves. It is shown in the Figure 4.27, page 79, and Table C.12. Male agree by 51.5% and female agree by 47.5%. Helping in this case, sometimes, means in other ways. It is not the only opening opportunity, sponsor, to the prospects.

The survey question number 13 is to check the feeling of the former IBOs in my organization to their uplines. It is important and a key for them in deciding to leave Amway. Figure 4.28, page 80, shows that most of the

samples annoy their uplines. Look at male, they think uplines are annoyances for 69.6% and 65.6% in female. These two values are the combination of agree and almost agree of each gender. When they annoy their uplines, certainly, they don't want to contact uplines. This annoyance may have occurred since uplines try to sponsor them. This is one cause of leaving Amway in my organization. The numeric data is in the table in Table C.13.

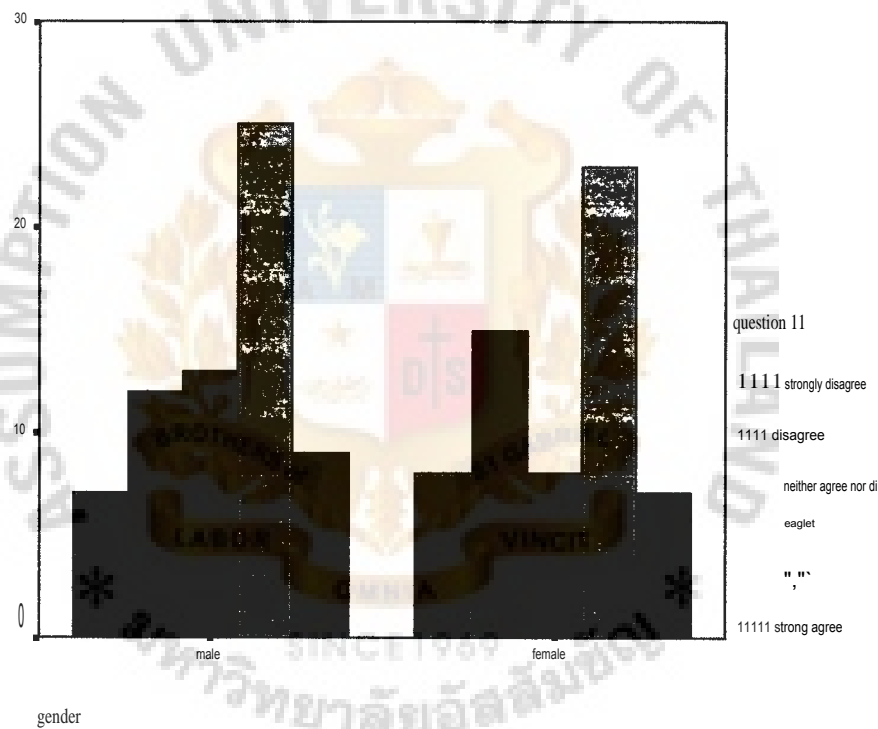


Figure 4.26. Ex-IBO's Gender and Willing to Be Business Owner.

This next survey question is the continuity from the above question. It is used to check the relationship and communication between uplines and downlines. If the relationship is not good, it is easy to leave Amway. Good relationship means the continuable communication to downlines. This may annoy them but it depends on the communication. In Figure 4.29, shown in the

page 80, male and female agree for 54.5% and 42.6%. It is a wonder that there is 0% for no comment in male. The numeric data is in the table of Table C.14.

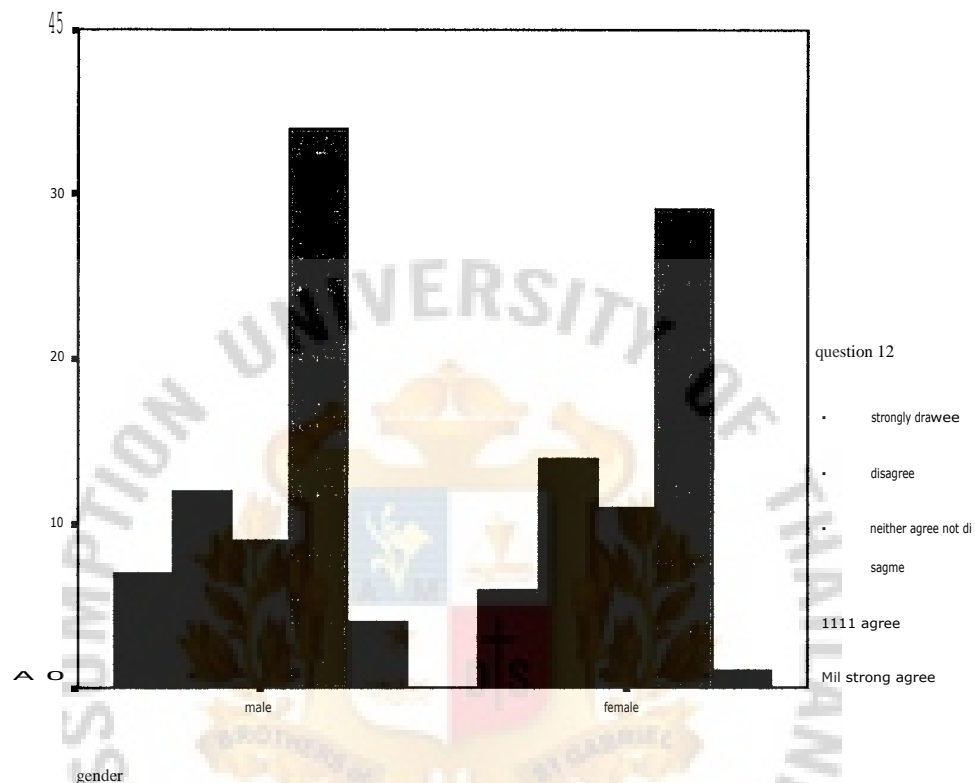


Figure 4.27. Ex-IBO's Gender and Willing to Help Others.

The last question is the attitude of selling in direct business. Many think that direct sell is to make up to others. Then Amway is one of them. So they may be shy to let others know they are IBOs and sell products. These groups are satisfied to be only the users. If the relationship is not good, there is a chance to leave Amway. It is summarized in the Table C.15 and Figure 4.30 in page 81.

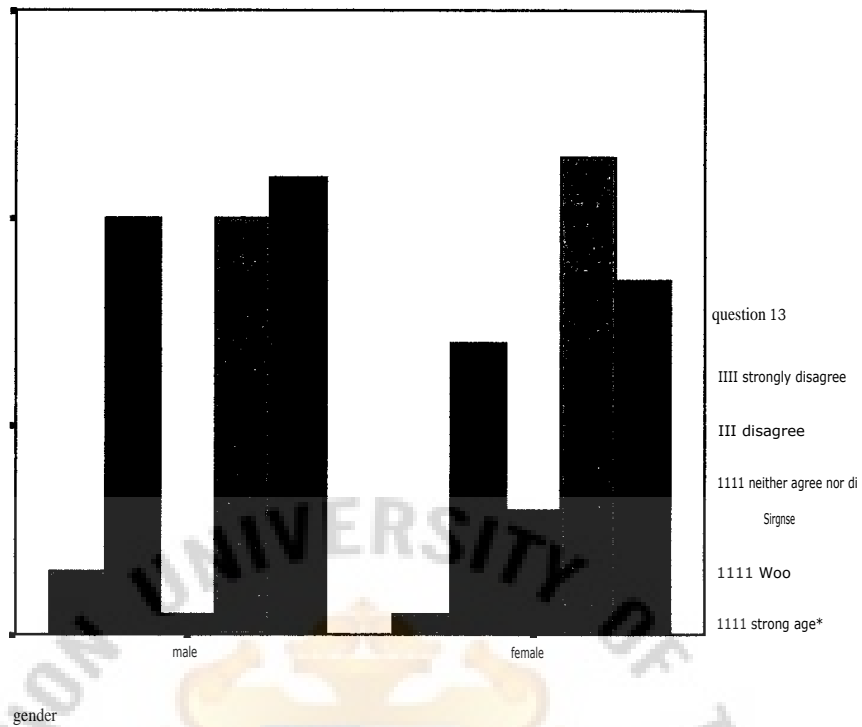


Figure 4.28. Ex-IBO's Gender and Annoyance Upline.

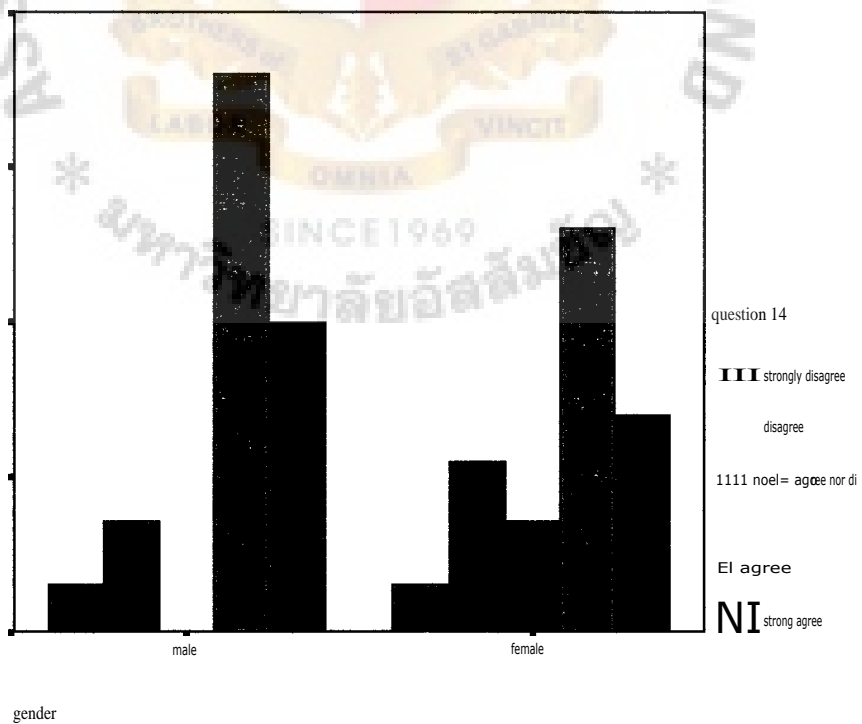


Figure 4.29. Ex-IBO's Gender and Upline's Relationship.

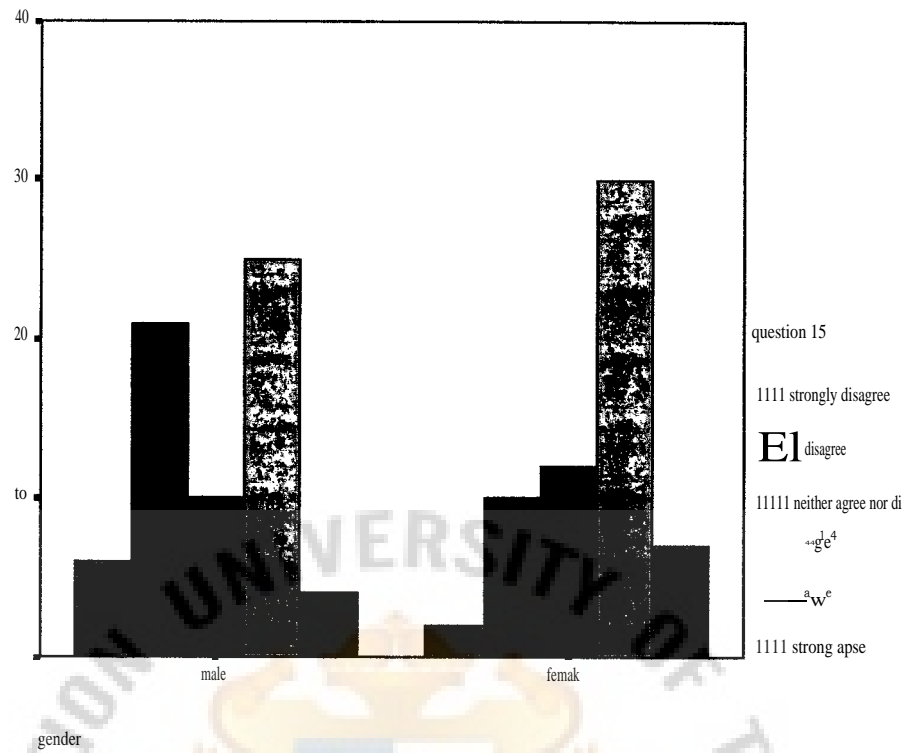


Figure 4.30. Ex-1130's Gender and Not Appropriating to Direct Sales

V. SURVEY EVALUATION

5.1 Overview

As this survey use the questionnaire technique, it is necessary to check the validity of the result. An update name list has 237 distributors in my organization. These 237 members are current who still have rights to run Amway business. So the sampling distribution is 127 samples. This 127 samples come from 90% confidence level, 1.712 standard deviation, and 25% sampling error permitted. At the same time, the expired Amway distributorship is the other target group. So the sample size should be equal to the current distributor. Finally, the sampling distribution is 127 samples. For further information, please turn to page 36, conducting survey.

