

EMPOWERING WOMEN ENTREPRENEURS

A Study of the Impact of Tupperware Brands in Germany



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Executive Summary

Throughout its work, Tupperware Brands has found strong evidence of the empowerment of its sales force. From Brazil to South Africa, women share stories of dramatic changes in their lives: of gaining personal strength and confidence, gaining greater equality in the household, and changing their lives financially. In Germany this process of change has proven true as well: the majority of women surveyed state that Tupperware has changed their lives both personally and professionally. Although the word “empowerment” does not exist in German, the personal transformations seen within this study reflect an analogous process of change. For the purpose of this report and to allow for comparisons with previous studies, we will use the word empowerment to describe the process of change.

The woman who joins Tupperware in Germany is an educated woman attracted to the company for its multiple benefits. Overcoming institutional and cultural hurdles because of childcare, she finds in Tupperware a framework for her success. Thanks to the support of the company—which provides her with the backing of a renowned brand, equal opportunities to succeed, a strong culture of recognition, a robust internal communication structure, targeted transfers of knowledge, and a valuable source of income—the Tupperware woman flourishes personally and professionally.

Thus, the woman who joins Tupperware changes from seeing herself as just a mother or employee to identifying as an independent and motivated businesswoman. Her empowerment has its greatest impact personally and within the Tupperware family, where her colleagues and customers trust and respect her as a professional woman. Whether a university graduate, a nurse, or a young mother, women find in Tupperware a unique opportunity to succeed on their own merit and become part of a large network of support.

In all three countries studied, Tupperware’s support system allows women to develop and maximize their personal, social and entrepreneurial potential, and to focus existing and newly learned knowledge on building a successful livelihood with Tupperware and a more fulfilling life within their home and wider community.

In all three countries studied so far, Tupperware’s support system allows women to maximize their previously untapped potential, opening up to them limitless opportunities for success.

Chapter 1. About the Study

In 2012, the Global Fairness Initiative (GFI) conducted the study “Empowering Women Entrepreneurs in Mexico,” which examined Tupperware Brands’ best practices for the economic and social empowerment of women entrepreneurs. The results highlighted a *women-focused approach to direct sales*, demonstrating the social and economic transformation Tupperware Brands brings to women’s lives and livelihoods. This study was then replicated in Indonesia with similar results.

In the two previous studies, the data showed that—despite the social, legal, and economic limitations for Mexican and Indonesian women’s entering and participating in the labor force—Tupperware was able to provide a platform for saleswomen not only to earn a living but even to rise to leadership roles. To determine if this “Tupperware effect” exists in a more developed country with relatively fewer barriers for female employment, a third study was commissioned in Germany.

In this follow-up enquiry in Germany, the study retained the goal of trying to understand what aspects of Tupperware Brands’ management, sales, and professional development allow for women’s social and economic advancement. GFI, a not-for-profit organization based in Washington, DC, and its local data collection partner in Germany, Produkt + Markt, conducted the study from August 2014 to January 2015.

Acknowledgment

This study would not have been possible without the support and assistance of Tupperware Brands Germany. Tupperware staff provided GFI and Produkt + Markt with direct access to its sales force through its assemblies, parties, and special events. GFI and Produkt + Markt would like to thank Tupperware and all the members of the Tupperware Germany sales force for sharing with us their knowledge and understanding.

Chapter 2. Methodology

GFI and its data collection partner, Produkt + Markt, utilized a combination of established quantitative and qualitative instruments to survey over 1,000 German men and women in the Tupperware sales force about their lives and livelihoods. To ensure the comparability of data between the Germany study and the previous studies in Mexico and Indonesia, the basic methodology and structure of data collection remained consistent. Necessary changes and adaptations were made, however, to tailor the survey to the German context.

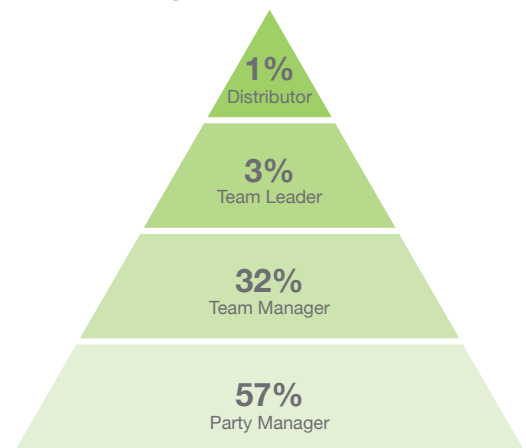
The qualitative phase of the study consisted of five focus group discussions with Tupperware saleswomen of varying ages, geographic locations, and experience levels. These groups were intentionally selected to represent the full range of Tupperware’s sales force. The focus group discussions centered on the women’s personal backgrounds and their experience with Tupperware. Focus groups were conducted in Frankfurt, Berlin, Osnabrück, Recklinghausen, and Siegen. To gather additional qualitative information about Tupperware in Germany, GFI and Produkt + Markt researchers attended Tupperware parties, assemblies, and Distributors’ meetings and conducted in-depth conversations with Tupperware staff.

The quantitative phase of the study included a 35-question survey that queried participants on the following five areas: 1) personal profile and background, 2) work experience with Tupperware, 3) professional and personal development, 4) interactions between work and family life, and 5) financial impacts. A total of 1,117 questionnaires were collected over a two-week period in December 2014. All levels of Tupperware’s sales force—Distributors, Gold Team Leaders, Team Leaders, Team Managers, and Party Managers—were surveyed across 33 different cities in Germany.

Cities Covered by the Survey



Percentage of Sales Force Interviewed



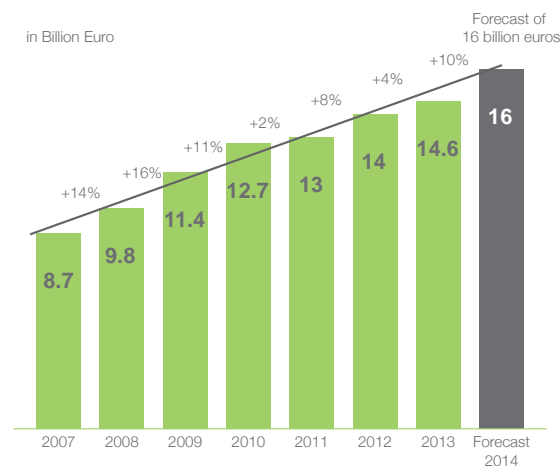
Chapter 3. Direct Sales in Germany

Although Europe represents a relatively small portion of the global direct sales market—at only 18%—Germany is an industry leader, accounting for 5% of the global market, and is the sixth largest in the world.

