CORPORATE IMAGE DETERMINANTS AND THE ROLE OF ATTITUDES IN DIRECT SELLING COMPANIES

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AND THE ROLE OF ATTITUDES
IN DIRECT SELLING COMPANIES

By

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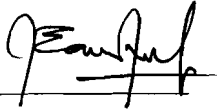|			
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ABSTRACT

Frauds and internet scams have tarnished the image of the direct selling company scams in recent years, and many around the world hold a negative attitude about the direct selling business. This negative corporate image has also been triggered by illegal pyramid schemes, lack of corporate social responsibility and confused brand architecture. Hence, the main objective of this study is to examine the antecedents of corporate image in direct selling companies in Thailand through determining the direct and indirect factors affecting corporate image of these companies. A total of 900 questionnaires was distributed to direct selling customers, and 612 were collected back, representing a response rate of 68%. After deleting missing values and outliers, the final 532 usable questionnaires were analysed using structural equation modelling (SEM). This study found that four predictors were significant factors with respect to corporate image; these were internet marketing, corporate social responsibility, trust and attitude. The results also found that two predictors were salient underlying factors that predict customer attitude; these were perceived value and trust. Finally, a mediating effect of attitude between all linkages and corporate image was found to be a full mediator for linkages between perceived value and corporate image. However, attitude was a partial mediator when tested for linkage between trust and corporate image. The study is based upon the attitude toward corporate image as an essential element to the success of direct selling companies and several factors as antecedents, contributing to the enhancement of corporate image among the direct selling companies.

Keywords; corporate image, direct selling, attitude, Thailand

ABSTRAK

Sejak kebelakangan ini, fraud dan penipuan internet telah mencalarkan imej perniagaan jualan langsung, dan kebanyakan negara di seluruh dunia mula bersikap negatif terhadap perniagaan jenis ini. Imej negative ini juga dicetuskan oleh skim piramid haram, kekurangan tanggungjawap sosial korporat dan kekeliruan senibina jenama. Objektif utama kajian ini adalah untuk menyelidik anteseden imej korporat dalam syarikat-syarikat jualan langsung di Thailand melalui faktor-faktor penentu langsung dan tidak langsung yang memberi kesan kepada imej korporat syarikat-syarikat tersebut. Sebanyak 900 soal selidik telah diedarkan dan 612 telah dikutip, mewakili kadar maklum balas keseluruhan sebanyak 68%. Selepas pemotongan nilai hilang dan data terpencil, hanya 532 jumlah akhir soal selidik yang digunakan dan telah dianalisis dengan menggunakan model persamaan struktur (SEM). Hasil kajian ini mendapati terdapat empat faktor ramalan yang signifikan bagi imej korporat iaitu pemasaran internet, tanggungjawab sosial korporat, kepercayaan dan sikap. Selain itu, keputusan juga mendapati terdapat dua faktor ramalan dasar yang penting bagi meramal sikap pelanggan iaitu tanggapan dan kepercayaan. Akhirnya, kesan pengantara antara semua hubungan dan imej korporat dengan sikap didapati menjadi pengantara penuh bagi hubungan antara nilai tanggapan dan imej korporat. Walau bagaimanapun, sikap menjadi pengantara separa apabila diuji untuk melihat hubungan antara kepercayaan dan imej korporat. Kajian ini adalah berdasarkan sikap terhadap imej korporat sebagai elemen penting kepada kejayaan syarikat-syarikat jualan langsung dan beberapa faktor sebagai anteseden yang menyumbang kepada peningkatan imej korporat dalam kalangan syarikat-syarikat jualan langsung.

Kata kunci; imej korporat, jualan langsung, sikap, Thailand

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2. Prasit Rattanaphan (2012), **"**Consumer attitudes toward the corporate image of direct selling companies in Thailand" *International Conference on Psychological Sciences and Behaviors- ICPSB 2012,* Hong Kong, June 2-3, 2012.

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4. Prasit Rattanaphan (2012), **"**Consumer attitudes toward the corporate image of direct selling companies in Thailand" *International Journal of e-Education, e-Business, e-Management and e-Learning*, ISSN: 2010-3654, 2 (4), 290-293**.**

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TABLE OF CONTENTS

TABLE OF TABLES

LIST OF FIGURE

Page

CHAPTER ONE

INTRODUCTION

1.1 Chapter Overview

Chapter one introduces the main aim of this study in the background of the study, followed by the discussion on the research issues, problem statement, research questions, research objectives, significance and contribution, research justification and scope of the study. This chapter ends with the definitions of the key terms and thesis organization.

1.2 Background of the Study

The main objective of this study is to examine the determinants of corporate image and the role of customer attitudes in the direct selling companies operating in Thailand. Despite the profitable revenue reported by direct selling industry, the corporate image of these companies has been negative and deteriorating (Baker, 1999; Saha, 2009; Villarreal, 2009). This negative corporate image has been triggered by illegal pyramid schemes, negative attitude, lack of trust, negative perceived value, internet fraud, lack of corporate social responsibility (CSR) and confused brand architecture conducted by direct selling companies.

The direct selling industry in Thailand is valued at USD 2.95 billion in 2012 with 828 registered direct selling enterprises and attracting almost 11 million self-employed distributors (Office of Consumer Protection Board-OCPB, 2013). Although, direct selling industry has attracted a good number of the population, giving self-employment, it may not be very safe for stakeholders. The direct selling industry seems to be more interested in creating revenue for their network, rather than income distribution and increased investment by using fraudulent ways.

From 2008 to 2010, the Department of Special Investigation (DSI) of Thailand reported 12,000 victims of pyramid crimes, valued at more than USD 68.39 million. It also stated that most victims do not report these crimes, and therefore, it is estimated that there could be more than a million people affected, representing financial losses of more than USD 3.61 billion (Department of Special Investigation of Thailand, 2011). It is difficult to separate Multi-Level Marketing (MLM) and pyramid schemes. Most of the times, the victims of pyramid do not know that they are an accomplice to pyramid schemes. Kustin and Jones (1996) believe that lack of consumer understanding of the direct selling industry is very common, many consumers do not understand the system of direct selling, and often have negative attitudes of direct selling organization such as lack of trust and low perceived value.

Evidence of internet fraud in Thailand is also at large. The Thai police have recently arrested three Nigerian men and a Thai woman for allegedly operating an online scam, and swindling of about USD 260,000 from 18 local women (Bangkok Post, 2013). The exposure in the media about these scams leads many potential distributors

and customers of the direct selling companies to disbelieve direct selling activities. This is cause for many people having negative attitudes and bad image with regards to internet marketing conducted by direct selling companies (Saha, 2009; Villarreal, 2009). Trust towards direct selling companies is dwindling amongst the stakeholders as reinforced by Young and Albaum (2003) in their quotation:

> *"Customers' trust in a direct selling relationship is at a level less than what would be desirable to the direct seller. Low levels of trust could encourage regulation in the management and operation of direct selling companies."*

Perceived value is also a problem when many complaints were made through the internet regarding direct selling products such as legal officials have cautioned people to check the direct selling companies prior to determine whether they have legally registered with the Thailand Office of Consumer Protection Board (OCPB), or if complaints had been lodged previously. Many direct selling companies offer products that are not legitimate (Bangkok Post, 2013). Furthermore, the OCPB admits that some direct selling companies do not conduct their business according to the registration submitted to the OCPB (Office of Consumer Protection Board-OCPB, 2013).

There are also various other factors that determine corporate image of direct selling companies (Boripant, 2009), which have not been investigated empirically such as CSR and brand architecture. Direct selling companies in Thailand have highlighted the importance of CSR for the good corporate image. i.e. Amway launched One by One: World of Wisdom campaign for the children and youth who distant civilization. Nu Skin Thai distributors and employees feed 60,000 Malawian children every

month with donations of VitaMeal, a nutrient-dense maize and soy porridge specifically formulated to provide malnourished children with essential daily nutrients (www.nuskin.com). Furthermore, very few direct selling companies are conscious or focuses on CSR activities. Ironically, some companies still do not fully understand about CSR because the CSR activities lack diversity and it is widespread in only the top direct selling companies such as Amway, Nu Skin, Better Way (Suprawan et al., 2009; Thailand Direct Selling Association, 2012).

For brand architecture, direct selling companies launch multi brand product strategy (e.g. Amway, Skyline, Nu Skin) which leads to customer confusion because the customer seems to dis-tolerate multi brand in direct selling probably because direct selling companies could be their avenue to get new innovation which are not found in the retail market (TDSA, 2012). Furthermore, little is known on customer's perceptions and feelings about the brand architecture in direct selling companies.

Hence, this study intends to develop a model to improve the corporate image of direct selling companies in Thailand by looking into the factors discussed above i.e. attitude, trust, perceived value, internet marketing, corporate social responsibility and brand architecture.

1.3 Research Issue

This study identifies four research issues: (1) bad direct selling corporate image, (2) negative attitude, trust and perceived value, (3) limited implementation of corporate

social responsibility (CSR) in direct selling, and (4) Confused brand architecture issues. The discussion on each issue is as follows:

1.3.1 Bad Direct Selling Corporate Image

Corporate image in direct selling has been tarnished by fraud, pyramid schemes and scams (Chan, 1999; Direct Selling Association, 2009; Euromonitor International, 2012a; Viosca, Bergiel, & Balsmeier, 2004). Corporate image is a resource which is most difficult to imitate, as a result of the extensive time period that is necessary for development and an intuitively appealing concept which is related to attitude. The concept of corporate image is implicated to different types, such as perceived by consumers, community and stakeholders, and also depending on consumers' purpose. Andreassen and Lindestad (1998) suggest that corporate image is a major process that affects attitudes, perception and customer satisfaction, because it relates to the consumers' recognition of the products and services. Therefore, corporate image is a result of attitude, perception and recognition.

Corporate image is primarily based on the perceptions of the stakeholder (e.g., shareholder, employee, customer, the public media and community), which is a main variable that significantly influences corporations, affect decisions about employment and investment and impact on consumer behaviour. Although the increase in consumer demand is encouraging, impurity is still emerging and the numbers of fraudulent businesses are growing and continuing to damage corporate

image of direct selling companies (Abrams, 2002; Baker, 1999: Euromonitor International, 2012a).

The DSI of Thailand reported that fraud is widespread in Thailand. Two major frauds in 2011 became well publicized. These frauds duped hundreds of people by requesting them to invest money through pyramid schemes. These schemes eventually collapsed causing losses of billions of Baht to investors (DSI, 2011), leading to a negative image with regards to direct selling (Bulik, 2008; Chan, 1999).

However, it is not just Thailand that is affected by these scams; pyramid schemes are global and are numerous in many other countries, such as the Philippines, Taiwan, United States of America (USA), Singapore and Greece, as confirmed by numerous statements. For example, in the Philippines, direct selling has long gained a very negative reputation following the fraudulent pyramid schemes of the 1990s. This made customers wary about joining companies with this kind of compensation scheme (Bangkok Post, 2013; Euromonitor International, 2012a).

In Taiwan, there have been more than 100 victims in a single pyramid scheme and they have no recourse under the Consumers' Protection Act because such schemes are organized as business practices. This is not a sustainable business model, whereby participants are often promised payment or services, mostly for recruiting other people into the schemes, rather than procuring any real investment or services. The USA also reported that thousands of Americans have lost millions of dollars participating in scams and pyramid schemes. Many victims thought they were paying

for help in starting a small business of their own, when in fact they were being fooled by a slick pyramid scheme disguised to look like a legitimate business (DSA, 2011).

Singapore also reported a drop in consumer confidence, as a result of declining direct sales in 2011, by 2% in current value terms, mainly because of weak consumer confidence in pyramid schemes (Euromonitor International, 2012g). In Denmark, the direct selling sales declined by almost 4% in 2011; one of the key reasons being direct selling having a negative image among Danish consumers due to the illegal pyramid companies that have affected direct selling reputation negatively (Bhurahongse, 1999; Euromonitor International, 2012b).

Euromonitor International Direct Selling reported pyramid schemes are also frowned upon in Greece, as they are generally considered to be fraudulent, resulting in a direct selling value decline of 6% in 2011, reaching sales of EURO145 million. Lastly, direct selling in Japan posted a current value decline of 3% in 2011, as a result of a number of fraudulent cases and trickery associated with door-to-door sales and unsuspecting citizens being swindled out their money (Brodie et al., 2002; Bulik, 2008; Euromonitor International, 2012c).

Rapid development in modern technology has enabled direct selling businesses to access consumers all over the world. The internet is now being used as a tool to grow these pyramid schemes, and unlike commercial retail shops, it is more difficult to hold someone accountable for these fraudulent schemes, as there is no face-to-face method of contact. Direct selling is often an online industry, non-store retailing

business. Regulation by the government is also difficult due to the use of the internet to carry out their schemes (Baker, 1999; Bhurahongse, 1999; Chaffey, 2003; Viosca et al., 2004).

In some countries, even direct sellers themselves damage the corporate image in this industry. Direct sales representatives or distributors are often aggressive in their sales approach. They often visit the consumer at their own private residence, intruding on their personal privacy, and some representatives may try to establish sales through methods of intimidation. Since there is no retail outlet, company costs are kept low due to the fact they have no quality control method or distribution centre, and it has been reported that turnover rates of direct selling industries have been 80% and above (DSA, 2012; Granfield & Nicols, 1975; Mswell & Sargeant, 2001; Sudbury, 1990; TDSA, 2012). As pointed out by Baker (1999), the potential for fraud arising from the rapid growth of internet companies, often with little economic substance and lacking traditional management, is great.

Direct selling needs to create and maintain a positive corporate image (TDSA, 2012). This leads to the premise that direct selling business may be considered an antecedent of corporate image. Thus, it is most important for the direct selling company to build a good corporate image (Lin & Lu, 2010), and determine the direct or indirect factors that affect corporate image in direct selling companies.

1.3.2 Negative Attitude, Trust and Perceived Value

Nowadays, direct selling business has mainly had a negative impact on the global economy. The declining corporate image of direct selling companies has accelerated the negative attitude towards them (Saha, 2009; Villarreal, 2009). Chan (1999) shows that the increasing number of pyramid schemes and frauds have created problems leading to the negative attitude of the consumer to direct selling. Similarly, in Thailand, there are many consumers who have negative attitudes towards direct selling companies (TDSA, 2012).

Attitude is a learned predisposition to behave in an inconsistent favourable or unfavourable way with respect to a given object (Schiffman & Kanuk, 2010). Attitude towards the direct selling company is a person's overall reaction to it. The usage of attitude to predict corporate image of direct selling companies is therefore timely to be examined (Brown & Dacin, 1997; Hog et al., 2010; Limbu et al., 2010; Wu & Lu, 2009).

However, although there is this negative attitude, consumers are increasingly utilizing direct selling as a channel to purchase services and products, such as goods, advice, and consultations. Some of this is driven by the fact that direct sellers are among the only source of information providers about these services. Many consumers have doubts regarding this practice due to the pyramid scams discussed above, and a recent survey of consumers' perception showed a negative attitude towards it (Saha, 2009; Villarreal, 2009). This negative attitude can affect the long

term productivity of industries which rely on this method of sales as a mean of promoting their company.

Research by the Euromonitor International (2012a) shows that Japan and South Korea have reported a negative attitude toward the direct selling industry. The Japanese and South Koreans negatively perceive direct selling practices. Similarly, Chonko, Wotroba and Loe (2002) indicate that consumers had a negative attitude toward direct selling and the ethics of direct selling at the top. In addition, Brodie et al. (2002) propose that if a consumer has a negative attitude towards the direct selling companies, they will not decide to join these companies.

These statements confirm that customer attitudes can have a drastic effect on corporate image (Barone, Miyazaki & Taylor, 2000; Bennett & Gabriel, 2000; Brown & Dacin, 1997; Ellen, Webb & Mohr, 2000). Hence, this study is essential as it looks into the operations of the direct selling business and how it affects the awareness of consumers. The literature has shown that there are many factors that affect consumer attitudes, such as brand architecture (Dwivedi, 2010; Lin, 2008; Martínez & Pina, 2010; Martinez & Polo, 2008), internet marketing (So, Wong, & Sculli, 2005), CSR (Limbu, Wolf, & Lunsford, 2012), trust (Grabner-Kräuter & Faullant, 2008; Limbu et al., 2012; Mechinda & Anuwichanont, 2009), and perceived value (Jayawardhena, 2004; Kim & Chung, 2011; Lee, 2012; Mechinda & Anuwichanont, 2009). Thus, the other objective of this study is to examine factors influencing the attitude of direct selling customers.

1.3.3 Limited Implementation of Corporate Social Responsibility (CSR) in

Direct Selling

Although there is a growing awareness of the significant impact of environmental issues such as corporate social responsibility (CSR) in creating positive customer attitude and influencing their shopping habits and purchasing decisions, however, many direct selling companies are non-committal to this marketing tool (Brown & Dacin, 1997; Chang, 2009; Euromonitor International, 2012f; Lai et al., 2010). In Thailand, very few direct selling companies implement CSR activities. Thaipat Institute and the Foundation For Thailand Rural Reconstruction Movement has shown that out of 2.8 million enterprises as of 2012, only 30.40% of businesses in Thailand ever learnt about CSR, the awareness ratio among provincial enterprises was only 38.20% (Yodprutikarn, 2012). Quotations about the limited usage of CSR in Thailand by Thailand Direct Selling Association (2012).

> *"Direct selling companies which did not know CSR does not mean that their enterprises have never involved in a social project. They just did not know that the projects are part of the CSR, which encompass a wide range of activities like good governance, ethical business doing, product liability, donations, volunteering."*

Only four direct selling companies in Thailand have highlighted the importance of CSR, for instance Amway launched One by One; World of Wisdom campaign for the children and youth who distant civilization. Nu Skin Thai distributors and employees feed 60,000 Malawian children every month with donations of VitaMeal, a nutrient-dense maize and soy porridge specifically formulated to provide malnourished children with essential daily nutrients. Skyline established fund meal

of elephants for the National Elephant Institute in Lampang. Better Way launched Saiyairak (Love for Family) Project to provide the relationship between baby and mom.

As a result, businesses must pay attention to CSR activities and be committed to social responsibility. CSR is an important ingredient for direct selling because it can help create a positive image for consumers (TDSA, 2012). The CSR activities that help to build a positive attitude are also signaling a specific positioning for a corporation's resources (Chang, 2009; Lai et al., 2010). Consequently, CSR can influence consumer attitude and perception about the positioning of a company's corporate image.

CSR has been shown to have a positive impact on consumer attitudes (Chang, 2009; Chattananon et al., 2007; Kaplan, 2002; Planken, Sahu, & Nickerson, 2010; Rashid & Ibrahim, 2002). More specifically, these studies showed that consumers had a more positive attitude toward companies that support causes and offer CSR activities. Moreover, CSR programs have increasingly been integrated into direct selling companies' marketing strategies (Euromonitor International, 2012a; Thailand Direct Selling Association, 2012; WDFA, 2012). Thus, this study intends to examine the impact of CSR on attitude and corporate image of the direct selling companies.

1.3.4 Confused Brand Architecture Issues

In the direct selling industry, many companies use the multi brand strategy meaning that the companies utilize different brand names from the company name. For example, AMWAY cosmetic products use Artistry as their brand names. Skyline personal care for men products use WIS as their brand names. Better Way home care products use Florist as their brand names. This somehow confuses the new customers in purchasing the product they need. One of the reasons for having multi brands could be that these direct sellers act as wholesale partners rather than manufacturers. In the process, multi brand could be the most appropriate branding strategy to cope with fast changing product.

Respectable brand architecture could be a potential brand strategy for direct selling companies that lead to a successful business goal (Euromonitor International, 2012a; Rajagopal & Sanchez, 2004; Siva & Alwi, 2008; Thailand Direct Selling Association, 2012; Uggla, 2006; Vahie & Paswan, 2006). It also enables the customers to recognize and understand the product/service on offer which indirectly portray the corporate image (Hatch & Schultz, 1997).