All the survey result is given in the survey analyses part. They give the analysis criterion by criterion. These analyses are credibility, are they? So validity testing should be done. The validation is classified into two tables, the becoming and leaving IBO. This validation testing consists of central tendency, dispersion, and distribution of each criteria. Mean gives the value of central tendency. Standard error of mean, standard deviation, and variance are dispersion. Skewness and Kurtosis are distribution testing.

Before the validation analysis, let's talk about the Skewness and Kurtosis. What do they mean? Start with Skewness, it is a value used to determine the curve characteristic. Skewness is computed by:

$$\text{Skewness} = \frac{nE(X_i - \bar{X})^3}{(n-1)(n-2)s^4}$$

Skewness has three values, zero, positive and negative. Each value has different meaning as the following.

- (1) If the three average, mean, median, and mode, are equal, the graph is symmetry, and these three values divide the curve area equally (50%), it is

called Symmetric Distribution or Normal Distribution. This gives the Skewness as zero.

- (2) If the curve bent to the right or positive, it means that mean is higher than mode and median. It is called Skewness to the right. This occurs when the mean is very high by some high data. So that the mean is greater than median and mode.
- (3) If the curve bent to the left or negative, it means that mean is lower than mode and median. It is called Skewness to the left. This is because some data is very low value. Then the mean is less than median.

The other one is Kurtosis. It is used to determine the steepness of the curve. It is computed by:

$$\text{Kurtosis} = \frac{\sum (X_i - \bar{X})^4 \cdot \frac{n(n+1)}{(n-1)} - 3 [\sum (X_i - \bar{X})^2]^2}{S^4 (n-2)(n-3)} - 3$$

The result of Kurtosis has three meanings. They are as follows:

- (1) If Kurtosis is zero, the distribution is normal.
- (2) If Kurtosis is positive, the distribution is obtuse. The curve is not too high. So each criterion view point is not close to the mean.
- (3) If Kurtosis is negative, the distribution is acute. The curve is too high. So each criterion view point will be close to the mean.

5.2 Validation of Decision Criteria for Becoming Amway Distributorship

The validity testing of the current IBO's criteria is shown in Table 5.1. Each criterion in the table is listed upon the question in the questionnaire so that it is easy to analyse the validation, part by part.

Start with the first part, product, each criterion has the same direction. They are product demonstration, satisfaction guarantee, product's effectiveness and efficiency, product price, and non-polluted product. All of them have the mean around 4, which

refers to "agree" view point, except the product price criteria. However, the product price criterion has a mean of 3.92 which is near to the "agree". If we look at the standard error of mean, they are around 0.08 and 0.11 for the product price. This refers that this survey has few error in mean. Let's look at the dispersion value. Standard deviation of this part is in the range of 0.91-1.23. Satisfaction guarantee has the lowest SD. value and the highest is product price. This result is the same as the variance. The variance range is between 0.83-1.50 where satisfaction guarantee is the lowest and product price is the highest value. Then the Skewness gives the negative which means the Skewness to the left. Skewness to the left means that the mode value is greater than mean. If we look at Table B.1-B.5, the mode is 5 where mean computation is only around 4. The last one is Kurtosis analysis that is used to test normal distribution. In Amway's product part, it gives the obtuse shape. Tables B.1-B.5 in the Appendix B shows the percentage view points that every criterion attach to the "agree" and "strongly agree". So the standard deviation is not too high. (All the summary is Table 5.1.)

The second part is about Amway's marketing plan. This part has 4 criteria, marketing plan, fairness, not pyramid marketing plan, and not chain marketing plan. The mean of each criterion is around 4 which means the respondents agree to the criteria. The standard error of mean in each criterion is between 0.10-0.11. Let's look at the standard deviation. They line between 1.15-1.23 where variance line between 1.51-1.38. These show that there are some dispersion in the frequency of each criterion. The last 2 columns are used to test the distribution. The Skewness in each criterion gives to the left. Again the mean value is lower than mode in each criterion. Kurtosis give the negative result except the fairness in marketing plan criterion. The normal distribution are acute shapes but the fairness criteria is obtuse shape. (All the summary is Table 5.1) The acute shape means a higher curve than the above part. If we look at Table B.6-B.9,

the percentage view points in each criterion does not attach as the Amway's product part. On the other hand, there are more standard deviation of this part than Amway's product criteria.

The third part is about Amway' philosophy. This part has 3 criteria. They are Amway's philosophy itself, willing to be business owner ,and willing to help others. Again the respondents agree to each criteria, especially "willing to be business owner". This criterion has the highest Mean compared to all the 15 criteria. It is 4.62 where the standard error of mean in this criterion is only 0.0558. It refers that this criterion has quite low error in mean. The standard deviation and variance line between 0.63-1.14 and 0.40-1.30 respectively. The Skewness testing gives the negative result in every criterion in this part. Especially, "willing to be business owner" criterion has the highest Skewness to the left. Because mode is in the "strongly agree" which has the score of 5 but the mean is 4.62. Then look at the normal distribution analysis, Kurtosis gives the negative result for "Amway's philosophy" only. Another two criteria are positive. (All the summary is Table 5.1)

The last part has 3 criteria, annoyance upline, upline's relationship, and not appropriate to direct sell. The respondents have the mean between 2.53-2.88. This part has the different average because the question in each criterion is negative guiding question. However, the dispersion and distribution are in the same direction as all the previous criteria. The standard error of mean lies between 0.11-0.12. The standard deviation of each criterion is around 1.29 to 1.35 and variance is around 1.66 to 1.82. The Skewness is positive or Skewness to the right that is mean is greater than mode. The last analysis is the Kurtosis analysis. For this part, each criterion gives the negative value. This make the distribution curve is the acute shape. (All the summary is Table 5.1)

5.3 Validation of Decision Criteria for Leaving Amway Distributorship

The criteria for leaving Amway distributorship (B30) have to be checked for the validity as well. Each criterion is listed upon the order in the questionnaire. So the first part is the Amway's product criteria. It consists of product demonstration, satisfaction guarantee, product's effectiveness and efficiency, product's price, and non-polluted product. The frequency response mean is disagree, and some criteria tend to neither agree nor disagree, because it lies between 2.02-2.87. The standard error of mean in this part is between 0.0851-0.12. The standard deviation 0.96-1.36. The variance is 0.92-1.86. Let's look at the distribution curve. The Skewness gives all the criteria as Skewness to the right except "non-polluted product" criterion that gives Skewness to the left. This means that mean, median, and mode are not equal. The Kurtosis gives the negative value to all the criteria in this part. So the distribution curve is acute shape. This results in the lower standard deviation. (All the summary data is in Table 5.2)

Next is the marketing plan. In this part, it has 4 criteria. They are marketing plan itself, fairness, not pyramid marketing plan, and not chain marketing plan. All the mean give the value around 2.46-2.67. The standard error of mean lies between 0.0900-0.10. This means that each criterion has only little error in mean. Then standard deviation is between 1.01-1.13. The variance is between 1.03-1.27. The distribution of each criterion is the next analysis. Skewness give the positive value. This refers that the curve will incline to the right where mean is greater than median and mode. As the standard deviation are low, Kurtosis in Table 5.2 shows that the curve of each criterion is in the acute shape. (All the summary data is in Table 5.2.)

The third part in the questionnaire is Amway's philosophy. This part has 3 criteria. They are Amway's philosophy, willing to be business owner, and willing to help others. The mean lies between 2.65-3.18. This refers that the average response has

neither agree nor disagree view point. The standard error of mean is between 0.0847-0.11. The standard deviation lies between 0.95-1.24 and variance is between 0.91-1.55. The last validity testing is the distribution. Skewness gives the negative value again. This refers that the curve will incline to the left and mean is less than mode. Kurtosis give the distribution curve to be the acute shape. (All the summary data is in Table 5.2.)

Finally, the last part is the respondent's feeling criteria. The Mean is between 3.21-3.79. The standard error of mean lies between 0.0984-0.11. Standard deviation is between 1.11-1.26. validation is between 1.23-1.59. The Skewness gives the distribution curve of Skewness to the left. Mean is less than median and mode. Kurtosis give the negative value except the criterion of "Upline's relationship" gives the positive result. So the curve of "Annoyance upline" and "Not appropriate to direct sell" are the acute shape but "Upline's relationship" is the obtuse shape. (All the summary data is in Table 5.2.)

Current 1130's Criteria Validation.

	Mean	Std. Error of Mean	Std. Deviation	Variance	Skewness	Kurtosis
Product demonstration	4.28	8.28E-02	0.99	0.98	-1.2200	2.108
Satisfaction guarantee	4.31	8.80E-02	0.99	0.98	-1.0891	2.088
Product's effectiveness and efficiency	4.28	8.88E-02	1.00	1.00	-1.4188	2.892
Product price	3.92	0.14	1.12	1.25	-1.1950	0.2891
Non-polluted product	4.22	8.94E-02	1.00	1.04	-1.0101	1.488
Marketing plan	4.09	0.10	1.18	1.39	-1.0244	0.1273
Fairness	4.11	0.10	1.05	1.12	-1.2481	0.208
Not pyramid marketing plan	3.98	0.11	1.02	1.04	0.0000	2.332
Not chain marketing plan	3.95	0.10	1.04	1.12	0.0071	0.489
Amway's philosophy	4.33	0.10	1.01	1.02	1.0000	0.849
Willing to be business owner	4.42	5.58E-02	0.89	0.80	1.7172	2.868
Willing to help others	4.15	8.24E-02	0.97	0.94	-1.0614	1.814

Z Current IBO's Criteria Validation. (Continued)

	Mean	Std. Error of Mean	Std. Deviation	Variance	Skewness	Kurtosis
Annoyance upline	2.52	0.12	1.45	2.10	0.42	0.88
Upline's relationship	2.69	0.12	1.59	2.53	0.21	0.72
Not appropriate to direct sell	1.88	0.11	1.09	1.19	0.28	0.65

Table 5.2. Ex-IBO's Criteria Validation.

	Mean	Std. Error of Mean	Std. Deviation	Variance	Skewness	Kurtosis
Product demonstration	2.82	0.12	1.45	2.10	0.00	0.40
Satisfaction guarantee	2.61	0.14	1.12	1.25	0.08	0.00
Product's effectiveness and efficiency	2.55	0.22	1.10	1.21	0.15	0.04
Product price	2.92	0.10	1.19	1.42	0.08	0.00
Non-polluted product	2.42	0.08	0.92	0.85	0.05	0.04
Marketing plan	2.55	0.08	1.04	1.08	0.20	0.00

Table 5.2. Ex-IBO's Criteria Validation. (Continued)

	oo	Std. Error of Mean	Std. Deviation	Variance	Skewness	Kurtosis
Fairness	2.488	0.92407	1.0	1.0	0.154	-1.288
Not pyramid marketing plan	2.14	0.90807	1.04	1.03	0.458	1.442
Not chain marketing plan	2.14	0.918	1.3	1.20	0.106	-1.300
Amway's philosophy	2.381	0.71107	0.98	0.99	-0.032	-1.280
Willing to be business owner	2.108	0.711	1.24	1.33	0.32	0.928
Willing to help others	2.401	0.92407	1.2	1.2	0.310	0.903
Annoyance upline	2.2	0.911	1.29	1.40	0.32	-1.12
Upline's relationship	2.26	0.918	1.3	1.28	-0.022	0.808
Not appropriate to direct sell	2.14	9.84E-02	1.1	1.2	0.32	0.889

VI. CONCLUSIONS

As we know that direct sell business is more and more important, it is used widely in many business features. Amway is one direct sell business that is launched into Thailand for over ten years. Its growth rate is in the positive side without a declining sign. With its marketing plan and products, they increase living standard to Thailanders.