In 2013, Germany’s direct sales sector continued to experience a relatively high growth rate of 4.2%, surpassing the regional average of 2.9%. The National Association of Direct Sales, “Bundesverband Direktvertrieb Deutschland,” forecasts growth from 2013 to 2014 of around 10%. According to Jochen Clausnitzer, General Manager for the German Direct Selling Association:

“Consumers find it more and more difficult to find competent advice while buying in stores. The consumer’s need to get advice is also not met while buying online; therefore, consumers find direct selling increasingly attractive.”ⁱ

Germany Direct Sales Projections



The growth of Direct Sales can directly benefit women. Across Europe, those participating in the direct sales sector are fairly similar: 83% are women who sell part time.ⁱⁱ This large percentage of women is not altogether surprising because direct sales is an attractive industry for those, including mothers, who want flexible working hours.

Aware of these contexts, Tupperware has positioned itself as a leader in direct sales—both globally and within Germany—in part because of its ability to cater to the needs of its workforce and to help them achieve personal success and fulfillment while selling Tupperware products. It is of interest to note for example that, while only 3% of the salesforce participate in overall direct sales because of recognition or support from their company,ⁱⁱⁱ 36% of our survey’s respondents chose Tupperware for this reason (with Distributors reaching 50%). Its sales force clearly sees Tupperware as a unique company in the direct sales arena.

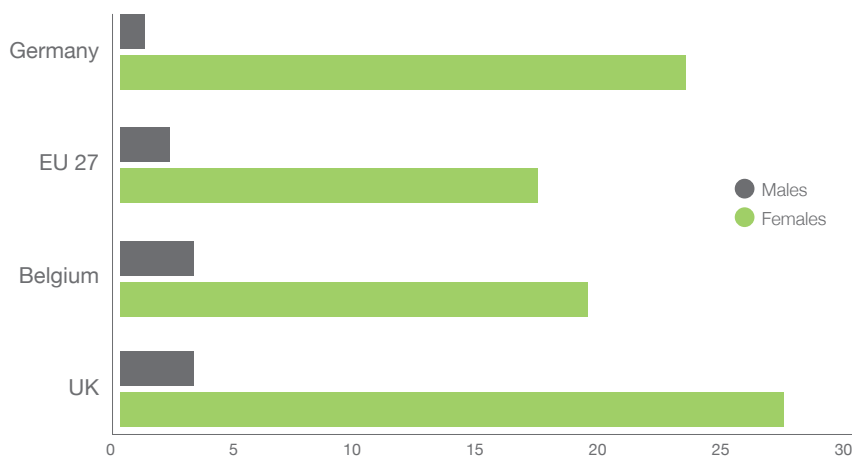
Chapter 4. German Economic and Cultural Context

Germany has the fifth largest economy in the world at \$3.5 trillion, is the third largest exporter in the world, and is the largest economy in Europe.^{iv} In addition to being an economic leader, Germans enjoy a high standard of living, including a comprehensive social security system and the world's oldest universal health care system.^v The average household disposable income of \$30,721 is slightly higher than the European average, and the employment rate of 73% is nearly 10 points higher than the OECD average.^{vi} Across many key social indicators Germany also tops the list globally, including on gender equality where it ranks among the 15 best countries.^{vii}

On the subject of women in the workforce, however, Germany still has important barriers that need to be addressed. For example, Germany has seen significant gaps between the earnings of men and women, falling in the bottom 50% globally on wage equity.^{viii} As for leadership positions in the workplace, German women hold only 10% of management jobs and just 4% of board seats of Germany's top 200 companies.^{ix} Furthermore, while Germany's 72% female labor participation rate is high compared to the European Union's average of 66%, these jobs are mainly part time.^x In fact, almost half of all employed German women (46%) work less than 32 hours per week compared to only 10% of men.^{xi} This low rate of full-time work by women does not appear to be completely voluntary since more than half of German women who work part time or less say that they would like to work more hours.^{xii}

For German mothers the challenges around full-time work are particularly acute, with only about 14% returning to full-time positions after having their first child, and half that after their second.^{xiii} These macro-economic figures, however, do not explain the institutional and cultural nuances. For example, in 2007 a law called "Elterngeld" (parents' money) was introduced in Germany. This law provides for a parent to receive 66% of his or her wage during the first year of a child's life. The payment can be further extended if one of the partners stays at home an extra two months. In 2012, additional legislation passed which provides parents who stay at home an allowance of 150 Euros per month for each child between 15 and 36 months of age. These policies are aimed at reducing the opportunity costs associated with childbirth, encouraging an equal division of labor, giving working families an opportunity to raise their children, and providing financial support to women. However, because most of the recipients of these government benefits are women (95% in 2014), the laws have had the unintended consequence of solidifying the role of women in the household. As seen in the image below, family responsibilities in Germany fall disproportionately on women.

Inactivity and Part-Time Work Due to Family Responsibilities



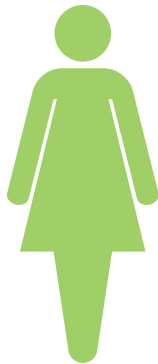
These policies operate within a cultural context that encourages women to reduce workforce involvement once they have children. In fact, only one in five Germans thinks that mothers of young children should work full time.^{xiv} In more colloquial terms, women suffer the stigma of being viewed as Rabenmutter (“raven mother”) if they look to re-enter the workforce full-time while they still have young children.^{xv}

All of these conditions point to a more complicated set of structural barriers to professional equality for women than some of Germany’s progressive social indicators would otherwise show. They also demonstrate a greater commonality of conditions and challenges between Germany’s female workforce and that in both established and developing economies alike. Because the majority of women who join Tupperware are mothers,¹ these barriers directly affect their decision-making and experiences, as seen in the following chapters.

¹ In the latest Mikrozensus in the country, 49% of households in Germany are families (compared to 77% of Tupperware survey participants). Similarly, the number of women living in a partnership without children is greater in Germany than in the Tupperware survey (29% versus 11%) as is the number of single unmarried women (22% versus 9%).