However, little is known about the existing brand architecture that the direct sellers implement, which confuses the customers in understanding the complexity of product varieties offered (Bronsφ & Grunert, 2009; Rajagopal & Sanchez, 2004). Furthermore, many direct selling companies have little focus on brand strategy to be able to offer different product positioning with various prices or quality ranges to

target wider groups of customers. Hence, this study intends to examine the impact of brand architecture on attitude and corporate image of the direct selling companies.

1.4 Problem Statement

In this study, several research problems are identified and derived from the research issues which are divided into managerial and theoretical problems. The managerial problem is the tarnished corporate image triggered by pyramid schemes and internet frauds while the theoretical problems are diversified and fragmented model, equivocal findings, the inconsistent positioning of attitude as mediator and limited of empirical studies in direct selling settings.

The first research problem is the tarnished corporate image of direct selling companies caused by pyramid schemes and internet frauds (Chan, 1999; DSA, 2012; Euromonitor International, 2012a; Viosca et al., 2004). This managerial gap has indicated that direct selling companies are worried about pyramid schemes and internet fraud which can be the main cause of bad direct selling corporate image that might threaten their legitimate business (Edwards et al., 2012). The increasing number of pyramid schemes and internet frauds (internet marketing) cases have created problems leading to the negative attitude (Chan, 1999), distrust (Limbu et al., 2012), negative perceived value (Mechinda & Anuwichanont, 2009) and consequently leading to the bad corporate image of direct selling companies (Viosca et al., 2004).

As discussed earlier, distrust in consumer attitude as a result of internet fraud in Thailand (DSI, 2011) has affected consumers' attitudes towards the products or services they purchase (Saha, 2009; Villarreal, 2009). This suggests that trust, internet marketing and perceived value could be important predictors of attitude's linkage to corporate image. Besides this, all variables selected for this study are most appropriate for the culture and lifestyle of the Thai people with respect to studying consumer attitude toward corporate image (Chattananon et al., 2007 and 2008; Euromonitor International, 2012f; Karaosmanoglu et al., 2011; Matínez & Pina, 2010; TDSA, 2012). This suggests that corporate image and positive attitudes could be important factors for direct selling companies to perform better in future.

The second problem concerns the theoretical gap in which the predictors of corporate image have been diversified and fragmented. Therefore, no consensus has been achieved empirically regarding their framework and relationships. The diversity of corporate image predictors can be observed in past studies, such as brand familiarity, firm communication, word of mouth (WOM) communication (Bravo et al., 2012); corporate communication, corporate management, market presence, and financial prospects (Yeo & Youssef, 2010); corporate social responsibility (CSR) (Chang, 2009; Lai et al., 2010); customer attitude, consumer-company identification (Karaosmanoglu et al., 2011); attitude, image fit, category fit (Martinez & Pina, 2010); physical aspect, product related attributes, personal interaction, trust (Silva & Alwi, 2008); customer satisfaction, service quality, service value (Souiden et al., 2006); brand architecture (Brunsϕ & Grunert, 2009); service quality, service value, customer satisfaction, service quality (Nguyen & Leblanc, 1998); name brand,

anchor brand (Porter & Claycomb, 1997); perceived quality, value, customer satisfaction, customer loyalty (Andreassen & Lindestad, 1998); store quality, store convenience, store value (Vahie & Paswan, 2006); service quality, perceived extension (Pina, Martinez, Chernatony, & Drury, 2006); store as a brand, store brand, manufacturer brands (Martenson, 2007); and communication, trust (Omar, Williams, & Lingelbach, 2009).

The past models also indicate fragmentation since different numbers of factors were examined in each model. Moreover, many of these research models were mostly in non-direct selling setting.

The fragmentation also can be observed in the positioning of corporate image whereby it is also examined as a mediator instead of a dependent variable (Bravo et al., 2012; Karaosmanoglu et al., 2011; Nguyen & Leblanc, 1998). Furthermore, corporate image of direct selling sector in Thailand has not been investigated empirically (Baker, 1999; Chan, 1999; Saha, 2009; Villarreal, 2009).

In addition, the most common direct predictors of corporate image investigated in other previous academic studies are attitude (Karaosmanoglu et al., 2011; Matínez & Pina, 2010); brand architecture (Bravo et al., 2012; Brunsϕ & Grunert, 2009; Martenson, 2007; Pina et al., 2006; Porter & Claycomb, 1997); perceived value (Andreassen & Lindestad, 1998; Nguyen & LeBlanc, 1998; Vahie & Paswan, 2006), communication (internet marketing) (Bravo et al., 2012; Yeo & Youssef, 2010); CSR (Chang, 2009; Lai et al., 2010); and trust (Flavián et al., 2005; Hoq et al., 2010; Lin

& Lu, 2010; Silva & Alwi, 2008). However, their direct relationships with corporate image are equivocal or mixed.

Subsequently, the third problem is regarding equivocal findings on the determinants linkages to corporate image (Andreassen & Lindestad, 1998; Bravo et al., 2012; Brunsϕ & Grunert, 2009; Chang, 2009; Flavián et al., 2005; Hoq et al., 2010; Lai et al., 2010; Lin & Lu, 2010; Martensen, 2007; Matínez & Pina, 2010; Nguyen & Leblanc, 1998; Pina et al., 2006; Porter & Claycomb, 1997; Silva & Alwi, 2008; Vahie & Paswan, 2006; Yeo & Youssef, 2010). There are also inconsistent effects in past studies which show the equivocal relationship between some predictors (e.g., perceived value, trust) and corporate image. For example, the linkage between perceived value and corporate image was found to be positive and significant in two studies (Nguyen & Leblanc, 1998; Vahie & Paswan, 2006), but was found insignificant in another study (Andreassen & Lindestad, 1998). Similarly, trust-corporate image linkage was positive and significant in three studies (Flavián et al., 2005; Hoq et al., 2010; Lin & Lu, 2010), but Siva and Alwi (2008) report insignificant linkage. Thus, mixed result linkages a substantiated in this study.

The fourth problem appears to be inconsistent findings on the direct determinants of attitude. The common direct determinants of attitude investigated in previous academic research are brand architecture (Dwivedi, 2010; Lin, 2008; Martínez & Pina, 2010; Martinez & Polo, 2008), trust (Chattananon et al., 2008; Grabner-Kräuter & Faullant, 2008; Limbu et al., 2012; Mechinda & Anuwichanont, 2009), CSR (Chattananon et al., 2007), perceived value (Jayawardhena, 2004; Kim & Chung,

2011; Lee, 2012; Mechinda & Anuwichanont, 2009), internet marketing (Chattananon et al., 2007 and 2008; So et al., 2005). However, direct relationships with consumer attitude are equivocal or mixed.

Moreover, very limited studies have investigated predictors of attitude in direct selling settings (Akaah, Korgaonkar & Lund, 1995). Other settings study which use attitude as a predictor are: supplements (Chattananon et al., 2007 and 2008), consumer products and services (Matínez & Pina, 2010), e-shopping (Jayawardhena, 2004; Hassan, Ghani, & Said, 2009), halal products (Lada, Tanakinjal, & Amin, 2009), digital newspapers (Flavián & Gurrea, 2009), personal computers (Wu & Lu, 2009), construction industry (Zhikun & Fungfai, 2009), water services (Ado-Yobo, Njiru, & Sohail, 2006), financing (Taib, Ramayah, & Razak, 2008), internet banking (Grabner-Kräuter & Faullant, 2008), and food products (Chen, 2008).

Lastly, previous comprehensive corporate image models have not used attitude as a mediator in direct selling areas. The literature shows a few studies (Matínez & Pina, 2010), whereby attitude mediates between predictors (brand, perceived difficulty, category fit, perceived image fit) and corporate image. Similarly, Karaosmanoglu et al. (2011) propose attitude as mediator between other customer effects and corporate image. Adversely, attitude is viewed as a dependent variable, not a mediator in the following studies (Chattananon et al., 2007 and 2008; Grabner-Kräuter & Faullant, 2008; Mechinda & Anuwichanont, 2009; Wu & Lu, 2009).

On the other hand, attitude is viewed as an independent variable but not a mediator in most past studies (Chen, 2008; Taib et al., 2008). Adversely, the results show that attitude is a mediator between other variables and not corporate image such as values and e-shopping behavior (Jayawardhena, 2004), belief and intention (Ado-Yobo et al., 2006), subjective norms and intention to choose product (Lada et al., 2009), trust and purchase intention (Limbu et al., 2012), perceived risk and behavior intention (Lin, 2008). Moreover, all the above studies were in non-direct selling setting.

Empirical research seems to suggest that attitude toward corporate image is a dependent variable, not a mediator (Brown & Dacin, 1997; Creyer & Ross, 1997; Ellen et al., 2000; Sen & Bhattacharya, 2001). Furthermore, numerous past studies find a positive significant relationship between customer attitudes and corporate image (Bas & Zhang, 2011; Brown & Dacin, 1997; Creyer & Ross, 1997; Ellen et al., 2000; Karaosmanoglu et al., 2001; Martínez & Pina, 2010).

However, many empirical research propose various variables as direct determinants of attitude that have no mediating variable, such as brand architecture (Dwivedi, 2010; Lin, 2008; Martinez & Polo, 2008), CSR (Chattananon et al., 2007; Planken et al., 2010; Smith & Langford, 2009), trust (Grabner-Kräuter & Faullant, 2008; Limbu et al., 2012; Mechinda & Anuwichanont, 2009), internet marketing (Chattananon et al., 2007 and 2008; Cho & Park, 2001; Kim & Kim, 2003; So et al., 2005), and perceived value (Jayawardhena, 2004; Kim & Chung, 2011; Lee, 2012; Mechinda & Anuwichanont, 2009; Ruiz-Molina & Gil-Saura, 2008). Moreover, all the above studies were in non-direct selling setting.

The intent of this study is to address the existing limited empirical investigations and improve the quantitative results on attitude's linkage to corporate image predictors, especially with respect to direct selling companies and consumers in Thailand.

1.5 Research Questions

This study aims to expand the ever growing knowledge stream on the corporate image of direct selling companies by examining the empirical model. The research questions in this study include the following:

1. What is the extent of the relationship of the determinants (brand architecture, CSR, internet marketing, trust, perceived value, attitude) towards corporate image?

2. What is the extent of the relationship of these determinants (brand architecture, CSR, internet marketing, trust, perceived value) towards attitude?

3. Does attitude intervene (mediate) in the relationship between the determinants (brand architecture, CSR, internet marketing, trust, perceived value) and corporate image?

1.6 Research Objectives

This study has three main objectives as follows:

1. To examine the effect of the determinants (brand architecture, CSR, internet marketing, trust, perceived value, attitude) on corporate image in direct selling companies in Thailand.

2. To examine the effect of these determinants (brand architecture, CSR, internet marketing, trust, perceived value) on the attitude in direct selling companies in Thailand.

3. To examine the intervening effect of attitude in the relationship between the determinants (brand architecture, CSR, internet marketing, trust, perceived value) and corporate image.

1.7 Significance and Contribution of the Study

The focus of this study reflects the theoretical, practical and methodological use of corporate image of the direct selling sector. This study is among the first empirical studies on corporate image in the direct selling sector using advanced quantitative methods, such as Structural Equation Modeling (SEM) for its analysis in Thailand. This is undertaken with the hope of benefiting the academics, the direct selling sector, the general public (consumers), and the government. The following are the significances and contributions of this study:

1.7.1 Theoretical Contribution

1. The results of direct and indirect effect of determinants on corporate image will increase the empirical literature in marketing and related disciplines. The direction of the relationship in this study will verify the theoretical inconsistency that exists in the previous literature.

2. The finding can give impetus to improving corporate image of the direct selling sector. The determinants of corporate image are mostly to create and maintain customers, and must be a priority agenda for most direct selling companies due to stiff competition and economic situational instability locally and globally. This study intends to develop a model to improve the corporate image of direct selling companies by looking into the determinants (attitude, trust, perceived value, internet marketing, corporate social responsibility and brand architecture).

3. The suggested corporate image predictor model would enrich the conceptualization of corporate image and its relationships in the context of the direct selling sector in Thailand.

4. The research model uses a mediator effect of attitude in the relationship between the determinants (brand architecture, CSR, Internet marketing, trust, perceived value) with corporate image and utilizes Smith's (1993) corporate image model, whereby its appropriateness for the data in Thailand could be verified.

5. Attitude is included as a new contribution to the model to improve the mediating effect between the direct antecedents to corporate image. The

research model is a first time attempt based on the dimension of corporate image (Smith, 1993).

6. This study provides guidelines and new validation of existing instruments used to measure variables in this study, using SEM. Comprehensive research model with multiple dependents and mediators could easily be tested and a causal relationship could be established. A few advantages could be gained, such as a rigorous examination and testing of measurements through confirmatory factor analysis, and goodness of fit models for generalization.

7. This research will surely increase the number of Thai empirical research in the direct selling sector.

1.7.2 Managerial Contribution

1. The finding can improve consumer confidence and create a positive attitude towards direct selling. It can indicate the way direct selling companies organize to improve positive attitude amongst their customers. This, can in turn, improve the understanding of the direct selling industry, and increase sales value of the businesses.

2. The direct selling companies could benefit by gaining new insights into corporate image factors most obvious to their direct selling customers. It could be concluded from the findings that brand architecture, perceived value, internet marketing, corporate social responsibility, trust and attitude are all salient factors for ensuring corporate image. It also suggests that direct

23

selling companies can concentrate on improving the corporate image that it wishes to represent to their customers.

3. The direct selling companies can better handle competition and increase the sales which can significantly improve the corporate image. The findings can give new ideas for handling competition and negative attitudes. The improvement of the determinants (internet marketing, corporate social responsibility, trust and attitude) is created and maintained for customers, and must be a priority agenda for most direct selling companies due to stiff competition and economic situational instability locally and globally.

4. The direct selling companies and practitioners can examine the effect of determinants (brand architecture, CSR, Internet marketing, trust, perceived value, attitude) on the corporate image of direct selling companies, and can indicate the way forward to improve and maintain a corporate image amongst customers of direct selling.

5. The direct selling companies and practitioners can examine the effect of these determinants (brand architecture, CSR, Internet marketing, trust, perceived value,) on the attitude toward direct selling companies, when a company knows the factors that affect consumer attitude, and it can handle their positive attitude.

6. The results of this study can provide a platform to improve attitudes towards corporate image of direct selling companies and the predictors in this model will show evidence of its effect on corporate image. It is very important for direct selling companies considering the unique Thai culture in the prevention of illegal and fraudulent direct selling activities.

7. New marketing strategies could be implemented based on the results for improving corporate image of the direct selling setting. The finding would show direct significant determinants which is very important for direct selling companies. The good corporate image can increase satisfaction and add value during the consumption of direct selling products and services.

8. The consumers will be more informed about pyramid schemes and internet MLM fraud in direct selling companies. The customer attitude is important for the direct selling companies to ensure good corporate image. The direct selling customers need to be informed and need to have knowledge regarding fraudulent direct selling activities, which will give customers a negative attitude toward direct selling. Thus, helping customers to be more cautious.

9. Positive customer attitude is important for the direct selling companies to ensure corporate image. Thus, customers need to be able to bargain for a good image of direct selling. The usage of attitude in direct selling activities and the attitude toward corporate image is especially suitable for measuring customers' attitude towards direct selling companies. The customers' attitude toward an organization is intimately connected to the corporate image which is the overall results of the interaction between customer and direct selling companies.

10. Commitments from customers are needed consistently to ensure the development of the direct selling companies. The government needs to be aware of direct selling customer's requirements for consumer protection. Direct selling in Thailand is considered as one of the most effective marketing approach in the country that attracts quite a number of

entrepreneurs. The government has decided that it needs to protect the consumers through the enactment of legal direct selling companies and the rights of the consumers.

11. The results could provide guidelines for government on policy making for the benefit of the direct selling sector. The government also needs to be aware of a good corporate image in direct selling, and promoting consumer awareness and understanding of the direct sales system through positive customer attitude towards direct selling companies. The results could give direction in policy making towards the betterment of the direct selling industry.

12. Direct selling setting is important to the Thai economy and is linked with economic crime. Thus, a good corporate image of direct selling companies must be developed. The direct selling companies need to monitor and regulate these companies to prevent ambiguity and ensure illegal banking activities do not happen. With the advancement of web sites and other internet facilities, direct selling companies need to change their outlook to follow the current trends and invest more in internet marketing.

1.8 Research Justification

The justification for doing this study is clear based on the discussion. The key reason for focusing on the corporate image model is mainly because corporate image model still requires further research since there exist inconsistencies in past results (Bravo et al., 2012; Karaosmanoglu et al., 2011; Limbu et al., 2012; Matínez & Pina, 2010). There is a widespread importance of studying attitude issues toward direct selling

companies (Raymond & Tanner, 1994), fragmented conceptualization (Dowling, 1994; Matínez & Pina, 2010; Smith, 1993), lack of practitioners (Kustin & Jones, 1996), and empirical understanding of attitudinal aspects of corporate image, and increasing negative attitude in direct selling (Saha, 2009; Villarreal, 2009).

Previous empirical studies have shown diversity in predictors of corporate image in other settings with inconsistent results. From the literature, there are 16 studies of corporate image with 24 predictors. The present study takes a realistic perspective by selecting five predictors, i.e., brand architecture (Brunsϕ & Grunert, 2009; Martenson, 2007; Pina et al., 2006; Porter & Claycomb, 1997), CSR (Chang, 2009; Lai et al., 2010), perceived value (Andreassen & Lindestad, 1998; Nguyen & Leblace, 1998; Vahie & Paswan, 2006), internet marketing (Yeo & Youssef, 2010), and trust (Flavián et al., 2005; Hoq et al., 2010; Lin & Lu, 2010; Siva & Alwi, 2008).

Other inconsistent linkages can be seen between perceived value and corporate image. Previous studies mostly supported positive and significant relationship (Nguyen & LeBlanc, 1998; Vahie & Paswan, 2006), but there was no significant relationship in a study by Andreassen and Lindestad (1998). Similarly, previous studies supported that trust has a positive significant relationship toward to corporate image (Flavián et al., 2005; Hoq et al., 2010; Lin & Lu, 2010), but a study by Siva and Alwi (2008) showed no significant relationship. This linkage warrants further investigation due to this inconsistency.

Howover, previous studies support positive and significant relationships between attitude and predictors, such as trust (Mechinda & Anuwichanont, 2009; Grabner-Kräuter & Faullant, 2008), social marketing (Chattananon et al., 2007) and ethics (Limbu et al., 2012), which are represented by CSR in this study, corporate communication (Chattananon et al., 2008 and 2007) and e-marketing (So et al., 2005), which are represented by internet marketing in the present study, perceived value (Jayawardhena, 2004; Kim & Chung, 2011; Lee, 2012) and brand image (Lin, 2008; Matínez & Pina, 2010; Wu & Lu, 2009), which show no significant relationship in two studies by Hassan et al. (2009) and Matínez and Polo (2008), which in this study is represented by brand architecture.

This study also includes attitude as a mediator to be examined in the context of direct selling setting in Thailand. Previous empirical studies of attitude can be seen from a simplistic to the more complex research framework. Many attitude studies in the past have used attitude as an interval variable in the relationship of linkages such as perceived image fit and image variation (Martínez & Pina, 2010); value and e-shopping behavior (Jayawardhena, 2004); trust and purchase intention (Limbu et al., 2012); perceived risk and behavior intention (Lin, 2008); brand before the extension and brand after the extension (Martinez & Polo, 2008); brand image and attitude change (Dwivedi, 2010).