With the economic situations, people want stability in life. So they find the second job. One of them is to be Amway distributor or IBO. However, some of those distributors leave it later on. This happens to my Amway organization as well. Why do they do like that? This is the problem for this project to analyse and find recommendation. It is useful to those who want to be part of MLM business no matter it is Amway or not.

This project is the attitude survey. So the most appropriate surveying way is to use questionnaire. This questionnaire use scaling technique. Each question has five answer view points, strongly agree, agree, neither agree nor disagree, disagree, strongly disagree. The score from strongly agree to strongly disagree are 5, 4, 3, 2, and 1. But questionnaire has money and time constraints. So sample size must be computed carefully. How large should a sample size be? For the present listed of 1130, there are 237 people in my organization. All of the list has address and telephone numbers. The thirty pretested questionnaires are distributed in order to check questionnaire standard and find out the standard deviation. The result shows the standard deviation value of 1.712.

With the formular written in topic number 2.11, this project will use 90% confidence level, standard deviation of 1.712, and 25% sampling error permitted. Then

the sample size from computation is 126.9 or 127 samples. This amount is distributed to both current and former IBOs equally (127 sample per group). The former IBOs are 382 persons. All of them also have recorded address and the telephone number. However, the questionnaire distributed are more than 127 papers, by using the random sampling number of 2, in order to guarantee the complete respond rate.

Questionnaire has 15 questions that can be classified into 5 parts. The first is about the Amway's products. The second is marketing plan. The third is Amway's philosophy. The fourth is the feeling of each person. The last one is personal data. Let's look at reasons why people in my organization decide to be Amway distributor. Then follow by reasons for leaving it.

6.1 Reasons for Being Amway Distributorship in the Organization

As the project's problem is the decision criteria for becoming Amway distributor, the answers are in the list. They are listed in descending frequency.

- (1) People are willing to be business owner
- (2) People are willing to help others
- (3) People satisfy the satisfaction guarantee policy
- (4) People see products demonstration
- (5) People perceive the products effectiveness and efficiency
- (6) People are aware of the non-polluted product of Amway
- (7) People perceive fairness of Amway's marketing plan
- (8) People want money and rewards from Amway's marketing plan
- (9) People know that Amway's product price is cheaper than competitors
- (10) People understand that Amway is not chain marketing
- (11) People agree with Amway's philosophy
- (12) People understand that Amway is not pyramidal

- (13) People are not afraid of selling
- (14) People feel happy when they are sponsored
- (15) People have a good relationship and keep in touch with uplines

Then the next conclusion is personal data which contains gender, age, education level, occupation, and income. Amway distributors in my organization respond by female more than male. There is 44.9% male and 55.1% female. The motivators for being IBOs will be described in the questionnaire survey.

Age range is another one to analyse. The most respond age range in my organization is 30-39 and 40-49 years old respectively. If we notice, it is the working period. Why do these people decide to be IBOs? With these age range, they have been working for a period of time. Some of them can reach the point but many of them cannot. This discourages them but Amway can fulfill their needs. For example, money, time, friends, travel, freedom, quality of life, etc.

The education level is not the barrier as others conceive. In the past, many think that Amway is a job for low educated but it is not true at the present. The responses shows that Bachelor degree is the highest prcentage followed by Diploma and only 3.9% for uneducated persons. What does it tell? It tells the acknowledgement from people that it is an interesting and a good job.

The occupation of the responses are; the most are business owners and followed by business employees. What are the reasons for them?, especially the business owner? According to the economic crisis, stability is needed. No one wants to take risks any more. Bankruptcy and firing happen everyday. But Amway offers stablity with low investment and no risks.

The last personal data is income level. Most of the respondents have income level lower than 10,000 baht and followed by 10,000-30,000 baht. This is not enough with

this situation if they want to improve the living standard. But 2.4% of income higher than 100,000 baht are still IBOs in my organization. So money is not the only motivator for this group. What are they? The answers will be given in the next paragraph.

The first part of the questionnaire is talking about Amway's products because they are the heart of Amway business. Amway cannot run business further if it has nothing to sell. At this time, there are abundant brands in the market. As Amway is direct sell company and no products advertising, quality is the most important. In order to prove it's quality, many Amway distributors always demonstrate products and compare it with market brands. This demonstration also will compare the price, efficiency, and effectiveness of Amway products. Not only in the above comparison but also in environmental saving, Amway receives ISO 14001 certification from the United Nation (UN). Moreover, Amway has policy to guarantee the satisfaction by 100% cash refund. These qualifications are the things that Amway provides to consumers and the distributors. Also these qualifications may be the motivators to IBOs in my organization to be Amway distributors.

The next part is talking about the marketing plan. It is network or multi-level marketing. We know that network marketing will make money flow from level to level. More or less this amount of money depends on the size of networking. But this multi-level marketing has a hiatus. This hiatus is benefit sharing. If the benefit sharing is not managed carefully, they will lead to illegal plan. It is illegal in the sense of pyramid and chain marketing. But Amway's marketing plan is not so because all the benefits are distributed fairly. Priority does not guarantee money and pin level. All the success and money must come from work. So what does Amway marketing plan give to the distributors. Of course they are money from marketing plan and travelling abroad. It is better than other direct sell plan, that Amway is a finishing work. If upline helps

downline to be direct distributor, 4% from downline business volume will be transferred to upline without downline's money deductible. This 4% is a heritage to your generation. That's why it is a finishing work, fair ,and gives freedom because you can stop whenever you want. No one can be at the top forever. Everyone can speed up and come over your upline if they work harder. moreover, Amway offers 90 days, starting from registration date, cash refund if you don't want to be IBO. So you take no risk. With the above summary detail in marketing plan, they motivate many IBOs in my organization to make a decision.

The third one is Amway's philosophy which has 16 credoes. All of them are written in the "Compassionate Capitalism" by one of Amway founders, Rich Devos. All of them are positive thinking to the self, people, business, and earth. This is fundamental thinking in Amway business. Everyone can be a business owner no matter what skin color, nation, and religion. Everyone can help others to have better life. With lower investment and having no risk, people decide to be Amway distributor and IBOs in my organization as well.

Then the last part of the questionnaire is talking feeling of the respondents. Do they annoy upline so that they sign to be IBO? What is the relationship between them? These two questions affect to being and then leaving Amway. Annoyance upline is one key that people comply to be IBO. Sometimes they sign without seeing products demonstration or understanding marketing plan. However, some of them change their mind when they use products or understand on the marketing plan work. Then they continue membership. All this is due to the relationship between them, upline and downline. If it is good, sponsoring is easier and have high chance to go back again, because Thai are always considerate of another's feeling. Then look at my 1130s 57.5% think upline is not annoying and 63% has kept in touch. But 25.2% think upline is

annoying and 25.2% don't contact them. The last feeling is the word of selling. Thais afraid to sell and try to avoid from selling if possible. Look in my organization, 43.3% of current IBOs don't think that selling in direct sell is all right. No comment is 23.6% but 33.1% think it is not suitable for them.

6.2 Reasons for Leaving from Amway Distributorship in the Organization

Then we look at those who used to be IBOs, what are the criteria and reasons in their mind. Before we look at motivators in each gender in deciding to leave from Amway, we should look at the overall criteria. The followings are the decision criteria for leaving Amway distributorship or IBO. It is listed by descending criteria.

- (1) Former IBOs think that uplines don't keep in touch with them
- (2) Former IBOs think that Amway's product price is expensive
- (3) Former IBOs think that uplines are annoying
- (4) Former IBOs think that Amway is a pyramid marketing plan
- (5) Former IBOs think that Amway's marketing plan and reward is not true or hard to be true
- (6) Former IBOs think that satisfaction guarantee is not true and cannot prove the product's quality
- (7) Former IBOs think that they are not appropriate with direct sell business
- (8) Former IBOs think that Amway's products are not efficient and effective as they post
- (9) Former IBOs think that Amway is chain marketing
- (10) Former IBOs think that Amway's marketing plan is not fair
- (11) Former IBOs think that demonstration or comparing to market brands cannot show the comparative advantage

- (12) Former IBOs may not know Amway' philosophy but they think Amway is selling
- (13) Former IBOs think that non-polluted Amway's product is the same as others in market
- (14) Former IBOs still want to be the business owner but understand that distributors or IBOs are Amway's sell officers
- (14) Former IBOs think that Amway cannot help others but take advantage of others

After criteria conclusion as the whole picture, personal data is the next. Again gender in female is greater than male. Perhaps females are advised against more than male, especially from family. Female is brought up to be housewife and should not go out at night, because prospect will ready to listen or perceive the plan and product demonstration when they are free. So this may be an obstacle to both male and female and they decide to leave Amway.

Then the age range is another possible key to leave. The most percentage is the range of 30-39 which is the highest age range in topic of being Amway distributor. What is the reason? As stated above, Amway's working life begins in the evening. These group are in the working age. It is easy to discourage them if they feel stress and tired from their offices. In many cases, they will think Amway is good but it is not suitable for them. Finally, they leave Amway.

Education level is another personal data to be concluded. Bachelor degree is the highest again followed by Diploma degree. It is noticed that these two group is educated and, perhaps are employed. So they may think it is not necessary to be 1130 because they have jobs.

Then look at the occupation that most of my Amway distributors leave. The survey result is business employee followed by housewife. Finally income per month without Amway income, the highest percentage leaving is 10,000-30,000 bahts then lower than 10,000 bahts.

After the personal data, we will look at the motivators that motivate them, former distributors, to leave from distributorship. We will look at the product first. The first thing in their mind is expensiveness. Product quality is not so good. Cash refund is not true. Environmental products are not known. Why these answers are opposite to those being IBOs. These will occur when upline don't illustrate downline clearly. How does each product work? How many times does it work? What is the price per unit? How does it reduce pollution and save environment? These are things that my former IBOs should know. If these things are not known, it is easy to leave Amway. As a result, it shows on the Figures 4.16-4.20.

The next is marketing plan. My former IBOs think that it is either pyramid or chain marketing. Pyramid is a kind of only one man can be at the top and no one can come over. Chain marketing is a chain and no one can come off that chain. Both of them are illegal plans and rejected by the TDSA (Thai Direct Sell Association), which is used widely in Thailand. All the losers are the bottom of the line and, sometimes, products are non-standard. Many experience and lose from these illegal plans. Amway is a direct sell company. It is network marketing. Income flows from level to level. So they think that Amway is the same as those illegal plan. When they have the negative thinking towards Amway, they are not interested in it. Finally they leave from Amway like others do.

Next part is Amway's philosophy. Fundamental thought of Amway is helping people help themselves. Amway helps people in what way? Amway will open business

opportunity to them no matter what gender, skin, and nation. The survey results is that the former IBOs have no comment on this philosophy. But they want to have their own business and help others to help themselves. Only some of them don't want to be the business owner. The reason is that they don't want to take risk. however, they want the same as Amway's philosophy but they don't know. This may not be the key to leave but it helps to make decisions more easily.

The last part is feeling to upline and Amway. Figures 4.28-4.30 shows the negative view point to Amway and upline. They respond that they annoy upline. This annoyance may occur at the sponsoring time. They may sign to be Amway distributor in order to sever annoyance because Thais always consider other's feeling. They have no will or other motivation to run Amway business. Next is the relationship and communication between upline and downline. The result shows that uplines don't keep in touch with downlines after sponsoring. If uplines sit by, downline do too. The last question is the attitude to selling in direct system. Most of them feel they don't suit direct sell business. They may advance having no time, selling skill, few friends, etc. All of these causes let the distributors leave Amway. Especially, sitting by of uplines will motivate downlines to leave easier.

6.3 Summary

The above conclusion tells the attitudes of the current IBOs and formers. Most of the current IBOs have positive thinking to Amway's products, marketing plan, philosophy, and upline, where those formers are negative to Amway. Money is a good motivator to let those being Amway distributors. This has equal weight on the products themselves. Relationship and philosophy help to make decision easier. Annoyance, somehow, is the motivator to some of my current IBOs. The reason to leave are those negative thinking toward Amway. And in many cases, they are shy to sell.

Then this research is valid and credible because the standard deviation and variance are quite low. This shows that the attitudes or view points do not have high dispersion.



VII. RECOMMENDATIONS

7.1 Recommendation for Current Amway Distributors

Up to this point, recommendation is to improve the health of Amway organization. Let's start with Amway's products. You should study products clearly in order to explain each product's qualification correctly. This will prevent prospects' misunderstanding. Moreover, you should be enthusiastic to study all the concerning topics. This helps you open prospects' mind easily.