Chapter 5. Profile of the Tupperware Woman

Of the over 1,000 people surveyed, the majority of Tupperware saleswomen are mothers and are married or living with a partner. The average number of children is 2.1 per family—higher than the average rate for German women of 1.4 children per family. The share of participants who live with a partner is especially high for Gold Team Leaders (93%) and Distributors (90%).



Profile of a Tupperware Woman

The Tupperware Saleswomen:

- **96% are women**
- **77% have children**
- **77% married or living with a partner**
- **45% between the ages of 31 and 50 years**

Furthermore, all women surveyed are educated, with 93% holding the equivalent of a high school education or beyond (higher than the OECD average of 86%). Women who join Tupperware in Germany are not struggling financially. Their school degrees allow them to find better paying jobs than, for example, the basic manual jobs offered under the mini-job system in Germany.

While the majority of women surveyed are educated mothers in a relationship, the profiles of the participants show that Tupperware attracts women with different combinations of occupational and educational backgrounds:

Stay-at-Home Mothers	1/3 of respondents see Tupperware as a part-time activity because they need to take care of their family.
Currently Employed	64% of women have another job and sell Tupperware part-time.
Career Seekers	1/4 of women without a university degree, or Abitur, see Tupperware as a more attractive full-time activity.

Some are working women, with 64% holding another job in varying industries: 26% have or hold positions in the service industry, 23% have or hold administrative positions, and 11% have worked or are working in the medical sector. Others are stay-at-home mothers (32%) who want and need time to take care of their families. And others are women who do not hold a university degree (Abitur), but see Tupperware as a better career opportunity than the administrative or manual jobs available to them.

Although the majority are mothers, their different backgrounds highlight the different motivations for joining Tupperware as well as the opportunities Tupperware provides for personal and professional growth. The opportunities offered to each profile of women will be discussed in detail when looking at the empowerment process. Different Profiles of the Tupperware Germany Salesforce were analyzed and the results discussed in the following chapters are largely consistent across all groups.

Chapter 6. Women's Empowerment in Germany

The word “empowerment” does not exist in German and, therefore, requires a brief explanation of why it is being used for a study about German women. When asked about the concept of empowerment during focus groups discussions, the majority of women responded that while important, it is not applicable to German women. Most German women enjoy a high standard of living and many benefits afforded to them under a strong social welfare state. One Distributor explained it best: “We cannot discuss the importance of Tupperware helping mothers put their children through school thanks to their work because in Germany the vast majority of families already have the opportunity to send their children to school.”

In addition, when asked how they saw themselves before joining Tupperware, women responded “responsible” (29%) and “conscientious” (31%). When asked how they were seen after selling Tupperware, those answers remained within the top five answers, although showing slight changes, with “responsible” increasing to 46% and “conscientious” increasing to 40%.

While German women do not use the word “empowerment,” this *study does confirm a process of transformation*—a process of positive change that occurred after these women started working with Tupperware. The majority of women surveyed stated that Tupperware has changed their lives both personally and professionally. The data show changes in personality—women shifting from feeling shy to motivated; changes in perceptions of one’s job—from an employee to a business women; changes in one’s community—from an isolated life to one of a large and welcoming social circle; and changes in one’s finances—from being comfortable within a household to being self-sufficient. These changes, this process of transformation, can be described as empowerment.

German women do not face the same hurdles as women in developing countries. For example, family barriers in Germany do not include lack of influence in decision-making for the household. And professional barriers do not keep women out of the workforce, with disproportionately high unemployment rates. Because of their perceived and real family responsibilities, however, German women still face challenges and barriers, particularly in the work force (see Chapter 4). While women in developing countries may undergo a more obvious process of transformation from powerlessness to empowerment, German women experience a significant transformational process in which their opportunities go from being static to being limitless.

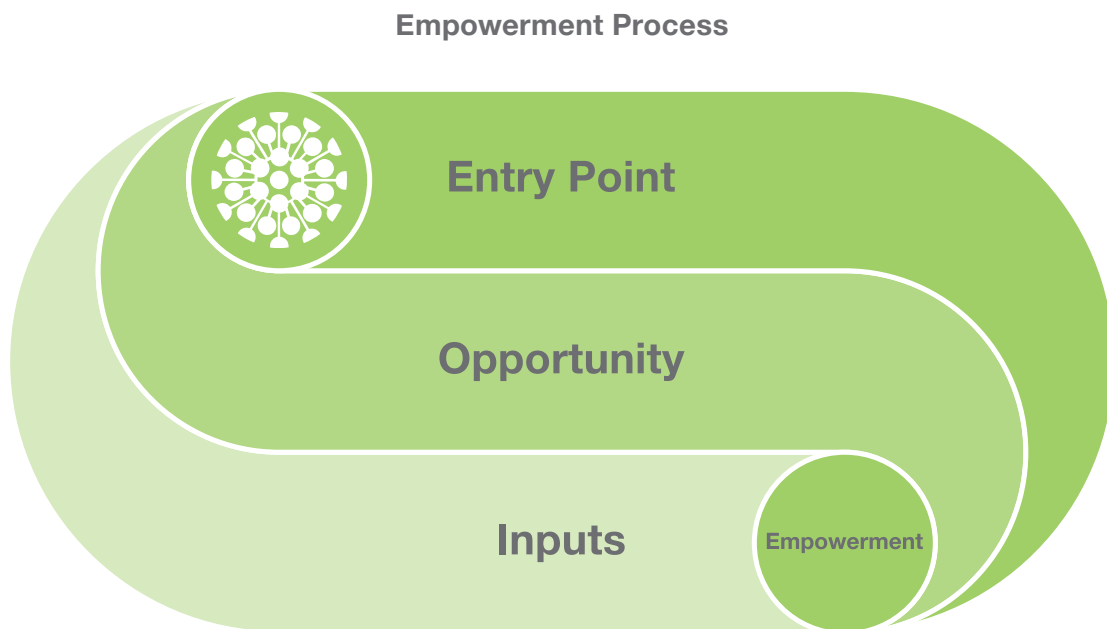
Even though women can start at a different level of influence, we observe the same process of transformation: Tupperware helps women maximize their previously untapped potential.