Simultaneous, fragmented corporate image model in other settings ranges from a simplistic to a more complex research framework. The literature shows very few studies in which attitude has a mediator linkage to corporate image (Martínez &

Pina, 2010). Conversely, numerous past comprehensive corporate image models (9 models) have not used attitude as a mediator. The rationale for studying the mediating effects are: (1) very few studies investigate attitude as mediating variable in the corporate image model (Martínez & Pina, 2010). On the other hand, previous studies proposed that attitude is a mediator between other variables and not corporate image such as behavioral belief - behavioral intention (Ado-Yobo et al., 2006); brand image – attitude change (Dwivedi, 2010); value – behavior (Jayawardhena, 2004); subjective norms – intention to choose product (Lada et al., 2009); trust – purchase intention (Limbu et al., 2012); perceived risk - behavioral intention (Lin, 2008). (2) The mediating effect of attitude on specific linkages to various variables is inconsistent. For example, Jayawardhena (2004) points out attitude have a mediating effect on e-shopping behaviour and values, which support positive and significant relationship in e-shopping area. On the other hand, Ado-Yobo et al. (2006) examined attitude as a mediator between behavioural belief and behavioural intention and found a positive and significant relationship in water service setting. Similarly, Lada et al. (2009) found a mediating effect of attitude linkage between subjective norms and intention to choose in halal products setting, but no significant effect in an online shopping study by Hassan et al. (2009).

1.9 Scope of the study

This scope of this study focuses on customers involved in direct selling in Thailand. This study wants to encourage improvement in corporate image of direct selling companies. The results can be used to portray customers in direct selling companies

whose workforce is 39.44 million (National Statistical office of Thailand, 2011), and are represented in this study. Furthermore, the sampling frame is based on the population of the workforce in Thailand which represents direct selling customers that is consistent with the World Federation of Direct Selling Associations (WFDSA) which stated that most customers of direct selling companies are employed.

It is difficult to determine the exact number of direct selling customers; hence, the size of the workforce population in Thailand was used as the basis of calculation. This study attempts to include a suitable number of respondents taken from three sectors (Government organizations, Universities, and Banks) in Thailand, representing the three zones (Northern, Central, and Southern), for manageability.

The theoretical scope of this study focuses on the five determinants (brand architecture, perceived value, internet marketing, CSR, and trust) of corporate image and the mediating determinant is attitude. The analysis method used is SEM.

1.10   Definition of Key Terms

The definition of key terms used in this study which is defined as a concept to render it measurable was achieved by looking at the behavioural dimension, facets or properties denoted by the concept (Cavana et al., 2001). The following conceptual terms are defined in the context of this research and supported by the literature reviews.

1. **Corporate image** is the result of stakeholder associated with the company or all the information (perceptions, inferences, feeling, attitude and beliefs) about it, those stakeholders hold and represent the beliefs, attitudes, impressions and associations held by a stakeholder about the corporation (Souiden et al., 2006; Yeo & Youssef, 2010)**.**

2. **Brand architecture** is the structure of brand within an organizational entity**.** It is the way in which the naming and structuring of brands within the product portfolio of an organization. Brand architectures may be monolithic (the corporate name is used on all products and services), endorsed (sub-brands are linked to the corporate brand by means of either a verbal or visual endorsement), or freestanding (each product or service is individually branded for its target market) (Lai et al., 2010; Martínez & Pina, 2010).

3. **Corporate social responsibility** refers to corporate activities and commitments relating to perceptions of its obligations toward society or parties with a stake in its activities which is a citizenship function with moral, ethical and social obligations between a corporation and its consumers (Chang, 2009).

4. **Perceived value** is the result of the comparison between perceived benefits and sacrifices by the customer or the customer's overall assessment of the utility of a product based on perceptions of what is received and what is given. Value is the perception of customer which determines what a company will receive in exchange for its products (Puncheva-Michelotti & Michelotti, 2010; Vahie & Paswan, 2006).

5. **Internet marketing** is channel of marketing communication between corporations and target audiences or stakeholders through electronic channels or the internet. Also included, e-marketing is the all selling activities through electronic channels or the internet (Cho & Park, 2001; Kim & Kim, 2003).

6. **Trust** is the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the trustor, irrespective of the ability to monitor or control that other party. Thus, trust is the perceived trustworthiness and credibility of the target (Flavián et al., 2005; Hoq et al., 2010).

7. **Attitude** is the overall evaluations consumers have toward an offering which refers to a learned predisposition to respond consistently favourably or unfavourably to an object (Guenzi et al., 2009; Schiffman et al., 2010).

1.11 Organization of the Thesis

This thesis contains six chapters. The first chapter deals with the introduction and issues of the study, problem statement, research questions, research objectives, research significance and contribution of the study, research justification and scope of the study, definition of key terms and ends with thesis organization.

Chapter Two provides direct selling definition, an overview of the background, trends and competition of direct selling in Thailand, types of direct selling and fraudulent direct selling in Thailand, differentiating illegitimate pyramid schemes

form legitimate direct selling business. This chapter ends with direct selling act in Thailand and the direct selling code of ethic.

Chapter Three provides a literature review on the definition, model, theory and determinants of corporate image and all variables: brand architecture, CSR, trust, perceived value, internet marketing and attitude. The following sections discuss definition and the determinants of attitude. This chapter ends with mediating effects of attitude.

Chapter Four describes the methodology used in the study, which covers the research framework and hypotheses of study, the measurement of constructs, questionnaire design, pretest and pilot study, sampling method, data collection and screening, reliability test, analysis method. This chapter ends with discussion on the direct, indirect and mediating effect.

Chapter Five presents the findings of research calculated by using SPSS for Window Version 14.0 and SEM, using AMOS Version 16. The first section shows the overall response rate and data screening. The next section attempts to accomplish analysing demographic and the direct selling profile of respondents. The subsequent sections show descriptive statistics, assessment of normality and validity test. This chapter ends with structural model results and mediating effect.

Chapter Six includes some discussions and conclusions. This chapter discusses the research results in relation to the three objectives of the study. The following section

discusses implication and limitation of study. This chapter ends with recommendations for future research.

1.12   Summary

This chapter presents the background of this study, three main research issues (such as bad direct selling corporate image, negative attitude, trust and perceived value, limited implementation of CSR in direct selling and confused brand architecture issues), problem statement, research questions, research objectives, significance and contribution of the study (Theoretical and managerial contribution), research justification and scope of the study. The end of this chapter presents the definition of key terms and organization of the thesis.

CHAPTER TWO

OVERVIEW OF DIRECT SELLING INDUSTRY IN THAILAND

2.1 Chapter Overview

This chapter presents an overview of definitions and background of the direct selling industry in Thailand. It discusses trends and competition of direct selling in Thailand, followed by the types of direct selling and defines various fraudulent practices of direct selling in Thailand. The next section discusses differentiating illegitimate pyramid schemes from legitimate direct selling business, the Act of Direct Selling in Thailand and the code of ethics that protects the consumer as applied by members of the Direct Selling Association (DSA) who must conduct themselves in accordance with the ethical standards of business conduct.

2.2 Direct Selling Definition

Direct selling is considered to be the sale of a consumer product or service, carried out directly person to person, not located in a fixed retail establishment or location, and marketed through independent sales representatives, sometimes referred to as consultants, distributors or other titles (Xardel, 1993). These sellers who sell directly are not employees of the company, but are considered independent contractors, marketing and selling the products or services of a particular company, and receiving a commission for those sales.

Direct selling has evolved from peddling, which is the oldest form of direct selling, to modern direct selling, which also includes sales made through various modalities, such as through the party plan, one-to-one demonstrations, and other personal contact arrangements, as well as internet sales (Abrams, 2002; Merrilees & Dale, 1999). Xardel (1993) defines direct selling as the direct personal presentation, demonstration, and sale of products and services to consumers, usually in their homes or at their jobs.

"Direct sales" refers to the marketing of goods or services made directly to the consumer in locations, such as the home or workplace, at the home or workplace of other individuals, or any other place which is not ordinarily considered a place of business, and carried out through a direct sales representative or by uni-level or multi-level independent distributors, but not including transactions specified in the Ministerial Regulations (Brodie et al., 2002; Direct Sales and Direct Marketing Act B.E. 2545).

Thus, the current study defines direct selling as the direct personal presentation, demonstration, and sale of products and services to consumers, usually in their homes or at their workplaces. It involves business organizations seeking direct relationships with their customers, by depending upon agents, consultants or retail outlets.

Moreover, the important definition in terms of direct selling consists of direct marketing, multi-level marketing (MLM), and single-level marketing (SLM). Direct

marketing is a channel-agnostic form of advertising that allows businesses and non-profit organizations to communicate straight to the customer, with advertising techniques that can include mobile, email, websites, online display ads, social media network, flyers, catalogue distribution, promotional letters, and outdoor advertising (Edward, 2000). It involves business organizations seeking direct relationships with their customers without depending upon agents, consultants or retail outlets (Edwards et al., 2010).

MLM, also referred to as network marketing, is a systematic marketing approach used for direct selling, whereby the sales force receives compensation both for the sales they personally generate, and also for the sales of other sales persons that they have recruited. This recruited sales force, most commonly called the participant's down-line, provides multiple levels of financial compensation (Duffy, 2005; Xardel, 1993).

SLM is a compensation plan whereby the sales force is paid only for their own personal sales. The income they derived is the commission or bonus, they directly earned (Office of The Consumer Protection Board, 2012), and therefore, they do not recruit other sales associates or obtain financial income from them as one would do in MLM organization. Direct selling often, but not always, utilizes MLM (a salesperson is paid not only for his own selling but also for the sales made by people who he recruited or sponsored), rather than SLM (a salesperson is paid only for the sales he has undertaken himself) (Abrams, 2002; Duffy, 2005).

Despite the political unrest or natural disasters in Thailand, the direct selling companies continue to operate. The multi-level marketing (MLM) system is the most popular system applied by many international companies, such as Amway, Nu Skin Enterprises and Giffarine Skyline Unity. Single-level marketing (SLM) is mostly undertaken by local companies, such as Better Way and U Star (Thailand) Co. Ltd. Most companies use the one-to-one and party plan methods to stage product demonstrations and attract new consumers (see Table 2.1).

Table 2.1
Definition of Important Terms

Term	Definition	Source
Direct selling	Direct personal presentation, demonstration and sale of products and services to consumers, usually in their homes or at their workplaces.	Xardel (1993), p. 1
Multi-level marketing (MLM)	A marketing strategy in which the representatives are remunerated not only for sales they personally generate, but also for the sales of other sales force that they recruit. This sales force is the marketer's down line, and can offer a multiple level compensation.	Xardel (1993), p. 2
Single-level marketing (SLM)	A type of direct selling compensation plan that sales representatives are paid only for their own personal sales activity, where the salesperson is rewarded for selling the product directly to the consumer. They do not recruit other sales representatives and derive income from them.	Edwards, Sarah & Peter. (2010), p. 38

According to the World Federation of Direct Selling Associations (WFDSA, 2012), the benefit to the consumer from a direct selling approach is the convenience and service it provides, personal demonstration and explanation of the services and products, delivered to one's home, and guarantees of generous satisfaction. Unlike franchising, the start-up and operational costs to initiate an independent direct selling business is usually very low, requiring little or no inventory or other cash commitments (Koehn, 2001).

2.3 Background of Direct selling in Thailand

Direct selling, originating in the USA, as an 'alternative' capitalist form of selling, is a century-old direct sales approach. Since the 1980's, the direct merchandising approach of firms such as Amway, Avon, and others, has become increasingly globalized, achieving considerable success, including Thailand (TDSA, 2012).

Direct selling is considered sales that are generated through independent sales representatives, not from a fixed retail location and usually at the customer's residence or place of work. Some familiar examples would include Avon and Mary Kay, or the infamous Tupperware party. Usually, direct selling takes place as a franchise business (Boripant, 2009).

A report on Direct Selling in Thailand (2012) provides insights into developments and significant trends examining all retail channels, thus, offering sector insights shaping the industry in Thailand. All pertinent channels included in this

comprehensive study were hypermarkets, supermarkets, discounters, convenience stores, mixed retailers, health and beauty retailers, clothing and footwear retailers, furniture and furnishing stores, Do-It-Yourself (DIY) and hardware stores, durable goods retailers, and leisure and personal goods retailers. This study also includes profiles of leading retailers, analysing their performance and the challenges they have encountered. Also included is an analysis of non-store retailing: vending, home shopping, internet retailing, and direct selling (Boripant, 2009).

Furthermore, direct selling is believed to be a prime way to generate extra income for many consumers, and therefore, the sales value of direct selling is increasing positively year after year (Duffy, 2005; Koehn, 2001; Merriless & Miller, 1999).

Amongst several direct selling companies, like Giffarine Skyline Unity, Better Way and Nu Skin Enterprises, beauty and personal care products continue to dominate the sales value. Thus, beauty and personal care direct selling continue to lead with a 41% value share of total direct selling. On-going product innovation, as well as aggressive marketing campaigns and advertising, continue to support strong growth of beauty and personal care products (Boripant, 2009; Euromonitor International, 2012f).

However, there are some completely independent operators in the direct selling business. For instance, the entrepreneur who markets the services as a once-weekly house cleaner is direct selling. Direct sellers do not necessarily have to sell door-to-door, although that is usually how they start out. Many sell their products over the

phone or even through the mail or via a personal website. As a direct seller, one's sales channels are limited only by one's imagination (Mukherjee & Nath, 2007).

Several leading direct selling companies continue to expand their sales distribution from merely direct selling to providing flagship stores and store-based retailers. Leading brands like Mistine, from Better Way (Thailand) Co Ltd have some ranges of their products in chain stores like Tesco Lotus, 7-Eleven and Boots, to capture and expand the brand and product exposure, particularly among new consumers. Many direct selling companies, such as Amway, Giffarine and Avon, have set up the Amway Shop, Giffarine's License Shop, or Avon Beauty Boutique to enable the consumers to see and sample products before purchasing them.

Beauty products of direct selling registers the strongest growth. The ongoing health and wellness trend and the belief in inner health have helped to stimulate consumption of dietary and supplemental products. Leading brands, such as Amway and Giffarine, continue to grow the proportion of healthcare products offered in their portfolios. In 2011, Giffarine introduced Giffarine Abalone Collagen drink and Giffarine Calcine Calcium supplements for teens and young adults. Amway continues to aggressively promote its Nutrilite brand above- and below-the-line, whilst Nu Skin Enterprises use on-going event marketing to promote its TRA slimming product brand (TDSA, 2012).

This has prompted local direct selling companies like Better Way and Giffarine to continue to expand their product portfolios into the premium range to target high-

income consumers and gain market share from international direct selling companies. The Melaklear brand from Better Way, for example, comprises a full product range of sun care and anti-melasma products, while Giffarine Glamorous covers premium cosmetics and skin care products and Esperto by Giffarine, which is a premium hair care product offered by Giffarine Skyline Unity.

Table 2.2
Asia/Pacific Statistical Report of Direct Selling Industry -2012

Region/Country	Retail Sales USD (millions)	Number of Direct Sellers	Gender of Direct sellers	
			Female	Male
Global	166,876	89,675,927	75%	25%
Asia/Pacific	73,276	46,090,251	68%	32%
Australia	1,508	390,000	85%	15%
China	19,962	na	na	na
Hong Kong	533	310,118	71%	29%
India	1,051	4,853,232	63%	38%
Indonesia	1,088	9,240,000	na	na
Japan	22,710	3,380,000	78%	22%
Korea	13,273	4,954,959	79%	21%
Malaysia	4,667	4,750,000	61%	39%
New Zealand	208	93,972	71%	29%
Philippines	1,011	3,049,000	60%	40%
Singapore	367	393,930	50%	50%
Taiwan	2,976	2,660,000	70%	30%
Thailand	2,947	10,900,000	67%	33%
Vietnam	292	1,124,040	75%	25%
Other	683	na	na	na

Source: World Federation of Direct Selling Associations, 2013

Direct selling is expected to maintain positive growth with a constant value Compound Annual Growth Rate (CAGR) of 6% over the 2012 (Euromonitor International, 2012f). Consumer health, beauty and personal care and consumer appliances are expected to continue to make a great contribution to direct selling

overall. Beauty and personal care will continue to account for the largest contribution, but with a slower growth rate over the recent year. The retail sales of direct selling in Thailand (2012) is USD 2.95 billion and the number of direct sellers is 10.90 million persons (see Table 2.2).

It is expected that the focus of direct sellers will continue to be on consumer health products, as these have higher unit prices, generating income faster than beauty and personal care products. Leading direct selling companies, such as Amway (Thailand), Better Way (Thailand), Giffarine Skyline Unity, and Nu Skin Enterprises, will continue to aggressively expand their networks as well as to market their products, to help maintain overall growth (Nuskin, 2012).

2.4 Trends and Competition of Direct Selling Industry in Thailand

Most Thai direct sales distributors rely on their existing social networks, which can provide a successful customer base. These social networks are developed by face-to-face and online relationships, whether through physical direct selling (e.g. Outlet, retail store) or social media (e.g. Facebook, twitter). Nevertheless, nowadays, most relationships are partly online, even if it is just the exchange of emails of family members. A selling online alone is really rather difficult, and in fast-living, fast-changing world, mere face-to-face relationships have only a limited future. Thai entrepreneurs are not only effective at face-to-face selling but they can also be involved in online media in their personal business relations, can do very well in direct sales. It is important, therefore, that Thai direct-selling agents should learn

how to use Facebook, Twitter, LinkedIn, and other social marketing media to their advantage (TDSA, 2012; WFDSA, 2012).

Along with improved remuneration schemes and benefits to continue to expand their networks, the leading direct selling companies will continue to improve their operational and working system efficiencies via the web, mobile phones or PDAs, providing greater ease and convenience for the independent businessman, salesperson, or agent to work with the companies. Many direct sellers, such as Amway and Avon, have already adopted mechanisms of ordering products via the internet. Continued technological developments will help companies distribute products more effectively (Merrilee & Miller, 1999; Mukherjee & Nath, 2003).

Many direct selling retailers will likely focus on a multi-brand strategy offering different product positioning at various price ranges to target wider groups of consumers. More exports, particularly of premium products, are expected to attract consumers with higher purchasing power and to enhance the company image. Affordable local brands like Mistine and Giffarine continue to expand with premium product ranges under different sub-brands (Beeck, 2009; Bhurahongse, 1999; TDSA, 2012).

With increasing numbers of their own outlets as well as a greater presence via other retail channels, direct selling is likely to gain a greater share of health and beauty specialist retailers. The direct selling companies will be able to use their outlets as places to demonstrate their products and allow consumers to try the products before

purchasing. Retailing in stores will help create strong brand awareness of direct selling brands amongst mass consumers (Boripant, 2009).

Amway (Thailand) Ltd continues to be the leader in direct selling with a 32% value share in 2011. Amway Thailand offers a wide product range coverage through various distribution channels, thus providing easy access to the products strongly promoted by an effective sales network and supported by strong business operations using innovative technology in improving efficiencies. Amway focuses on direct selling in a number of strategic areas: beauty and personal care direct selling and also consumer healthcare products under its own brand names of Artistry and Nutrilite, respectively (Amway, 2012).

Amway positions its products as premium, world-class quality products targeted at middle-high to high-income consumers, especially in young adults and mature adults in urban areas. Amway also exclusively markets several partner brands, such as eSpring (water treatment), Atmosphere (air treatment system), E-Funkhouser New York Cosmetic, Satinique hair care, Glister oral care, Tolsom for Man, Icook kitchenware, Dish Drop household cleaning, SA8 laundry products, Car Wash car care, etc. In 2009, the company also partnered with 69 leading brands to offer products in its Personal Shopper Catalogue with more than 500 items to date (Amway, 2012; TDSA, 2012; Euromonitor International, 2012f).

To promote its brand recognition to a wider group of consumers, Amway has performed active above- and below-the-line advertising. For TV advertising, the company uses

well-known celebrities as its brand ambassadors and strongly emphasizes how it uses production processes via international R&D institutes to strengthen the reliability of its products and brands. This is followed by TV scoops, magazines, web banners and advertisements on BTS stations. Advertising focuses on its core brands, including Nutrilite, Artistry and oral care brand, Glister (Amway, 2012).

Amway operates person-to-person marketing of consumer products with multi-level networking systems, via Amway Business Owners (ABOs). In 2011, the company had 320,000 ABOs and over 700,000 members. By partnering with Advanced Info Services (AIS), the company introduced AmWap to make it easy for ABOs and members to check for purchase orders, product information and member information, as well as promotions and activities via mobile phones and PDAs (Amway, 2012; Euromonitor International, 2012).