Secondly, the current IBOs have to understand Amway's marketing plan clearly. You should study the difference between legal and illegal direct sell business. Thai Direct Sell Association (TDSA) offers all the necessary data. TDSA telephone number is 392-1391. Besides the difference, current IBOs have to explain all the benefits that the prospects will get clearly.

Thirdly, current IBOs should study Amway's philosophy in order to run business correctly. you have to understand clearly about the fundamental thought why Amway distributors are business owners not sales persons of Amway. These will result in your downlines' attitude. If you don't follow Amway's code of conduct, your downline will look at you. Some may accept and some may reject. Then those rejects will resist and have negative thinking on Amway. As the business owner, you have to protect and prevent this situation.

Fourthly, is feeling between current IBOs and prospects or downlines. Current IBOs should know place and season. Sometimes people want to rest after working. You should not annoy these prospects or downlines by trying to talk what the you want. You should let them feel free, then they will be ready to listen or perceive the plan and product demonstration. The other thing is you should answer those arguments. This explanation must be done clearly and should not be disputed because it affects the

relationship later on. You should keep in touch with prospects and downlines in order to continue friendship.

7.2 Recommendation for Former Amway Distributors

To the former IBOs who are still interested in direct sell business, you have to give more attention to details in such company. It should be legal. You can check with the TDSA. Look at products whether they as good as they said. Then look at company's vision, policies, and management whether they support and fulfill your needs. Finally you have to check company's status whether it is firm and stable. Compared to the experienced direct sell, which one is better? Then you choose that one.

7.3 Further Research

This report can be used in further research in the direct sell business. For example, how to manage your organization in order to succeed in direct sell business. How to make money in network marketing. What should be the criterions if you want to create your own network marketing. What points you should know if you want to be part of direct sell business. This project report offers information of the positive and negative motivators that influence decision making.



แบบสอบถาม “เหตุใดท่านจึงตัดสินใจสมัครหรือลาออกจากการเป็นนักธุรกิจอิสระแอมเวย์”

โปรดแสดงความคิดเห็นของท่านลงในแบบสอบถามต่อไปนี้

แบบสอบถาม	เห็นด้วย มาก	เห็นด้วย	เฉยๆ	ไม่เห็น ด้วย	ไม่เห็น ด้วยมาก
1. การสาธิตผลิตภัณฑ์ของบริษัทแอมเวย์เป็นปัจจัยหนึ่งที่ช่วยให้ตัดสินใจสมัครเป็นนักธุรกิจอิสระแอมเวย์					
2. “สินค้ารับประกันความพอใจ ไม่พอใจคืนเงิน” แสดงให้เห็นถึงคุณภาพและมาตรฐานของสินค้าที่บริษัทผลิตขึ้น					
3. ผลิตภัณฑ์ของแอมเวย์ทุกชนิดให้ประสิทธิภาพและประสิทธิภาพจริงตามที่ระบุไว้บนฉลาก					
4. สินค้าของแอมเวย์มีราคาถูกเมื่อเทียบกับหนึ่งหน่วยการใช้					
5. ผลิตภัณฑ์ของแอมเวย์ทุกชนิดปลอดภัยและช่วยอนุรักษ์สิ่งแวดล้อมของโลก					
6. รายได้และรางวัลต่างๆจากแผนการขายและการตลาดของบริษัท เป็นปัจจัยหนึ่งที่ช่วยให้ตัดสินใจสมัครเป็นนักธุรกิจอิสระแอมเวย์					
7. จากแผนการตลาด แสดงให้เห็นถึงความยุติธรรมที่บริษัทแอมเวย์มีต่อผู้จำหน่าย					
8. ถึงแม้แผนการตลาดของบริษัทแอมเวย์จะมีลักษณะเป็นแบบขายตรง แต่แผนการตลาดของบริษัท ไม่เข้าลักษณะของพีรามิด (ผู้ที่มาก่อนจะได้เปรียบ)					
9. แผนการตลาดของบริษัท ไม่เข้าลักษณะการขายตรงแบบถูกโซ่					
10. ข้าพเจ้าเห็นด้วยกับแนวคิดและปรัชญาการดำเนินธุรกิจของบริษัทแอมเวย์					
11. ข้าพเจ้าต้องการมีธุรกิจเป็นของตนเอง					
12. ข้าพเจ้าต้องการช่วยเหลือผู้อื่นให้สามารถช่วยเหลือตัวเองได้					
13. ผู้ที่มาชักชวนข้าพเจ้า (ออฟไลน์) เป็นบุคคลที่น่ารำคาญ					
14. ผู้ที่มาชักชวนข้าพเจ้า (ออฟไลน์) มักขาดการติดต่อกับข้าพเจ้าเสมอ					
15. ข้าพเจ้าไม่เหมาะกับงานขายลักษณะขายตรง					

ข้อมูลส่วนตัว

1. เพศ

☐ ชาย

☐ หญิง

2. อายุ

☐ 20-29 ปี

☐ 30-39 ปี

☐ 40-49 ปี

☐ 50-59 ปี

☐ 60 ปีขึ้นไป

3. การศึกษา

☐ ประถมศึกษา

☐ มัธยมศึกษา

☐ อนุปริญญา

☐ ปริญญาตรี

☐ สูงกว่าปริญญาตรี

☐ ไม่ได้รับการศึกษา

4. อาชีพ

☐ ธุรกิจส่วนตัว

☐ รับราชการ

☐ แม่บ้าน

☐ พนักงานรัฐวิสาหกิจ

☐ พนักงานบริษัทเอกชน

☐ อื่นๆ (ระบุ) _____

5. รายได้ปัจจุบันต่อเดือน (บาท) ไม่รวมรายได้จากการเป็นนักธุรกิจอิสระแอมเวย์

☐ ต่ำกว่า 10,000

☐ 10,000-30,000

☐ 30,001-50,000.

☐ 50,001-100,000

☐ 100,001 บาทขึ้นไป

SAMPLING DISTRIBUTION

Sampling distribution computation will use these 3 conditions below:

- (1) 90% Confident level
- (2) 1.71 Selected SD (This value comes from data computation in Table A.1 and A.2)
- (3) 25% Error permitted

Then the sample size is 127 samples.

Table A.1. Each Scale Scoring.

	Strongly Disagree	Disagree	Neither Agree nor Disagree	Agree	Strongly Agree
Score	1	2	3	4	5

Table A.2. 30 Pretested Sampling.

	q1	q2	q3	q4	q5	q6	q7	q8	q9	q10	q11	q12	q13	q14	q15
s1	5	5	5	4	5	4	5	5	5	5	4	5	4	4	1
s2	5	4	4	4	4	5	4	3	3	3	5	4	3	5	1
s3	5	5	5	4	5	4	4	4	4	5	3	3	3	2	1
s4	5	5	5	5	5	5	5	1	5	5	5	5	2	2	1
s5	5	5	5	5	5	5	5	5	5	5	5	5	1	3	1
s6	5	5	5	4	5	5	5	5	5	5	5	5	3	4	2
s7	4	4	4	3	4	3	3	3	3	5	3	3	4	5	2
s8	4	3	3	1	3	2	2	2	2	3	2	4	5	5	2
s9	5	5	5	5	5	5	5	5	5	5	5	5	3	4	1
slO	4	5	4	5	5	5	5	5	5	5	5	4	2	2	3
sl 1	4	5	5	5	5	5	5	5	4	5	5	5	2	3	3

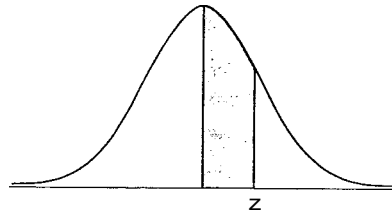
Table A.2. 30 Pretested Sampling. (Continued)

	q1	q2	q3	q4	q5	q6	q7	q8	q9	q10	q11	q12	q13	q14	q15
s12	4	5	5	5	5	5	5	5	5	5	5	5	4	1	1
s13	4	5	4	5	5	4	4	5	4	4	4	5	3	2	1
s14	4	4	4	3	3	3	3	3	3	3	3	3	5	5	1
s15	5	5	5	5	5	5	5	5	5	5	5	5	3	2	1
s16	4	3	3	2	3	4	3	3	3	3	5	5	3	5	5
s17	1	1	1	1	1	1	1	1	1	1	1	1	5	5	5
s18	3	3	3	1	3	2	3	3	3	3	5	4	5	4	3
s19	2	3	1	1	3	2	3	2	2	3	5	3	4	4	5
s20	5	5	5	5	5	3	3	3	3	3	5	4	2	1	5
s21	3	3	3	3	3	3	3	3	3	3	4	4	5	1	5
s22	2	1	2	3	3	4	3	3	3	3	5	4	3	4	3
s23	1	1	1	1	1	1	1	1	1	1	5	5	5	5	5
s24	2	3	1	1	3	2	3	3	3	3	5	4	2	1	5
s25	4	3	2	3	3	4	3	3	3	3	4	4	3	2	4
s26	3	3	3	3	3	3	3	3	3	3	5	4	5	1	5
s27	3	3	2	1	3	3	3	3	3	3	3	3	5	5	4
s28	1	4	1	1	3	1	1	1	1	3	3	3	5	5	5
s29	1	1	3	2	3	3	2	2	2	3	5	4	5	5	5
s30	3	3	3	1	3	3	3	3	3	3	5	3	5	5	3
X	3.5	3.7	3.4	3.1	3.7	3.5	3.4	3.3	3.3	3.6	4.3	4	3.6	3.4	3
SD.	1.4	1.4	1.5	1.6	1.2	1.3	1.3	1.4	1.3	1.2	1.1	1	1.2	1.6	1.7

Where "q" = question in order from 1 to 15

"s" = number of sampling distributed from 1 to 30

Table A.3. Areas Under the Normal Curve , 0 to Z.



Z	.00	.01	.02	.03	.04	.05	.06	.07	.08	.09
0.0	.0000	.0040	.0080	.0120	.0160	.0199	.0239	.0279	.0319	.0359
0.1	.0398	.0438	.0478	.0517	.0557	.0596	.0636	.0675	.0714	.0753
0.2	.0793	.0832	.0871	.0910	.0948	.0987	.1026	.1064	.1103	.1141
0.3	.1179	.1217	.1255	.1293	.1331	.1368	.1406	.1443	.1480	.1517
0.4	.1554	.1591	.1628	.1664	.1700	.1736	.1772	.1808	.1844	.1879
0.5	.1915	.1950	.1985	.2019	.2054	.2088	.2123	.2157	.2190	.2224
0.6	.2257	.2291	.2324	.2357	.2389	.2422	.2454	.2486	.2517	.2549
0.7	.2580	.2611	.2642	.2673	.2703	.2734	.2764	.2794	.2823	.2852
0.8	.2881	.2910	.2939	.2967	.2995	.3023	.3051	.3078	.3106	.3133
0.9	.3159	.3186	.3212	.3238	.3264	.3289	.3315	.3340	.3365	.3389
1.0	.3413	.3438	.3461	.3485	.3508	.3531	.3554	.3577	.3599	.3621
1.1	.3643	.3665	.3686	.3708	.3729	.3749	.3770	.3791	.3811	.3830
1.2	.3849	.3869	.3888	.3907	.3925	.3944	.3962	.3980	.3997	.4015
1.3	.4032	.4049	.4066	.4082	.4099	.4115	.4131	.4147	.4162	.4177
1.4	.4192	.4207	.4222	.4236	.4251	.4265	.4279	.4292	.4306	.4319
1.5	.4332	.4345	.4357	.4370	.4382	.4394	.4406	.4418	.4429	.4441
1.6	.4452	.4463	.4474	.4484	.4495	.4505	.4515	.4525	.4535	.4545
1.7	.4554	.4564	.4573	.4582	.4591	.4599	.4608	.4616	.4625	.4633
1.8	.4641	.4649	.4656	.4664	.4671	.4678	.4686	.4693	.4699	.4706
1.9	.4713	.4719	.4726	.4732	.4738	.4744	.4750	.4756	.4761	.4767
2.0	.4772	.4778	.4783	.4788	.4793	.4798	.4803	.4808	.4812	.4817
2.1	.4821	.4826	.4830	.4834	.4838	.4842	.4846	.4850	.4854	.4857
2.2	.4861	.4864	.4868	.4871	.4875	.4878	.4881	.4884	.4887	.4890
2.3	.4893	.4896	.4898	.4901	.4904	.4906	.4909	.4911	.4913	.4916
2.4	.4918	.4920	.4922	.4925	.4927	.4929	.4931	.4932	.4934	.4936
2.5	.4938	.4941	.4941	.4943	.4945	.4946	.4948	.4949	.4951	.4952
2.6	.4953	.4955	.4956	.4957	.4959	.4960	.4961	.4962	.4963	.4964
2.7	.4965	.4966	.4967	.4968	.4969	.4970	.4971	.4972	.4973	.4974
2.8	.4974	.4975	.4976	.4977	.4977	.4978	.4979	.4979	.4980	.4981
2.9	.4981	.4982	.4982	.4983	.4984	.4984	.4985	.4985	.4986	.4986
3.0	.4987	.4987	.4987	.4988	.4988	.4989	.4989	.4989	.4990	.4990



