

EMPOWERING WOMEN ENTREPRENEURS

A Study of the Impact of Tupperware Brands in Mexico



“We are intertwined because we live common experiences; we are united by a product, a philosophy; we are a Tupperware family”

- Operation Manager of Workforce Expansion, Tupperware Mexico

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Chapter 1. About the Study

From November 2011 to May 2012, the Global Fairness Initiative, a Washington D.C. based not-for-profit organization focused on furthering inclusive labor markets, and IBOPE Inteligencia, a Latin American survey firm, conducted a thorough study of the sales force of Tupperware and Fuller Cosmetics in Mexico. Through established qualitative tools, including focus groups, and quantitative tools, including surveying approximately 1,600 women, the study shows the impact Tupperware Brands has on women entrepreneurs in Mexico.

Both companies, members of the Tupperware Brands family, offer the basic benefits that participation in direct sales provides to working women. These benefits include a flexible schedule and the opportunity to earn an income through performance (instead of a university degree or technical skill). Gifts and opportunities to socialize are also an important benefit for Saleswomen, the majority of whom need to work to make ends meet. However, the study shows that both companies provide opportunities that go beyond the benefits of direct sales, ranging from the opportunity for personal growth to changing the lives of Saleswomen and their communities. The study sheds light on the companies' two different approaches to direct sales: different products, corporate structures, and approaches to women's development. This study will delve into what we have called the "Empowerment Process" of the Tupperware and Fuller Saleswoman and the impact she in turn has on her family and community.

Tupperware

The majority of women (and of the few men) who sell Tupperware report that this is the first experience with direct sales (67%). They are attracted to the business due to Tupperware's products; this strong emotional connection with the product develops into a strong emotional connection to the company thanks to what we have called the "Tupperware inputs." These inputs —including Tupperware's culture of giving—are links in a chain that makes women's empowerment possible. Empowered women not only change their own lives but are also active in making a difference in their families and their communities. This effect is seen at all levels of the Tupperware family: staff, Distributors, Promoters, and Saleswomen (Comerciantes) from both genders and all ages.

Figure 1. Tupperware inputs for women's Empowerment

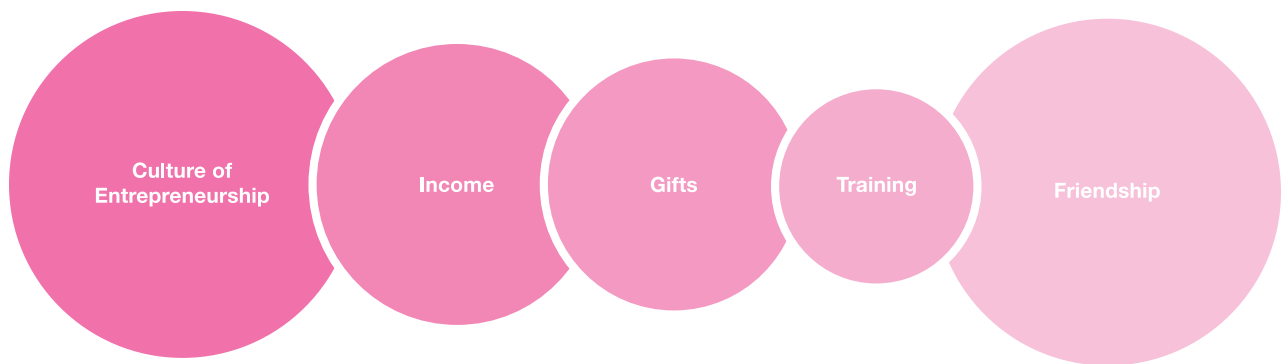


Fuller

The Fuller Saleswoman on the other hand chooses a brand based on a personal cost-benefit analysis. The impressive sales force of Fuller Saleswomen (henceforth referred to as “Fullerettes”) joins Fuller because it offers a good work opportunity (on average 43% of respondents said they chose Fuller because it was a better work option than others available in the market—with respondents in Monterrey showing the highest rate of 70%). Fuller’s inputs to its sales force provide a vehicle for them to capitalize on their abilities to sell and strengthen existing skills and networks to increase earnings. Her personal growth translates into her commitment to her family as well as her support for her Fuller community.

It is at the Coordinator, Manager and Director levels, however, that Fuller’s inputs most change a woman’s life and family, with all women interviewed at these levels noting this impact.

Figure 2. Fuller inputs for women’s personal growth



** Note on terminology:

Throughout the report the term “Tupperware Brands” encompasses Tupperware Mexico and Fuller Mexico. When a company is referred to separately, it will be specifically identified as either “Tupperware” or “Fuller.”

It is also important to note the difference between “Empowerment” and “Personal Growth”:

For the purposes of this study, “empowerment” refers to the definition generally agreed upon by the international development arena: increasing economic, social, or political strength at the individual and collective level.

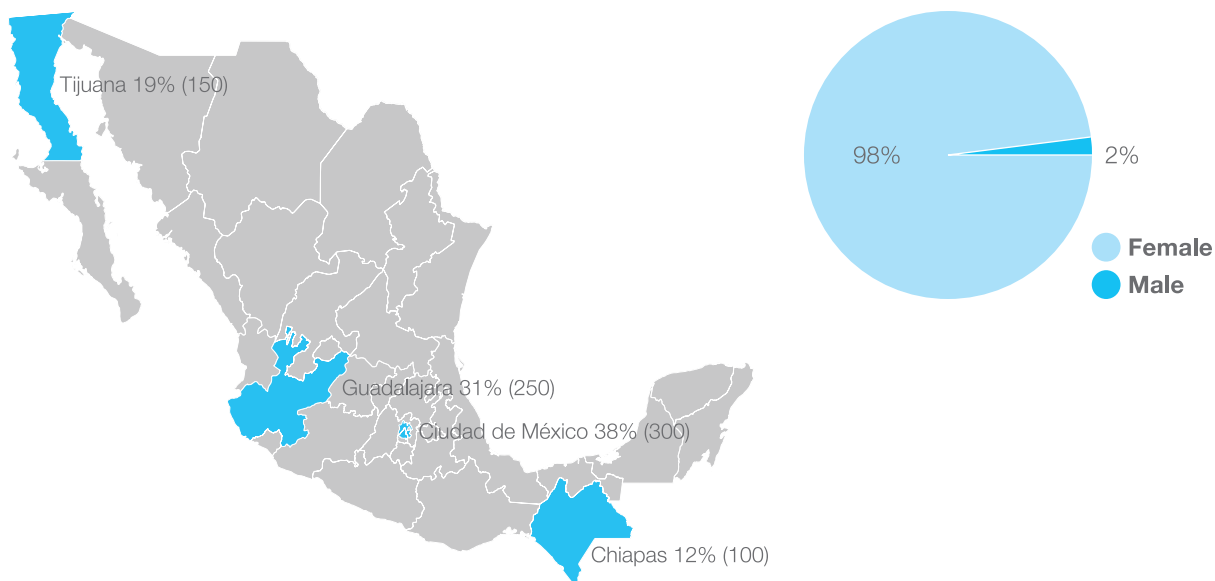
“Personal growth” is a process of individual self-development to improve the quality of one’s own life. Though personal growth has an inevitable effect on others, this effect is not conscious or targeted.

Chapter 2. Methodology

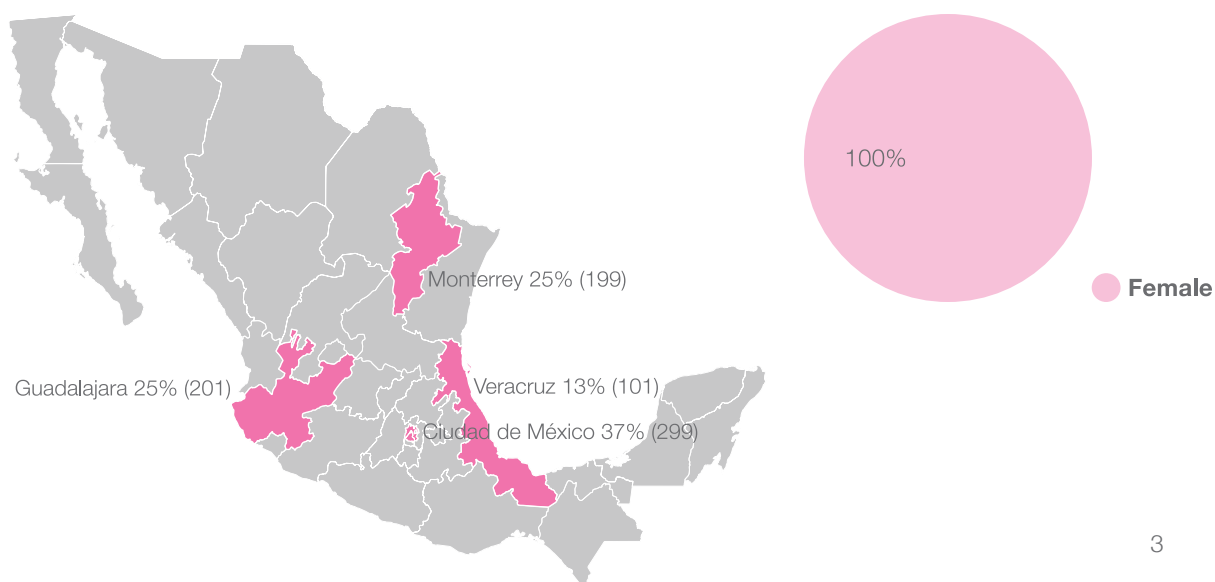
This document presents the key findings of the study Empowering Women Entrepreneurs in Mexico for Tupperware Brands. The study looked separately at the sales force of Tupperware Mexico and that of Fuller Mexico, combining quantitative and qualitative methods and focusing on Saleswomen who have sold Tupperware or Fuller for three years or more. The data obtained through this report have been compared with information available from official sources, especially the National Institute of Statistics and Geography (INEGI), in order to understand the impact that Saleswomen of the two companies have on their families and communities.

Figure 3. Areas of study

Tupperware



Fuller



This final report presents the data, analysis, and recommendations for moving forward. The report extracts best practices for social and economic empowerment of women and maps the model and impact of Tupperware and Fuller.