The company increases its distribution channels, such as Amway shops, online shopping, or purchasing via the phone system. This will allow both ABOs and members to get easy access to the products, thereby helping to stimulate purchasing volumes from ABOs and members. As of December 2011, there were 51 Amway shops nationwide (Euromonitor International, 2012). The company plans to increase its number of shops to reach more consumers. The shop concept is to be trendy with a convenient atmosphere and staff available to provide advice and instructions for using the products. Customers are also able to test their skin condition using equipment in-store. The products available in the shops cover both Amway's and its partners' products (Amway, 2012).

Better Way (Thailand) Co Ltd maintains second position in direct selling with a 12% value share in 2011. The company uses a single-level direct selling system to distribute its products via Mistine Girls, Friday Members and Faris members. The company had up to 700,000 Mistine Girls, Friday Members, and Faris members in 2011, stimulated by increasing commissions, expanding its redemption period from three months to one year, and increasing gold rewards for point redemption. The company raised its budget by 1% for an incentive scheme that increased total sales from 3% to 4% (Better Way (Thailand) Co Ltd., 2011).

Due to having less product variety, Better Way share is still far behind that of the number one company, Amway. About 70% of the company's products are cosmetics, skin care, fragrance and toiletries under the brand names of Mistine, Faris by Naris, and Melaklear. Mistine and Melaklear are affordable brands, whilst Faris by Naris is a premium brand imported from Japan. Mistine enjoys the greatest brand awareness among all direct selling brands. The company has attracted strong attention towards its advertising, particularly with its present strategy on behalf of the Mistine brand. The company has large numbers of presenters and each represents different products. Most of the company's presenters are popular actresses and models, sexy and beautiful in appearance, as most of the company's portfolio comprises beauty products. For below-the-line, the company focuses on on-ground marketing activities and product sampling distribution via Mistine Girls (Yodprutikarn, 2012).

Approximately 90% of the total sales volume of Better Way comes from direct selling, whilst the rest comes from retail sales at Tesco Lotus, 7-Eleven, and Boots.

Their presence in retail channels helps recruit new users and strengthen product awareness amongst non-Mistine users (Better Way (Thailand) Co Ltd., 2011; Euromonitor International, 2012f).

Nu Skin Enterprises (Thailand) Ltd showed a healthy performance with a 5% value share in 2011 (Euromonitor International, 2012). Nu Skin uses a multi-level networking system to run its business via its distributors and executives. In order to attract students and retired consumers, the core target groups that the company would like to recruit into its network, Nu Skin introduced 'Wealth Maximize', a compensation plan launched in 2009. This compensation scheme helps drive its distributors' remuneration by 1-2% to reach 48-49% and ensures that new distributors will earn at least 20,000 Baht a month. Executive remuneration at all levels was raised by 19-88%. With this scheme, the company has been able to increase new distributors by 55% to reach 240,000 and grow its highest level executives, Team Elite, by 16%, which has helped strengthen its network. The company continues to pursue its vision to be the direct selling company that pays the best remuneration amongst other competitors (Nu Skin Enterprises (Thailand) Ltd., 2011).

Most of the company's products aim to capture upper income consumers with mid to high pricing. Nu Skin is a key brand for face and body skin care products whilst having several sub-brands for products with specific qualifications, such as Tru-Face for anti-aging effects or Galvanic Spa System for firming and anti-cellulite (Nuskin, 2012).

A few years ago, internet retailing gained a significantly wider share of the retail market in comparison to direct selling In 2010, the total value of internet retailing in Thailand was 12.8 billion Baht, up from 10.3 billion Baht in 2006, reflecting a growth of 24.3% (in real terms). Growth was the result of increasing household possession of broadband internet-enabled computers, the increased use of Smartphones and greater confidence in e-commerce security (Yodprutikarn, 2012; TDSA, 2012).

Of the total value of non-store retailing, at the present time, internet retailing is responsible for an 18% share. Meanwhile, internet retailing in Thailand continues to show healthy growth, mainly due to an increase in the numbers of internet users and a significant increase in internet retailers. It is expected that internet retailing will maintain positive growth. As of 2012, the number of internet users in Thailand is 20.1 million (Appendix F).

Consumer electronics continue to account for most of the internet retailing value. To ensure growth of the industry, internet retailers must continue to improve their online systems, product quality and logistics, to ensure much more confidence among consumers. As consumers become more familiar with increased usage of transactions via the internet, they are also likely to become more comfortable with internet retailing (Ching & Ellis, 2004; Cho & Park, 2001; Edwards et al., 2010). However, few direct selling companies are actually practicing e-shopping, such as Amway or Avon.

According to a survey conducted by MasterCard Worldwide in 2010, online shopping has become very popular in Thailand, especially with making purchases by phones. The survey found that 67% of the Thais who responded to the survey made use of the internet for shopping. This was slightly above the average of the 15 markets which were included in the survey. In order of priority, the top five items that were purchased by mobile devices are as follows: health and fitness products, ready-to-eat and home-delivered meals, movie and concert tickets, phone applications and software and cosmetics (TDSA, 2012; Yodprutikarn, 2012).

Purchases through social commerce (combining social networking and e-commerce) have also become very popular in Thailand, especially through such sites as dealdidi.com, ensogo.com and dealthailand.com. The effect of social commerce is that it promotes the engagement of users, collective group purchasing power and utilizes social networks for word-of-mouth communication (Anderson, 1998; Lace, 2004). A survey conducted by ensogo.com indicates that 41.2% of Thai respondents rely on social media recommendations. Approximately 51% of Facebook fans who joined a product fan page bought products and 60% recommended products to their friends and families. Similarly, for Twitter users, the rates were 67% and 79%, respectively (TDSA, 2012; Yodprutikarn, 2012).

Thus, successful direct selling companies have provided internet, e-marketing, and web sites for their customers (Avon and Amway) and many direct sellers have already adopted ordering products via the internet (Bhurahongse, 1999). The further development of technology will help companies distribute products more effectively

(Euromonitor International, 2012a). The leading direct selling companies will continue to improve their operational efficiencies, allowing their working systems via the web, mobile phones or PDAs (Arnott & Bridgewater, 2002), easy access and convenience for the independent businessman, salespersons, or agents to work with the companies, thus improving remuneration schemes and benefits leading to a continued expansion of their networks (Euromonitor International, 2012f; Suprawan et al., 2009).

In direct selling, customers will often base the purchase of a product upon how the customer perceives the direct seller. Customers of various cultural backgrounds will thus evaluate the impact of their own consumption behaviour differently (Brodie et al., 2002; Lee, 2012). There are many cases where customers develop negative perceptions as a direct consequence of frustration experienced when their sales representatives supplying them with a particular product may quit. Not fully understanding the system of direct selling, consumers often are responsible for critical or negative perceptions towards direct selling organizations (Bulik, 2008; Poon et al., 2012; Villarreal, 2009; Young & Albaum, 2003).

In addition, the misperception that pyramid schemes and internet fraud are direct selling, contributes to the negative perceptions of the direct selling business (Saha, 2009; Villarreal, 2009). The widespread negative attitude towards the image of direct selling has received more attention in recent years due to pyramid schemes and internet MLM fraud in direct selling companies (Baker, 1999; Chonko et al., 2002). This could disrupt the nation's economy and affect the image of direct selling

businesses. In addition, the nature of direct selling across a whole range of industries is dramatically changing due to the impact of new technologies on the product and service delivery process as it requires more staff and customers to participate in the use of technology both as a substitute for, or in complement of face–to–face selling interactions (Abrams, 2002; Akaah et al., 1995; Brodie et al., 2002; Cho & Park, 2001). Thus, direct selling in Thailand has undergone dramatic changes in recent years and will continue to face challenges in the years ahead.

2.5 Types of Direct Selling in Thailand

In Thailand, direct selling should to be considered an honest and dynamic selling approach for product and service dissemination directly to the consumer in his or her home or workplace. A direct sales representative in Thailand earns extra income and is able to socialize with new people. Direct selling creates opportunities for those wishing to build an independent career. Anyone can become a direct seller in Thailand and one is free to structure business activities and consulting commitments according to one's own individual lifestyle (Merrilees & Miller, 1999; TDSA, 2012; Xardel, 1993; Young & Albaum, 2003).

There are three major direct selling segments: door-to-door or personal sales, such as the classic Avon model; party plan promotion, for example Tupperware; and MLM, as used by Amway (Bhurahongse, 1999; Xardel, 1993). All of these three modalities depend upon face-to-face interaction and relationships. As Thai direct sellers (or retailers), these individuals are independent business operators, are self-employed,

and are thus, able to decide how much time and energy to commit towards selling the

company's products (Thailand Direct Selling Association, 2012). The retail sales by

sales method of direct selling in Thailand (2012), the person to person method is

69%, the party plan method is 30%, and 1% for other methods (see Table 2.3).

Table 2.3
Asia/Pacific Retail Sales by Selling Method -2012

Region/Country	Retail Sales by Sales Method		
	Person to Person	**Party Plan/Groups**	**Other**
Global	80%	18%	2%
Asia/Pacific	85%	12%	3%
Australia	46%	48%	6%
China	na	na	na
Hong Kong	60%	40%	0%
India	69%	23%	8%
Indonesia	na	na	na
Japan	95%	0%	5%
Korea	75%	25%	0%
Malaysia	90%	10%	0%
New Zealand	74%	26%	0%
Philippines	100%	0%	0%
Singapore	90%	0%	10%
Taiwan	na	na	na
Thailand	69%	30%	1%
Vietnam	100%	0%	0%
Other	na	na	na

Source: World Federation of Direct Selling Associations, 2013

The types of direct selling in Thailand identify three types: (1) Door-to-door / Simple

Commission Plan, (2) The Hostess / Party Plan, and (3) MLM / Distributor Network

Plan. The discussion of each type is as follows:

2.5.1 Door-to-Door / Simple Commission Plan - Direct Selling

In this type of plan, the agent or dealer obtains an immediate discount from the company, at the point of purchase. He then makes a profit by selling the product to the consumer at the recommended retail price. The line of distribution in such plan is simple, involving the direct sales company, the dealer and the consumer (Brodie et al., 2002; Chonko et al., 2002; Duffy, 2005; Young & Albaum, 2003).

2.5.2 Party Plan - Direct Selling

When applying this method, the direct seller or retailer acts as "hostess" who invites a group of her friends for a demonstration of the product(s). During this gathering, orders are taken. In compensation for allowing the use of her premises and inviting her friends and contacts together, the Thai "hostess' receives merchandise or products in compensation (Chonko et al., 2002; Duffy, 2005; Xardel, 1993).

2.5.3 Multi-Level Marketing / Distributor Network Plan - Direct Sales

This plan requires the direct seller to manage and service a large direct retail and distribution network. In order to engage is this kind of business, first, one must be sponsored by an existing distributor. With the assistance of this distributor, he or she then increases his or her monthly sales volume in order to qualify for higher monetary incentives and levels of recognitions (Edwards et al., 2010; Koehn, 2001; Xardel, 1993).

As a direct distributor, he or she functions both as a wholesaler and retailer, purchasing from the company merchandise in bulk and then distributing them to his or her distributor, who in turn, sells them to the customers. All income earned is based solely upon the volume of sales. One standard distributor price applies to products to distributors and other standard retail price for products to the customer (TDSA, 2012).

2.6 Fraudulent Direct Selling in Thailand

Fraudulent activities in the direct selling sector in Thailand have led to a bad corporate image and the negative attitude which caused by illegal pyramid schemes and internet fraud conducted by some online direct selling companies (Chan, 1999, Viosca et al., 2004). The increasing number of pyramid schemes and internet frauds have created problems leading to direct selling companies are worried about corporate image to threaten their legitimate business (Edwards et al., 2012).

The phenomenon of pyramid scheme in the direct selling industry is an illegal business concept. Pyramid scheme is defined as a non-sustainable business model that involves promising participants payment or services, primarily for enrolling other people into the scheme, rather than supplying any real investment or sale of products or services to the public, which causes consumers to misallocate resources and divert interest away from competing products and services (Chonko et al., 2002; Nat & Keep, 2002).

Pyramid schemes are considered to be illegal scams, whereby a relatively large number of people at the bottom of the pyramid are paying money to a few people who are at the top. Each new participant is paying for a chance to progress higher in order to receive profit from others who join later (Baker, 1999; TDSA, 2012).

In order to join, the participants might have to pay anywhere from a small amount to thousands of dollars. In this example, USD1,000 would buy a position in one of the boxes on the bottom level. A sum of USD500 would go to the person in the box directly above, and the other USD500 would go to the person at the top of the pyramid, the promoter. If all the boxes on the chart fill up with participants, the initial promoter would collect USD16,000, and the others on the bottom level would each be USD1,000 poorer. After the promoter has been paid off and his or her box is removed, the second level becomes the top or payoff level. Only then do the two people on the second highest level begin to profit. To pay off these two, 32 empty boxes are added at the bottom, and the search for new participants continues (OCPB, 2012).

Each time a level rises to the top, a new level must be added to the bottom, with each one of these levels becoming twice as large as the level before. If people join enough new participants, a participant and the other 15 players in a level may make it to the top. However, in order for a participant to collect the payoffs, 512 people would have to be recruited, half of them losing USD1,000 each.

Of course, the pyramid may collapse long before a participant reach the top. In order for everyone in a pyramid scheme to profit, there would have to be a never-ending

supply of new participants. In reality, the supply of participants is limited, and each new level of participants has less chance of recruiting others and a greater chance of losing money (Koehn, 2001; Lagace et al., 1991).

Unlike pyramid schemes which seek to make money quickly, direct selling companies seek to make money as a person builds on his or her business (and theirs) by marketing their consumer products and services. Legitimate companies depend upon solid sales over time and a strong base of loyal customers who use the products, as the key to continued success. Scams such as pyramid schemes, in contrast, require substantial, upfront payments (Poon et al., 2012; Saha, 2009). It is from these initial payments which the scheme promoter obtains his or her profits. To the promoter, building a business over time is unimportant because he or she well knows that the scheme will soon collapse. However, by that time, the promoter will be long gone – with the money from the initial investments (Schwepher, 2003; Villarreal, 2009; WFDSA, 2012).

In Thailand in recent years, pyramid schemes have reached a noteworthy level of popularity as people have been attracted into investing in some intangible businesses. Nowadays, some pyramid schemes disguise themselves as either direct sales or tourism enterprises, which makes it even more difficult for the general public to differentiate and for authorities to trace the frauds (TDSA, 2012; WFDSA, 2012).

Pyramid scheme businesses can gain popularity and flourish as people are attracted by the hope of earning quick, easy money, even though the responsible government

authorities have tried to curtail pyramid scheme swindlers through public education of such schemes. Nonetheless, being aware that greed is the driving force is vital in making sure that one can avoid such pitfalls. Only by changing this value in each member of society can it be ensured that pyramid scheme businesses will no longer lure unsuspecting victims (Baker, 1999; Chonko et al., 2002; Koehn, 2001).

For every country, fraud and white collar crime are significant challenges, as such illegal activities have a profound impact upon investment, the confidence of the paying public, and the general economy (Gundlach & Murphy, 1993). Apparently, there has been a significant increase in the frequency of certain kinds of white collar crime in Thailand. Such schemes, called Pyramid schemes or Ponzi schemes, common in recent years in many western countries, have increased substantially since the spread of the internet. In Thailand, such schemes likewise seem to have increased with the website, Thaivisa.com, reporting such issues that pyramid schemes survive as people are lured by the ephemeral dream of making fast money in spite of the fact that government authorities have tried to educate the public about such pyramid schemes (TDSA, 2012).

Nonetheless, being conscious of greed is vital to ensure that people avoid this pitfall. If this value in each member of society can be transformed, such pyramid scheme businesses will no longer lure the unsuspecting. It appears that Thailand has become very popular with those who implement Pyramid and Ponzi schemes even though they would claim to be some enterprise other than simply a Pyramid Scheme. In recent years, pyramid schemes have become tremendously popular, as many Thais

have been lured into investing in some elusive businesses. It is common that, nowadays, some pyramid scheme swindlers misrepresent themselves as direct sales or tourism enterprises, thus causing more confusion, misleading innocent people and creating greater difficulties for authorities to identify these frauds (Baker, 1999; Chonko et al., 2002; Koehn, 2001; Poon et al., 2012; Saha, 2009).

It is generally understood and accepted that the forces of greed, if allowed to be uncontrolled, can cause significant economic disruptions. Most nations, including Thailand, take necessary precautions to control those who would manipulate the greed of the unsuspecting for their own selfish purposes and financial gain (Baker, 1999; Saha, 2009). Nevertheless, in the final analysis, it is society at large that needs to be educated about such dangers, as pyramid schemes.

Legal officials have cautioned people to check prior to investing, and to determine whether the companies have legally registered with the OCPB of Thailand, or if complaints had been lodged previously. Furthermore, the OCPB admits that some companies do not conduct their businesses according to the plan submitted to the OCPB. They stress that some pyramid scheme businesses focus more on financial return and member recruitment rather than the provision of goods or services (OCPB, 2012).

There is much fear and confusion over the term 'MLM'. Those not directly involved may not understand this term and therefore may be prejudiced against companies employing this structure. It would be beneficial to examine MLM in greater detail in order to make proper determinations (Edward, 2000; Xardel, 1993).

Although often incorrectly associated with pyramid schemes, MLM is a structure used for marketing which is also referred to as network marketing. This term applies to those individuals who market their products or services through networking with others and also using the internet. Direct sales is also associated with these models as the emphasis is on direct one-on-one sales (Abrams, 2002; Edward, 2000; Xardel, 1993; Young & Albaum, 2003).

The terms, 'network marketing' and 'direct sales' refer primarily to product movement, while the term 'MLM' generally refers to the structure of the compensation plans. The basic definition of MLM is the compensation plan used to remunerate the sales personnel. As new team members are brought on, the recruiter is compensated both in payment for the recruitment and for a percentage of the product that is sold by the team (Edward, 2000; Xardel, 1993). In some multi-tiered companies, the recruitment structure may contain several levels under the original recruiter; sometimes even 10 or more levels deep below the first level although most companies may go only 5-8 levels deep.

Those recruited can also recruit additional new sales agents who would then, in turn, also be placed under them earning both a defined percentage of profits and any recruitment bonus. The negative reputation that MLM has gained may have arisen from of the experience of companies generating little product sales but relying only on the sales representatives requiring to make monthly purchases of these products; emphasis has been on encouraging recruitment of more personnel into the company who are obliged to purchase the products rather than on the merit of the products

through product sales (Abrams, 2002; Edward, 2000; Xardel, 1993; Young & Albaum, 2003).

Other concerns expressed about MLM is that it creates intricate tiers of compensation, making it difficult to determine earnings one would receive. Another criticism is that people are invited to the homes of recruiters under false pretences, and then are pressured into enlisting with the company also. In addition, stories of inflated profits help to stimulate others to sign up as well. As the authorities have become more vigilant, these questionable practices are becoming fewer. The vigilance of the Direct Selling Association over possible illicit actions of multi-level companies has resulted in most companies structuring their multi tiers for compensation as legitimate businesses (Abrams, 2002; Xardel, 1993; Young & Albaum, 2003).

Many MLM companies require a product to be bought monthly or quarterly in order to qualify for receiving a commission. Whether this particular practice is determined to be acceptable by the Direct Selling Association is yet to be seen. The final determining factor in their consideration is whether the required "sale" is conducted through compulsion so that the agent can remain an active distributor/representative or if they are actually using or selling the product (TDSA, 2012).

Companies that force the representative to make a minimum purchase in order to remain active and to be able to receive commissions on recruitment can be considered to be a type of pyramid scheme. Ultimately, it is the structure of the

company which is the deciding factor. A critical factor is whether the company has little or no products or the products are unreasonably expensive. Another critical indicator is whether the primary focus of the company is enlisting new recruits who pay a fee but receive no products (Chonko et al., 2002; Young & Albaum, 2003).

MLM companies are mostly strongly flourishing enterprises with multi-tiered compensation levels and with legitimate and affordable products. It is helpful to be cognizant of what a legitimate MLM looks like in order to be able to tell the difference between a legitimate company and a pyramid scheme (Duffy, 2005).