APPENDIX B

CHARTS AND CROSSTAB TABLES OF BEING AMWAY DISTRIBUTORSHIP

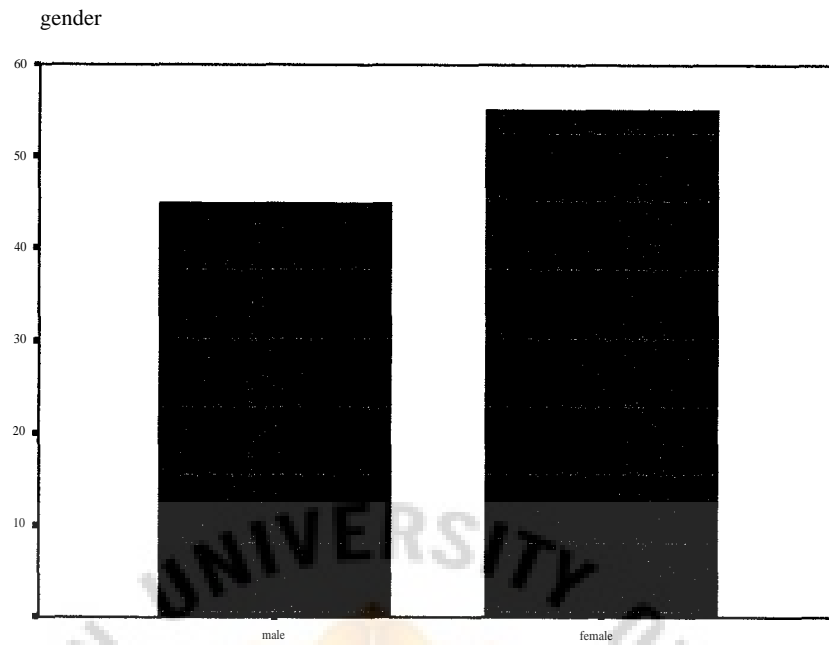


Figure B.1. Current IBO's Gender.

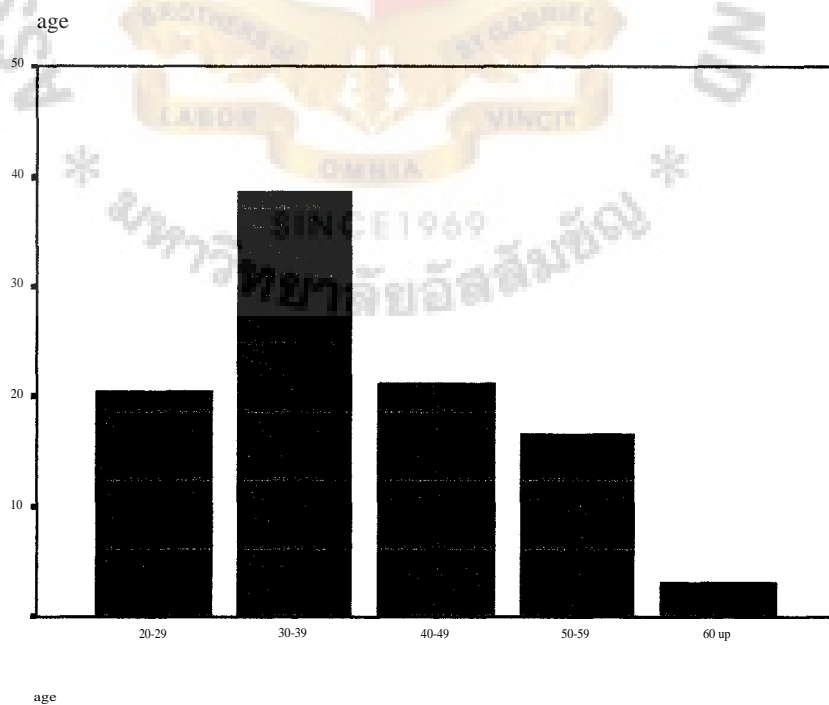


Figure B.2. Current IBO's Age.

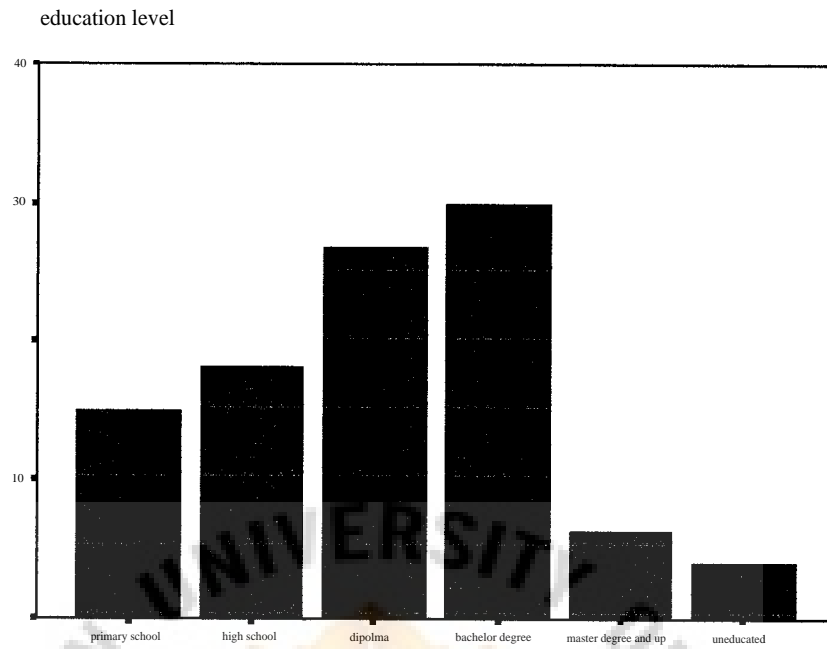


Figure B.3. Current IBO's Education Level.

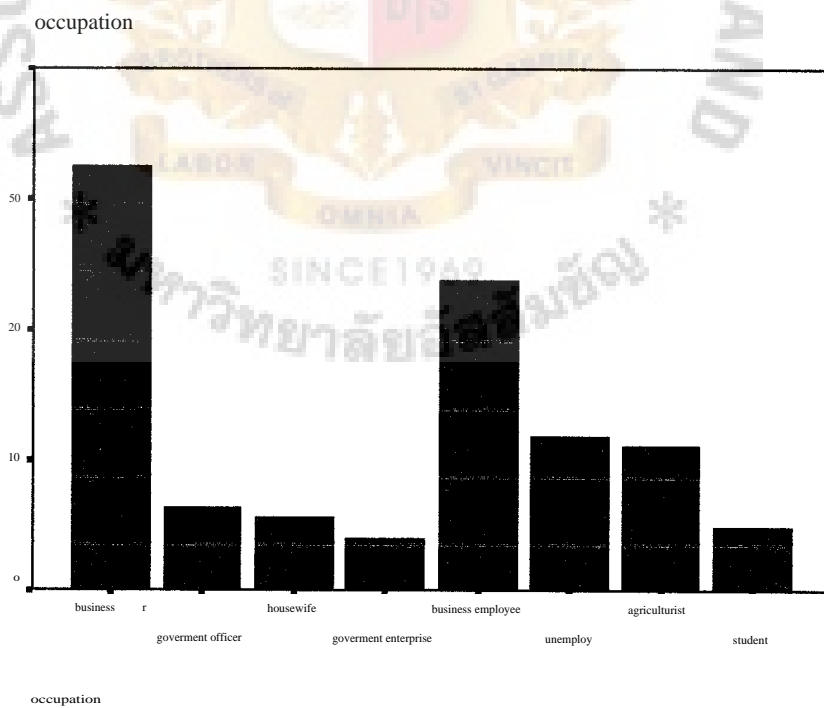


Figure B.4. Current ISO's Occupation.

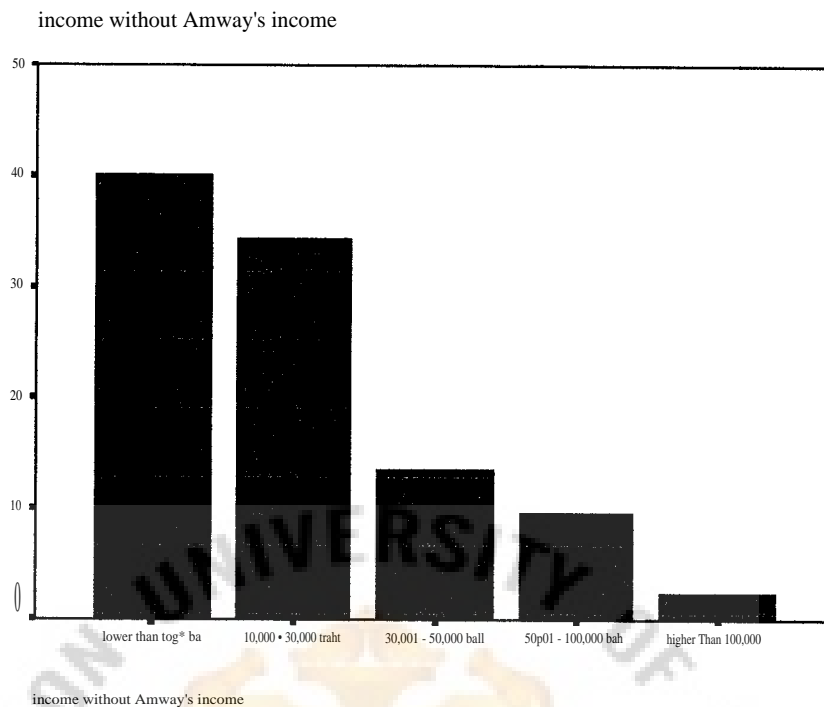


Figure B.5. Current IBO's Income without Amway's Income.