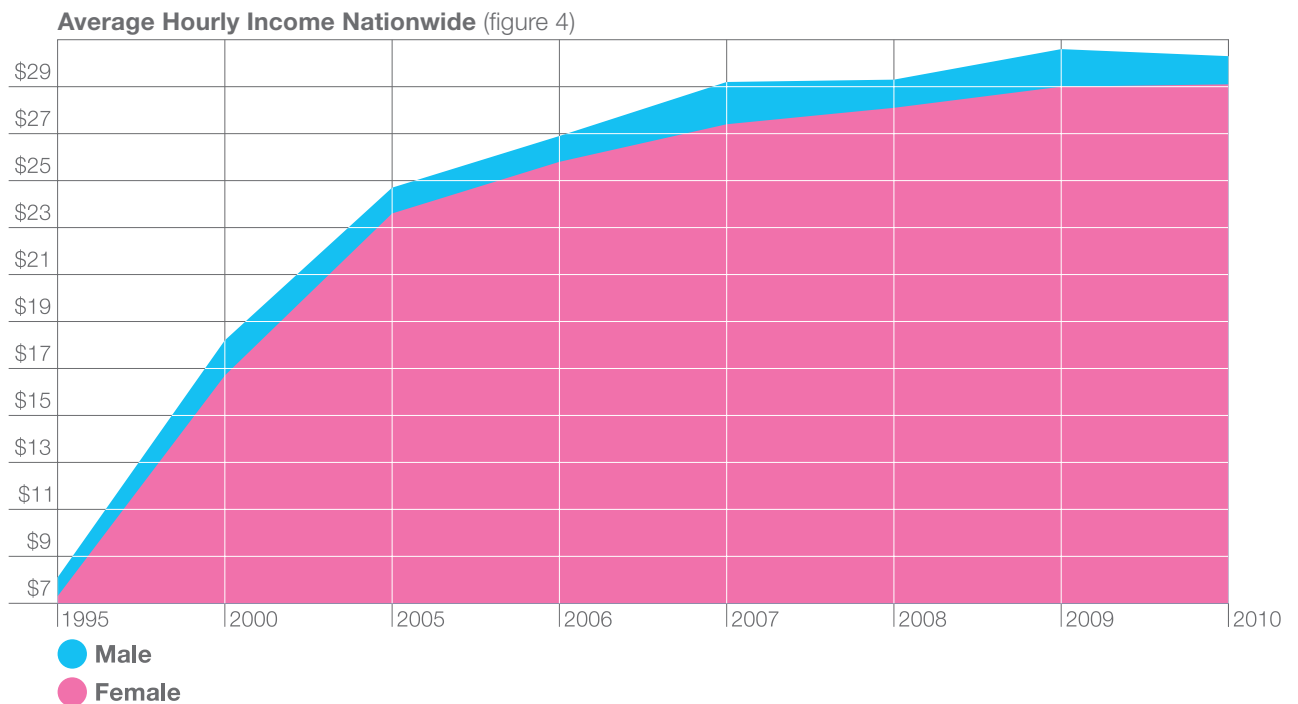
The strength of the methodology development and roll out lay in the close collaboration with Tupperware and Fuller on its design and implementation. For example, each company assisted in the selection of states in which to implement the study. States selected for Fuller were Toluca, Monterrey, Guadalajara, and Veracruz; those for Tupperware were DF, Guadalajara, Tijuana, and Chiapas. Face-to-face survey interviews for both companies were conducted at weekly events, larger gatherings (Fuller University, Macro Assemblies, etc.), and Saleswomen's homes (a very small percentage of the interviews).

The continuous assistance of Tupperware Brands made this study possible, and we thank the Directors and Distributors who shared their immense knowledge of each company and its sales force.

Chapter 3. Context: Mexico

According to the National Institute of Statistics and Geography of Mexico (INEGI), employment rates have grown for the last 15 years despite increased violence throughout the country. For example, in all the cities where the study was conducted, unemployment has diminished in the last two years (except in Veracruz and Tijuana). Despite this growth, salaries have lagged well behind inflation, maintaining a plateau for the last five years (see figure 4).

The country's economy and trends in formal employment have an effect on direct sales. Because INEGI considers direct sales as part of the informal sector it does not collect data on direct sales in Mexico. Looking at the trend in formal employment in the country we offer three reasons that workers, especially women, would select more flexible employment options such as direct sales:



- As mentioned above, salaries in Mexico have remained “fixed” for approximately the last five years, pushing workers toward informal work (MPRA 2008). As inflation and cost of living continue to rise, the economic framework provides a strong incentive for workers (men and women) to find flexible, income-generating opportunities that reward effort and are not dependent on educational or employment background.
- Unemployment affects men directly: of the 2.4 million unemployed workers in Mexico, 62% are men and 38% women. If we consider that on average 92% of women in our study have children and 80% are married or live with a partner, we see that unemployment affects women directly and indirectly. When a partner is unemployed, women who wouldn't normally work outside the home have to supplement or even provide their family's income.
- The Survey of Men and Women in Mexico (INEGI 2012) shows that the rate of formal employment is balanced between both genders, but the distribution of income and position is far from fair. While women in Mexico earn 88-96% of the amount men make for the same hour

of work and the same position and education level, women are underrepresented in the leadership positions that offer greater income potential.

In this manner, direct sales provides an avenue for women to advance professionally. In Mexico direct sales provides feasible work opportunities with better benefits and better opportunities for moving ahead than other comparable options in the labor market.

Chapter 4. Direct Sales

Emerging markets are experiencing a boom in direct sales. In Latin America, Mexico is number two in sales behind only Brazil (see figure 5), with approximately 1.9 million women and men participating in the industry (Ernst & Young 2009). As a percentage of the economically active population, however, direct sales in Mexico still has room for growth. This represents a unique opportunity for creating thousands of jobs, mostly targeted to women in lower income brackets. Direct sales companies in nations such as Mexico have provided women who have limited professional opportunities with a much-needed chance to gain economic independence and achieve life-work balance.

Figure 5. Direct selling's billion-dollar markets

Market	Estimated 2009 Sales (US\$ in billions)	2008 Sales (US\$ in billions)	No. Salespeople (2009)	No. Salespeople (2008)
1. United States	28.3	29.6	16,100,000	15,100,000
2. Japan	22.4	22.8	2,700,000	2,700,000
3. Brazil	13.5	10.0	2,377,336	2,028,098
4. China	10.9	8.0	not available	not available
5. South Korea	7.8	7.0	3,987,933	3,089,158
6. Mexico	4.8	4.4	2,000,000	1,900,000
7. Germany	3.8	9.0	not available	not available
8. Italy	3.4	3.4	390,955	366,000
9. Russia	3.1	2.9	4,995,508	4,413,918
10. France	2.4	2.4	265,000	242,000

Figures of World Federation of Direct Selling Associations (WFDSA)

But opportunities differ from company to company. While most companies see messages of female empowerment as good for business, many do not take the extra step to incorporate that message into their sales strategy or corporate culture. It is not common in Mexico's direct sales industry to associate setting realistic goals for women, ensuring efficiency and reliability in supply and delivery, and offering quality products with strategies for women's empowerment. *Tupperware is thus at the forefront of integrating strategies for women empowerment to its daily operations.* This study sheds light on different approaches and their impact in the lives of Saleswomen in the country.

Chapter 5. Saleswomen’s Economic Profile

The most important tool for assessing socio-economic levels in Mexico is the AMAI10X6, which classifies households in six levels based on the characteristics or possessions of each household. This index measures socio-economic level as “the capacity of individuals to access a package of goods and a standard of living.” The index ranges from A to E with subdivisions.

According to this measure, Tupperware Saleswomen fall comfortably in Mexico’s low to middle class due to their ability to access household goods and communications. As seen in Figure 6, Distributors, for example, fall under category C+, Promoters under C, and Saleswomen under D+ of the AMAI10X6 index. Similarly, Directors and Managers fall under category C+, Coordinators under C, and Fullerttes under D. Prior to joining Tupperware, most Saleswomen, Promoters, and Directors would have fallen into socio-economic level D-D+ (similarly with Fuller). Level D is characterized as not owning a car, unlikely to have a cell phone (two in five), likely to leave home to collect water (one in three), unlikely to have a bathroom within household premises (one in four), and likely to live in a house made of wood and/or cardboard. Looking at the standard of living of a woman’s family—not only her income – we can see in Figure 6 a summary of characteristics that describe the socio-economic level of women selling and working for Tupperware. Because income alone is not the input that changes lives, Tupperware women achieve a standard of living unattainable without their work for both companies.

Figure 6. Example of Mexico’s socio-economic levels as compared to Tupperware Study results

Infrastructure	Entertainment & Technology	Expenditures	Study Results
Distributors C+ (upper-middle class)			
Own appliances to ease daily chores	Half own a television and one third video	Half spend on savings, education, vehicles, and credit card bills	81% own and use a cell phone
On average own 1-2 cars	Vacation throughout the country	Food represents only 12% of household expenses	75% own a computer
Houses with 5-6 rooms			Top three responses in order of importance: food, services (water, electricity) and clothing
Promoters C (middle class)			
Own appliances to ease lifestyle but acquiring them was work and a considerable investment	Majority has a phone and music	Are able to afford education, vehicles and credit card payments	94.1% own and use a cell phone
2/3 own one vehicle	1/3 has a television and one in 5 has access to video games	Food represents 18% of household expenses	68.2% own a computer
Houses with 4-6 rooms (one bathroom)			Top three responses in order of importance: food, services (water, electricity) and Tupperware products
Saleswoman D+ (lower middle class)			
One in 4 own a car	2/3 have phones	Majority of expenses are invested in food, transport, and payment of services	87.5% own and use a cell phone
Small houses with 3-4 rooms (one bathroom)	A few have televisions	As a percentage they spend more on cereals and vegetables	60.7% own a computer
Half own a microwave, very few own other appliances			Top three responses in order of importance: food, Tupperware products, services (water, electricity)

Chapter 6. Tupperware Delivers

Profile of the Tupperware Woman

A total of 800 interviews were conducted in the states of Mexico City, Guadalajara, Tijuana, and Chiapas. The responses and assessment of the focus groups and survey show a homogeneity of experience and knowledge among Tupperware women, which results from a strong and efficient information flow permeating all levels of the company's culture. The Tupperware workforce has a common language, belief system, and approach to life.

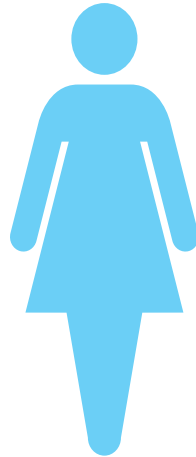


Figure 7. Tupperware saleswomen characteristics

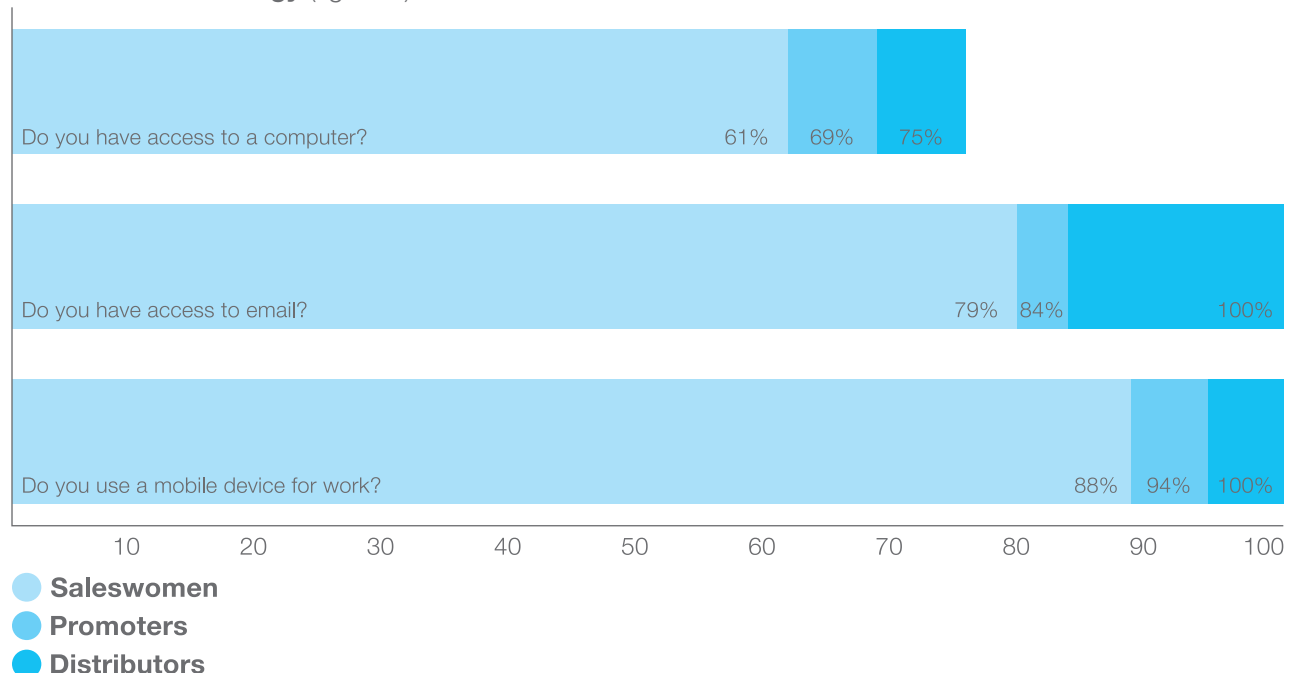
The Tupperware Saleswoman:

- 57% are 31-50 years old
- 83% have a partner
- 91% have children
- 47% have 3-6 years with Tupperware
- Works 5 hr./day 5 days/week
- 89% use email

Comerciantes (Saleswomen), together with their immediate Managers or Promotoras, encompass the 232,000 active Saleswomen at the frontline of sales. The Distributor motivates women and organizes orders, ensuring that women know the products well, have the tools to sell them, and have the product readily available.