If one is interested in a newly advertised product and also interested in selling that product, it may be likely that the structure and marketing of the company would be multi-leveled. Few companies now exist in SLM and compensation strategy paying for product sales only (Brodie et al., 2002).

It is always beneficial to research and learn about any one company may wish to join. Even though MLM may be viewed negatively by some people, most companies do operate within the guidelines of the Direct Selling Association (2012).

The World Federation of Direct Selling Association (WFDSA, 2012) is greatly concerned because pyramid selling and other similar schemes often try to pass themselves off as legitimate direct selling businesses. Not only is direct selling discredited, but also less experienced direct sellers may be unknowingly recruited by pyramid promoters. Consequently, the WFDSA has attempted to clearly define

pyramid schemes, describing their fraudulent features and differentiating them from ethical direct selling businesses.

Globally, various legislatures have illegal pyramid selling in various kinds of legislation with the wording of relevant statutes, codes, articles, acts, and regulations all variants, but all describing the essential concept which defines a pyramid scheme:

Pyramid schemes are commercially unsustainable as they are based on the assumption of an unlimited entry flow of recruits - all willing to pay the entry fee into the scheme and anticipate being enriched by subsequent recruits who will share the same assumptions and expectations (Koehn, 2001). However, since the number is limited, there is less chance of successive recruits becoming enriched as the scheme's promoters. Consequently, such schemes have a short life with those entering last having little opportunity recovering their investment, let alone obtaining other rewards or benefits from the scheme (Xardel, 1993).

Initially, it was relatively easier to identify and successfully proscribe such pyramid schemes because they lacked any tangible product. However, subsequent fraudulent schemes, have tried to mislead the public and avoid legal action by claiming that they are bona fide companies using MLM plan selling goods and services. It is widely known that MLM, of course, compensates direct sellers for the sale of products to consumers, attracts additional participants into the plan, and building a network of independent distributors (Poon et al., 2012; Young & Albaum, 2003).

Furthermore, a closer look at the so called "products" of pyramid schemes indicates that they may have no significant market value. The products are often "gimmicks", such as certificates, spurious training programs or magazine subscriptions, illusory discounts, or over-priced and under-performing "miracle" treatments and the like. Recruits are often required to "invest" in a substantial amount of these items with no reasonable possibility of marketing them or returning them for credit. The funds invested by these recruits, however, represent substantial profit for the promoter who initially recruited them into the pyramid scheme.

2.7 Differentiating Illegitimate Pyramid Schemes from Legitimate Direct Selling Businesses

The following guidelines can assist in differentiating illegitimate pyramid schemes from legitimate Direct Selling businesses (Bulik, 2008):

I. Legitimate direct selling companies offer genuine business opportunities, emphasizing the promotion and sale of quality products to consumers, often offering consumer satisfaction guarantees or the right of cancellation, so that the product may be returned for replacement or refund if the consumer is dissatisfied. Pyramid schemes have no commercially viable product sales base.

II. Legitimate direct selling companies strongly discourage participants from overstocking of the merchandise. In addition, they often provide participants who decide to leave the plan with an opportunity to return

any inventory to the company for a refund of not less than 90% of the salesperson's net cost. Conversely, pyramid schemes often encourage the participants to maintain a large amount of non-refundable inventory. Participants are often left with products which can neither be sold nor refunded.

III. Legitimate direct selling opportunities often have minimal start-up costs and require little or no inventory investment. Even modest entry fees may be refundable if the new direct seller decides to leave the network. Conversely, pyramid selling schemes often require high entry fees and/or substantial "investment" in inventory which are non-refundable, mainly, because pyramid operators realize their financial gain from luring new recruits to their schemes.

Legitimate direct selling companies base their sales and marketing plans on the progressive recognition and reward of direct sellers in developing a customer base for the purchase, utilization and satisfaction of the company's products. The development and stability of a direct seller's business depend upon satisfying consumers and direct selling representatives who are fairly remunerated for their efforts. Pyramid schemes, in contrast, try to induce participants to buy "ground-floor" or "leadership" positions by offering get-rich-quick schemes. Pyramid selling schemes offer no viable, long-term business opportunities (Koehn, 2001; Lagace et al., 1991).

Most pyramid scheme businesses have no actual products or services to sell and the money used to pay old members will come from new members. Often, these pyramid

schemes register themselves as direct sales companies either online or store based, while their business and commission plans are mostly fabricated. Pyramid schemes are illegal and the structure they are built on will eventually collapse. This will cause an investment loss for those who are involved (Bulik, 2008).

However, the negative attitude towards pyramid schemes and internet fraud in direct selling companies has not been justified empirically (TDSA, 2012; DSA, 2012; Kustin & Jones, 1996; Raymond & Tanner, 1994). In recent years, greater attention is being paid to the widespread importance of attitude towards direct selling companies whose corporate image has been tarnished due to fraudulent pyramid schemes and internet fraud closely associated to direct selling companies, resulting in a negative attitude towards legitimate direct selling companies (TDSA, 2012).

Direct selling industry scams seem to focus on creating revenue for their network more than income distribution and the raising of capital in a fraudulent manner. As stated above, this has led to the negative attitude about the legitimacy of direct selling.

Various studies have actually investigated the negative perception towards the direct selling industry, including pyramid schemes and internet fraud by direct selling companies. The deteriorating corporate image of these companies due to pyramid schemes and internet fraud has not been investigated empirically (Saha, 2009; Villarreal, 2009; Baker, 1999).

2.8 Direct Selling Act in Thailand

Traditionally, it is considered one of the most effective marketing approaches used and has attracted a sizeable number of entrepreneurs. Nevertheless, as direct selling businesses have expanded in Thailand, the government has enacted the Direct Sales and Direct Marketing Act to protect the consumer. This act also covers direct distribution of goods by providing the consumer with information through publication or electronic devices (Direct Sales and Direct Marketing Act B.E. 2545).

Section 20 of the Direct Sales and Direct Marketing Act (2002) specifies that any person who wishes to engage in direct sales business must register with the Registrar before commencing to conduct business. The law also requires all relevant documents of the sale to be written and issued in Thai language by those engaged in the direct sales business, together with warranties for the goods or services clearly defining the rights of the consumers (TDSA, 2012).

Since the law is set out to protect the rights of the Thai consumers, a seven-day "cooling-off period" is provided during which time a consumer may return the item purchased in the event that he or she has changed his or her mind. During this seven day period from the receipt of the goods, the consumer has the right to terminate the contract, and return the purchased goods to the seller with the latter obliged to refund the full amount of money paid. This refund must be given within 15 days from the termination of the sale. However, if the merchandise were lost or damaged through

the fault of the consumer, he or she would need to pay for the loss and shall be financially responsible to the seller.

Under the Thai Constitution, "the rights of a person as a consumer shall be protected by law"; hence, to strengthen that protection, the Direct Sale and Direct Marketing Act (2002) was enacted with any violations under this law punishable through imprisonment or fine.

2.9 The Direct Selling Code of Ethics

Most direct selling associations, including the Bundesverband Direktvertrieb Deutschland, the direct selling association of Germany, and the WFDSA and DSA require their members to abide by a code of conduct reflecting a fair partnership for both customer and salesperson. Most national direct selling associations are represented in the World Federation of Direct Selling Association (WFDSA).

The World Direct Sales Code of Ethics is promulgated by the World Federation of Direct Selling Association (WFDSA), in conjunction with all its members of direct selling associations of which Thailand Direct Selling Association (TDSA) is a member. The practice is that direct selling companies will subscribe to the rules and regulations of the association in order to maintain membership in the national association, accepting and promising to abide by the rules of ethics in all respects. Although ethics is not the same as a governmental law, nevertheless, it provides

measures that members must conduct themselves according to the ethical standards of business conduct.

This code provides guidance on the interaction between DSA member companies and their current and prospective sales representatives; DSA member companies and their sales representatives and consumers of the company's products; member companies as they compete in the marketplace; and individual complainants, the DSA code administrator, and DSA member companies. The code also contains sections explicitly for the protection of consumers. The purpose is to protect and to ensure satisfaction of the consumers and to promote competition, to provide a fair and level playing field for free trade and to enhance the public the image of the direct selling business (Chonko et al., 2002; Lagace et al., 1991).

2.10 Summary

This chapter presents the important definition in terms of direct selling consists of direct selling, multi-level marketing (MLM), and single-level marketing (SLM). The background of direct selling in Thailand. Since the 1980's, the direct merchandising has operated in Thailand. Subsequently, it has discussed trends and competition of the direct selling industry, three types of direct selling, and fraudulent direct selling in Thailand. The next has discussed differentiating pyramid schemes from legitimate direct selling business. The end of this chapter presents the direct selling Act and the direct selling code of ethic in Thailand.

CHAPTER THREE

LITERATURE REVIEW

3.1 Chapter Overview

This chapter presents the literatures of the endogenous variables, corporate image and attitude, follows with a review of the origin of the definition and corporate image model, underpinning dimension and determinants of corporate image. The diverse determinants of the corporate image will be elaborated further in this chapter, such as brand architecture, perceived value, corporate social responsibility, internet marketing, trust and attitude. Subsequently, this chapter presents the definition and determinants of attitude. This chapter also looks at the effect corporate image has on the direct selling company. It then proceeds to discuss the impact that attitude has on corporate image. Lastly, the mediating effects and theoretical of attitude is discussed.

3.2 Corporate Image

The concept of corporate image was initially explored in the beginning of the 1950s. Since then, various definitions of the term are provided by marketing and organizational behaviour scholars (Balmar, 1998 and 2001). Corporate image is defined by Barich and Kotler (1991) as the overall impression made on the mind of the public about an organization. Similarly, Keller (1993) defines corporate image as perceptions of an organization reflected in the associations held in consumer attitude, which is based on the present study.

70

However, several scholars have provided definitions of corporate image in various sectors such as; LeBlanc and Nguyen (1996) define that corporate image is the result of an aggregate process by which customers compare and contrast various attributes of companies. Likewise, Van Rekom (1997) states that corporate image is the net result of interaction of a person's beliefs, ideas, feelings and impressions about a company. For Gray and Smeltzer (1985) define that corporate image is a set of impressions that different kinds of public will have on a certain company.

Similarly, a number of scholars define that corporate image is generally conceptualized as the overall impression a company makes on its various stakeholders (Bernstein, 1992; Gray, 1986; Kennedy, 1977). It is defined by the feelings stakeholders have about the organization. (Fombrun, 1997; Hatch & Schultz 1997). A corporate image can also differ due to various regions and these audiences do not essentially share the same recognitions of the company (Dowling, 1994). However, it is beneficial for a company to have coherence between its various corporate images.

Furthermore, Nguyen and Leblance (1998) state corporate image as the result of the customers comparing features and contrasting in various attributes of the organizations. The complexity of the structure of a corporate image is troublesome for generating and managing. Moreover, Dowling (1994) proposes corporate image as a set of meanings, which stakeholders describe, remember and relate to it. Balmer (1995) suggests a corporate image in wider terms that permit for some similarly

between different stakeholders; repeating the difference between inside and outside of the strict form of relationship with the corporate image.

Conversely, the basis of corporate image is emphasized on the recognitions of the stakeholders (e.g. Shareholder, employee, customer, the public media and community) (Hatch & Schultz 1997). A customer's attitude towards an organization is intimately connected to corporate image which is the overall result of the interaction between stakeholders and organization, and reflects not only feelings and attitudes but also ideas, impressions and beliefs (Keller, 1993; Kotler & Lee, 2005; Smith, 1993; Van Rekom, 1997). Consequently, customer attitude is a key variable that can significantly affect the success of the organization and corporate image (Karaosmanoglu et al., 2011; Martínez & Pina, 2010). Maintaining good customer relations have also influenced decisions regarding investment and employment. (Balmer & Gray, 2003; Bitner, 1990).

However, corporate image is an intuitively appealing concept related to attitude (Karaosmanoglu et al., 2011; Martínez & Pina, 2010). The concept of corporate image is implicated to different types such as perceived by consumers, community and stakeholders and it also depends on the consumers' purpose of consumption. Nguyen and Leblance (1998 and 2001) state that corporate image is confounded according to specific consumer groups and the kind of relationship and experiences they have had with the business (Dowling, 1994). Similarly, Grönroos (1984) and Andreassen and Lindestad (1998) suggest that corporate image is a major process that is affected by customer attitudes, perceptions and levels of satisfaction because it

relates to the customers' recognitions of products and services on offer (Zeithaml & Bitner, 2000). In addition, a corporate image can increase satisfaction and add value in the consumer's mind during the consumption of products and services (Maclnnis & Price, 1987). Moreover, Gray and Smeltzer (1985) show that corporate image are varying perceptions of the public towards an organization.

Subsequently, Kennedy (1977) determines two components of corporate image (emotion and function), the emotional component has psychological characteristics that can be evaluated by beliefs and attitudes toward the organization, while the functional component is tangible and can be a quantitative measure (Barich & Kotler, 1991; Dowling, 1994; LeBlanc & Nguyen, 1996). Aaker (1991) explores corporate image as a result of attitudes and beliefs that affect perception and recognition.

Furthermore, previous research in initial markets like Thailand (Chattananon et al., 2007 and 2008), Saudi Arabia (Yeo & Youssef, 2010), Taiwan (Chang, 2009; Lai et al., 2010; Lin & Lu, 2010) and Malaysia (Hoq et al., 2010) have been surveyed. Each research model proposes for corporate image indicates that a corporation has stakeholders which can include employees, customers, business community, environmental and government (Balmer & Gray, 2000; Barich & Kotler, 1991; Fombrun, 1996; Stuart, 1999).

Moreover, the corporate image is the option for belief of consumer which will provide the greatest benefit to them and there is a good chance they really can achieve that advantage. Although this conceptualization is intended for the rational

concept of expected value, comparison and choice of options, it is made intuitively for attitude (Beach & Mitchell, 1998). It also speculates in the context of a corporate social relationship patterns and might exceed options or alternatives to be changed, specifically when offered to another (Yeo & Youssef, 2010).

Hence, there are some previous empirical studies undertaken which reveal that a favourable corporate image could positively attribute to the firms' sales (Nguyen & Leblanc, 1998; Souiden et al., 2006; Yeo & Youssef, 2010) and help maintain positive customer attitudes (Andreassen & Lindestad, 1998; Karaosmanoglu et al., 2011; Martínez & Pina, 2010; Nguyen & Leblanc, 2001). Keller and Aaker (1997) report that a strong corporate image can be used to increase communicative efficiency. Likewise, Alessandri (2001) shows that a good corporate image points to a positive attitude toward corporations in the minds of consumers.

Additionally, Bhattachaya and Sen (2003) affirm that a favourable corporate image leads to making the consumers more attached to the firms. Finally, the present study defines a corporate image based on what stakeholder associate with the company or all the information (perceptions, inferences, feeling, attitude and beliefs) about those stakeholders hold and represents the beliefs, attitudes, impressions and associations held by a stakeholder about the corporation.

3.3 Corporate Image Model

Corporate image research model in previous studies has diversified, ranging from simple to complex models (Brunsϕ & Grunert, 2009; Bravo et al., 2012; Chang, 2009; Flavián et al., 2005; Hoq et al., 2010; Karaosmanoglu et al., 2011; Lai et al., 2010; Lin & Lu, 2010; Martínez & Pina, 2010; Nguyen & LeBlanc, 1998; Porter & Claycomb, 1997; Silva & Alwi, 2008; Souiden et al., 2006; Yeo & Youssef, 2010). It is fragmented not only because of the size of predictors but it has also not been utilized for direct selling on the direct and indirect predictors of corporate image models developed in other areas such as retail stores (Brunsϕ & Grunert, 2009; Porter & Claycomb, 1997), service industry (Lai et al., 2010), hotel and tourism industry (Lin & Lu, 2010), financial and banking (Bravo et al., 2012; Flavián et al., 2005; Hoq et al., 2010; Nguyen & LeBlanc, 1998; Souiden et al., 2006; Yeo & Youssef, 2010), book store (Siva & Alwi, 2008), fast food and automotive (Karaosman et al., 2011), high-tech industries (Chang, 2009), and consumer's goods (Martínez & Pina, 2010).

To justify this fragmentation, many research models are also found in past studies, but in non-direct selling settings which can be relevant for comparison purposes, generalization can be limited. Approximately fourteen research models of corporate image studies (Bravo et al., 2012; Brunsϕ & Grunert, 2009; Chang, 2009; Flavián et al., 2005; Hoq et al., 2010; Karaosmanoglu et al., 2011; Lai et al., 2010; Lin & Lu, 2010; Martínez & Pina, 2010; Nguyen & LeBlanc, 1998; Porter & Claycomb, 1997; Silva & Alwi, 2008; Souiden et al., 2006; Yeo & Youssef, 2010) between 1997 and

2012 have been evaluated. These models have investigated various predictors of corporate image.

Furthermore, the corporate image models are most fragmented because not symmetric and not consistence. Six research models of corporate image studies have investigated corporate image as dependent variable (Chang, 2009; Martínez & Pina, 2010; Porter & Claycomb, 1997; Silva & Alwi, 2008; Souiden et al., 2006; Yeo & Youssef, 2010). Three research models of corporate image studies have examined the corporate image as an independent variable (Flavián et al., 2005; Hoq et al., 2010; Lin & Lu, 2010). Next, five research models of corporate image studies have investigated corporate image as an intervening variable (Bravo et al., 2012; Brunsφ & Grunert, 2009; Karaosmanoglu et al., 2011; Lai et al., 2010; Nguyen & LeBlanc, 1998). However, none of these studies are explored in the direct selling setting.