Women surveyed have experienced a process in which they go from being defined by their motherhood or their employment to finding in Tupperware a trusted partner, one that opens up a world of personal and professional success. Hence, even though women can start at a different level of influence, we observe the same process of transformation: Tupperware helps women maximize their previously untapped potential. Women in both developing and developed markets, such as Germany, *benefit from a system of support that offers them limitless opportunities for success.*

Chapter 7. Self-Actualization Process

I became a fighter, I love the challenge [and] . . . I help others to battle their way through.” –PARTYMANAGER

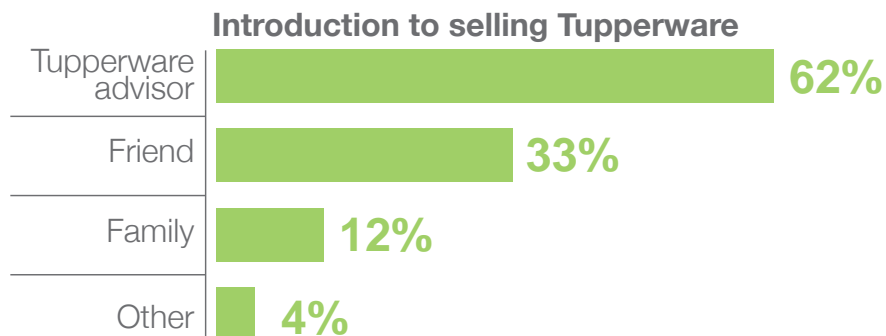
Working with Tupperware is more than just a job or an income opportunity; it provides women with a framework for their personal and professional development. When saleswomen were asked to describe themselves before joining Tupperware the word they chose most frequently was “shy” (31%). After having worked with Tupperware, however, only 2% would describe themselves as shy. In addition, when asked how others would describe them today, the most commonly referenced words were “motivated” and “autonomous.” These changes start with joining Tupperware and solidify as the woman becomes part of the Tupperware family.



The image above shows that the transformation process takes place beginning with the reasons women joined Tupperware (the “entry point”), followed by the opportunities provided and reasons they stay (the “opportunity”), and ending with the support system that Tupperware provides (the “inputs”)—all of which combined become the building blocks of the women’s success.

Entry Point

When attending a party, the potential saleswoman makes an assessment of the requirements, challenges, and benefits offered by the company and decides whether or not she will try selling Tupperware. For the 62% of women interviewed who were recruited at a party, several factors are important: these include not having to make an initial payment for her first demonstration of products, attractive prices for herself and her customers, low financial risk, high potential income, and strong support from the company. The product is a strong inducement—70% of women report joining Tupperware in order to get products for themselves more easily. Similarly, 67% of women state that what they find most appealing is that Tupperware is a trusted brand.



The entry point is not surprising when we consider the profile of Tupperware women seen earlier. German women are educated and make informed decisions; a reputable company with excellent performance rewards is an important incentive for someone wanting to make a start in direct sales—for 78% of the women selling for Tupperware, this is their first direct sales experience.

Opportunity

Once they've made the decision to become Tupperware saleswomen, women describe many other benefits and reasons to stay. Tupperware offers women a number of advantages depending on their personal situation:

Profile	Barrier	Opportunity
Stay-at-Home Mother	Work-life balance	Tupperware allows them the possibility to work while taking care of their families, with the average Tupperware saleswomen dedicating about 15 hours a week to her work selling Tupperware, lower than the average 30-hour week for part-time employment in Germany.
Currently Employed	Monotonous work environment	Tupperware provides an exciting, enjoyable work environment and expanded social circle. For 80% of saleswomen what they find most appealing about Tupperware is that they enjoy their work.
Career Seeker	Limited promotions	Tupperware is seen as a company where promotions and rewards are based on merit and not personal background or connections—only 3% completely agreed that promotions at Tupperware were achieved through personal relationships.
Distributor	Owning a business ³	30% of women reported that Tupperware provides them with the opportunity to have their own business. 80% of Distributors, the only full-time positions surveyed in this study, stated that managing their Tupperware business is their dream job.
Opportunities for all profiles		
Challenging Career	The majority of women are attracted to Tupperware because it represents a personal and professional challenge. When asked what Tupperware means to them, on average 74% of respondents answered, “[Tupperware] motivates me to attain high performance.”	

Most women view this combination of benefits as unique to Tupperware: only 12% say that Tupperware is like any other employer, and all saleswomen report that they believe Tupperware to be the most attractive direct selling company in Germany. Tupperware offers those with different lifestyles and needs the opportunity to earn an income while balancing family and/or other duties.

² In Germany only two thirds of women are entrepreneurially active compared to men. (Levie, Jonathan, et al. *Global Entrepreneurship Report* (GEM: 2013))

Inputs

Through its support system—an important series of “inputs”—Tupperware addresses the unique barriers women face and offers them challenging, enjoyable work with flexible hours that allow them to manage other responsibilities. Most remarkably, however, Tupperware’s model helps women transform from shy women with narrowly defined self-perceptions (for example, housewife or employee) to motivated and self-sufficient businesswomen.

Within Tupperware Germany’s model there are six key inputs that create a strong support system for saleswomen: 1) trust in the company, 2) equal opportunities for all employees, 3) a strong culture of recognition, 4) a robust internal communication structure, 5) effective transfer of knowledge, and 6) a valuable source of income.



Trust in Tupperware

Tupperware offers an attractive and reliable product, a key component of a woman’s confidence in selling to others. When asked what the most appealing aspects of selling Tupperware are, three of the top five answers referenced the products.

Early in their careers, Tupperware saleswomen face the challenge of being perceived as professionals by those outside the company. As noted earlier, new mothers going back to work face the stigma of being called “raven mothers.” And a woman who joins Tupperware faces an added hurdle of being perceived as a “tupper tante” (or “Tupperware auntie”)—an older lady who loves kitchen supplies. Because of this outdated stereotype, women in the focus groups reported a negative exterior image. Yet the praise, recognition, experiences of success, and community gave women the support they needed to overcome negative outside perceptions. For women, trust in the company and in the product is key—58% of women stated they chose Tupperware because they trust the product; and 80% of Distributors and 78% of Gold Team Leaders stated that what they find most appealing about Tupperware is that it is a trusted brand.

Equal Opportunities

Tupperware is seen as a fair company with flat hierarchies, equal opportunities for promotion and success, and transparency in its processes and management practices. Women see a clear and reliable framework.

With Tupperware no matter your level if you do the party yourself you receive the same commission. So there is more equality. [At Tupperware] I have a chance of a career. The hierarchies are more transparent and flatter. —PARTY MANAGER, OSNABRUK³

³ To ensure full anonymity of women interviewed names cannot be shared in this report.