Table B.1. Current IBO's Gender and Product Demonstration.

gender * question 1 Crosstabulation

			question 1					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strongly agree	
gender	male	Count	2	3	2	21	29	57
		% within gender	3.5%	5.3%	3.5%	36.8%	50.9%	100.0%
		% within question 1	66.7%	42.9%	66.7%	40.4%	46.8%	44.9%
		% of Total	1.6%	2.4%	1.6%	16.5%	22.8%	44.9%
	female	Count	1	4	1	31	33	70
		% within gender	1.4%	5.7%	1.4%	44.3%	47.1%	100.0%
		% within question 1	33.3%	57.1%	33.3%	59.6%	53.2%	55.1%
		% of Total	.8%	3.1%	.8%	24.4%	26.0%	55.1%
Total		Count	3	7	3	52	62	127
		% within gender	2.4%	5.5%	2.4%	40.9%	48.8%	100.0%
		% within question 1	100.0%	100.0%	100.0%	100.0%	1000%	100.0%
		% of Total	2.4%	5.5%	2.4%	40.9%	48.8%	100.0%

Table B.2. Current IBO's Gender and Satisfaction Guarantee.

gender question 2 Crosstabulation

			question 2					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strongly agree	
gender	male	Count	2	2	3	17	33	57
		% within gender	3.5%	3.5%	5.3%	29.8%	57.9%	100.0%
		% within question 2	66.7%	40.0%	60.0%	37.0%	48.5%	44.9%
		% of Total	1.6%	1.6%	2.4%	13.4%	26.0%	44.9%
	female	Count	1	3	2	29	35	70
		% within gender	1.4%	4.3%	2.9%	41.4%	50.0%	100.0%
		% within question 2	33.3%	60.0%	40.0%	63.0%	51.5%	55.1%
		% of Total	.8%	2.4%	1.6%	22.8%	27.6%	55.1%
Total		Count	3	5	5	46	68	127
		% within gender	2.4%	3.9%	3.9%	36.2%	53.5%	100.0%
		% within question 2	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	2.4%	3.9%	3.9%	36.2%	53.5%	100.0%

Table B.3. Current IBO's Gender and Product's Effectiveness and Efficiency.

gender a question 3 Crosstabulation

			question 3					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strongly agree	
gender	male	Count	3	2	3	23	26	57
		% within gender	5.3%	3.5%	5.3%	40.4%	45.6%	100.0%
		% within question 3	75.0%	28.6%	37.5%	46.9%	44.1%	44.9%
		% of Total	2.4%	1.6%	2.4%	18.1%	20.5%	44.9%
	female	Count	1	5	5	26	33	70
		% within gender	1.4%	7.1%	7.1%	37.1%	47.1%	100.0%
		% within question 3	25.0%	71.4%	62.5%	53.1%	55.9%	55.1%
		% of Total	.8%	3.9%	3.9%	20.5%	26.0%	55.1%
Total		Count	4	7	8	49	59	127
		% within gender	3.1%	5.5%	6.3%	38.6%	46.5%	100.0%
		% within question 3	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	3.1%	5.5%	6.3%	38.6%	46.5%	100.0%

Table B.4. Current IBO's Gender and Product Price.

gender * question 4 Crosstabulation

			question 4					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strongly agree	
gender	male	Count	3	5	4	25	20	57
		% within gender	5.3%	8.8%	7.0%	43.9%	35.1%	100.0%
		% within question 4	33.3%	38.5%	57.1%	52.1%	40.0%	44.9%
		% of Total	2.4%	3.9%	3.1%	19.7%	15.7%	44.9%
	female	Count	6	8	3	23	30	70
		% within gender	8.6%	11.4%	4.3%	32.9%	42.9%	100.0%
		% within question 4	66.7%	61.5%	42.9%	47.9%	60.0%	55.1%
		% of Total	4.7%	6.3%	2.4%	18.1%	23.6%	55.1%
Total		Count	9	13	7	48	50	127
		% within gender	7.1%	10.2%	5.5%	37.8%	39.4%	100.0%
		% within question 4	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	7.1%	10.2%	5.5%	37.8%	39.4%	100.0%

Table B.S. Current 1130's Gender and Non-Polluted Product.

gender a question 5 Crosstabulation

			question 5					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strongly agree	
gender	male	Count	2	3	7	18	27	57
		% within gender	3.5%	5.3%	12.3%	31.6%	47.4%	100.0%
		% within question 5	66.7%	42.9%	53.8%	46.2%	42.2%	45.2%
		% of Total	1.6%	2.4%	5.6%	14.3%	21.4%	45.2%
	female	Count	1	4	6	21	37	69
		% within gender	1.4%	5.8%	8.7%	30.4%	53.6%	100.0%
		% within question 5	33.3%	57.1%	46.2%	53.8%	57.8%	54.8%
		% of Total	.8%	3.2%	4.8%	16.7%	29.4%	54.8%
Total		Count	3	7	13	39	64	126
		% within gender	2.4%	5.6%	10.3%	31.0%	50.8%	100.0%
		% within question 5	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	2.4%	5.6%	10.3%	31.0%	50.8%	100.0%

Table B.6. Current IBO's Gender and Marketing Plan.

gender question 6 Crosstabulation

			question 6					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strongly agree	
gender	male	Count	2	9	2	13	31	57
		% within gender	3.5%	15.8%	3.5%	22.8%	54.4%	100.0%
		% within question 6	66.7%	47.4%	28.6%	39.4%	47.7%	44.9%
		% of Total	1.6%	7.1%	1.6%	10.2%	24.4%	44.9%
	female	Count	1	10	5	20	34	70
		% within gender	1.4%	14.3%	7.1%	28.6%	48.6%	100.0%
		% within question 6	33.3%	52.6%	71.4%	60.6%	52.3%	55.1%
		% of Total	.8%	7.9%	3.9%	15.7%	26.8%	55.1%
Total		Count	3	19	7	33	65	127
		% within gender	2.4%	15.0%	5.5%	26.0%	51.2%	100.0%
		% within question 6	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	2.4%	15.0%	5.5%	26.0%	51.2%	100.0%

Table B.7. Current IBO's Gender and Fairness.

gender question 7 Crosstabulation

			question 7					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strongly agree	
gender	male	Count	2	8	2	16	29	57
		% within gender	3.5%	14.0%	3.5%	28.1%	50.9%	100.0%
		% within question 7	66.7%	47.1%	33.3%	48.5%	42.6%	44.9%
		% of Total	1.6%	6.3%	1.6%	12.6%	22.8%	44.9%
	female	Count	1	9	4	17	39	70
		% within gender	1.4%	12.9%	5.7%	24.3%	55.7%	100.0%
		% within question 7	33.3%	52.9%	66.7%	51.5%	57.4%	55.1%
		% of Total	.8%	7.1%	3.1%	13.4%	30.7%	55.1%
Total		Count	3	17	6	33	68	127
		% within gender	2.4%	13.4%	4.7%	26.0%	53.5%	100.0%
		% within question 7	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	2.4%	13.4%	4.7%	26.0%	53.5%	100.0%

Table B.B. Current IBO's Gender and Not Pyramid Marketing Plan.

gender question 8 Crosstabulation

			question 8					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strongly agree	
gender	male	Count	3	10	6	15	23	57
		% within gender	5.3%	17.5%	10.5%	26.3%	40.4%	100.0%
		% within question 8	75.0%	50.0%	37.5%	53.6%	39.0%	44.9%
		% of Total	2.4%	7.9%	4.7%	11.8%	18.1%	44.9%
	female	Count	1	10	10	13	36	70
		% within gender	1.4%	14.3%	14.3%	18.6%	51.4%	100.0%
		% within question 8	25.0%	50.0%	62.5%	46.4%	61.0%	55.1%
		% of Total	.8%	7.9%	7.9%	10.2%	28.3%	55.1%
Total		Count	4	20	16	28	59	127
		% within gender	3.1%	15.7%	12.6%	22.0%	46.5%	100.0%
		% within question 8	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	3.1%	15.7%	12.6%	22.0%	46.5%	100.0%

Table B.9. Current IBO's Gender and Chain Marketing Plan.

gender question 9 Crosstabulation

			question 9					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strongly agree	
gender	male	Count	2	9	6	16	23	56
		% within gender	3.6%	16.1%	10.7%	28.6%	41.1%	100.0%
		% within question 9	66.7%	47.4%	42.9%	45.7%	41.8%	44.4%
		% of Total	1.6%	7.1%	4.8%	12.7%	18.3%	44.4%
	female	Count	1	10	8	19	32	70
		% within gender	1.4%	14.3%	11.4%	27.1%	45.7%	100.0%
		% within question 9	33.3%	52.6%	57.1%	54.3%	58.2%	55.6%
		% of Total	.8%	7.9%	6.3%	15.1%	25.4%	55.6%
Total		Count	3	19	14	35	55	126
		% within gender	2.4%	15.1%	11.1%	27.8%	43.7%	100.0%
		% within question 9	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	2.4%	15.1%	11.1%	27.8%	43.7%	100.0%

Table B.10. Current IBO's Gender and Amway's Philosophy.

gender * question 10 Crosstabulation

			question 10					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strongly agree	
gender male	Count		2	7	10	9	29	57
	% within gender		3.5%	12.3%	17.5%	15.8%	50.9%	100.0%
	% within question 10		66.7%	53.8%	43.5%	34.6%	46.8%	44.9%
	% of Total		1.6%	5.5%	7.9%	7.1%	22.8%	44.9%
female	Count		1	6	13	17	33	70
	% within gender		1.4%	8.6%	18.6%	24.3%	47.1%	100.0%
	% within question 10		33.3%	46.2%	56.5%	65.4%	53.2%	55.1%
	% of Total		.8%	4.7%	10.2%	13.4%	26.0%	55.1%
Total	Count		3	13	23	26	62	127
	% within gender		2.4%	10.2%	18.1%	20.5%	48.8%	100.0%
	% within question 10		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		2.4%	10.2%	18.1%	20.5%	48.8%	100.0%

Table B.11. Current IBO's Gender and Willing to Be Business Owner.

gender question 11 Crosstabulation

			question 11					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strongly agree	
gender male	Count		1	1		18	37	57
	% within gender		1.8%	1.8%		31.6%	64.9%	100.0%
	% within question 11		100.0%	100.0%		46.2%	43.5%	44.9%
	% of Total		.8%	.8%		14.2%	29.1%	44.9%
female	Count				1	21	48	70
	% within gender				1.4%	30.0%	68.6%	100.0%
	% within question 11				100.0%	53.8%	56.5%	55.1%
	% of Total				.8%	16.5%	37.8%	55.1%
Total	Count		1	1	1	39	85	127
	% within gender		.8%	.8%	.8%	30.7%	66.9%	100.0%
	% within question 11		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		.8%	.8%	.8%	30.7%	66.9%	100.0%

Table B.12. Current IBO's Gender and Willing to Help Others.

gender * question 12 Croustabulation

			question 12					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strongly agree	
gender male	Count		1	1		29	26	57
	% within gender		1.8%	1.8%		50.9%	45.6%	100.0%
	% within question 12		100.0%	100.0%		47.5%	41.3%	44.9%
	% of Total		.8%	.8%		22.8%	20.5%	44.9%
female	Count				1	32	37	70
	% within gender				1.4%	45.7%	52.9%	100.0%
	% within question 12				100.0%	52.5%	58.7%	55.1%
	% of Total				.8%	25.2%	29.1%	55.1%
Total	Count		1	1	1	61	63	127
	% within gender		.8%	.8%	.8%	48.0%	49.6%	100.0%
	% within question 12		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		.8%	.8%	.8%	48.0%	49.6%	100.0%

Table B.13. Current ISO's Gender and Annoyance Upline.

gender question 13 Crosstabulation

			question 13					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strongly agree	
gender male	Count		16	19	8	6	8	57
	% within gender		28.1%	33.3%	14.0%	10.5%	14.0%	100.0%
	% within question 13		51.6%	45.2%	36.4%	42.9%	44.4%	44.9%
	% of Total		12.6%	15.0%	6.3%	4.7%	6.3%	44.9%
female	Count		15	23	14	8	10	70
	% within gender		21.4%	32.9%	20.0%	11.4%	14.3%	100.0%
	% within question 13		48.4%	54.8%	63.6%	57.1%	55.6%	55.1%
	% of Total		11.8%	18.1%	11.0%	6.3%	7.9%	55.1%
Total	Count		31	42	22	14	18	127
	% within gender		24.4%	33.1%	17.3%	11.0%	14.2%	100.0%
	% within question 13		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		24.4%	33.1%	17.3%	11.0%	14.2%	100.0%

Table B.14. Current IBO's Gender and Upline's Relationship.

gender question 14 Crosstabulation

			question 14					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strongly agree	
gender male	Count		13	23	5	8	8	57
	% within gender		22.8%	40.4%	8.8%	14.0%	14.0%	100.0%
	% within question 14		44.8%	45.1%	33.3%	53.3%	47.1%	44.9%
	% of Total		10.2%	18.1%	3.9%	6.3%	6.3%	44.9%
female	Count		16	28	10	7	9	70
	% within gender		22.9%	40.0%	14.3%	10.0%	12.9%	100.0%
	% within question 14		55.2%	54.9%	66.7%	46.7%	52.9%	55.1%
	% of Total		12.6%	22.0%	7.9%	5.5%	7.1%	55.1%
Total	Count		29	51	15	15	17	127
	% within gender		22.8%	40.2%	11.8%	11.8%	13.4%	100.0%
	% within question 14		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		22.8%	40.2%	11.8%	11.8%	13.4%	100.0%

Table B.15. Current IBO's Gender and Not Appropriating to Direct Sales

gender * question 15 Crosstabulation

			question 15					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strongly agree	
gender male	Count		8	21	10	10	8	57
	% within gender		14.0%	36.8%	17.5%	17.5%	14.0%	100.0%
	% within question 15		40.0%	60.0%	33.3%	41.7%	44.4%	44.9%
	% of Total		6.3%	16.5%	7.9%	7.9%	6.3%	44.9%
female	Count		12	14	20	14	10	70
	% within gender		17.1%	20.0%	28.6%	20.0%	14.3%	100.0%
	% within question 15		60.0%	40.0%	66.7%	58.3%	55.6%	55.1%
	% of Total		9.4%	11.0%	15.7%	11.0%	7.9%	55.1%
Total	Count		20	35	30	24	18	127
	% within gender		15.7%	27.6%	23.6%	18.9%	14.2%	100.0%
	% within question 15		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		15.7%	27.6%	23.6%	18.9%	14.2%	100.0%