The most recent corporate image research model extends by Bravo et al. (2012) determine three factors (firm communication, brand familiarity and WOM communication) as direct determinants of corporate image amongst 450 people who have experience with financial institutions in Spain. Moreover, corporate image is examined as a mediating role in the link between three predictors (firm communication, brand familiarity and WOM communication) and two predictors (brand attitude and intention to use) (Figure 3.1). The present study emulates Bravo et al. (2012) framework in part by taking firm communication represented by internet marketing and brand familiarity superseded by brand architecture as direct predictors

of corporate image but omit WOM communication and two related predictors (brand attitude and intention to use) of the model.
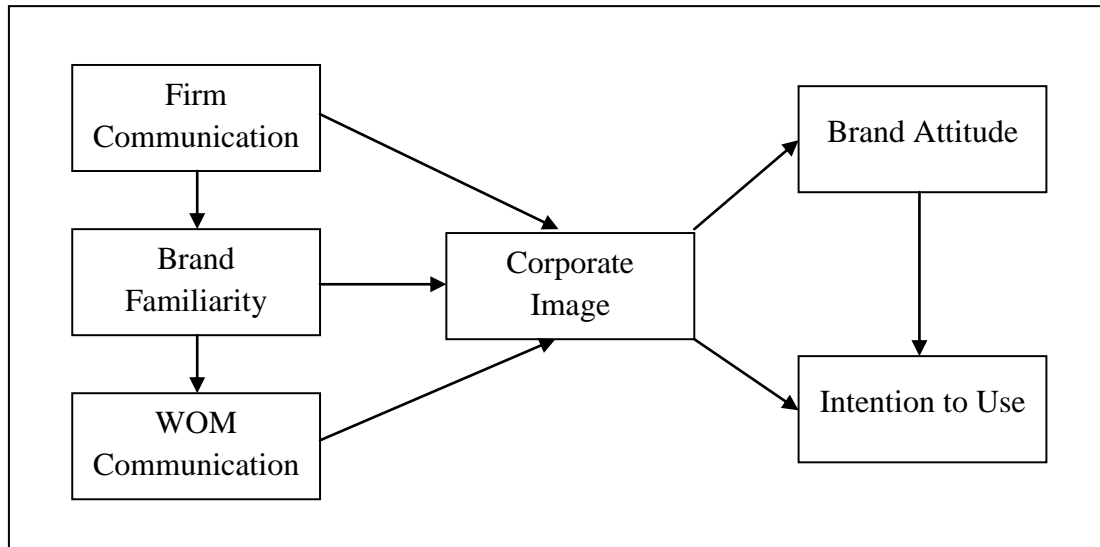
Figure 3.1
Corporate Image Model 1 (Bravo et al., 2012)

Consequently, Karaosmanoglu et al. (2011) investigate three determinants of corporate image (another customer effect, customer attitude and consumer-company identification) amongst 389 adult consumers in Istanbul, Turkey. They propose two direct linkages (customer attitude and consumer-company identification) and an indirect linkage (another customer effect) on corporate image which also includes three consequences of the corporate image (Figure 3.2). The present study follows Karaosmanoglu et al. (2011)'s framework in part by taking customer attitude as a direct predictor of corporate image and this study model points out the attitude as the mediator because the declining corporate image of direct selling companies has accelerated the negative attitude toward them and it is not conducted the intervening effect of attitude on specific linkages to corporate image in Thailand (Chan, 1999; Saha, 2009; Thailand Direct Selling Association, 2012; Villarreal, 2009).
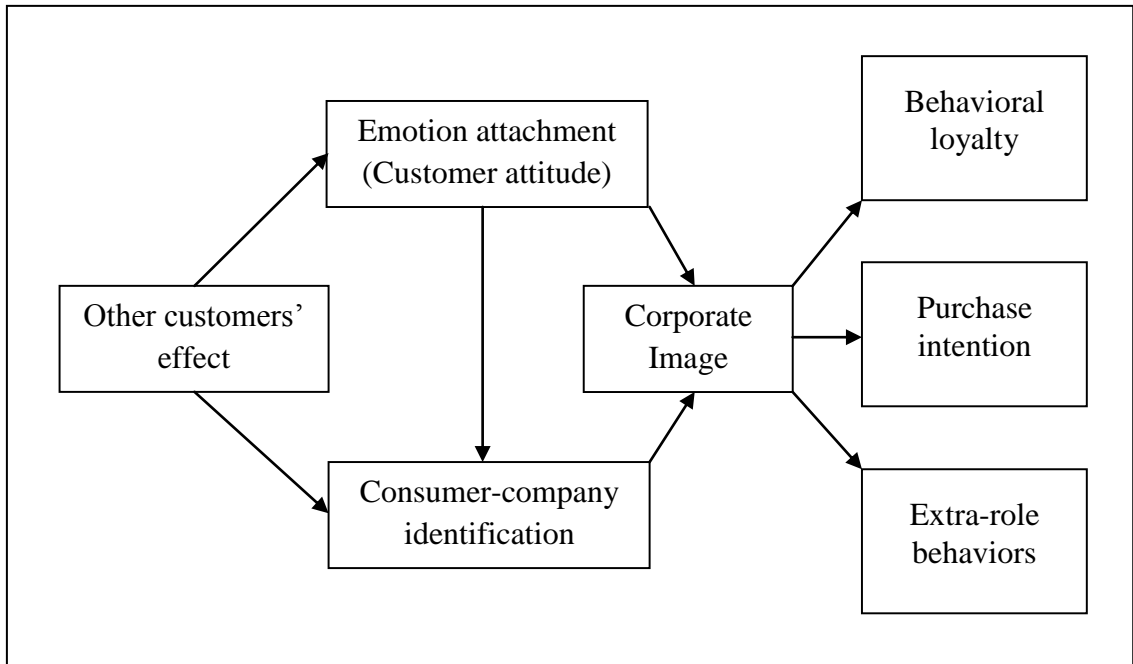
Figure 3.2
Corporate Image Model 2 (Karaosmanoglu et al., 2011)

Similarly, Martínez and Pina (2010) suggest brand familiarity and brand image as direct determinants of attitude and four factors (category fit, perceived image fit, perceived difficulty, consumer innovativeness) as direct determinants of attitude and linkage to image variation (corporate image) amongst 699 consumers in Spain. The model has pointed out attitude as a mediating effect between six factors (brand familiarity, brand image category fit, perceived image fit, perceived difficulty, and consumer innovativeness) and image variation (Figure 3.3). The present study emulates Martínez and Pina (2010)'s framework in the past by taking brand familiarity and brand image which are compounded and represented by brand architecture as direct predictor of attitude and linkage to image variation represented by corporate image but omit four dimensions (category fit, perceived image fit,

perceived difficulty, consumer innovativeness) due to two reasons. First, many direct

selling companies use the multi brand strategy and little is known about the existing

brand architecture that the direct sellers are implemented, which confuse the

customers in understanding the complexity of product varieties offered (Bronsϕ &

Grunert, 2009; Rajagopal & Sanchez, 2004). Second, very limited studies have

investigated brand architecture in a direct selling setting (Bravo et al., 2012; Brunsϕ

& Grunert, 2009; Martenson, 2007; Pina et al., 2006; Porter & Claycomb, 1997).
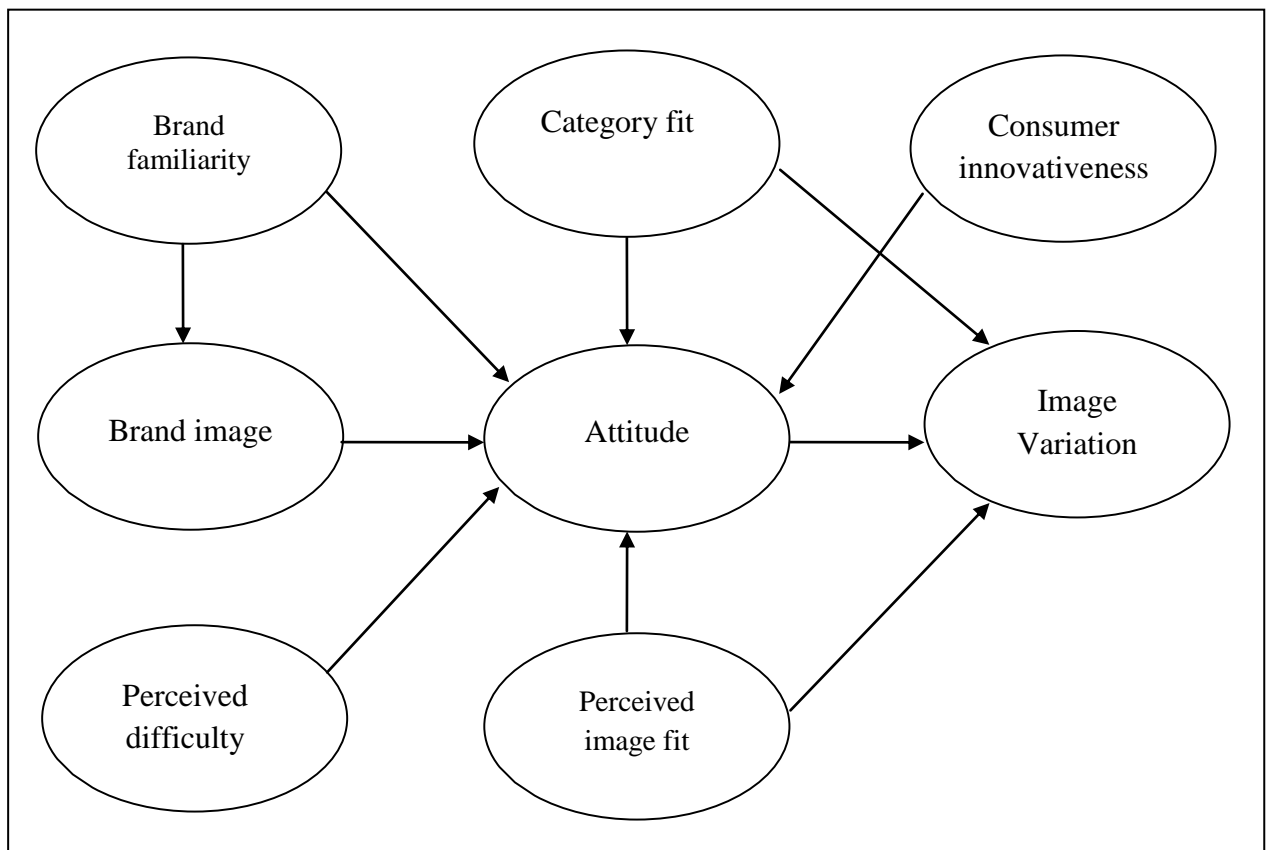
Figure 3.3
Attitude Model 3 (Martínez & Pina, 2010)

Subsequently, Yeo and Youssef (2010) propose guidelines for measuring the corporate image of banking. They determine four factors (corporate communication, market presence, corporate management and financial prospect) that are the direct determinants of corporate image amongst 223 bank customers in Saudi Arabia (Figure 3.4). The results show that three predictors (corporate management, financial prospect, corporate communication) have a significant relationship with the corporate image. The present study emulates Yeo and Youssef (2010)'s framework in part by taking corporate communication represented by internet marketing as a direct predictor of corporate image. Because internet marketing can strengthen relationships between organizations and customers' attitude which typically require human contact in enhancing corporate image (Cho & Park, 2001; Kim & Kim, 2003).
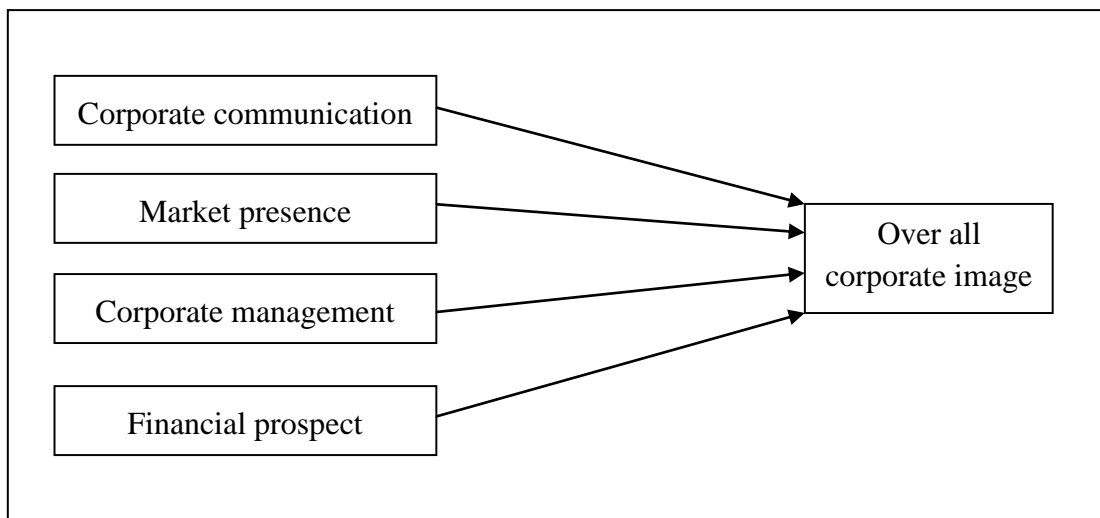
Figure 3.4
Corporate Image Model 4 (Yeo & Youssef, 2010)

Furthermore, Lai et al. (2010) advocate a predictor model of corporate reputation (as in corporate image) which is corporate social responsibility (CSR) (Figure 3.5). The CSR is hypothesized as having a direct impact on corporate reputation (corporate image) which has been tested on 179 dealers from Taiwan's small-medium enterprises. Corporate reputation is examined as mediating role in the link between CSR and brand performance.

Likewise, Chang (2009) suggests CSR as a direct determinant of corporate image amongst 612 managers of high-tech companies in Taiwan (Figure 3.6). This study emulates Lai et al. (2010) and Chang (2009) framework in part by taking CSR as direct predictor of corporate image but omits the other dimensions such as brand performance, industrial brand equity and economic performance. Wherewith, there is growing awareness of the significant impact of CSR in creating positive customer attitude and influencing their shopping habits and purchasing decisions, many direct selling companies are non-committal to this marketing tool (Brown & Dacin, 1997; Chang, 2009; Euromonitor International, 2012f; Lai et al., 2010; Yodprutikarn, 2012).
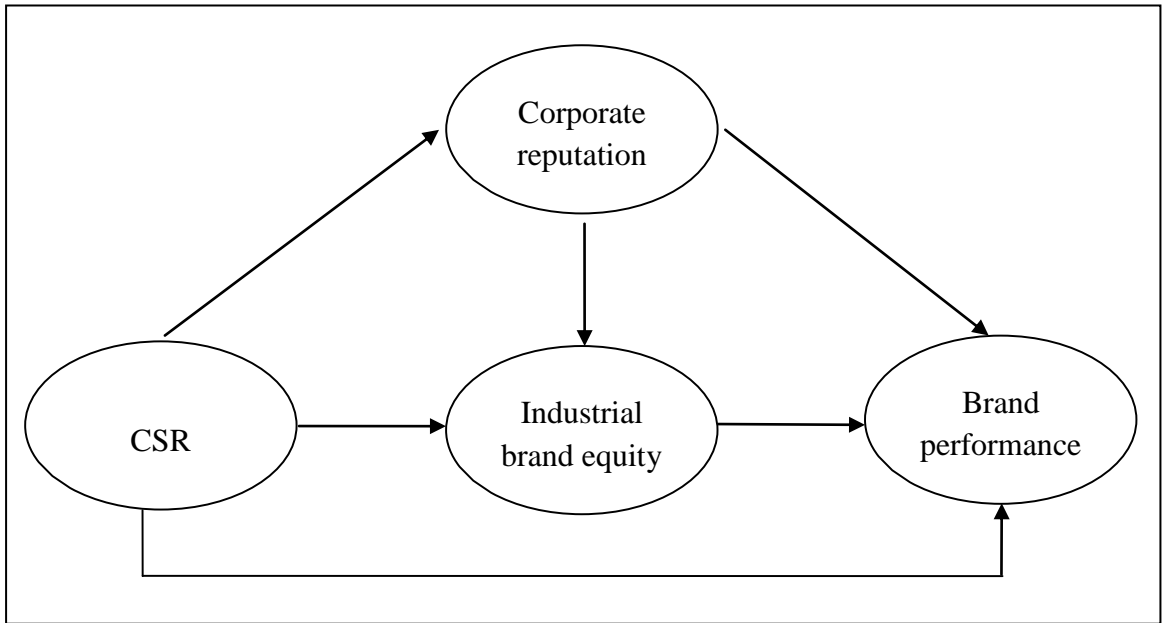
Figure 3.5
Corporate Image Model 5 (Lai et al., 2010)
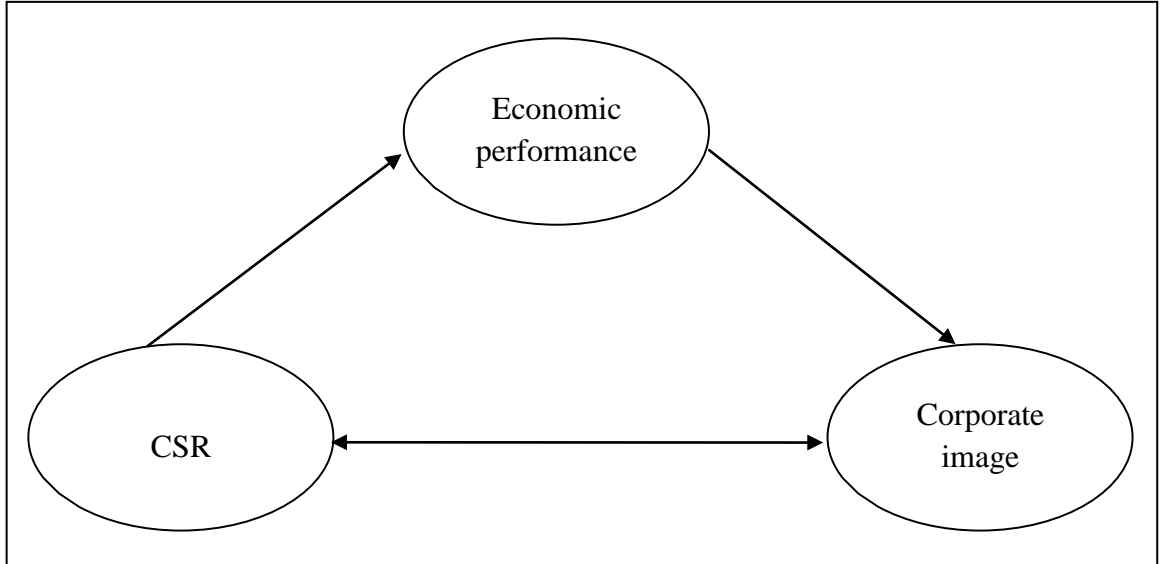
Figure 3.6
Corporate Image Model 6 (Chang, 2009)

Nguyen and LeBlanc (1998) suggest three factors (perceived value, service quality and customer satisfaction) as direct determinants of corporate image amongst 1,224 customers of the banking sector while customer loyalty is a consequence of corporate image. The model hypothesized that perceived value, service quality and customer satisfaction will jointly predict the corporate image, it also includes a consequence (customer loyalty) of corporate image (Figure 3.7). The present study follows Nguyen and LeBlance (1998) framework in part by taking perceived value as a direct predictor of corporate image but omitting customer loyalty and the two quality dimensions. Perceived value appoint to consumer narrative and opinion about the corporation of their choice in which the corporate image is considered for the direct selling company (Nguyen & LeBlanc, 1998; Vahie & Paswan, 2006). It can be claimed that perceived value is instrumental to the corporate image of the direct selling company (Bhurahongse, 1999; Boripant, 2009).
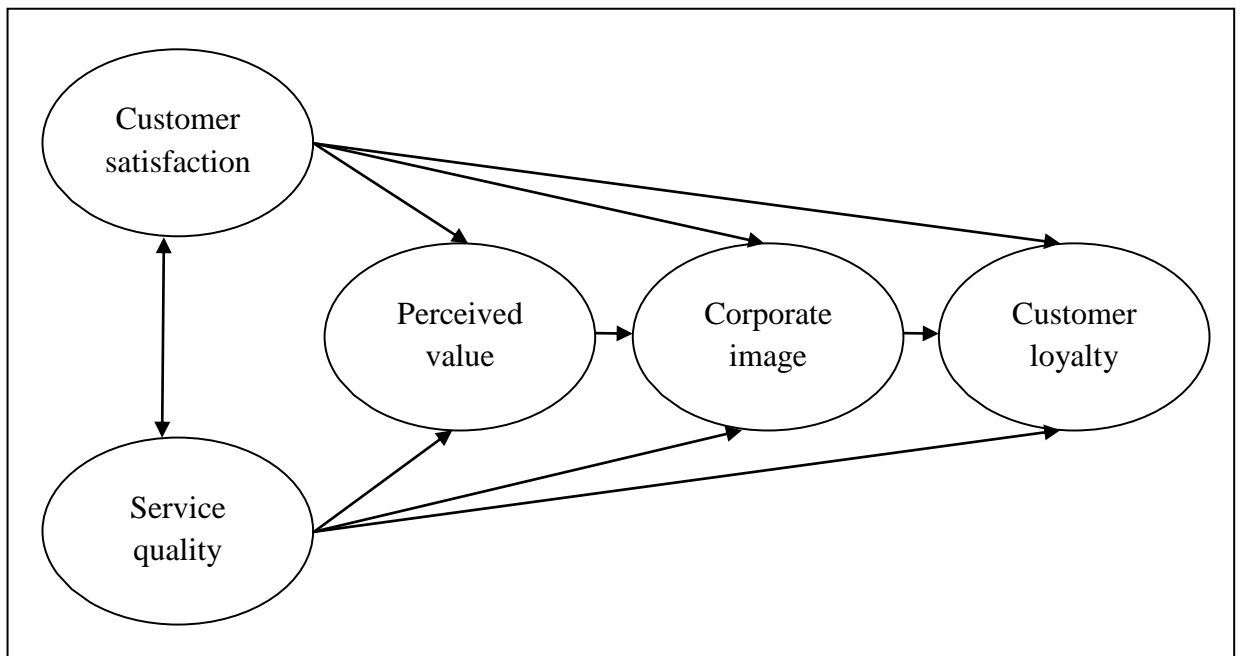
Figure 3.7
Corporate Image Model 7 (Nguyen & LeBlanc, 1998)