When asked if promotions at Tupperware were achieved mainly through personal relationships rather than job performance, only 3% of women and men interviewed completely agreed. In addition, when asked if the different career levels were well known to the sales force, 80% of women agreed. *Women see that Tupperware gives them an opportunity to develop professionally based on merit.*

Recognition

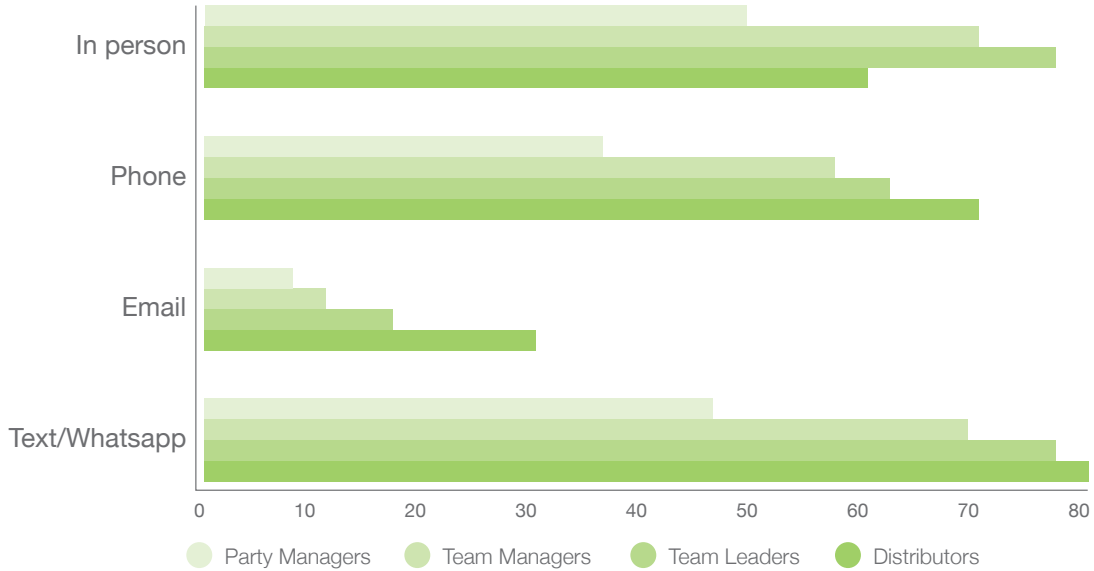
In Tupperware Germany, feeling appreciated and recognized for their work is one of the main reasons women give for staying with Tupperware. Appreciation and recognition come in various forms at Tupperware, ranging from praise and recognition from more senior women and at Tupperware assemblies to gifts and prizes for strong sales performance. Of saleswomen surveyed, 70% feel appreciated for their work, and 65% report that one of the most appealing aspects of working with Tupperware are the gifts.

It is interesting to note that, especially for women at the Gold Team Leader (48%) and Distributor (60%) levels, personal recognition from Tupperware’s management is highly valued. This was also observed during the focus groups, where saleswomen shared their strong emotional connection with the company, beyond financial incentives.

Preferred Recognition, by Level	
Party Managers	
With money	62%
With Tupperware products	51%
Team Managers	
With money	72%
With trips	67%
(Gold) Team Leaders	
With money	80%
With trips	73%
With TVs, computers or other equipment	53%
Personal recognition by Tupperware management	48%
Distributors	
With trips	100%
Hono onstage at meetings and events	70%
Personal recognition by Tupperware management	60%

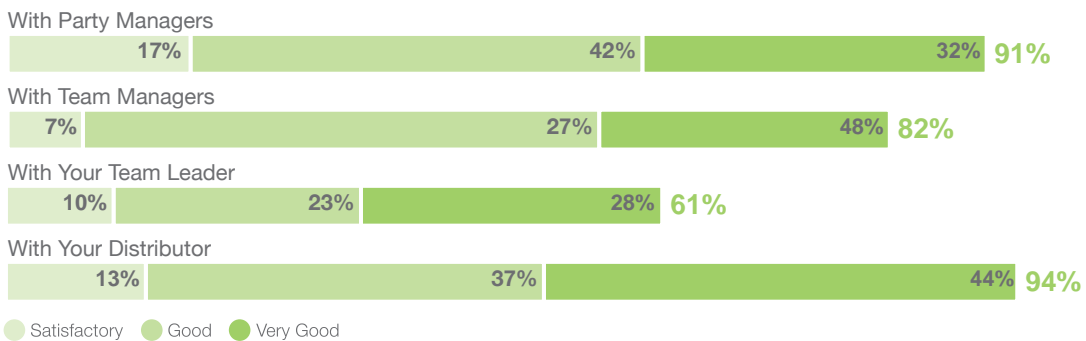
Internal Communication

How do Tupperware Women communicate best?



In an advanced economy with modern technology and a relatively formal culture, Tupperware Germany has distinguished itself through strong face-to-face relationships between its saleswomen as well as direct contact with customers. Throughout the different levels of the company, communication is crucial—from the Distributor who mentors her saleswomen to the saleswoman receiving information on promotions from headquarters. Interestingly, across all age groups women rely mainly on in-person communication or phone calls, rarely using email, and are very satisfied with the level of communication they have with their supervisors and peers. When choosing to use a technology they also choose more personal or informal tools such as text rather than email.

Satisfaction with Communication

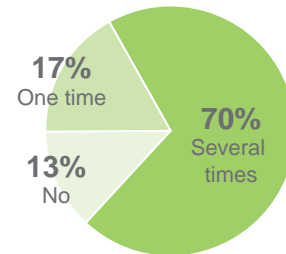
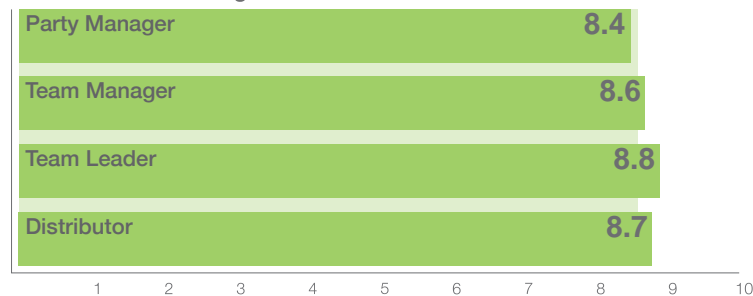


Transfer of Knowledge

Tupperware saleswomen value the trainings provided to them and throughout all levels request trainings that are pertinent to improving their business. The majority of women (86%) report having attended a Tupperware training, using all tools provided (iTUP, assemblies, cooking classes, and trainings) to improve their knowledge. Of all participants interviewed, 87% of the women knew about iTUP and, of these respondents, 86% had already passed at least one module.