APPENDIX C

CHARTS AND CROSSTAB TABLES OF LEAVING AMWAY DISTRIBUTORSHIP

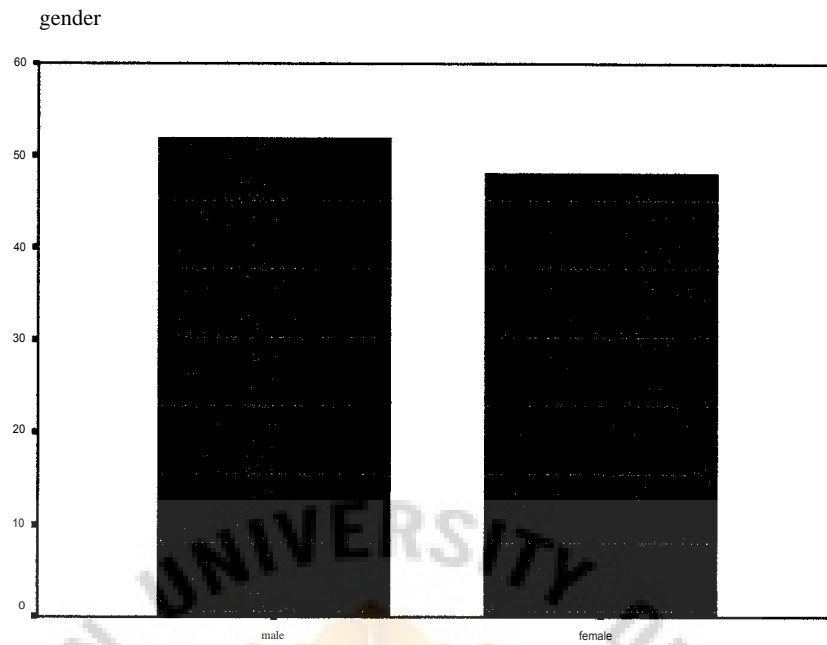


Figure C.1. Ex-IBO's Gender.

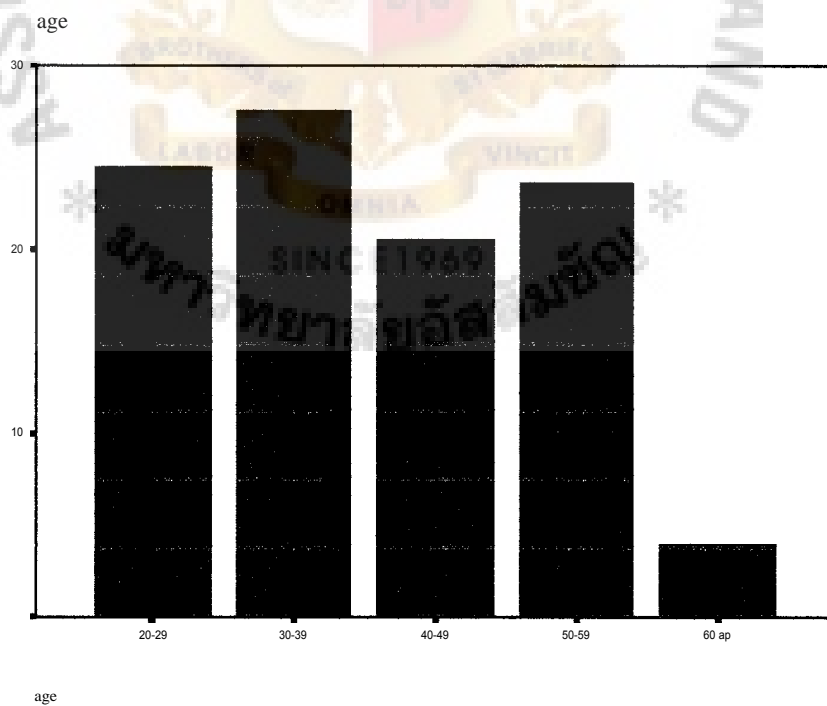


Figure C.2. Ex-IBO's Age.

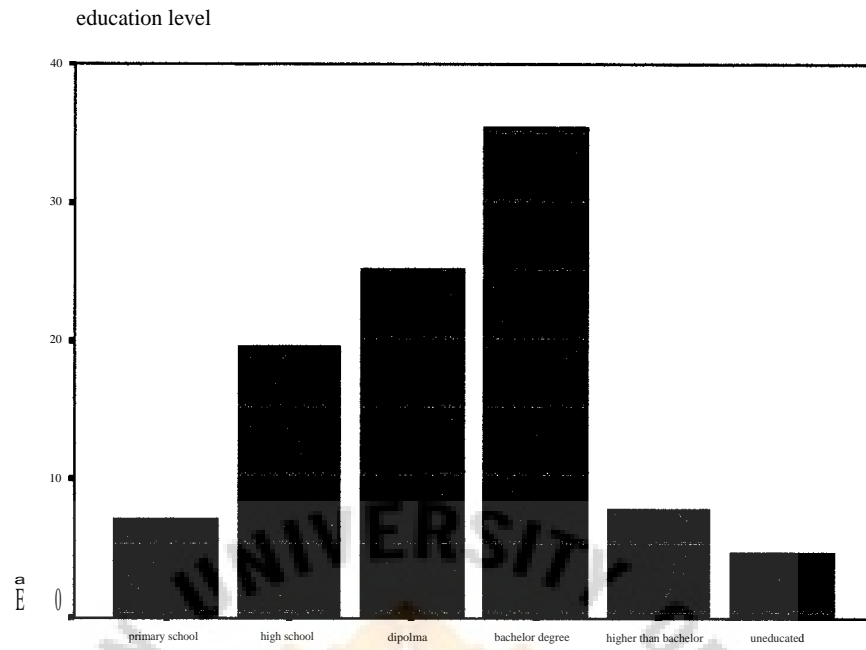


Figure C.3. Ex-IBO's Education Level.

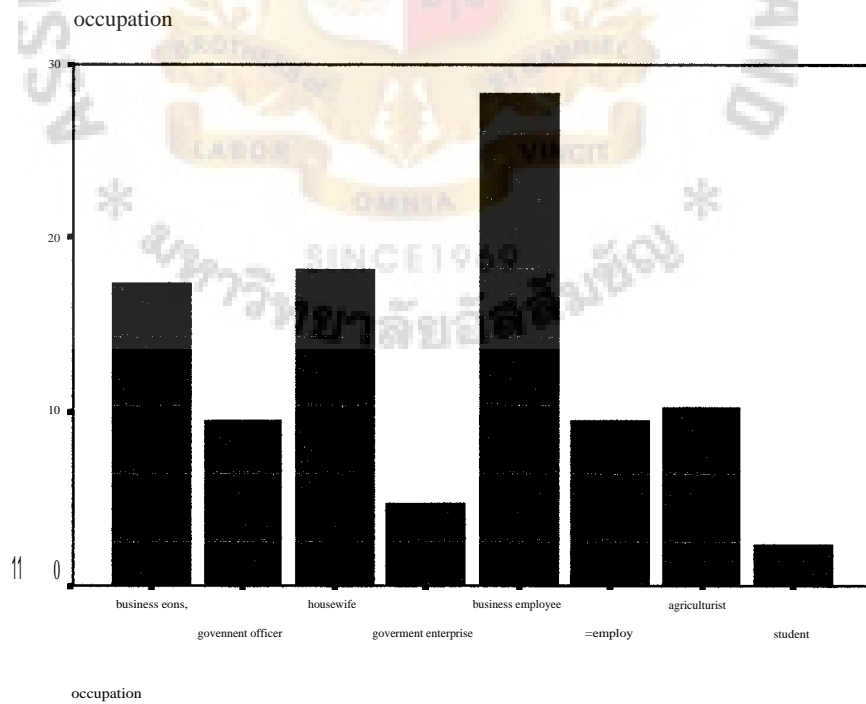


Figure C.4. Ex-IBO's Occupation.

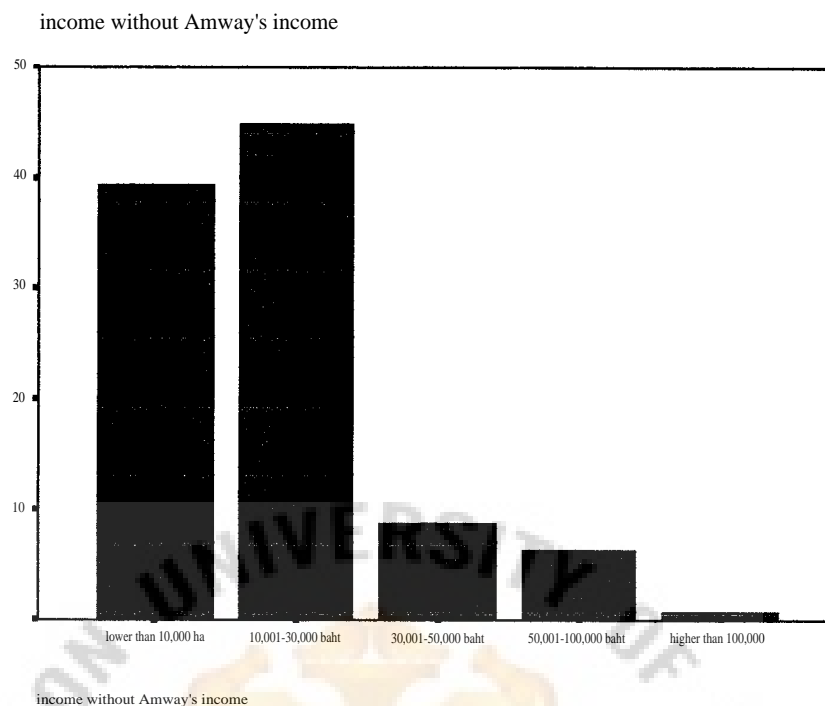


Figure C.5. Ex-IBO's Income without Amway's Income.

Table C.1. Ex-IBO's Gender and Product Demonstration.

gender question 1 Crosstabulation

			question 1					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strong agree	
gender	male	Count	9	18	5	20	14	66
		% within gender	13.6%	27.3%	7.6%	30.3%	21.2%	100.0%
		% within question 1	36.0%	51.4%	35.7%	54.1%	87.5%	52.0%
		% of Total	7.1%	14.2%	3.9%	15.7%	11.0%	52.0%
	female	Count	16	17	9	17	2	61
		% within gender	26.2%	27.9%	14.8%	27.9%	3.3%	100.0%
		% within question 1	64.0%	48.6%	64.3%	45.9%	12.5%	48.0%
		% of Total	12.6%	13.4%	7.1%	13.4%	1.6%	48.0%
Total		Count	25	35	14	37	16	127
		% within gender	19.7%	27.6%	11.0%	29.1%	12.6%	100.0%
		% within question 1	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	19.7%	27.6%	11.0%	29.1%	12.6%	100.0%

Table C.2. Ex-IBO's Gender and Satisfaction Guarantee.

gender question 2 Crosstabulation

			question 2					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strong agree	
gender	male	Count	13	20	5	25	3	66
		% within gender	19.7%	30.3%	7.6%	37.9%	4.5%	100.0%
		% within question 2	44.8%	52.6%	31.3%	61.0%	100.0%	52.0%
		% of Total	10.2%	15.7%	3.9%	19.7%	2.4%	52.0%
	female	Count	16	18	11	16		61
		% within gender	26.2%	29.5%	18.0%	26.2%		100.0%
		% within question 2	55.2%	47.4%	68.8%	39.0%		48.0%
		% of Total	12.6%	14.2%	8.7%	12.6%		48.0%
Total		Count	29	38	16	41	3	127
		% within gender	22.8%	29.9%	12.6%	32.3%	2.4%	100.0%
		% within question 2	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	22.8%	29.9%	12.6%	32.3%	2.4%	100.0%

Table C.3. Ex-IBO's Gender and Product's Effectiveness and Efficiency.