Through the responses we can see that each Distributor, Promoter, and Saleswoman sees herself as one more member of the Tupperware family. The hierarchy is thus a breakdown of responsibilities more than a line of command, which in turn also assists in the fluid and comfortable transfer of information.

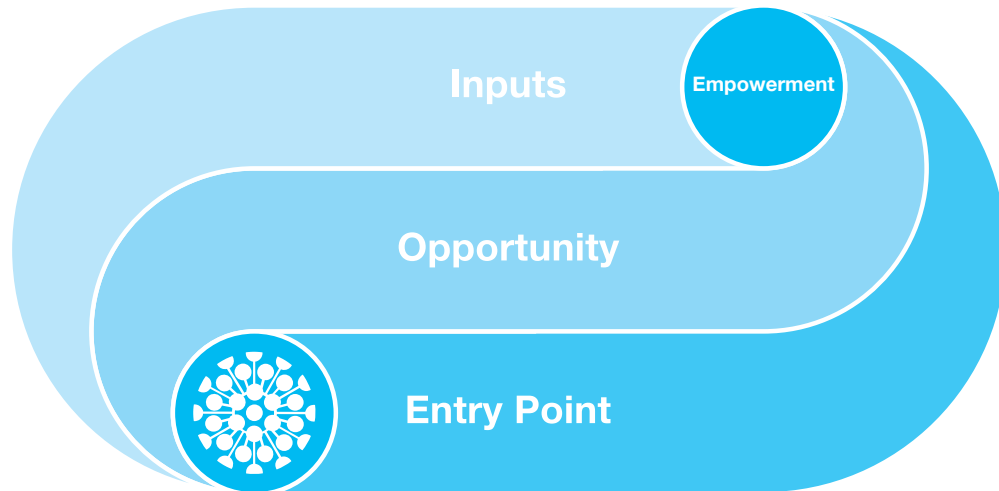
Access to Technology (figure 8)



Empowerment Process: Changing Lives

Working with Tupperware paves the road to the Saleswomen’s financial independence, personal growth, and giving back to the community. The connection between their relationship to the company and the empowerment process is described below.

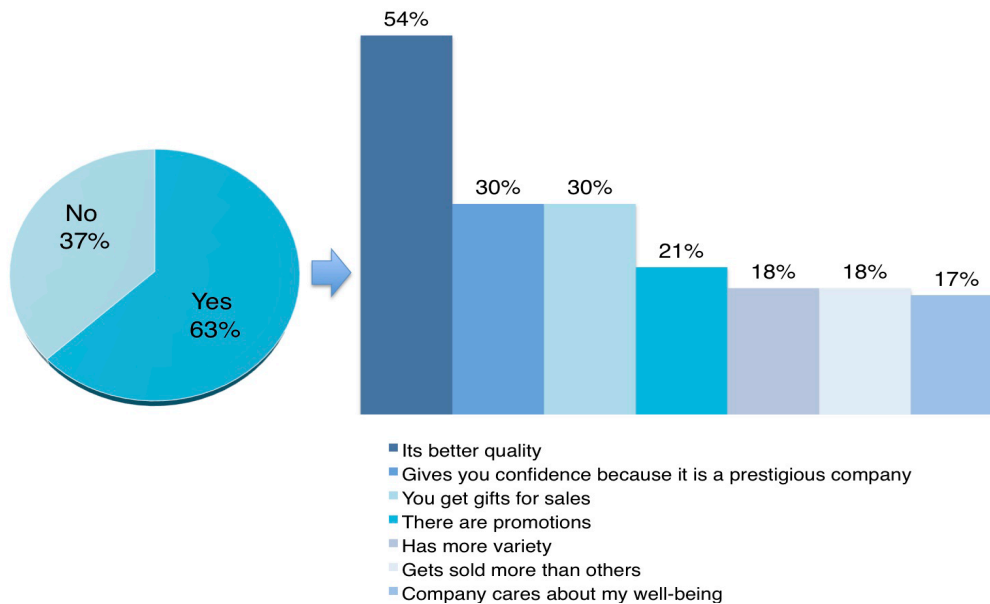
Figure 9. Tupperware’s empowerment process (from love of the product to women’s empowerment)



Entry Point

Women go into direct sales because they need to supplement their family income with an activity that has a flexible schedule. They are attracted to Tupperware because of its products. This means that, in addition to finding an activity that gives them that income and flexibility, they develop an attachment to the product and the company, which in turn begins the process of empowerment. As seen in Figure 10, quality sets the company apart, with 54% of women choosing to sell Tupperware for the first time because it has a product of better quality.

Figure 10. Was Tupperware your first direct selling experience? Why?



Opportunity

Selling Tupperware products provides women (and a small percentage of men) the opportunity, mentioned above, to earn an income yet have a flexible schedule. Added benefits that retain Saleswomen include gifts from the company, which can add to the income from sales, and the opportunity to develop social networks and learn new skills. Tupperware offers a “family package” that distinguishes selling Tupperware from other direct sales opportunities. The whole family benefits from products and gifts, meaning that a Saleswoman’s family directly and indirectly share in her success. This strong family connection will be explained in more detail in the next section “Spheres of Influence.”

Inputs

The opportunities provided by direct sales help women learn new skills and uncover existing ones. From managing finances and learning about products to speaking in public, women grow through their work. *Empowerment, however, is a different dynamic than personal growth. Not only does the woman gain knowledge and confidence to improve her own life, but her new skills also impact her family and society. She feels and is a leader.*

All inputs add up to the positive change the woman undergoes; she feels independent, safer, and stronger, changing her life and that of those around her. The inputs listed below are equally important links on a chain necessary for women to be empowered and affect others:

Tupperware’s inputs are the building blocks of the empowerment of its Saleswomen.



Product

The nature of the product in itself is a strong input to the empowerment of women at many levels. Tupperware products make a difference in several ways:

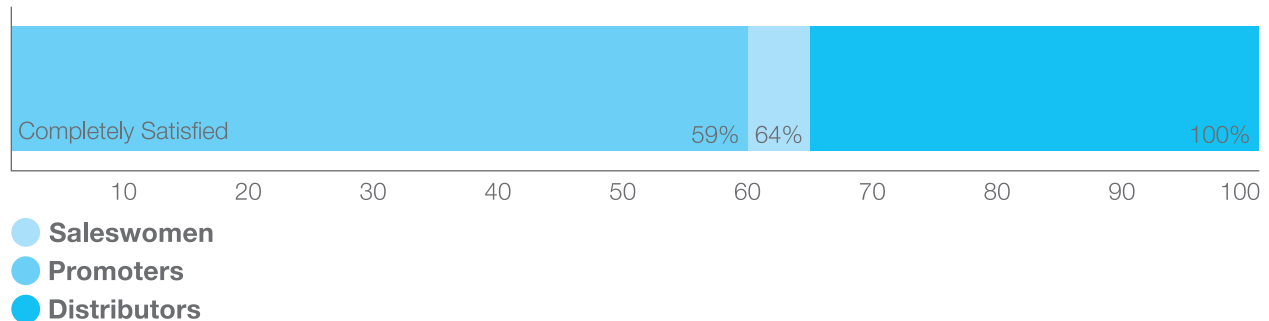
- Women who begin working in direct sales often hide the products they sell because their partners do not want them to work outside the house. With smaller products, like makeup, this is easy to do, but the size of Tupperware products compels women to confront their partners at the start, breaking barriers from the beginning. Furthermore, the products are valued by the entire family, easing the transition to sales.
- Another aspect of the product is its price. Tupperware’s price point means that buyers tend to have higher incomes, which pushes women to have a more professional demeanor to manage their customer relationships – thus continuing their personal growth.
- Unlike other products that are seasonable, Tupperware is always in demand and can be sold any time. With Tupperware, Saleswomen are always motivated to sell; while promotions help, the Saleswomen also know that the products are attractive without them.

Many refer to the products as “addictive.” Saleswomen know they have a marketable and competitive product with continuous demand.

Efficiency

Women perceive Tupperware as a merit-based opportunity and like the goals the company sets to obtain benefits. The multiple layers within each level of achievement (bronze, silver, gold, diamond, platinum) contribute to the perception that women can reach their goals, which is critical for keeping them motivated. At the same time, saleswomen know there are multiple ways to obtain a reward. If a woman is not as strong in sales or has a slow month, she can rely on recruiting new saleswomen to augment her income and points. Saleswomen remember each recognition and the date they received it, and they know their next goal. The structure created for the advancement of women addresses their needs and motivations, being highly effective in transmitting information and encouraging sales.

Figure 11. How satisfied (or not) are you with your work with Tupperware?



There is a strong recognition that Tupperware is more efficient as a company than other direct sales enterprises. For example, the survey respondents' suggestions for improvements were minimal and focus more on transferring information on product development based on customer requests (for example selling separate replacement tops for children's cups as these get lost easily).

Reliability

The level of satisfaction women reported in working with Tupperware was homogenous between cities, genders, and age groups with an average 95.1% responding they were completely satisfied or satisfied. For the majority of Saleswomen, working with Tupperware is the first time they feel they can rely on a partner. Saleswomen feel confident that Tupperware will provide an attractive product and ship the correct order on time; Saleswomen know that, at the end of the day, Tupperware will make them feel and look good when selling to a customer.

Company staff know the women depend on them to support their sales efforts and translate this consideration into their work. Saleswomen boast that, even if a product ordered were no longer available, Tupperware would send a better (higher-priced) one in exchange. This efficiency and reliability translate into women's sense of safety, helping them feel more comfortable and secure doing their work.

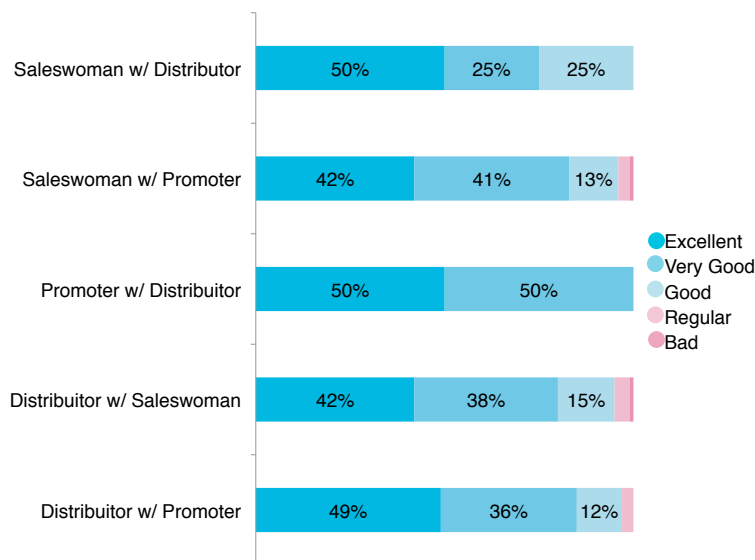
"Its embarrassing when you sell something and the customer tells you it's not good quality. But with Tupperware this doesn't happen; anything that is damaged is exchanged even if you take three months to make a claim"
— Tupperware Saleswoman (anonymous)

Internal Communication

Saleswomen feel the company—from Tupperware staff to Distributors—listens to them and values their opinions. It is truly remarkable that, when asked what type of relationship they have with their Distributors, 100% of Saleswomen interviewed described their communication either as excellent, very good or good (50% responded excellent, 25% very good, and 25% good). Similarly, one hundred percent of “Promotoras” described their communication with their Distributor as either excellent or very good (50% responded excellent, 50% very good). No women responded that communication was average or below. It is also important to note that Saleswomen boast about getting to know members of Tupperware staff at different events: these direct relationships make them feel like a valued part of the company.