In Brunsφ and Grunerts (2009)'s research model, two dimensions of brand architecture are suggested (quality and visibility of private labels) as direct determinants of a stored image (product quality and price/value) and satisfaction amongst 772 Danish households whilst loyalty is a consequent of satisfaction (Figure 3.8). Brand architecture is a factor of concern for the present study as it is a direct predictor of corporate image, thus strengthening its direct linkage as opposed to indirect linkage which are emulated for the present study. Because Brunsφ and Grunerts (2009)'s research model is strengthening direct linkage of corporate image and conducts in retailing setting and that direct selling also is a type of retail business.
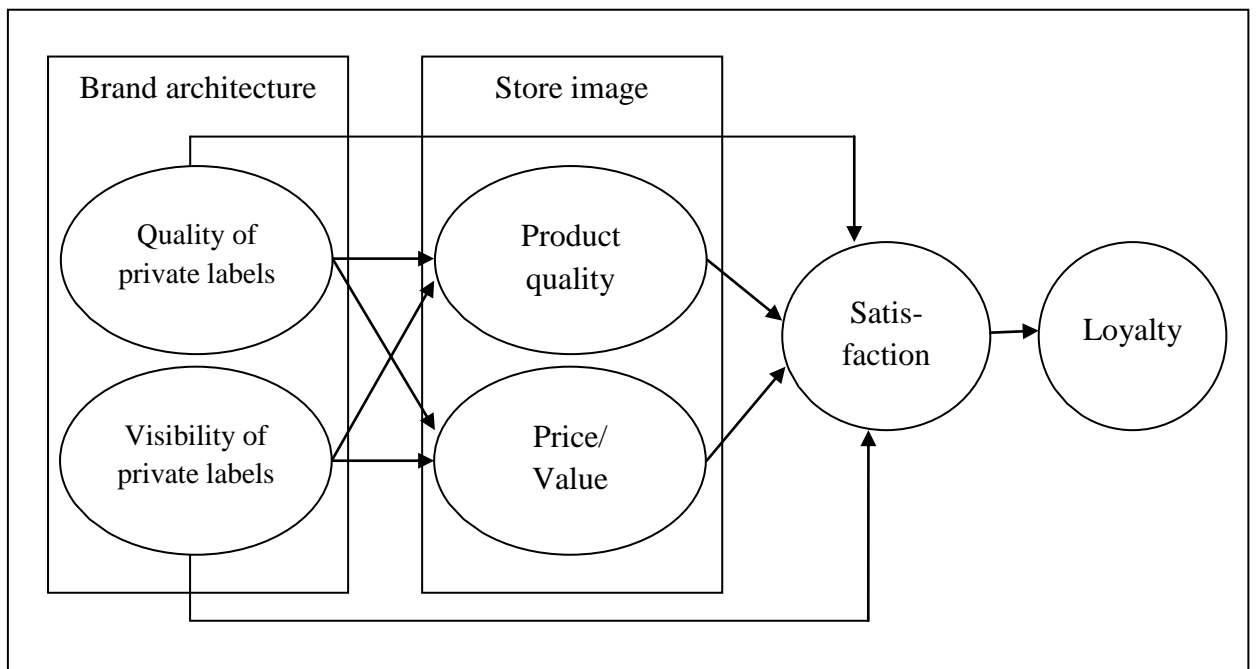
Figure 3.8
Corporate Image Model 8 (Brunsφ & Grunert, 2009)

Similarly, Souiden et al. (2006) investigate an antecedent of corporate image in their research model which is the corporate name (brand), it also includes the consequences of corporate image i.e. corporate loyalty, product evaluation and corporate reputation (Figure 3.9). The present study hypothesizes sixteen propositions, brand or corporate name amongst them which has a direct influence on the corporate image. This model has been tested on 218 Japanese and American consumers. So, the present study justifies the usage of Souiden et al. (2006)'s model because the brand is strengthening direct linkage of corporate image similar to the two studies (Brunsϕ & Grunert, 2009; Martínez & Pina, 2010).
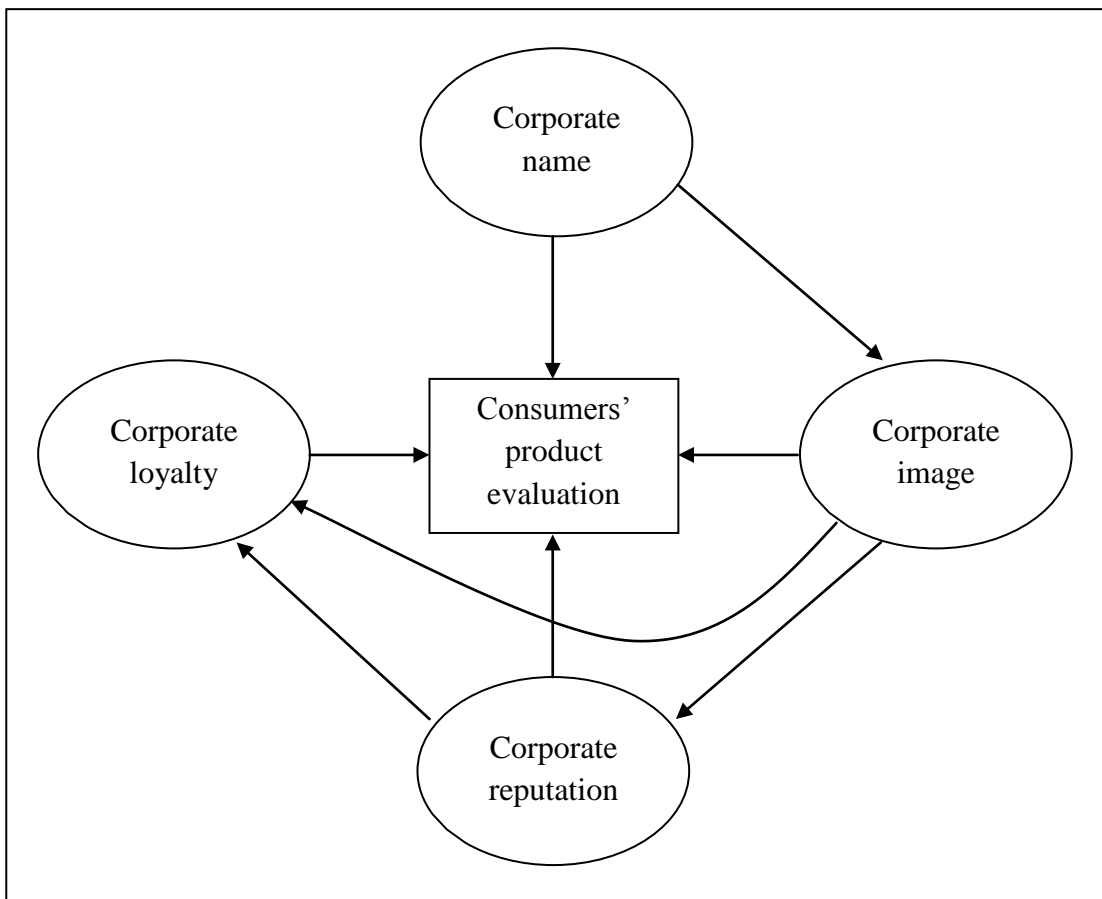
Figure 3.9
Corporate Image Model 9 (Souiden et al., 2006)

Porter and Claycomb (1997) propose two factors of brand (number of recognizable name brands and presence of an anchor brand) as direct antecedents of a retail store image (corporate image) amongst 136 shoppers in the Midwest USA (Figure 3.10). Following this model, brands were hypothesized as having an indirect linkage to corporate image. Because the current model investigates two factors of brand which are compounded and represented by brand architecture that it is strengthening direct linkage of corporate image. Moreover, It is conducted in retailing setting similar to Brunsϕ & Grunert (2009)'s model.
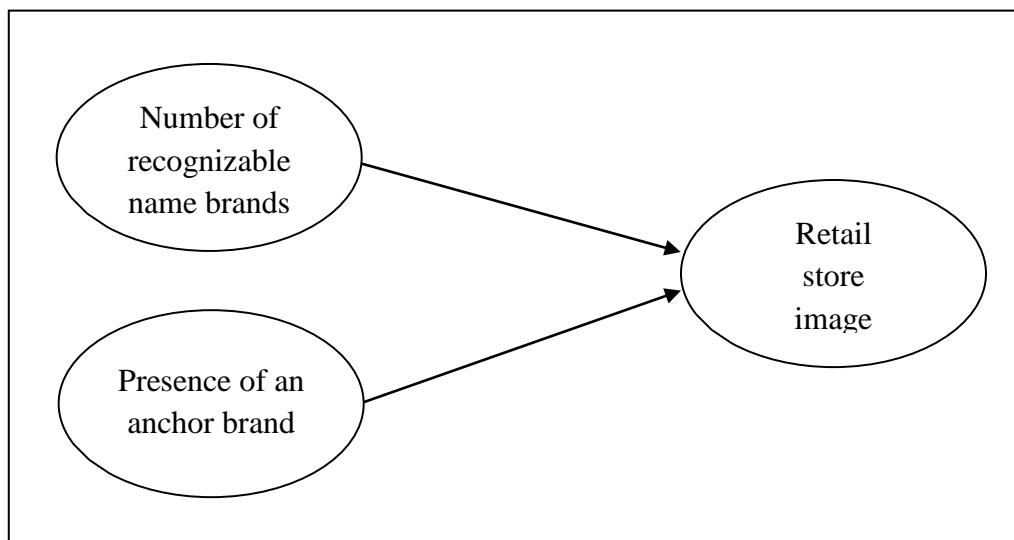
Figure 3.10
Corporate Image Model 10 (Porter & Claycomb, 1997)

Finally, Silva and Alwi (2008) suggest four variables (physical aspect, product-related attributes, personal interaction and reliability) as direct predictors of corporate image amongst 511 bookstore customers (Figure 3.11). The study hypothesizes four propositions, amongst the relevant is a reliability or trust which has a direct effect on

corporate image. The present study emulates Silva and Alwi (2008)'s framework in part by taking reliability (trust) as a direct predictor of corporate image, but omitting three quality dimensions due to the reason that trust is important in direct selling which impact on the customer's attitude (Poon et al., 2012) that higher trust will be happening in a situation with a strong customer's attitude and good corporate image (Young & Albaum, 2003; Morgan & Hunt, 1994).
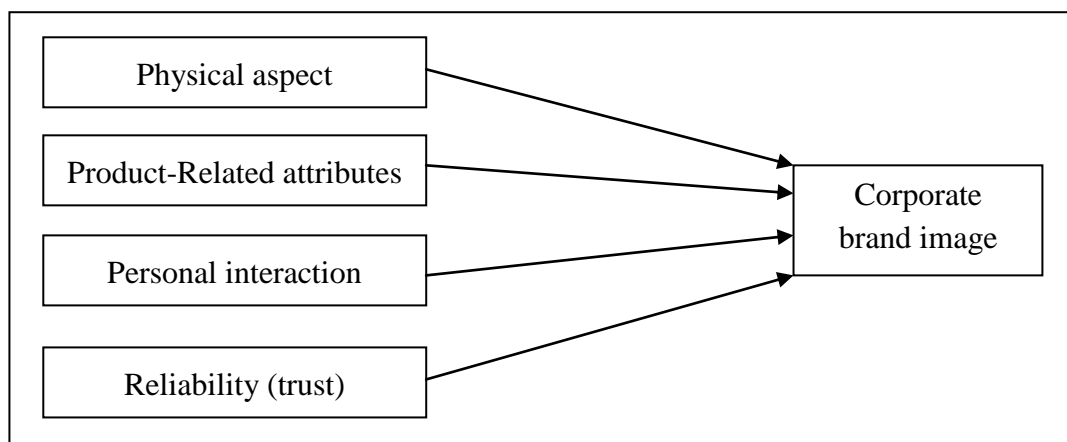
Figure 3.11
Corporate Image Model 11 (Silva & Alwi, 2008)

On the other hand, Flavián et al. (2005) propose corporate image as a direct antecedent of consumer trust amongst 633 users of Spanish financial institutions (Figure 3.12). As such, Hoq et al. (2010) suggest corporate image as a direct predictor of trust amongst 440 Islamic bank customers in Malaysia (Figure 3.13). Similarly, Lin and Lu (2010) suggest corporate image can be a direct antecedent of trust, as research showed amongst 458 customers of online travel agencies in Taiwan (Figure 3.14). These models differ from Silva and Alwi (2008)'s model.
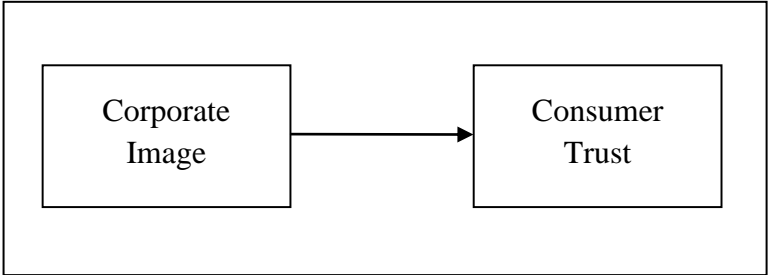
Figure 3.12
Corporate Image Model 12 (Flavián et al., 2005)
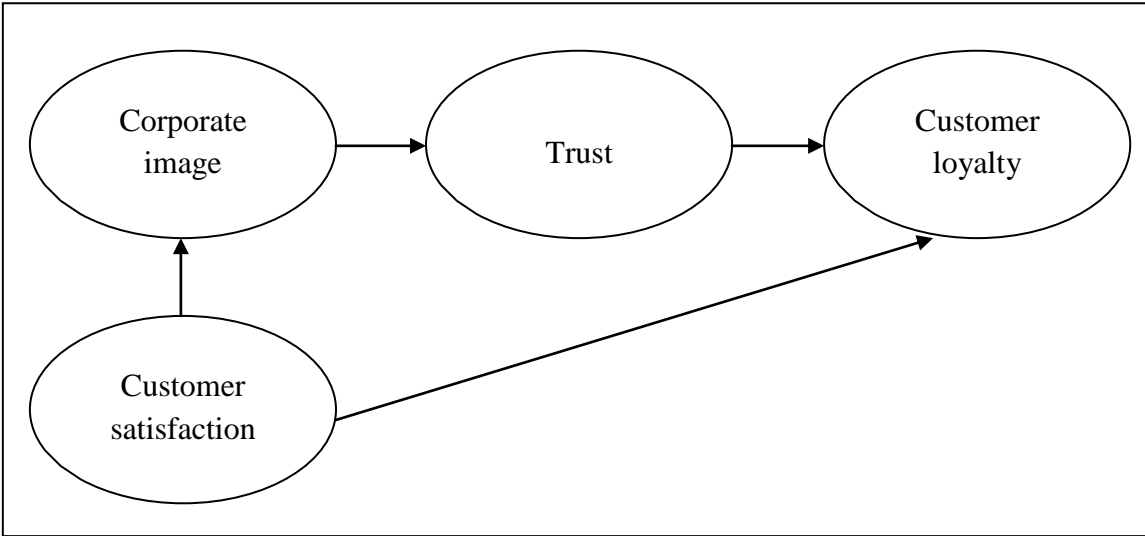
Figure 3.13
Corporate Image Model 13 (Hoq et al., 2010)
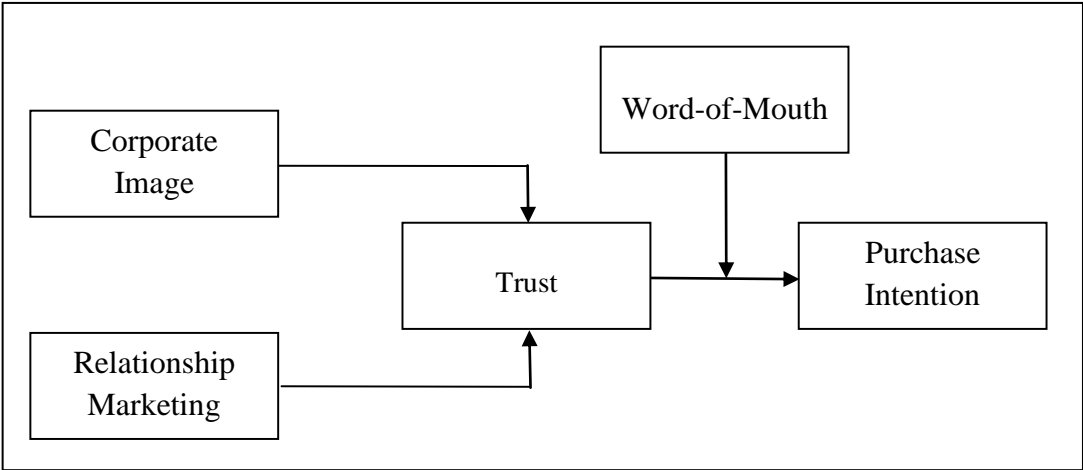
Figure 3.14
Corporate Image Model 14 (Lin & Lu, 2010)

Based on the discussion, the model of corporate image is appropriately modified in the present study in order to provide the association among direct selling companies. The determinants refer to domains of brand architecture (Bravo et al., 2012; Brunsϕ & Grunert, 2009; Porter & Claycomb, 1997; Souiden et al., 2006), perceive value (Nguyen & LeBlanc, 1998), internet marketing (Bravo et al., 2012; Yeo & Youssef, 2010), CSR (Chang, 2009; Lai et al., 2010), and trust (Silva & Alwi, 2008). The interval is demonstrated through attitude (Karaosmanoglu et al., 2011; Martínez & Pina, 2010) and the destinations pertain to corporate image.

The research model is primarily based on the underpinning corporate image model that propounded by Smith (1993) and has applied three direct antecedents (brand architecture, CSR, and internet marketing) of corporate image. Perceived value (Nguyen & Leblanc, 1998) and trust (Silwa & Alwi, 2008) were included as new contributions of the model to improve the predictive value of corporate image. This is based on previous studies regarding perceived value and trust as discussed earlier.

Furthermore, very few empirical studies have conducted to investigate the linkages between internet marketing and corporate image, but many past studies have conducted communication to investigate related to corporate image (Bravo et al., 2012; Yeo & Youssef, 2010). Moreover, very few studies whereby attitude as mediating effect of attitude on corporate image in a past study (Martínez & Pina, 2010). Attitude is included as a new contribution to the current model to improve the mediating effect between direct antecedents to corporate image and very limited studies have investigated predictors of attitude in direct selling setting (Akaah et al., 1995).

In conclusion, the model of corporate image was presented as the most suitable model to be employed for this study. However, proper modification of the model was done to explain the linkage of specific attitude, their antecedents, and corporate image.

3.4 Corporate Image Underpinning Model

There are several marketing literatures specialists that have emphasized that corporate image is to be perceived by the consumers. As Such, Nguyen and Leblanc (1998 and 2001) have suggested that there are different types of corporate image depending on the specific group of consumers and the kind of experiences and contacts they have had with the business (Dowling, 1986 and 1988; Smith, 1993). However, several marketing scholars' ambiguity about the concepts of corporate image and corporate reputation have remained unsolved (Dowling, 1994; Gotsi & Wilson. 2001; Karaosmanoglu et al., 2011).

The basis of the corporate image model insists that the existence of corporate image for all organizations is not a matter of preference on the part of the organization. An organization cannot dismantle itself from the public amongst which it operates. Several conceptual models of corporate image are presented in literature. Corporate image management requires understanding and knowledge through various forms of corporate image and knows how to create and measure them (Abratt & Mofokeng, 2001; Balmer, 1998; Dowling, 1986; Gray, 1986). Several conceptual models of corporate image have discussed the elements of corporate image (Dowling, 1994; Shee & Abratt, 1989; Smith, 1993).