gender question 3 Crosstabulation

			question 3					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strong agree	
gender	male	Count	10	22	14	17	3	66
		% withM gender	15.2%	33.3%	21.2%	25.8%	4.5%	100.0%
		% within question 3	41.3%	52.4%	45.2%	63.0%	100.0%	52.0%
		% of Total	7.9%	17.3%	11.0%	13.4%	2.4%	52.0%
	female	Count	14	20	17	10		61
		% within gender	23.0%	32.8%	27.9%	16.4%		100.0%
		% within question 3	58.3%	47.6%	54.8%	37.0%		48.0%
		% of Total	11.0%	15.7%	13.4%	7.9%		48.0%
Total		Count	24	42	31	27	3	127
		% within gender	18.9%	33.1%	24.4%	21.3%	2.4%	100.0%
		% within question 3	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	18.9%	33.1%	24.4%	21.3%	2.4%	100.0%

Table C.4. Ex-IBO' s Gender and Product Price.

gender' question 4 Crosstabulation

			question 4					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strong agree	
gender male	Count		25	17	9	12	3	66
	% within gender		37.9%	25.8%	13.6%	18.2%	4.5%	100.0%
	% within question 4		45.5%	48.6%	47.4%	80.0%	100.0%	52.0%
	% of Total		19.7%	13.4%	7.1%	9.4%	2.4%	52.0%
female	Count		30	18	10	3		61
	% within gender		49.2%	29.5%	16.4%	4.9%		100.0%
	% within question 4		54.5%	51.4%	52.6%	20.0%		48.0%
	% of Total		23.6%	14.2%	7.9%	2.4%		48.0%
Total	Count		55	35	19	15	3	127
	% within gender		43.3%	27.6%	15.0%	11.8%	2.4%	100.0%
	% within question 4		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		43.3%	27.6%	15.0%	11.8%	2.4%	100.0%

Table C.5. Ex-IBO' s Gender and Non-Polluted Product.

gender • question 5 Crosstabulation

			question 5					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strong agree	
gender male	Count		4	17	30	12	3	66
	% within gender		6.1%	25.8%	45.5%	18.2%	4.5%	100.0%
	% within question 5		26.7%	51.5%	54.5%	57.1%	100.0%	52.0%
	% of Total		3.1%	13.4%	23.6%	9.4%	2.4%	52.0%
female	Count		11	16	25	9		61
	% within gender		18.0%	26.2%	41.0%	14.8%		100.0%
	% within question 5		73.3%	48.5%	45.5%	42.9%		48.0%
	% of Total		8.7%	12.6%	19.7%	7.1%		48.0%
Total	Count		15	33	55	21	3	127
	% within gender		11.8%	26.0%	43.3%	16.5%	2.4%	100.0%
	% within question 5		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		11.8%	26.0%	43.3%	16.5%	2.4%	100.0%

Table C.6. Ex-IBO's Gender and Marketing Plan.

gender' question 6 Crosstabulation

			question 6					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strong agree	
gender male	Count		14	21	7	21	3	66
	% within gender		21.2%	31.8%	10.6%	31.8%	4.5%	100.0%
	% within question 6		60.9%	42.9%	35.0%	65.6%	100.0%	52.0%
	% of Total		11.0%	16.5%	5.5%	16.5%	2.4%	52.0%
female	Count		9	28	13	11		61
	% within gender		14.8%	45.9%	21.3%	18.0%		100.0%
	% within question 6		39.1%	57.1%	65.0%	34.4%		48.0%
	% of Total		7.1%	22.0%	10.2%	8.7%		48.0%
Total	Count		23	49	20	32	3	127
	% within gender		18.1%	38.6%	15.7%	25.2%	2.4%	100.0%
	% within question 6		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		18.1%	38.6%	15.7%	25.2%	2.4%	100.0%

Table C.7. Ex-IBO's Gender and Fairness.

gender • question 7 Crosstabulation

			question 7					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strong agree	
gender male	Count		12	21	17	13	3	66
	% within gender		18.2%	31.8%	25.8%	19.7%	4.5%	100.0%
	% within question 7		57.1%	51.2%	44.7%	54.2%	100.0%	52.0%
	% of Total		9.4%	16.5%	13.4%	10.2%	2.4%	52.0%
female	Count		9	20	21	11		61
	% within gender		14.8%	32.8%	34.4%	18.0%		100.0%
	% within question 7		42.9%	48.8%	55.3%	45.8%		48.0%
	% of Total		7.1%	15.7%	16.5%	8.7%		48.0%
Total	Count		21	41	38	24	3	127
	% within gender		16.5%	32.3%	29.9%	18.9%	2.4%	100.0%
	% within question 7		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		16.5%	32.3%	29.9%	18.9%	2.4%	100.0%

Table C.B. Ex-1130's Gender and Not Pyramid Marketing Plan.

gender question 8 Crosstabulation

			question 8					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strong agree	
gender male	Count		11	28	13	11	3	66
	% within gender		16.7%	42.4%	19.7%	16.7%	4.5%	100.0%
	% within question 8		55.0%	50.9%	44.8%	55.0%	100.0%	52.0%
	% of Total		8.7%	22.0%	10.2%	8.7%	2.4%	52.0%
female	Count		9	27	16	9		61
	% within gender		14.8%	44.3%	26.2%	14.8%		100.0%
	% within question 8		45.0%	49.1%	55.2%	45.0%		48.0%
	% of Total		7.1%	21.3%	12.6%	7.1%		48.0%
Total	Count		20	55	29	20	3	127
	% within gender		15.7%	43.3%	22.8%	15.7%	2.4%	100.0%
	% within question 8		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		15.7%	43.3%	22.8%	15.7%	2.4%	100.0%

Table C.9. Ex-IBO's Gender and Chain Marketing Plan.

gender question 9 Crosstabulation

			question 9					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strong agree	
gender male	Count		11	23	10	19	3	66
	% within gender		16.7%	34.8%	15.2%	28.8%	4.5%	100.0%
	% within question 9		55.0%	51.1%	45.5%	51.4%	100.0%	52.0%
	% of Total		8.7%	18.1%	7.9%	15.0%	2.4%	52.0%
female	Count		9	22	12	18		61
	% within gender		14.8%	36.1%	19.7%	29.5%		100.0%
	% within question 9		45.0%	48.9%	54.5%	48.6%		48.0%
	% of Total		7.1%	17.3%	9.4%	14.2%		48.0%
Total	Count		20	45	22	37	3	127
	% within gender		15.7%	35.4%	17.3%	29.1%	2.4%	100.0%
	% within question 9		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		15.7%	35.4%	17.3%	29.1%	2.4%	100.0%

Table C.10. Ex-IBO's Gender and Amway's Philosophy.

gender * question 10 Crosstabulation

			question 10					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strong agree	
gender male	Count		9	18	27	9	3	66
	% within gender		13.6%	27.3%	40.9%	13.6%	4.5%	100.0%
	% within question 10		52.9%	54.5%	47.4%	52.9%	100.0%	52.0%
	% of Total		7.1%	14.2%	21.3%	7.1%	2.4%	52.0%
female	Count		8	15	30	8		61
	% within gender		13.1%	24.6%	49.2%	13.1%		100.0%
	% within question 10		47.1%	45.5%	52.6%	47.1%		48.0%
	% of Total		6.3%	11.8%	23.6%	6.3%		48.0%
Total	Count		17	33	57	17	3	127
	% within gender		13.4%	26.0%	44.9%	13.4%	2.4%	100.0%
	% within question 10		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		13.4%	26.0%	44.9%	13.4%	2.4%	100.0%

Table C.11. Ex-IBO's Gender and Willing to be Business Owner.

gender question 11 Crosstabulation

			question 11					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strong agree	
gender male	Count		7	12	13	25	9	66
	% within gender		10.6%	18.2%	19.7%	37.9%	13.6%	100.0%
	% within question 11		46.7%	44.4%	61.9%	52.1%	56.3%	52.0%
	% of Total		5.5%	9.4%	10.2%	19.7%	7.1%	52.0%
female	Count		8	15	8	23	7	61
	% within gender		13.1%	24.6%	13.1%	37.7%	11.5%	100.0%
	% within question 11		53.3%	55.6%	38.1%	47.9%	43.8%	48.0%
	% of Total		6.3%	11.8%	6.3%	18.1%	5.5%	48.0%
Total	Count		15	27	21	48	16	127
	% within gender		11.8%	21.3%	16.5%	37.8%	12.6%	100.0%
	% within question 11		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		11.8%	21.3%	16.5%	37.8%	12.6%	100.0%

Table C.12. Ex-IBO's Gender and Willing to Help Others.

gender * question 12 Crosstabulation

			question 12					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strong agree	
gender	male	Count	7	12	9	34	4	66
		% within gender	10.6%	18.2%	13.6%	51.5%	6.1%	100.0%
		% within question 12	53.8%	46.2%	45.0%	54.0%	80.0%	52.0%
		% of Total	5.5%	9.4%	7.1%	26.8%	3.1%	52.0%
	female	Count	6	14	11	29	1	61
		% within gender	9.8%	23.0%	18.0%	47.5%	1.6%	100.0%
		% within question 12	46.2%	53.8%	55.0%	46.0%	20.0%	48.0%
		% of Total	4.7%	11.0%	8.7%	22.8%	.8%	48.0%
Total		Count	13	26	20	63	5	127
		% within gender	10.2%	20.5%	15.7%	49.6%	3.9%	100.0%
		% within question 12	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	10.2%	20.5%	15.7%	49.6%	3.9%	100.0%

Table C.13. Ex-IBO's Gender and Annoyance Upline.

gender question 13 Crosstabulation

			question 13					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strong agree	
gender	male	Count	3	20	1	20	22	66
		% within gender	4.5%	30.3%	1.5%	30.3%	33.3%	100.0%
		% within question 13	75.0%	58.8%	14.3%	46.5%	56.4%	52.0%
		% of Total	2.4%	15.7%	.8%	15.7%	17.3%	52.0%
	female	Count	1	14	6	23	17	61
		% within gender	1.6%	23.0%	9.8%	37.7%	27.9%	100.0%
		% within question 13	25.0%	41.2%	85.7%	53.5%	43.6%	48.0%
		% of Total	.8%	11.0%	4.7%	18.1%	13.4%	48.0%
Total		Count	4	34	7	43	39	127
		% within gender	3.1%	26.8%	5.5%	33.9%	30.7%	100.0%
		% within question 13	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
		% of Total	3.1%	26.8%	5.5%	33.9%	30.7%	100.0%

Table C.14. Ex-IBO's Gender and Upline's Relationship.

gender * question 14 Crosstabulation

			question 14					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strong agree	
gender male	Count		3	7		36	20	66
	% within gender		4.5%	10.6%		54.5%	30.3%	100.0%
	% within question 14		50.0%	38.9%		58.1%	58.8%	52.0%
	% of Total		2.4%	5.5%		28.3%	15.7%	52.0%
female	Count		3	11	7	26	14	61
	% within gender		4.9%	18.0%	11.5%	42.6%	23.0%	100.0%
	% within question 14		50.0%	61.1%	100.0%	41.9%	41.2%	48.0%
	% of Total		2.4%	8.7%	5.5%	20.5%	11.0%	48.0%
Total	Count		6	18	7	62	34	127
	% within gender		4.7%	14.2%	5.5%	48.8%	26.8%	100.0%
	% within question 14		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		4.7%	14.2%	5.5%	48.8%	26.8%	100.0%

Table C.15. Ex-IBO's Gender and Not Appropriating to Direct Sales.

gender * question 15 Crosstabulation

			question 15					Total
			strongly disagree	disagree	neither agree nor disagree	agree	strong agree	
gender male	Count		6	21	10	25	4	66
	% within gender		9.1%	31.8%	15.2%	37.9%	6.1%	100.0%
	% within question 15		75.0%	67.7%	45.5%	45.5%	36.4%	52.0%
	% of Total		4.7%	16.5%	7.9%	19.7%	3.1%	52.0%
female	Count		2	10	12	30	7	61
	% within gender		3.3%	16.4%	19.7%	49.2%	11.5%	100.0%
	% within question 15		25.0%	32.3%	54.5%	54.5%	63.6%	48.0%
	% of Total		1.6%	7.9%	9.4%	23.6%	5.5%	47.4%
Total	Count		8	31	22	55	11	127
	% within gender		6.3%	24.4%	17.3%	43.3%	8.7%	100.0%
	% within question 15		100.0%	100.0%	100.0%	100.0%	100.0%	100.0%
	% of Total		6.3%	24.4%	17.3%	43.3%	8.7%	100.0%

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