The efficient information flow within the company is instrumental to helping saleswomen absorb significant amounts of information. The direct connection between Distributor and Saleswomen is a fundamental part of the highly effective information flow, contributing to a clear, common “Tupperware language.” The set structure of weekly meetings or assemblies further helps the Distributor organize and share information efficiently with her Saleswomen.

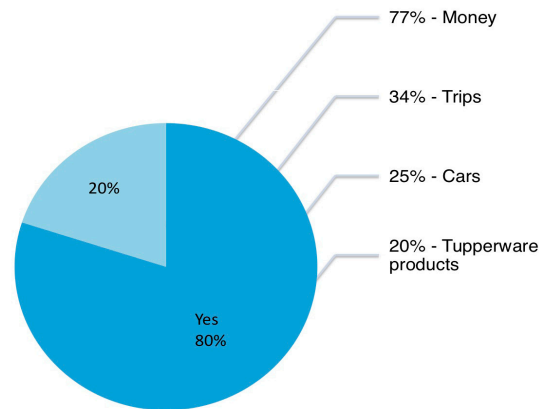
Figure 12. What type of communication do you currently have with...?



Recognition (gifts)

Of the interviewees, 80% reported that recognition and rewards are a significant reason for their decision to stay with Tupperware. The key characteristic of this recognition is that it is tangible for the Saleswoman: she can show others the results of her achievement. Gifts (Tupperware products) not only reinforce the emotional connection but are also seen as being highly practical and of high quality, adding to the well being of the household. Tupperware gives Saleswomen something of value that represents to her family and friends the value of her efforts. Emotional recognition is equally important. The weekly meetings and “assemblies” provide the Saleswomen with a place to share ideas, vent, and even exercise. Women often leave the meetings with a different mentality: they feel motivated (55%), have liked a product, or have been applauded for an achievement. Larger events open the door to new experiences, to travel, and to greater recognition. Their contact with Tupperware staff during these events enhances their feelings of being valued.

Figure 13. Are rewards fundamental when deciding to stay with Tupperware? What would you like to receive as recognition?



Culture of giving

Through its songs, parties, and events, Tupperware stresses fraternity, promoting unity and motivating everyone to give. Women are not aware of their adoption of this culture as it was not statistically significant, however, it was strongly observed in all focus groups that all interviewees support some community program where they live -- either at their children's schools, their municipality (colonia), or their church-- and express great satisfaction in being able to help. This is a critical difference that Tupperware offers. Along with providing an opportunity for financial independence and personal growth, the Tupperware family goes beyond by contributing to their society. Tupperware staff and distributors shared that the most successful Distributors were the ones who built the strongest ties with their Promotoras and Saleswomen. Putting the development of women first is one of their business strategies. From this model, gratitude and effort flow, creating a culture of giving that changes not only women's lives but families and societies as well.

Sense of community

It is common for women to describe themselves as being part of the "Tupperware family" or of having Tupperware "printed on their shirts." On average, 94.6% of saleswomen, promoters, and distributors describe their communication as excellent, very good, or good. For all women, relating to others is a given plus of selling Tupperware. They feel liberated to leave the house and sell, to enjoy themselves, and to have conversations. They constantly meet new people and learn to manage different personalities. Saleswomen look up to their Distributors and they confide in them, reaching out to them as a source of information and advice.

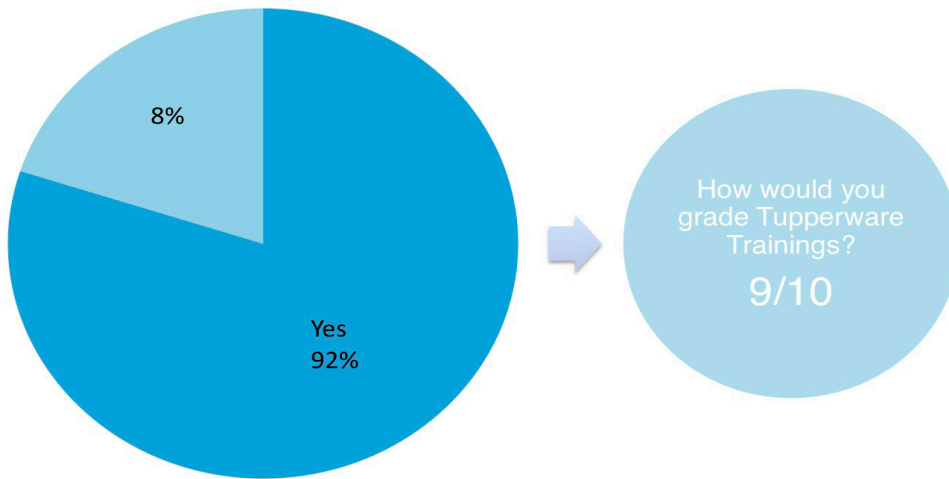
"Tupperware is a social network; we were there back in the 50s before Facebook"

—Simon C. Hemus, President and Chief Operating Officer of Tupperware Brands Corporation

Trainings

Tupperware gets high marks for its trainings. 92% of women interviewed stated that they receive trainings through Tupperware and graded the training a 9 out of 10. Skills development mirrors the culture of giving: Distributors and Promoters feel fulfilled sharing their knowledge, and saleswomen feel fulfilled received trainings. Trainings and gifts are the biggest pull for attendance at weekly meetings with women requesting trainings in demonstration of products (33%), more assemblies (17%) and how to sell (11%).

Figure 14. Have you received trainings during your time with Tupperware?

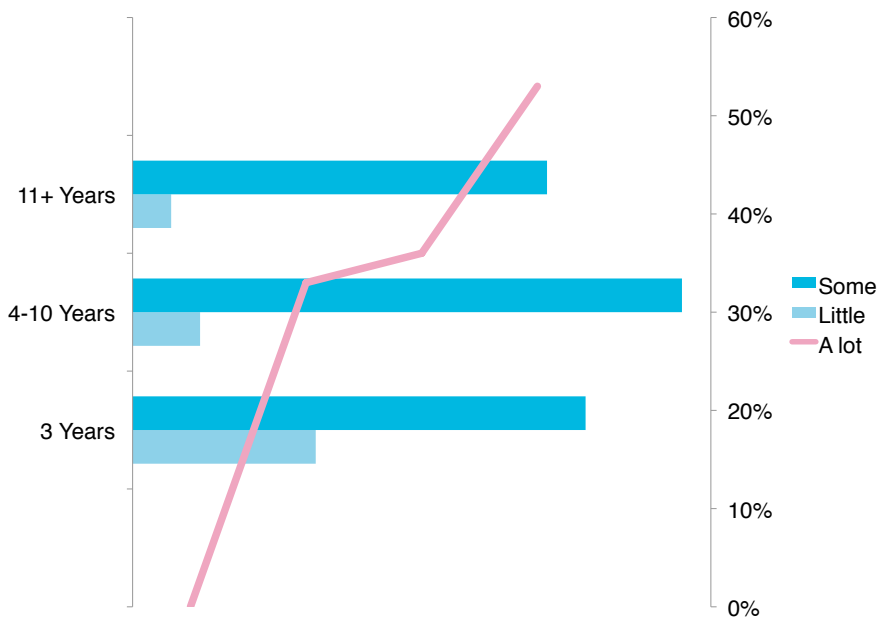


Income

Earning an income is a necessity for the vast majority of Tupperware Saleswomen. Even Distributors share that, had they followed a traditional career path (for example, becoming a school teacher), they would not have been able to realize the income and benefits they have received with Tupperware. While women do report that their income has improved, 71% still see their finances as tight. Tupperware does offer opportunities for significant financial growth; however, most women – because of time or other constraints – are looking simply to supplement their family income.

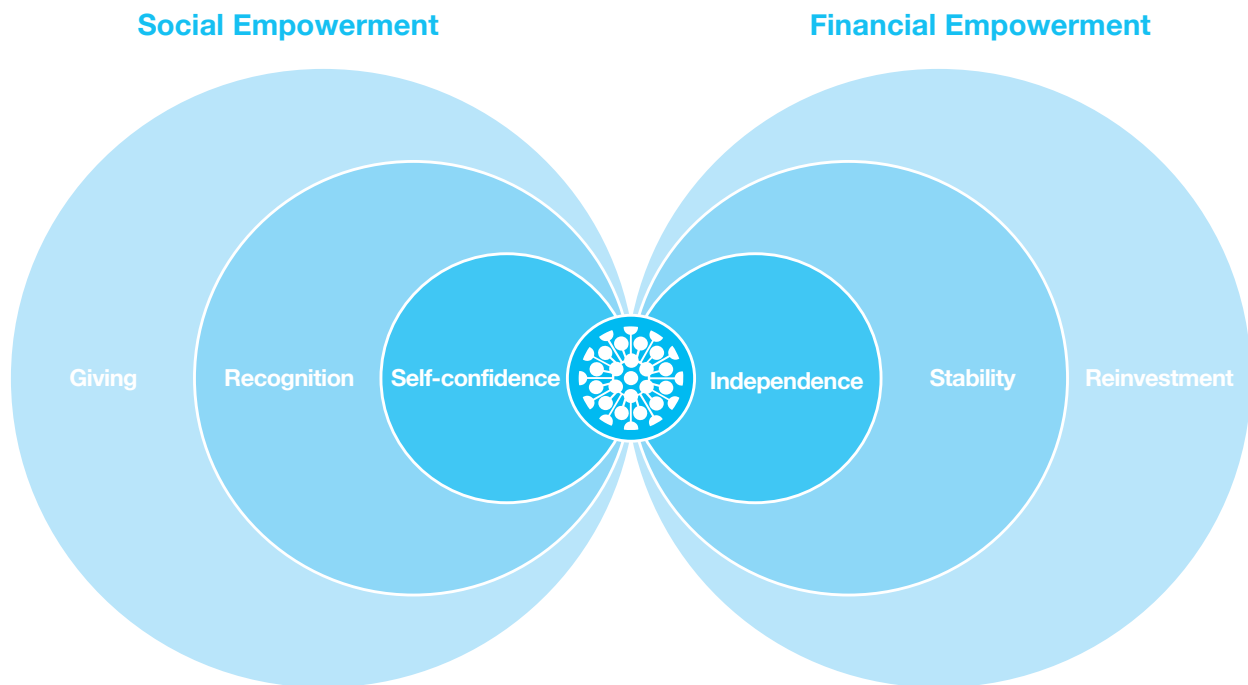
The Saleswomen's emotional loyalty to the company is not based simply on generating an income, and her empowerment is also not solely based on her ability to improve her sales. Tupperware has successfully touched the emotional side of women, changing their lives far beyond improving profits.

Figure 15. Describe to what extent your financial situation has changed since you joined Tupperware?



Spheres of Impact

When Saleswomen speak of Tupperware, their attitude can best be described as affectionate attachment. Initially attracted by the product, their attachment grows to Tupperware as a brand itself as they continue working with the company. It is through this attachment and progressive trust that women feel confident to sell and learn new skills. The effects of this transformation or empowerment can be seen in the woman, her family, and her community.



Effects of social empowerment

Self-Confidence

The majority of saleswomen come from environments in which there is minimal basic infrastructure and a history of domestic violence. The latter is significantly widespread, and in Mexico almost $\frac{3}{4}$ of the women over age 15 reporting having experienced some form of violence in the home, community, workplace, or school. With such a strong gender imbalance, women develop in an environment that crushes their dreams and drive. It is thus not surprising that the majority of respondents stated that before selling Tupperware they felt "shy" and "fearful."