Tupperware is a personality training. All the other trainings you get. If you go to the meetings you learn a lot. Communication training, lots of coaching. Yes, I could have done that beforehand, but beforehand I didn't have a place to practice. There was no training in communications as a student. I just learned about the facts I needed to know. —TEAM LEADER OSNABRUCK

Evaluation of Training



Income

70% of women surveyed say their income has seen a positive change with Distributors and Gold Team Leaders achieving the greatest change. Interestingly, there is a connection between the length of time with Tupperware and the reported changes in one's financial situation. The perception of improved financial status is higher as we move up the levels of saleswomen: on average 14% of Party Managers and Team Managers report that their financial situation has changed significantly, and 59% state that it has changed somewhat; 50% of Gold Team Leaders state that their financial situation has changed significantly, and 38% reporting somewhat; and 60% of Distributors stated that their financial situation has changed "a lot," and 30% reported "some."

Women use their earnings from Tupperware in a strategic way, investing in their households and businesses. The usage of their income is in line with their entrepreneurial profile. In 2014 the Association of German Women Entrepreneurs, Verband deutscher Unternehmerinnen (VdU), in co-operation with Deutsche Bank, presented its survey of women entrepreneurs, for which more than 400 VdU members were interviewed. The profile of women entrepreneurs in that study is on par with the findings we see in this study, with women entrepreneurs attaching greater importance to strategic planning. For example, a large percentage of women (44%) reported reinvesting their earnings into Tupperware products, and this reinvestment accounts for 19% of their total earnings.

The Tupperware woman invests as a strategic woman of business, spending her earnings on clothes (herself), food (her household), Tupperware products (her business), and her savings (security).

Use of Tupperware earnings



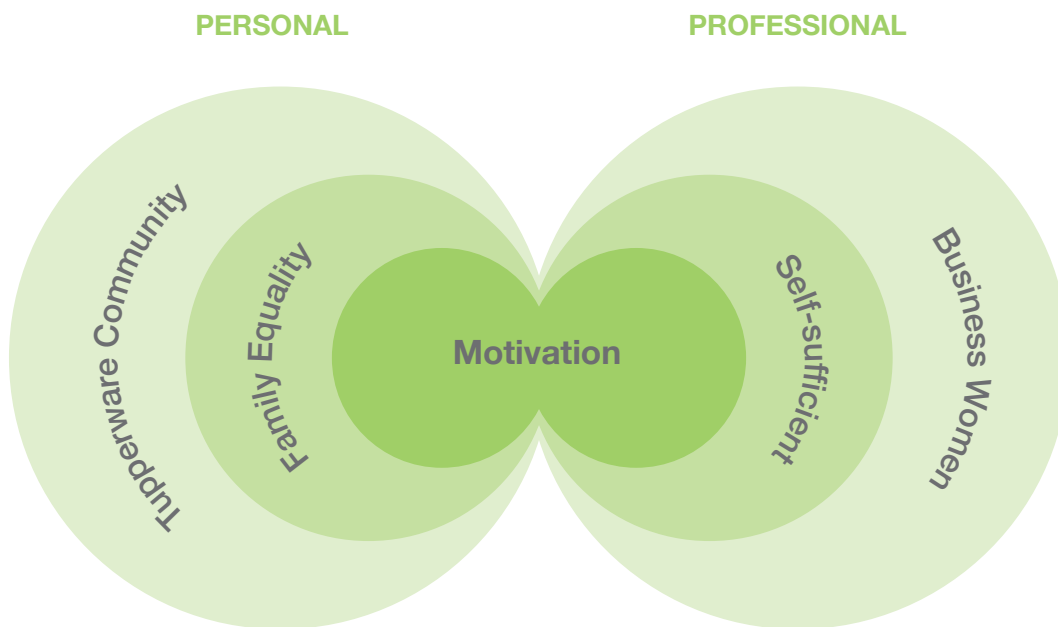
Although the income opportunity offered by Tupperware is important—the majority of people surveyed said they prefer to be recognized with money—it is not considered the most important support or Tupperware “input.” Women value most the balance of the inputs provided, the combination of which supports them in their path toward more empowered selves:

Money is not the reason why you stay with Tupperware. Tupperware is what gives me support in my life, I can do it with my partner; it shapes my life. It's an opportunity, a platform to convey our attitude towards life, towards supporting others. This is what Tupperware offers you. You get a good feeling of passing on your knowledge like a teacher to students. —DISTRIBUTOR

Chapter 8. Spheres of Impact

[Without Tupperware] I don't think I would have my own house and I don't think I would have travelled so much. My life has changed through Tupperware. Now I am equal to my husband. It is not often that you talk eye to eye with your partner but we do (...) Today I can talk non-stop. You speak differently to people, you have no inhibitions, you approach them differently. –DISTRIBUTOR, FRANKFURT AREA

Women are aware of the changes in their personal, social, financial, and professional lives. It is important to note, however, that *the spheres of impact of the empowered woman are more internalized with the greatest changes to their lives being personal (greater motivation) and professional (experiencing successful self-employment).*



Personal and Social

Self: Motivation

The inputs described above support the transformation of women from describing themselves as shy to motivated (59%) and autonomous (52%). No longer shy, women feel motivated and enjoy their work. Through a fair system of praise, recognition, and appreciation, Tupperware provides motivation to succeed with opportunities to excel personally and professionally. For example, almost one-third of women stated that what they gain from attending assemblies at Tupperware is motivation.

59% of women identify as moving from shy to motivated and 52% to autonomous

During the focus group discussions, the saleswomen were asked to construct a collage using images from magazines to describe their perceptions of a Tupperware woman compared to how others perceive them. Across all ages, levels, and geographic locations, women continuously selected the same images and used similar language to describe themselves. All levels recognize in Tupperware the “joy of success,” the possibility to build their own business, the company as a family, and the freedom and fun of their work.

“Tupper family”



“Support”



“Fun”



“Joy of success”

“Financially worth it”

Although motivation is the number one change in their lives, followed by a feeling of independence, each level of saleswoman has reached a new level in her development. Distributors have changed more into enterprising women; Gold Team Leaders into successful women; and Party Managers into responsible ones. Their new drive and confidence helps them move their successful business forward and reap the benefits of their accomplishments in all areas of their lives.