Supported by Tupperware and excited about the product, Saleswomen develop confidence in selling. Confidence in their ability to sell gives them the courage to expand their skills: they manage new information like products and promotional details, learn to speak publicly, and create formal and informal networks with other Saleswomen and buyers. Knowledgeable and confident, Saleswomen break through personal, family, and cultural barriers and come to see themselves as leaders (39% describe themselves as previously shy, 45% see themselves as leaders today, and 51% see themselves as leaders in the future). Believing they have valuable skills and something to contribute to others, their self-confidence grows into self esteem: a larger sense of their own worth.

Recognition

For Saleswomen, who have generally been relegated to solitary domestic responsibilities, Tupperware support opens the door to acknowledgement of her efforts by family, friends, and fellow Saleswomen. Women see tangible results of their work: in addition to their income from selling, they also receive company gifts for their efforts and the admiration and support of their family members and friends (47% of women say that after working with Tupperware they have greater support from their families). Saleswomen and Promoters value their family recognition but also feel a part of Tupperware's impact and are satisfied with their role in the broader community. Distributors consider themselves the "psychologist" of their Saleswomen and Promoters. They provide advice and guidance, becoming another layer of support for the Tupperware woman.

Family members often actively support in the distribution of Tupperware products, and we witnessed how family members admire the ability of Distributors to gather, motivate, and advise hundreds and thousands of women. Many of these women have received additional recognition outside of Tupperware, participating in radio and tv shows or being mentioned in newspapers.

It is important to note that recognition occurs at all levels of the Tupperware structure, building the foundation for the next sphere of impact. What makes Tupperware unique is that applauding achievements extends to Tupperware staff themselves, who also receive different types of recognition for their work. Throughout the different levels of staff and Saleswomen, Tupperware praises a job well done.

Giving

The uniqueness of Tupperware is the culture of giving promoted throughout the organization—from management staff within the corporation to the sales force. This becomes such an en-

Tupperware Staff

Without the Saleswomen, we would not be here—yet they are the least recognized people in their homes. She gets back home and there is no applause because she arrived. But with Tupperware, you work and you get a prize, then a trip. There is a lot of recognition.

Distributor

The girls do all the work; that is why I make an effort to acknowledge their work and effort

Promoter

We feel a great satisfaction when we are able to help; people need it and you give it with all your heart.

Saleswoman

You are given messages, you are taught values, and you leave with a different mentality

trenched attitude that the majority of Saleswomen participate in social programs in their municipalities (colonia), in their children’s schools, through the Red Angel, through their local churches, and more. Instead of making financial contributions, women feel confident in sharing their skills and efforts and enjoy activities like working with homeless children and painting schools. As with information flow and recognition, the Tupperware culture of giving impacts all members of the Tupperware family.

Assisting sectors of the population in greater need and participating in eco-friendly causes are of great interest to saleswomen and could be further organized and encouraged. A note has been made in Chapter 7 “Areas of Opportunity.”

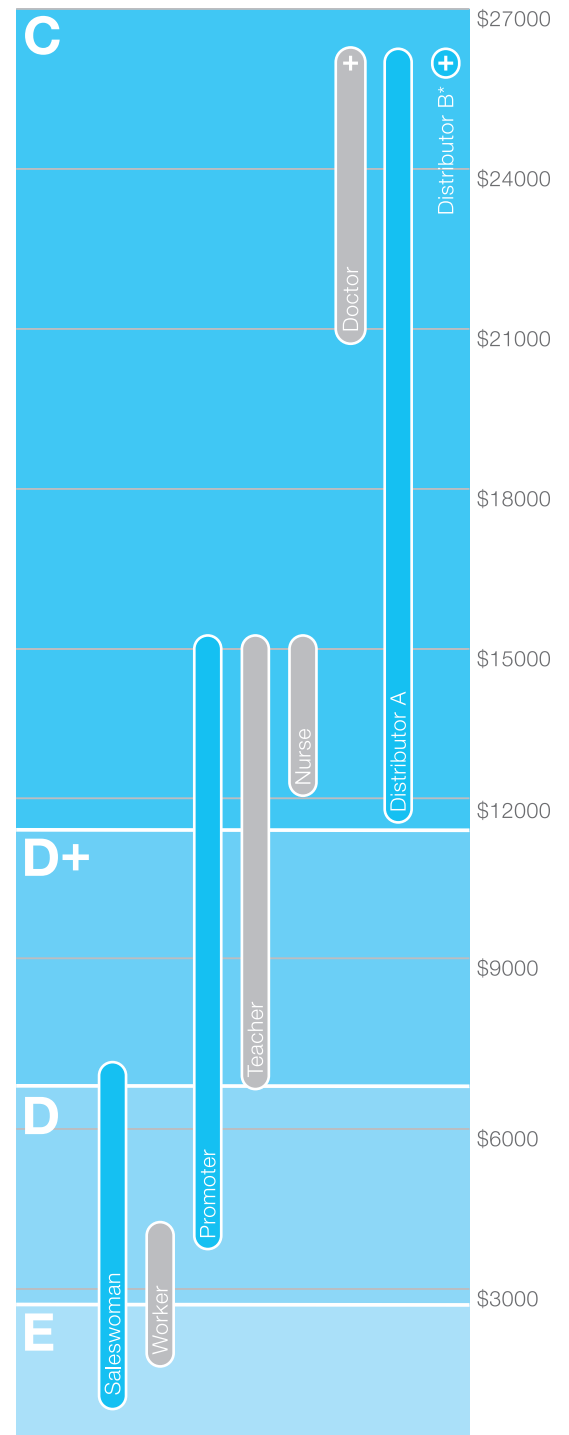
Effects of Financial Empowerment

Financial Independence

Balancing the women’s need to fulfill household responsibilities with the necessity of helping to support their families, Tupperware provides a flexible, merit-based system that allows women to earn a decent income. Of the 99% of respondents who say they would refer a new woman to Tupperware, 69% would do so because of the money and 31% because of Tupperware’s product quality. A Saleswoman can make as much per month as a teacher (7,000 pesos), a Promotora as much as a nurse (12,500 pesos), and a Distributor more than a doctor (21,000 pesos). Income is supplemented by practical gifts that benefit the entire family—including appliances, travel, furniture, and even cars. Thus, Tupperware is the vehicle to supplement her household income or to earn a living, giving a woman the financial independence she needs to move up socially and economically.

Stability

Tupperware women see themselves as already having achieved success. They can contribute to family expenses and even support their family with their income from Tupperware. Before working with Tupperware women said they were unsatisfied with their lives, without sufficient money for daily expenses, and hoped for something more. They have achieved a balance in their need to meet household responsibilities while supporting their families.



*Approximately a year ago a new system was established that separated distributors as Tradition (A) or Flexible/MAC (B). This separation helps potential Distributors who are very good at motivating and selling, but not as experienced in administration, receive the necessary assistance to ensure the success of her operation.

Taking into consideration that in the socio-economic level of a saleswoman only one in four families own a car and only half can own a microwave, Tupperware offers the unique opportunity to access goods that would be otherwise out of reach.

Knowing that they can meet their financial responsibilities contributes to their ability, providing a new-found level of tranquility as well as new opportunities for rest and entertainment.

Reinvestment

On average, according to the Mexican Association of Direct Sales, only 25% of saleswomen in Mexico use their income for personal items. Looking at the responses of Tupperware women, we can see a much higher rate than this average. Tupperware Saleswomen invest heavily in their homes. Offering multiple option responses we could see the priorities of interviewees, which remained the same considering age, time with the company, and gender. The Tupperware Saleswomen prioritizes three things: groceries, Tupperware products, and home expenses (utilities). The only difference was seen in Distributors who have a higher income and thus can meet household demands plus other goods such as clothing (for example 75% of Distributors use their earnings from Tupperware on clothes compared to 16.9% of Promoters and 13.2% of Saleswomen).

It is important to note that the second priority of respondents was buying Tupperware products. On average 35% of Saleswomen, Promoters, and Distributors reinvest in buying more Tupperware products (up to 58% in Chiapas). Saleswomen see buying more products as a form of savings that can be stored and re-sold anytime. Their spending pattern clearly shows that their sales are not only to meet basic needs but also to maintain and grow their business.

Thus, the empowerment process of the Tupperware woman occurs thanks to Tupperwares inputs. It is a process that is cemented throughout the years, and its consequence is the empowerment of thousands of women, directly influencing their families and supporting their communities.

Chapter 7. Fuller Connects

Profile of Fuller Women

A total of 800 interviews were conducted in the states of Mexico City, Guadalajara, Monterrey, and Veracruz. After analyzing the quantitative and qualitative results, the profile of Fuller’s saleswomen can be separated into two separate categories. One is composed of the Fullernettes, and the second one is composed of their supervisors -- Coordinators, Managers, and Distributors (CMDs).

Fullerettes represent the bulk of Fuller’s sales force and are congregated and motivated by Coordinators who convene weekly meetings, directly managing all promotions. The Manager supervises all accounts, and the Director acts as a strategist for her team. CMDs are employees of Fuller and have a stronger connection to the company; they work full time and sell solely Fuller products. CMDs also have a different level of access to inputs; for example, nearly all are computer literate: 95% have access to computers, and 90% have an email account (as compared to 54% and 37% for Fullerettes). CMDs see themselves as already having achieved success. They can contribute to family expenses and even support their family with their income from Fuller.

Fullerettes work part-time, dedicating approximately three hours per day five days a week to selling. With their limited time and access, they perceive their earnings generally as tight or low and have a closer attachment to their Coordinator, who is their main point of contact.

Figure 19. Fuller saleswomen characteristics

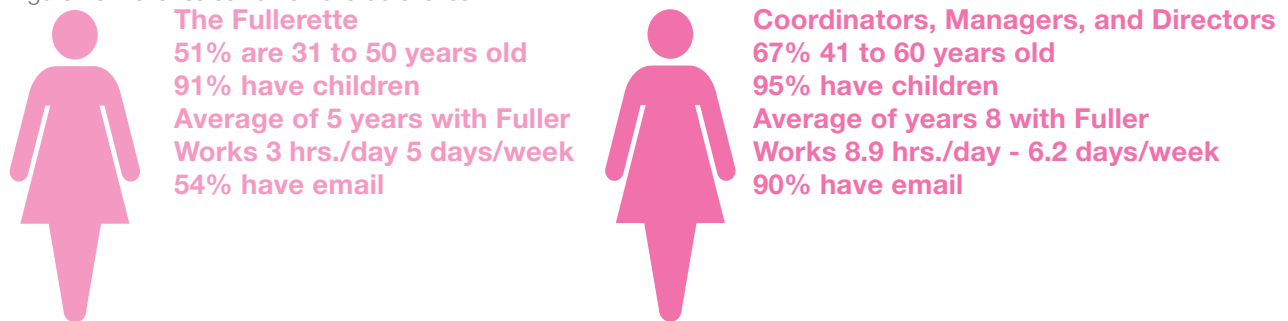
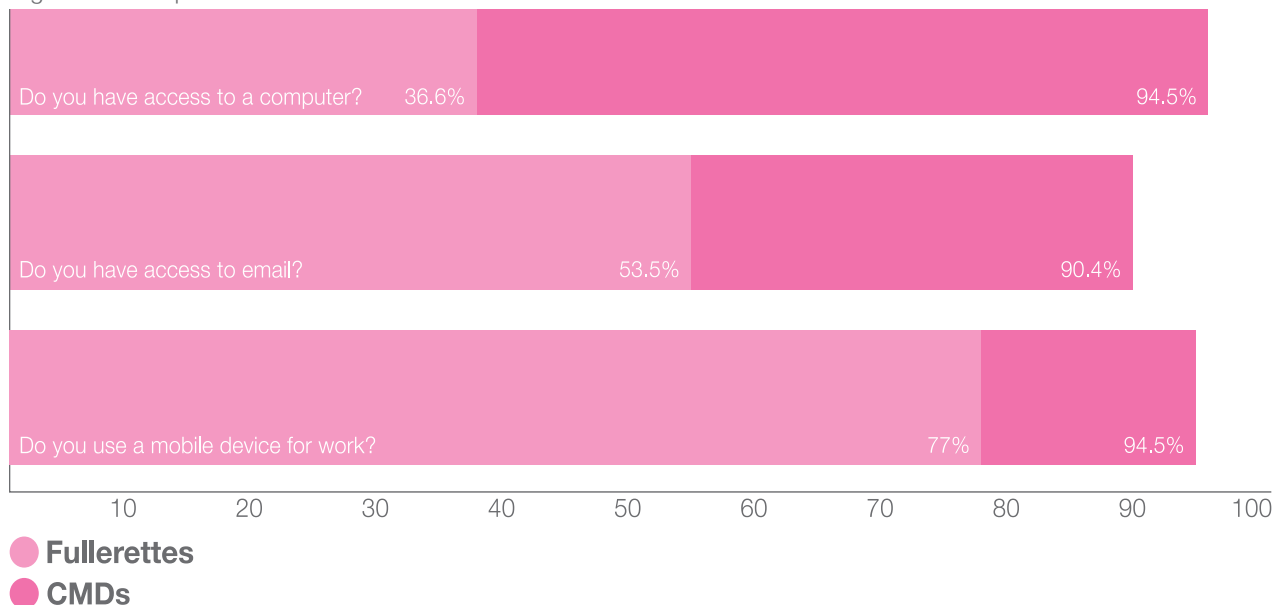


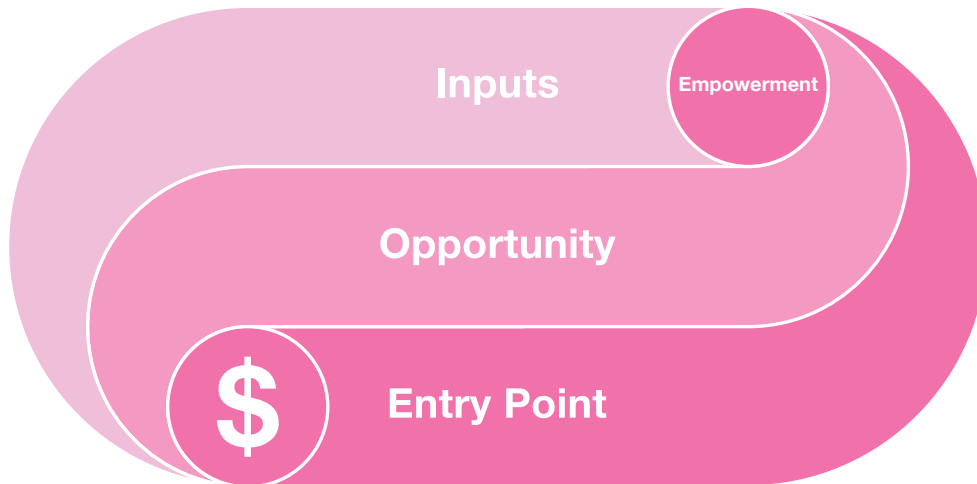
Figure 20. Comparison of access to communication



Empowerment Process: Belonging

Fuller saleswomen start selling Fuller products because of financial need. Attracted to the direct sales model and the added benefits that working for Fuller brings (entertainment, friendship, and presents), their empowerment process begins the moment they overcome their fears and decide to earn an income by working in direct sales. The effects of the process, however, are different for Fullernettes and their supervisors.

Figure 21. Fuller saleswomen empowerment process (from financial need to women's personal growth)

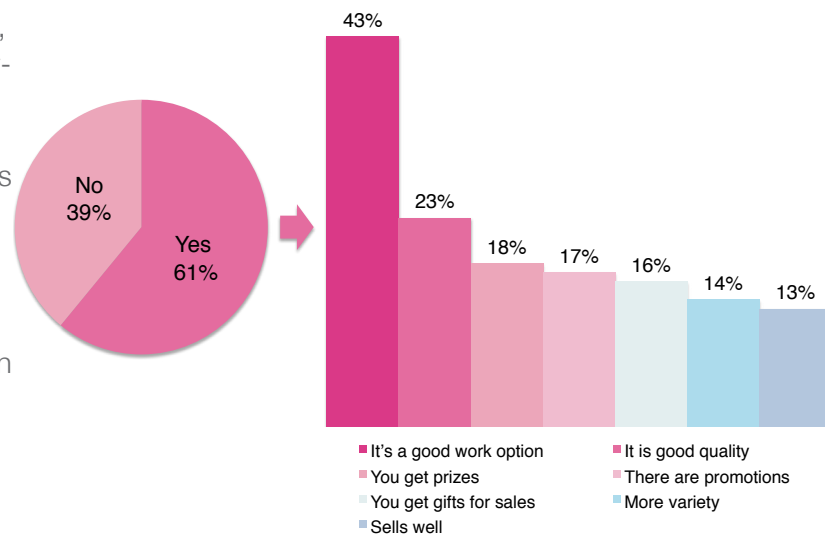


By working with Fuller, Fullernettes overcome their fear of selling, obtaining a sense of belonging and gaining greater financial and social freedom. Fuller hence directly contributes to their personal growth as strong, independent women. Directors, Managers, and Coordinators, however, feel a stronger attachment to the company and see the job as their career or full-time business. They become role models for the Fullernettes, perceiving themselves as leaders. How the relationship to the company and their own personal growth or empowerment occurs is described below.

Entry Point

Fullernettes face great economic and social challenges. For them, Fuller is a means to earning a living. When deciding to sell Fuller, Fullernettes make a practical decision, seeing the company as a good option for work (43%). Their focus is income generation, and they act based on a cost-benefit analysis. Overcoming the fear of selling so they can support their family is their first step towards personal growth, and their work with Fuller cements it.

Figure 22. What was Fuller your first direct sales experience? Why?



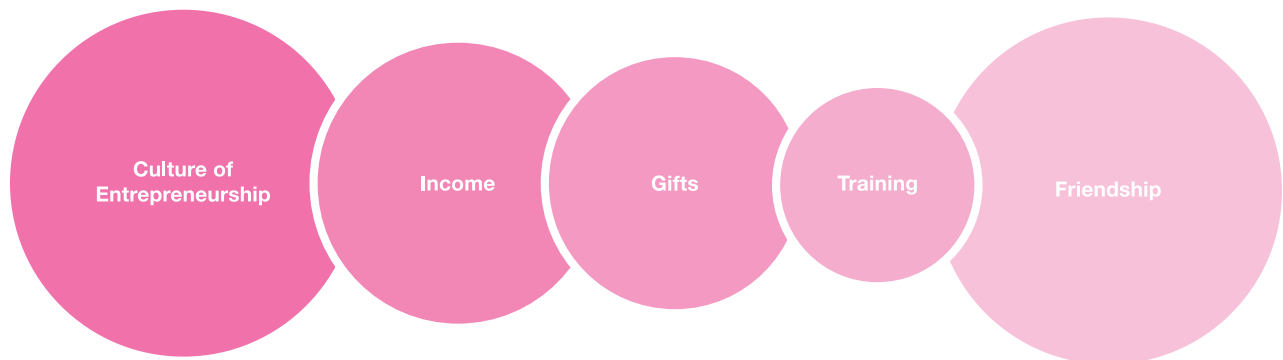
Opportunity

Fuller provides the opportunity to earn an income without having to commit a significant amount of time. For Fullernettes, the majority of whom are mothers, this is a strong pull when choosing to sell Fuller products. A further opportunity for Fullernettes and CMDs is the opportunity for socializing. Saleswomen are mainly housewives (only 10% of Fullernettes and CMDs were single) and belong to a socio-economic class that offers little access to multiple forms of entertainment. Thus, mingling with Fullernettes and customers is highly attractive to them as a means of broadening their social network.

For CMDs, Fuller further helps them access other benefits such as travel and leisure time. Managers and Directors, especially, feel more comfortable with their income and take time to pursue different leisure activities. Fuller in this regard has been a unique employer, presenting a rare opportunity in the market for women to achieve financial and personal comfort without necessarily having a university degree or other formal qualifications.

Inputs

Thanks to the benefits provided by Fuller, women gain a newfound strength and are able to overcome difficult financial situations. Fullernettes do not yet feel they have reached a level of financial tranquility but are positive about the future and encouraged by their friends and colleagues. For CMDs, Fuller has helped provide financial stability for her and her family and has opened the doors for economic opportunity not achievable in other potential work prospects. As one woman stated, CMDs have Fuller “tattooed in their bones.” Fuller inputs are the building blocks of the personal growth of the Fullernettes and empowerment of CMDs. Though all inputs add up to the positive change the woman undergoes, women prioritize the opportunity to make an income (what we call a culture of entrepreneurship) and friendship as the two most important ones:



Culture of Entrepreneurship

Fullernettes enjoy selling. They represent the quintessential saleswoman who not only develops and puts into practice diverse sales strategies but who also is highly aware of her buyers' profiles. They recruit new sellers and make orders when they see an attractive incentive. To exemplify, we have identified the following sales strategies:

- **Business:** Invest in different products and have stock ready for any request. An achievement for them would be selling products from their own stand.
- **Network:** Sell through schools and other tight-knit communities where they can have a network of clients.

- **Ensured payment:** Sell at workplaces and visit them during pay periods to collect payments.
- **Versatility:** Offer a wide variety of brands and products. An important consideration is having products with diverse prices and assessing the purchasing power of a client before deciding which products to offer.
- **Loyalty:** Concentrate their energy and investment on Fuller, accumulating more points and saving time from having to manage orders from different brands.

Fullerettes make strategic decisions based on their most likely rate of success and return. Similarly, Fullerettes know their clients -- which ones are faithful to the product, looking for bargains, or looking for something new. Selling is an important input for the women's personal growth. Succeeding in this gives them the feeling that they can achieve anything they set their minds to. It also increases their confidence in their chances for future success and the possibility of having a better standard of living.

On the other hand, CMDs stress income as an important component of their satisfaction, with 66% stating that financial solvency is what they have obtained from working with Fuller. CMDs have great expectations and want to earn more; they see Fuller as *the* source of their financial success. Thanks to Fuller they have a higher standard of living compared to other professions, showing an average satisfaction with the company of 98%.

Friendship

The majority of CMDs and Fullerettes were invited by family members or friends and therefore feel a strong emotional bond that solidifies their empowerment (58% of Fullerettes and 66% of CMDs started selling Fuller because of a friend or family member). Within their relationships, the most important bonds are between Fullerettes and their Coordinator. Fullerettes not only report to their Coordinator but also look up to her and learn from her; their loyalty to Fuller is developed through that relationship. 97%

of Fullerettes said their communication with their Coordinator was excellent, very good, or good; and 100% of CMDs felt the same way. *Coordinators are thus the glue of the Fuller social network.*

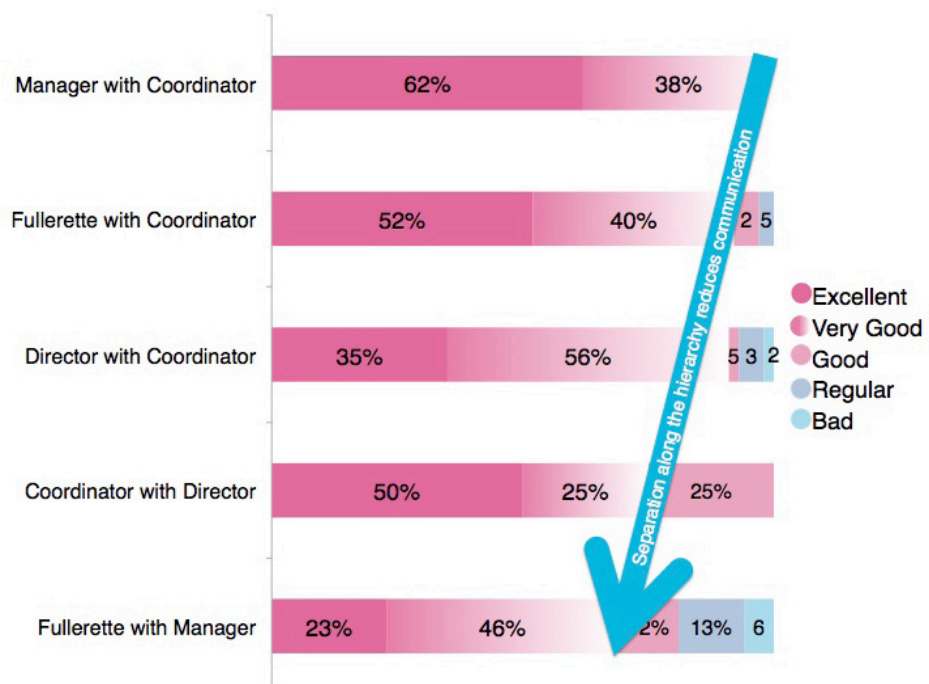


Figure 23. What type of communication do you currently have with your...?