Family: Equality

Although they have less time to spend with their families, they see the time they do spend as more engaged, with 33% of women stating that time with their families has become more valuable. Furthermore, their spouses or partners collaborate with them more on household work and saleswomen see themselves as being on the same “level” as their partner.

My husband and I now value our time together more than before.
—PARTY MANAGER

In the past I used to support my husband a lot. Now things are more balanced and he does more in the household. —TEAM MANAGER

Community: A Bigger life

In the survey women report that, thanks to their work with Tupperware, their worlds have expanded: they have more friends, colleagues, clients, meetings, and Tupperware parties. Of respondents, 90% state that Tupperware enables them to broaden their contact with people.

It is common to hear a saleswoman refer to the Tupperware community as being like a family. As women enjoy their work, they enter a family of saleswomen who share a common identity and a community of women actively supporting each other. Especially for Gold Team Leaders, when asked what Tupperware means to them, 70% agreed that Tupperware is like a family to them.

[We like] that people get promoted together. When you get promoted your people get promoted. It feels nice that someone else achieved success through your help and you get noted. —PARTY MANAGER

Tupperware is the biggest company in this field (...) some [other] companies are as big as one Tupperware distributor! (...) They offer added value with their products and the weekly contact. Many companies don't do this. The ones who do team meetings have successful teams; this has to do with creating a family. —DISTRIBUTOR

In addition, women report that, thanks to their work with Tupperware, they have improved their skills in unexpected areas. For example, with a renewed emphasis on homemade food for entertaining customers, women note that they have become better cooks and bakers. Not only does this give them further knowledge and expertise to share with clients, women also find that their own and their families' eating habits and health have improved.

Financial and Professional

Income: Autonomous and Respected

Almost three-quarters of the respondents state that their financial situation has improved since they started working with Tupperware, at least somewhat. Furthermore, when asked what changes there had been in their lives since joining Tupperware, respondents' top two answers were "I am more self-sufficient" (57.5%) and "I have greater solvency" (44%)—with Gold Team Leaders and Distributors showing the greatest change. Although Tupperware is generally a part-time job, the earnings from selling Tupperware allow them to contribute to the living expenses of the family and/or to enjoy some extras.

The saleswomen's financial gains are obvious to family, friends, and neighbors. The recognition that comes initially from Tupperware subsequently comes from the outside community, contributing to her personal feelings of success beyond her relationship with the company. On average half of Team Managers and Gold Team Leaders state that others see them today as successful. A tangible example of this success in Germany is that Tupperware makes cars available on a short-term basis to a number of saleswomen as a perk. With a greater number of women able to access these cars, family, friends, neighbors, and customers can witness the saleswoman's success.

I wouldn't be the person I am without Tupperware. I am much more confident driving a nice car. You get to talk to others. When I go shopping someone always says hello, how are you. –DISTRIBUTOR

*People around got envious because I had a new car so quickly!
–TEAM MANAGER*

Professional: My Own Business

While the perks are clearly appreciated, Tupperware also provides a more long-lasting support. As highlighted in the beginning of the report, only a minority of women holds managerial positions in Germany. Tupperware provides the opportunity for women to enjoy the independence of a successful business, with 73% of women stating that Tupperware has shown them the advantages of successful self-employment.

Tupperware women have a strong entrepreneurial profile—for example, as the VdU survey shows, career-oriented women (72.8%) report a desire for independence as the most frequent motive for starting a business. When asked if all women should be financially independent from their husbands, 62% of saleswomen (and 78% of Gold Team Leaders) agreed. Tupperware offers an alternative to generally male-dominated management positions.

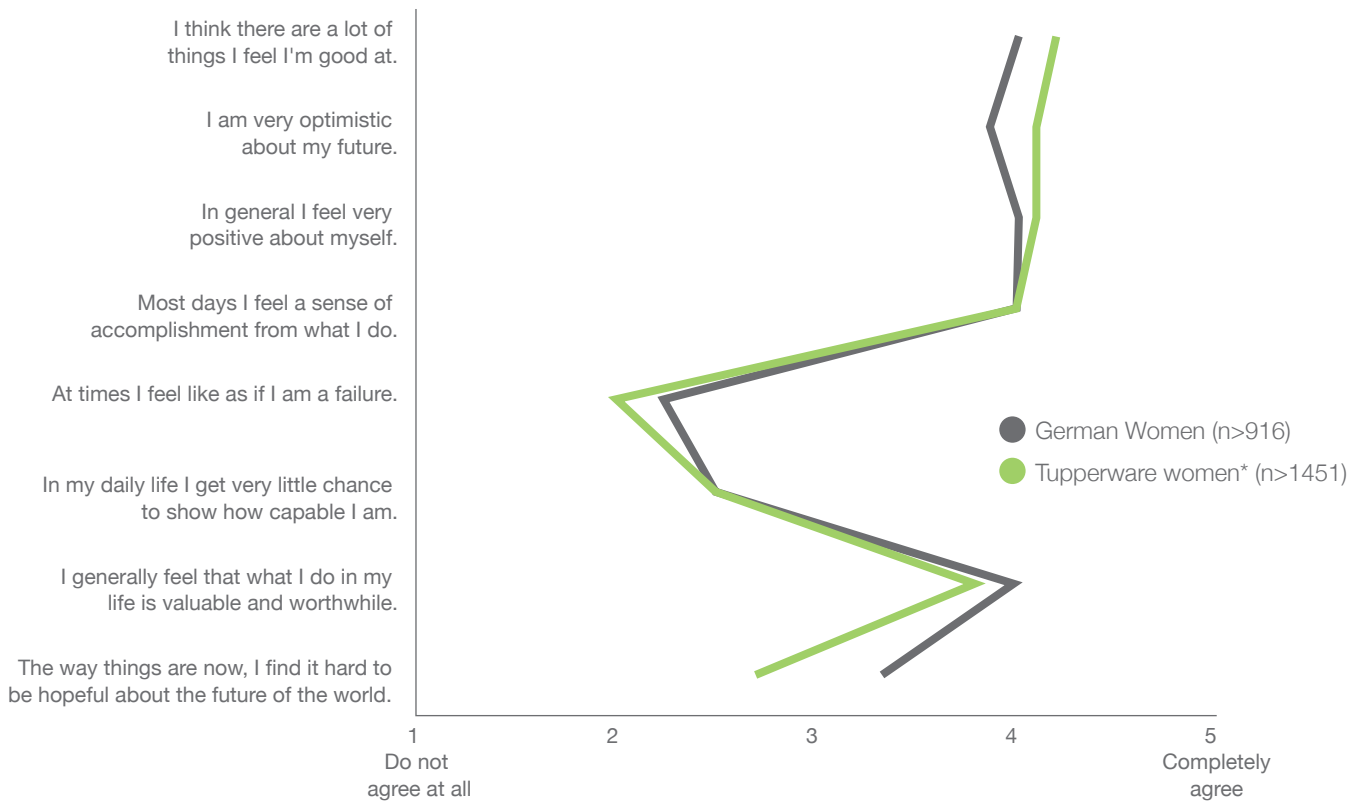
I could never go back to another job. Here I can say what I want, I don't have to say what my boss would want me to say. Now I would feel confident to do much more on other jobs but I don't want another job! –DISTRIBUTOR