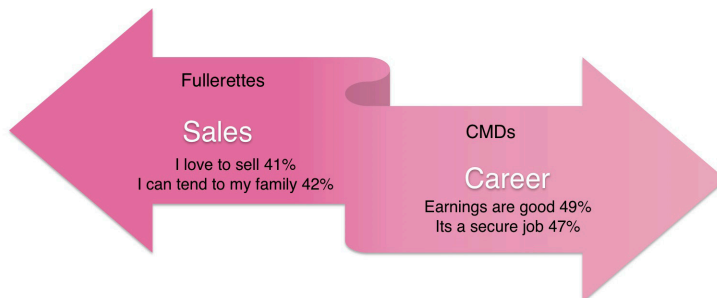
When talking about changes they've experienced through their work with Fuller, Fullernettes and CMDs agree that meeting new friends and having a large social network is one of the greatest. This expanded network helps them feel safer as they have friends to rely on, at peace with friends to vent to and learn from, and happier with a diversion unavailable in their communities.

Income

77% of Fullernettes who see working for Fuller as a permanent activity identify themselves as saleswomen rather than business owners. Though their time spent for Fuller is only 3 hours a week on average their "profession" is being a saleswoman. Even though the income is tight, for them it represents significant freedom and self-confidence. A Fullernette makes approximately 2,000 pesos a month but has a flexibility that many menial jobs do not offer. Considering that most Fullernettes come from a socio-economic level in which only one out of four families owns a car and only half own a microwave or other household appliances, their Fuller income gives them an opportunity to access goods that would normally be out of their reach. A Coordinator makes 10,000 pesos (greater than a school teacher who earns approximately 7,000 pesos), and a Coordinator Estelar Diamante, for example, can make 30,000 pesos a month, greater than even a doctor.

With basic household goods covered, CMDs can invest in personal items and their children's education. On the other hand Fullernettes balance covering the costs of the home with reinvesting in the product so they can keep up their sales activities. They know that reinvesting in marketable products will boost sales.

Figure 24. Why do you see selling Fuller products is a permanent activity?



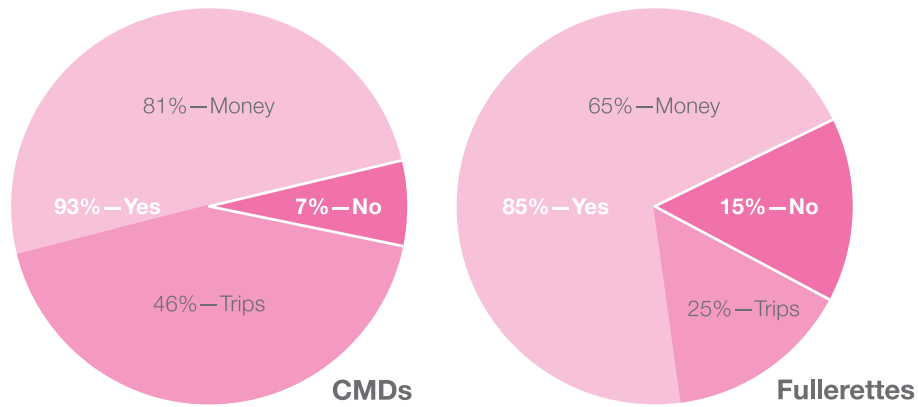
Gifts

The vast majority of Fullernettes and CMDs (89% average) see gifts and recognition as a fundamental reason for staying with Fuller. Gifts supplement the women's income and, because gifts are vehicles for recognition, add to the women's self esteem.

Because gifts are vehicles for recognition, gifts that help them with their family life are also highly valued. For example, 65% of respondents stated that they would like to receive appliances as a prize recommending new saleswomen. Household items that add to the well-being of the family are of great help to the woman but also bring her recognition within her household.

Though money and trips are their primary interests (see figure below), knowledge and information provided by Fuller is also an important "gift." It has been observed in the quantitative analysis that other non-financial "gifts" that add to the development of self-esteem and a sense of value of their work for the company will greatly enhance the ability of gifts to act as an input for change in women's lives. Thus, gifts can be seen not only as an incentive for sales but also as an instrument for furthering women's empowerment.

Figure 25. Are rewards fundamental when deciding to stay with Fuller? What would you like to receive as recognition?



Trainings

Fullerettes are ready to learn more and perfect their selling skills. They are curious and want all information that can help them be better saleswomen, knowing, for example, that courses such as cosmetology would be the most useful in helping them sell their products.

Though they give high marks to trainings they've received (giving them an 8/10), only 65% of Fullerettes stated they had received a training. A meaningful portion, therefore, do not associate meetings and other gatherings as venues for learning. Because of the open format of the weekly meetings, some Coordinators provide greater information and motivation to their Fullerettes than do others. These weekly gatherings provide a unique opportunity to expand the saleswomen's knowledge of cosmetology, hygiene, and more. Fuller could use these meetings as a place to develop skills and knowledge more uniformly.

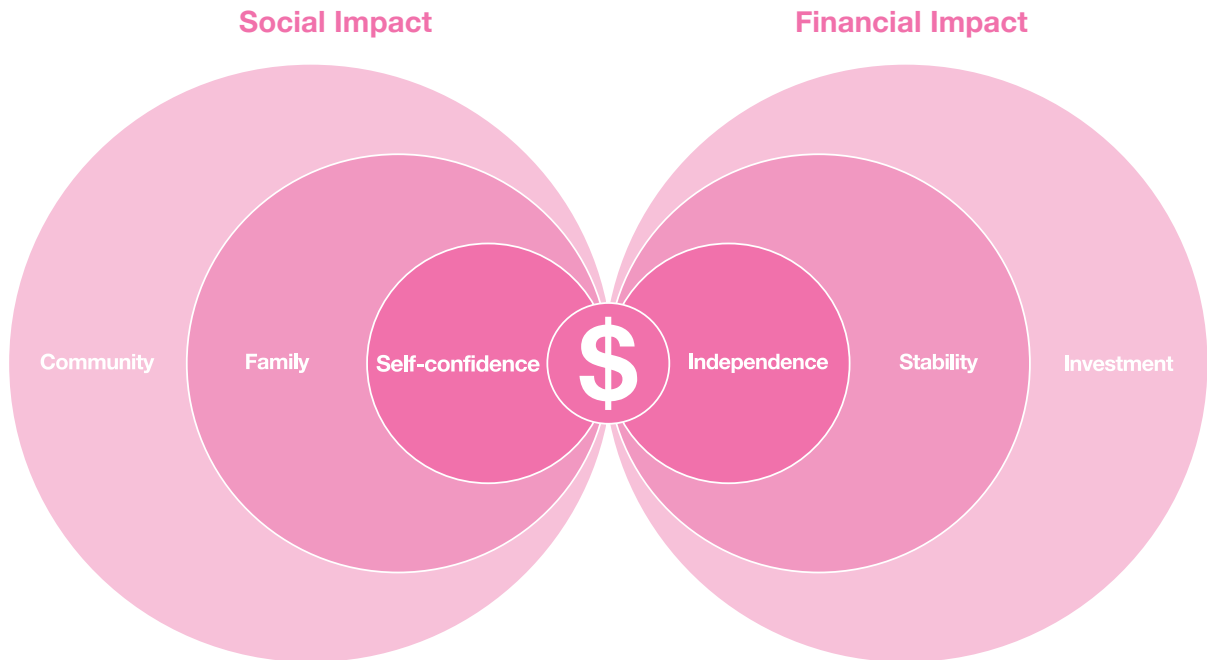
Fuller products lend themselves to providing valuable information on hygiene, nutrition, and more. Women feel empowered when they know, for example, the nutritional benefits of amaranth and the healing effects of cucumber. Saleswomen have had limited opportunities for studying, and they love receiving new information and being able to share it with others. This feeds into their ability to develop selling skills and friendships, as they feel more confident and stronger when they are well informed.

Along with providing knowledge on the different products, Fuller also offers women the opportunity to learn about improving their appearance, improving their hygiene, and managing difficult situations. Knowledge is power for Fuller women. Having the knowledge to express their own opinions and knowing how to manage their sales gives women the confidence to gain others' respect.

All CMDs have received trainings and rate them very highly. Their interest in new trainings is considerably lower and they are not as interested in the skills necessary to sell. They have benefited fully from Fuller's inputs and are satisfied with the commitment and performance of the company. Helping them learn the best methods of transferring the information provided by the company to the Fullerettes is of great importance, as they are the connecting tissue between the sales force and Fuller.

Spheres of Impact

Fuller women have discovered skills they did not know they had. Often coming from environments in which their skills and worth were not recognized, they find the courage to overcome many fears, making their self-discovery a very personal achievement.



Effects of Social Growth

Self-Confidence

Fuller has raised awareness of salesmanship and freed capacities that women themselves did not imagine. The direct sales model offers saleswomen an opportunity to grow. Overcoming their initial fear of speaking to others, or even of leaving the household, provides the foundation for improved self-confidence. Their access to information throughout the sales process enables additional learning, and the women see this knowledge as a “gift.”

Figure 27. Progression of Fullerettes personal growth

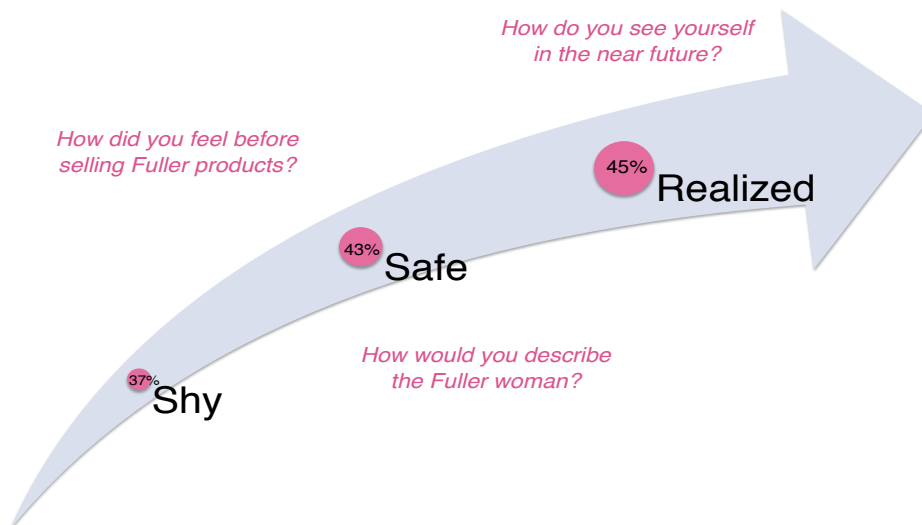
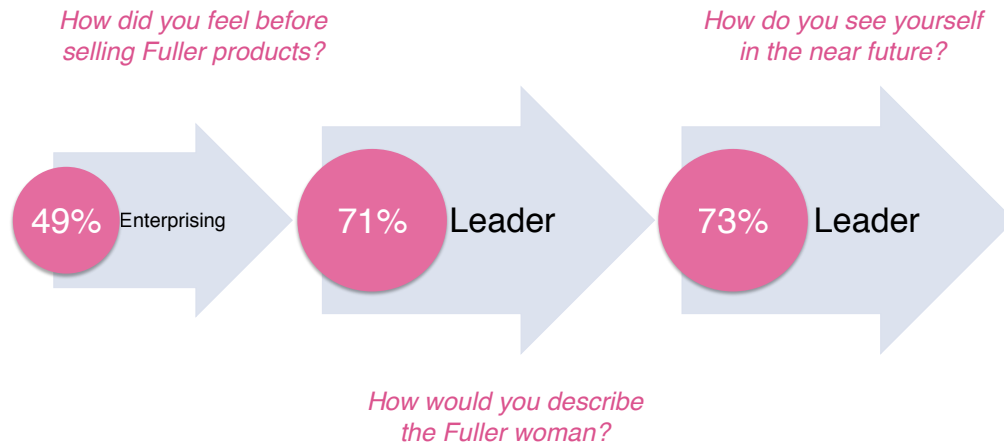


Figure 27 shows how Fullernettes' self perceptions have changed over time. Before working for Fuller, they saw themselves as shy and with limited social skills. Now they feel safe and have the confidence to go out and sell products. In the future they see themselves as having achieved their goals, knowing they can grow their income and improve their family situations.

Figure 28. Progression of CMDs' personal growth



On the other hand, figure 28 shows that the CMD sees herself as having already achieved a leadership position and confident that she will maintain that position over time. By being aware of their leadership position CMDs can contribute to the Fuller community knowing that their actions will have an impact in the lives of their colleagues and friends.

Family

The recognition by colleagues, friends, and family of the Fullernettes' new abilities changes her life and even her parenting. Partners or family members take over household responsibilities while women work, showing the value they see in her job. Selling gives the Fullernettes a sense of optimism, which she transmits to her friends and family. Thus 59% of Fullernettes responded that their family lives have changed because of increased support from their families (and 42% of CMDs). This effect is clearly stronger with Fullernettes who have children as well with the male Fullernettes.

On average 90% of CMDs state that their life has changed since working for Fuller (change beyond their family). Managers see the greatest change as becoming role models for their family members, and second, receiving greater support from their family. For Directors and Coordinators the latter is the greatest change they have seen in their lives, showing that they see changes in their own families.

Fuller Community

The second most important change Fullernettes have seen in their lives is having more friends. Friendship is important no matter age, time with Fuller, or gender. Developing a network of colleagues and customers provides opportunities to leave the house and spend time with friends, learning about different beauty products or simply enjoying a relaxing friendly gathering. They develop a strong tie with their Coordinator, who takes much of the responsibility of motivating the Fullernettes. Between them they support each other and form a strong friendship. *The impact of self-growth remains within the Fuller community.*

Though friendship is important for CMDs, it is the status they have achieved within the Fuller community that is of most importance to them. When asked what had changed in their lives since joining Fuller, 75% of Directors stated that they now had more respect from others - and 50% of Managers stated the same. They are aware of their role as an example and work to honor this role by sharing their experience with their colleagues. However, because of the management structure, they do not have as close a relationship with Fullernettes as do the Coordinators. Thus, though their role and impact is important, their life lessons can get diluted. This is due to the gap in socio-economic status between Fullernettes and their Managers and Directors, as well as the more limited face-time they had with them.

Coordinators (only 11% said they had gained more respect) are in transition between higher levels of management such as Managers and Directors, and the Fullernettes themselves. They have a direct connection to Fullernettes and can have significant impact in their lives. It is through them that information on promotions as *well as knowledge* is imparted. Coordinators give back to the Fuller community, building their awareness and acting as Fuller ambassadors.

Effects of Financial Empowerment

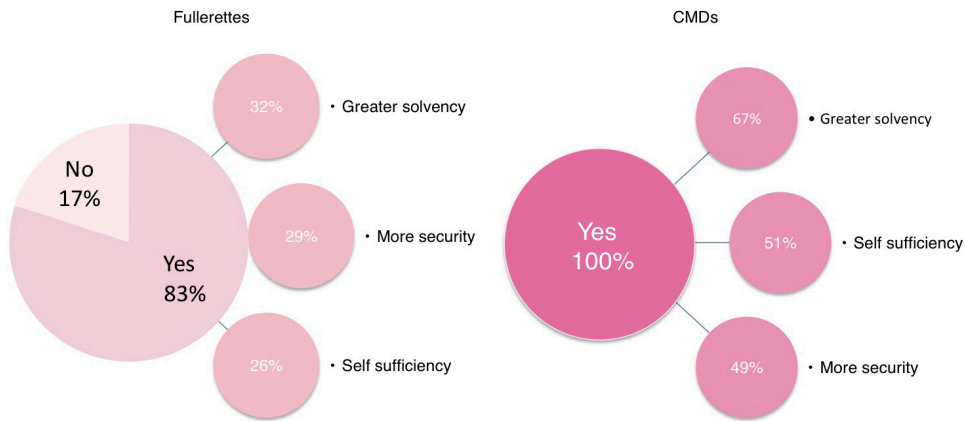
Independence

The National Survey on the Dynamic of Family Relations (2009) found that 67% of Mexican women over the age of 15 reported experiencing some form of violence and/or discrimination in the home, community, workplace, or school. For women who live in male-dominant societies and have suffered low or high levels of abuse and/or discrimination, financial independence is an important contributor to a self esteem and sense of safety. In this manner, Fuller provides Fullernettes the opportunity to supplement their income, allowing them to satisfy some of their necessities without disregarding their families and without having to ask a partner or family member for money. Fuller offers Coordinators, Managers, and Directors the means for making a living. For Fullernettes being able to take their child to the cinema for example represents a change of life; for CMDs the change might be reflected in taking the family on vacation.

Stability

While most Fullernettes face difficult financial situations, knowing they have the ability to earn an income makes the women more confident about overcoming any present or future difficulty. The bulk of their expenses contribute to their immediate home needs, with few being able to invest significantly in children or personal care. As we can see in Figure 29, greater income translates directly into greater security and self-sufficiency. Though for CMDs it is a much stronger result, Fullernettes also experience greater solvency, security and self-sufficiency. They can have sufficient financial stability to invest their new earnings in what is important to them, from the home to their business (as seen in the next point).

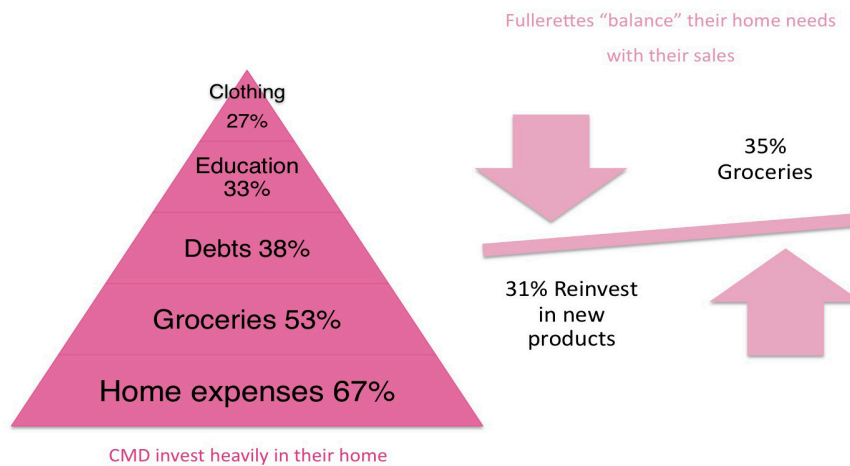
Figure 29. Since you starting selling Fuller products (or working for Fuller) have there been any changes in your life?



Investment

Thanks to the new income they have earned selling Fuller products, they can invest in buying more products from Fuller and from other brands. They make this investment based on which products will more likely raise their income or earn them a present they like or need. With limited income (65% of Fullerettes see their income as tight) they have to balance home expenses with their business, so they can continue making a living.

Figure 30. Fullerette and CDM income investment



CMDs also see their income as tight (71%); however, they have greater purchasing power and thus their expenses focus solely on household goods (utilities, groceries, mortgage), education and personal items. Not having to sell products to generate an income, they see Fuller as a job not a business. It is a job that provides for her family needs, and allows her to become a leader among the Fuller Community. Hence, though her impact is not necessarily expanding her business by hiring new employees for example, she invests in improving her salesforce and in different activities that will improve their motivation, self-esteem, and responsibility.

All CMDs (100% of respondents) state that their life has changed thanks to Fuller and 83% of Fullernettes feel the same way. Thanks to its competitive sales model, Fullernettes are able to improve their financial stability and become stronger more independent women. Thanks to Fuller, CMDs can work in an environment that not only provides a competitive income but also the possibility for continuous growth and respect from their colleagues and friends. CMDs become a role model: empowered women who today can access goods and services not readily available before their work with the company. Fullernettes, not as financially stable and assertive as CMDs, look positively to the future, one which now has more opportunity for improved livelihoods. Both, invest in themselves, their families and the Fuller community, having a strong connection and building the Fuller community.

Chapter 8: Areas of Opportunity

All participants of this study have been impressed by the performance of Tupperware Brands and its commitment to its sales force. Throughout the study we received recommendations from the women we interviewed and observed areas of opportunity for strengthening Tupperware Brands' impact. Though not initially a section of this report, at the request of Tupperware Brands we are including these few opportunities for adding to women's empowerment.

Fuller products are very interesting: made with natural ingredients, many of them come from Mexican or Latin American plants. *It is thus no wonder that on average 96% of CMDs and 92% of Fullerettes think Fuller products are excellent or good.* The saleswomen like Fuller products, and their clients are loyal to specific ones. Product loyalty is so strong that even a change in packaging upsets buyers. The product is hence a strong incentive to sell *but* it can also be a tool to promote personal growth.

At the weekly meetings we saw the women's interest in learning more about the various ingredients like amaranth, chabacano, and snail slime. As knowing more about the product and gaining information on its composition and benefits can build saleswomen's confidence and sales, transferring information on Fuller products provides an opportunity to build an even stronger link to the company while increasing women's empowerment.

Structured meetings can be an important vehicle for making information flow more efficient and uniform. Having systematized tools to inform and motivate her Fullerettes will help Coordinators grow as leaders and reduce their time spent organizing meetings. As the attachment to Coordinators is the strongest bond for the Fullerettes, creating reliable systems to support Coordinators can further solidify the long-term loyalty of Fullerettes.

For Tupperware we saw an opportunity to make women feel more empowered by helping them become more aware of the incredible changes in themselves, their families, and their communities. As we have seen earlier, women who stay longer with the company see their income as greater and their satisfaction also increases. Thus, ways to connect Saleswomen who have more than five to ten years with the company could help give perspective to "caritas nuevas" (as potential new Saleswomen are warmly called). In this manner younger Saleswomen can also project themselves on a long-term basis - seeing success materialize by working consistently for a number of years.

Though not statistically significant we did observe a strong tendency for social work in Tupperware. Hence, organizing community service opportunities as part of a Tupperware team, for example, can connect the social work the saleswomen do with the inspiration the company gives them. In this manner, making women more aware of the culture of giving they currently possess.

Finally, we noted that Tupperware women often call other product lines "Tupperware." For example, they refer to VitaWare as "Tupperware Vitamins." Though not an issue of empowerment, we wanted to point out the strength of the brand name for other company purposes.

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