Tupperware provides a structure where women have successful businesswomen as role models and creates an environment conducive to learning. It also provides possibilities for promotion in a clear and merit-based manner. All of this comes in an enjoyable work environment where women can manage a successful enterprise without feeling as if they have to choose between their careers and their families.

A Comparison to German Women

Using the 2012 European Social Survey as a comparison, we found that Tupperware women are slightly more optimistic and confident than the general German female population. As seen in the figure below, when looking at the statement “I think there are lots of things I feel I'm good at,” it is visible that Tupperware women show a higher agreement to the statement (on average 4.2 on a scale 1 to 5, 5 being completely agree) than the average German women (4.0). Agreement with the statement increases with the level of saleswoman, peaking at 4.5 for Gold Team Leaders.

Comparison of German and Tupperware women



The impact of a Tupperware women's empowerment does not greatly affect their community, as we have seen in previous studies. When asked if they provide help to others, 92% of Tupperware women agree with this statement while 91% of German women do so as well. Tupperware women have their greatest impact among themselves, forming a strong community and relying on the company for support. They undergo important changes expanding their networks and building bigger lives, as well as boosting their professional self-image as independent women of business.

Chapter 9. Opportunity Areas

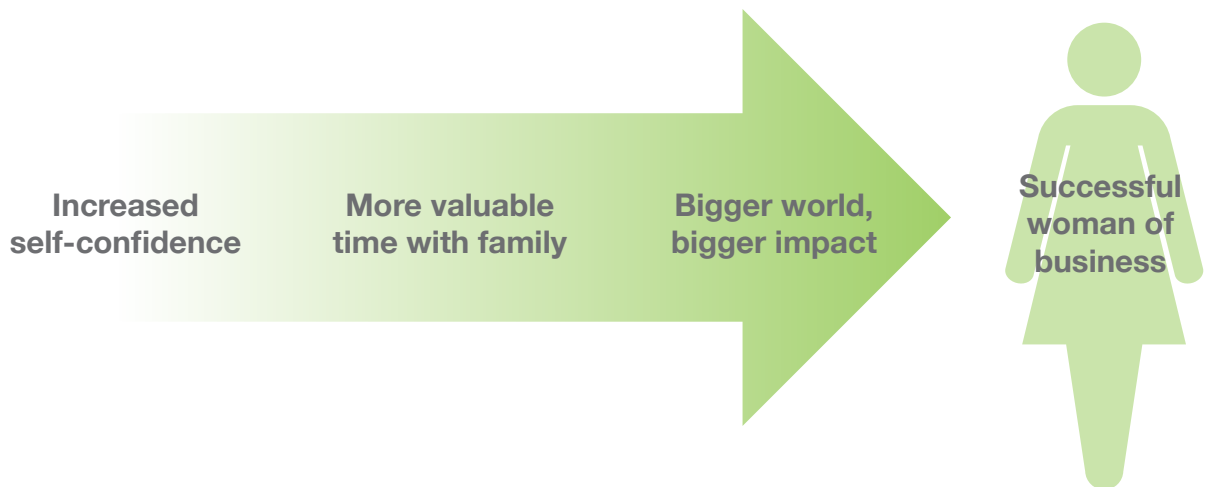
Chain of Confidence

Throughout the focus groups, women respondents said they understood why Tupperware's Chain of Confidence is important for women in more developing countries. As seen in the earlier discussion on German women's interpretation of empowerment and its lack of relevance for them, they do not consider the Chain of Confidence applicable in Germany because they do not believe they need to be empowered. Therefore, for women in Germany to feel part of the broader Chain of Confidence initiative, it is necessary to address their unique experiences without losing the universality of their being women and mothers.

The Chain of Confidence brings together women with the same roots: mothers and daughters who want to move themselves and their families forward. It's important to recognize first that all women, no matter their country, face challenges. Whether the barriers are big or small, all women face unsupportive cultural and institutional obstacles to their professional growth. Tupperware provides the support they need so they can find and experience in their own unique way the joy success. Success, however, is defined differently in each country. Allowing for that variability is important. In Germany, for example, the Chain of Confidence means that women can achieve their own personal success as businesswomen through their work and motivation.

Therefore, rather than speaking of the Chain of Confidence as an empowerment process in Germany, a more accurate and culturally relevant discussion would be around *the newfound success in her life*, examining the *processes and results* of working with Tupperware. That change process can be broken into several critical pieces:

Process and Results of Working With Tupperware in Germany



Distributors

During the focus groups, there was considerable discussion concerning the challenges of being a Distributor. In the focus groups the main issue raised was that Distributors did not feel treated as business partners. They also noted that recognition was not equal among women: they point out, for example, that travel is paid for the saleswoman with the highest sales but that there is no recognition of the Distributor who trained and motivated her.

Distributors also requested better coordination with Tupperware Germany—for example, they can't attend meetings on holidays or Mondays, which are the busiest day of the week for them. In broad terms, Distributors want to feel that they are included in the decision-making on changes made by the company.

While Team Leaders reported the greatest motivation and satisfaction, only 16% of women interviewed found the position of Distributor attractive, demonstrating the general negative perception of the challenges faced by Distributors in the country.

Competitions

Women surveyed from different levels of sales requested simplified competitions. Their main concern is the number of parallel competitions, which hamper the achievement of goals. Again, Distributors feel the strongest on this issue, with 60% agreeing on this issue as compared to only 22% of Party Managers who agree.

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