Firstly, Smith (1993) identifies four factors which indicate what the corporate image consists of; product or services (product quality and customer care represent brand architecture) which is when the customers recognize the value of the organization, corporate social responsibility (ethical, corporate citizenship, and community affairs) which is provided by the CSR activities, environments (showrooms, outlets and factories), and communications (public relations, advertising, personal communication, internet marketing, brochures, event marketing and sales promotion programs) (Figure 3.15).
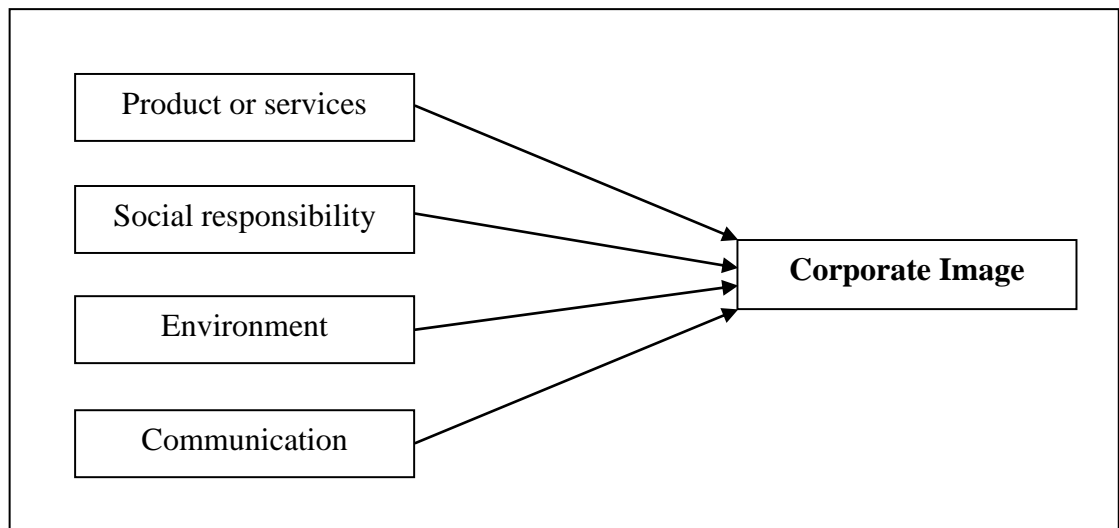
Figure 3.15
Four factors of the Corporate Image Model (Smith, 1993)

Secondly, Dowling (1994) refers to six factors which directly influence corporate reputations. These are vision, company policies, organizational culture, communication, corporate identity, and brand image (Figure 3.16).
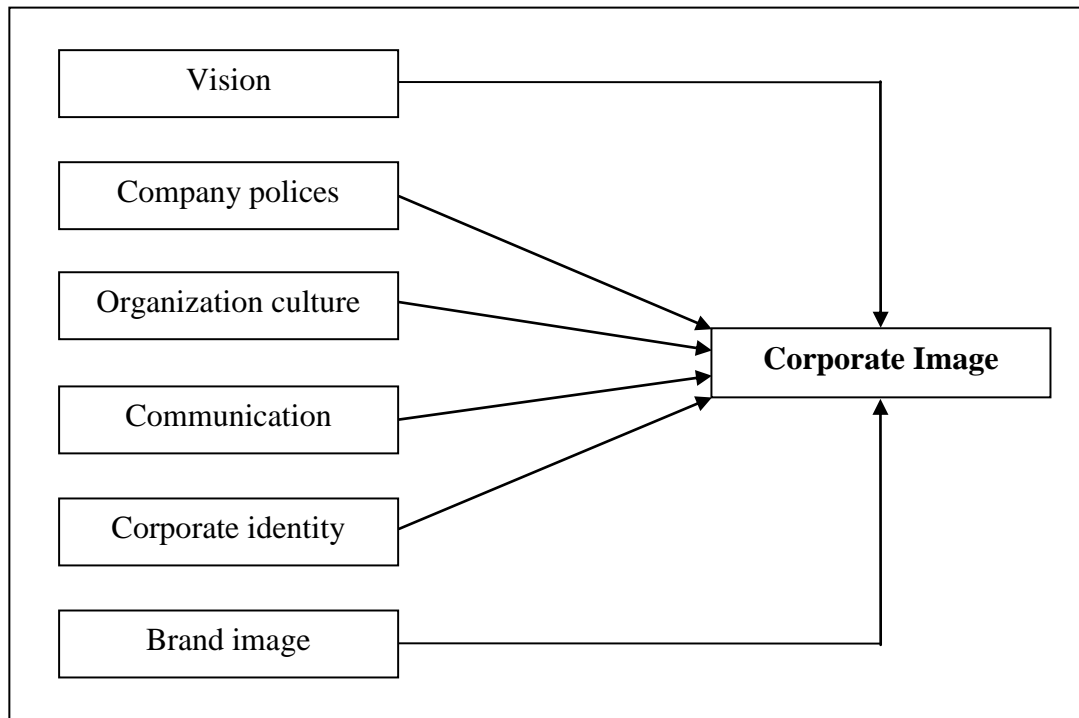
Figure 3.16
Six factors of the Corporate Image Model (Dowling, 1994)

Lastly, Shee and Abratt (1989) suggest that the model of corporate image is limited to three distinct steps (Figure 3.17).

The first step is the personality of the corporation and its ability to deal with developing opportunities in the company's philosophy, core values, predictions and assumptions which will support the corporate image. When the company's mission is clear management sets the overall objectives of the business.

The second step is a form of corporate identity which is the development of communication objectives that are part of the overall organization objectives. Philosophical communication will have a problem that is to say much of it will be in

handling issues and work such as research, environmental scanning, image monitoring, social media and political coordination, and producing annual reports that advertising companies will have to do.

The final step is corporate image. The interface of image displays the point of contact between stakeholders and companies; the experience of stakeholders is created as a result of various management systems.

Corporate Personality	**Corporate Identity**	**Corporate Image**
Corporate philosophy Corporate culture Strategic management Corporate mission Business objectives Strategy formulation Strategy implementation	Organization communication Functional communication objective Development of structures and systems	Image interface Organizational publics ⇩ Stakeholders

Figure 3.17
Three stages of the Corporate Image Model (Shee & Abratt, 1989)

Finally, this current study utilizes the Smith's corporate image model because based on the discussion of determinant and corporate image models from the previous research, it can be said that the most underpinning model is Smith's (1993) corporate

image model which is primarily the focus of the present study framework. Thus, to justify this study's model, several research models that are found in past studies which could be relevant for comparison purpose have been utilized in this primarily model (Smith, 1993). As such, product or service (this study uses brand architecture) has been investigated by Bravo et al. (2012) and Brunsϕ & Grunert (2009), social responsibility (CSR) is suggested by Lai et al. (2010) and Chang (2009), and communication (this study use internet marketing) is proposed by Bravo et al. (2012), Yeo and Yousef (2010).

Conversely, this study does not use the environment as a predictor for corporate image because various past studies have not investigated empirically (Silwa & Alwi, 2008; Souiden et al. 2006; Brunsϕ & Grunert 2009; Nguyen & Lablanc, 1998; Lai et al., 2010; Yeo & Yousef, 2010). Moreover, the present study involves two predictors to investigate the model such as trust which is proposed by Silwa and Alwi (2008) and perceived value which is suggested by Nguyen and Lablanc (1998).

3.5 Determinants of Corporate Image

Over the last few decades, the predictors of corporate image have diversified and no consensus has been achieved. Various predictors of corporate image can be observed in past studies and researchers have created models of corporate image that are vastly diverse (Chang, 2009; Martínez & Pina, 2010; Porter & Claycomb, 1997; Silva & Alwi, 2008; Souiden et al., 2006; Yeo & Youssef, 2010). Several studies have investigated factors enhancing corporate image (Andreassen & Lindestad,

1998; Bravo et al., 2012; Brunsϕ & Grunert, 2009; Karaosmanoglu et al., 2011; Lai et al., 2010; Martenson, 2007; Nguyen & LeBlanc, 1998; Omar et al., 2009; Pina et al., 2006; Vahie & Paswan, 2006).

Consequently, investigation with regards to corporate image in direct selling marketing is minimal. Some studies are conducted in retail stores (Brunsϕ & Grunert, 2009; Porter & Claycomb, 1997), grocery retailing (Martenson, 2007), department stores (Vahie & Paswan, 2006), service industry (Lai et al., 2010; Nguyen & Leblanc, 2002; Pina et al., 2006), hotel and tourism industry (Andreassen & Lindestad, 1998; Lin & Lu, 2010), financial and banking (Bravo et al., 2012; Flavián et al., 2005; Hoq et al., 2010; Nguyen & LeBlanc, 1998; Souiden et al., 2006; Yeo & Youssef, 2010), book store (Siva & Alwi, 2006), fast food and automotive (Karaosman et al., 2011; Williams, & Lingelbach, 2009), high-tech industries (Chang, 2009), and consumer goods (Martínez & Pina, 2010).

Table 3.1 shows the diversity of direct determinants of corporate image investigated in previous academic studies such as attitude (Karaosmanoglu et al., 2011; Martínez & Pina, 2010), communication (internet marketing) (Bravo et al., 2012; Omar et al., 2009; Yeo & Youssef, 2010), Corporate social responsibility (Chang, 2009; Lai et al., 2010), perceived value (Andreassen & Lindestad, 1998; Nguyen & LeBlanc, 1998; Vahie & Paswan, 2006), brand architecture (Bravo et al., 2012; Brunsϕ & Grunert, 2009; Martenson, 2007; Pina et al., 2006; Porter & Claycomb, 1997), and trust (Omar et al., 2009; Silva & Alwi, 2008).

However, their direct relationships with corporate image are equivocal or mixed. There are three factors (communication, corporate social responsibility and brand architecture) which are suggested in the corporate image model (Smith, 1993). Conversely, the two new predictors (trust and perceived value) are included in this current research framework because they have not been investigated in the direct selling setting before.

Other variables that have received attention as predictors of corporate image are consumer-company identification, image fit, category fit, WOM communication, financial prospect, corporate management, cause relation program, demographic characteristics, satisfaction, quality, loyalty, attributes, physical aspect, and personal interaction. These variables are not included in the main research framework because they are not factors suggested in the Smith's corporate image model (Smith, 1993).

In conclusion, the literatures confirm that it is most important for direct selling companies to build a good corporate image (Lin & Lu, 2010) and there are many factors that affect corporate image (see Table 3.1). Thus, this study appropriately determines the direct and indirect factors that affect corporate image in direct selling companies, involves the specification of the Smith's corporate model (Smith, 1993).

Table 3.1
The Determinants of Corporate Image

Determinant	Authors	Methodology
Customer attitude Consumer-company identification	Karaosmanoglu et al., 2011 (Turkey)	SEM (Automotive and fast food)
Attitude Image fit Category fit	Martinez & Pina, 2010 (Spain)	SEM (Consumer goods)
Firm communication Brand familiarity WOM communication	Bravo et al., 2012 (Spain)	SEM (Financial)
Corporate management Financial prospects Corporate communication	Yeo & Youssef, 2010 (Saudi Arabia)	Regression (Banking)
Physical aspect Product related attributes Personal interaction Reliability (Trust)	Silva & Alwi, 2008 (UK)	SEM (Book store)
Customer satisfaction Service quality Service value	Souiden et al., 2006 (US & Japan)	SEM (Banking industry)
CSR	Lai et al., 2010 (Taiwan)	SEM (Service companies)
Brand architecture	Brunsφ & Grunert, 2009 (Denmark)	SEM (Retail store)
CSR	Chang, 2009 (Taiwan)	Regression (High-tech industries)
Service quality Service value Customer satisfaction Service quality	Nguyen & LeBlanc, 1998 (Canada)	SEM (Banking industry)
Number of recognizable name brand Presence of anchor brand	Porter & Claycomb, 1997 (USA)	ANOVA (Retail store)
Perceived quality Value Customer satisfaction Customer loyalty	Andreassen & Lindestad, 1998 (Norway)	SEM (Tourism industry)
Store quality Store convenience Store value	Vahie & Paswan, 2006 (USA)	Regression (Department store)
Service quality brand Perceived extension	Pina et al., 2006 (Spain)	SEM (Services industry)
Store as a brand Store brand Manufacturer brands	Martenson, 2007 (Sweden)	SEM (Grocery retailing)
Communication Trust	Omar et al., 2009 (USA)	Regression (Multinational company)

Furthermore, the determinants of corporate image have diversified and inconsistency results, and that investigate mostly in non-direct selling setting. Thus, the direct determinants of corporate image in this current study are discussed in following order: attitude, brand architecture, perceived value, internet marketing, CSR, and trust.

3.5.1 Attitude and Corporate Image

Attitude toward direct selling corporate image is an individual's overall reaction to the usage of direct selling activities. Researchers have proposed that there are positive relations between societal marketing activities and consumers' attitudes toward the organization and its products (Brown & Dacin, 1997; Creyer & Ross, 1997; Ellen et al., 2000; Sen & Bhattacharya, 2001). However, Wilkie (1986) and Keller (1993) indicate that a consumer's attitude towards a corporation refers to the consumers overall evaluation of that organization and forms the basis of consumer behavior toward the image.

The usage of attitude in direct selling activities and the attitude toward a corporate image model is especially suitable for measuring attitudes toward a corporation. Attitude towards the corporation can be customers' learned tendencies to evaluate corporate image in a consistently favorable or unfavorable way; that is, customers' evaluation of a particular corporate image on an overall basis from poor to excellent. Consumer attitudes can have an immense effect on the corporate image (Brown &

Dacin, 1997) which is the net result of interaction of a person's beliefs, ideas, feelings and impressions about a company (Van Rekom, 1997).

Consequently, customer attitudes have been proven to have a strong effect on corporate image (Barone et al., 2000; Bennett & Gabriel, 2000; Brown & Dacin, 1997; Ellen et al., 2000; Karaosmanoglu et al., 2011; Martínez & Pina, 2010). This relationship creates competitive advantages for a company by stimulating the consumers' purchase purpose (Barone et al., 2000; Bennett & Gabriel, 2000; Roy & Graeff, 2003; Sen & Bhattacharya, 2001).

Hence, the attitude has a positive significant effect on the perceptions of reputation and corporate image (Karaosmanoglu et al., 2011; Martínez & Pina, 2010) which is also affected by each interaction between stakeholder (e.g. As employees, salesperson) and external audiences (e.g. As consumer, distributors, community members). The action and statements of senior supervisors or managers also impact the corporate image (Hatch & Schultz, 1997). Attitude towards direct selling corporate image is an individual's overall reaction to the use of direct selling methods that refers to the consumers overall evaluation of that corporation which forms the basis for consumer behaviour towards the brand (Keller, 1993).

Conversely, Fombrun, Gardberg, and Sever (2000) represent that corporate reputation is based on non-rational and emotional reasons along with rational assessments. Since corporate reputation is formed as an aggregation of a corporate image that stakeholders hold over time (Gotsi & Wilson, 2001), one could assume

that an individual's attitude connection to an organization also has an influence on the image they form about that company.

Subsequently, Martínez and Pina (2010) find that attitude is positively related to the image variation (corporate image) but attitude is not a mediated effect between brand and image variation amongst 699 consumers in Spain. On the other hand, Karaosmanoglu et al. (2011) suggest that consumer attitude has a positive influence on corporate image and the indirect effect is mediated by attitude amongst 389 adult consumers in Istanbul, Turkey (Table 3.2).

Furthermore, Chattananon et al. (2007 and 2008) find that attitude has a positive significant with corporate image in two different studies. They propose attitude as an antecedent of corporate image amongst 988 students joining the Brand's Education Summer Camp program in Thailand (Chattananon et al., 2008). The other finding (Chattananon et al., 2007) proposes an attitude towards corporate image amongst 949 Cerebos customers in Thailand. Similarly, Mechinda and Anuwichanont (2009) show that attitude has a positive significance to the corporate image of tourism business in Thailand amongst 520 inter tourists. However, Dwivedi (2010) confirms that attitude relates to a positive predictor of corporate image from 387 students in India.

Finally, researchers suggest that consumer attitudes have a positive relation to the corporate image (Brown & Dacin, 1997; Chattananon et al., 2007, 2008; Creyer & Ross, 1997; Dwivedi, 2010; Ellen et al., 2000; Karaosmanoglu et al., 2011; Martínez

& Pina, 2010; Sen & Bhattacharya, 2001). The results of most researches show attitude increase direct effect with corporate image.

Table 3.2
Summary Attitude and Corporate Image

Author	Respondent	Finding	Direction
Karaosmanoglu et al. (2011)	389 adult consumers (Turkey)	$\beta = 0.89$, *t*-value = 16.94, p <0.05	significant (positive)
Martínez & Pina (2010)	699 consumers (Spain)	$\beta = 0.631$, *t*-value = 5.846, p <0.05	significant (positive)
Dwivedi (2010)	387 students (India)	$\beta = 0.21$, p <0.01	significant (positive)
Mechinda & Anuwichanont (2009)	520 inter tourists (Thailand)	$\beta = 0.09$, p <0.05	significant (positive)
Chattananon et al. (2007)	949 customers (Thailand)	$\beta = 0.09$, p <0.05	significant (positive)
Chattananon et al. (2008)	988 students (Thailand)	$\beta = 0.545$, *t*-value = -15.107	significant (positive)

Based on literatures, consumer attitude toward the corporate image direct selling companies is especially suitable for measuring (Brown & Dacin, 1997), and previous studies confirm that consumer attitude can have a drastic effect on corporate image (Barone et al., 2000; Bennett & Gabriel, 2000; Chattananon et al., 2007, 2008; Dwivedi, 2010; Ellen et al., 2000; Karaosmanoglu et al., 2011; Martínez & Pina, 2010; Mechinda & Anuwichanont, 2009). Thus, the key factor influencing attitude toward the corporate image of direct selling companies that is essential as it looks into the operation of direct selling companies and how it affects the awareness of consumers.

3.5.2 Brand Architecture and Corporate Image

Many direct selling retailers will likely focus on a brand strategy to enable them to offer different product positioning with various price ranges to target wider groups of consumers. More exports, particularly of premium products, are expected to capture consumers with higher purchasing power and enhance the company image (Abrams, 2002; Brodie et al., 2002). With increasing numbers of their own outlets as well as a greater presence via other retail channels, direct selling is likely to create a strong brand awareness of direct selling brands amongst mass consumers. In recent years, the brand is a potential strategy for direct selling companies that lead to the goal of a successful business (Bhurahongse, 1999; Euromonitor International, 2012a; Poon et al., 2012; TDSA, 2012).

Little is known on customers' perceptions and feelings about the brand architecture of direct selling. The influence of brand architecture of corporate image conduct comprehensively is lacking in previous scholarly study. The perspective of consumers regarding the importance of brand architecture in the organization must be applied properly. It is the tool used to communicate information within the enterprise culture to the general public or target group to recognize and understand correctly what is directly related to the corporate image (Smith, 1993).

Hence, the brand architecture can be defined as the structure of the brand will have the same relationships with the organization and must cover all the relevant sections. It should specify the petty differences of each section clearly for easy management.

(Devlin, 2003). Moreover, several scholars have defined brand architecture as the organization of the brand portfolio that specifies the role and nature of the relationship between brands (Aaker & Joachimsthaler, 2000).

More recently, Petromilli et al. (2002) define brand architecture as the way companies organize, manage, and provide the market with their brands. Brand architecture is often exposed to the outside of the business strategy and must adhere to the business goals and objectives. According to Douglas et al. (2001), brand architecture is defined by way of labeling a brand and whether it is not independent of other brands. In addition, the architecture of the brand may be defined as the process of creating an integrated brand through a relationship between the options of creating a brand in an environment of competing brands. Brand architecture of the organization at any time in the large measurement, traditional management decision the past, including the reality of competition in the market (Rajagopal & Sanchez 2004).

Consequently, branding is the tool used to communicate information within the enterprise culture to the general public or target group which enables them to recognize and understand the product/service on offer (Hatch & Schultz, 1997). Branding is directly related to corporate image and must meet the expectations of the market. The research finds the emergence of this corporate branding to be a very important concept (Balmer, 1995; Balmer & Soenen, 1997; Hatch, & Schultz, 1998; Ind, 1997; King, 1991). Subsequently, prior empirical researches (Joao Louro & Vieira Cunha, 2001; Mattsson et al., 2006) have increased the importance of branding to create a competitive advantage and bring greater recognition of the need

to develop the concept of branding. According to Aaker (1996), this branding enables consumers to recognize the organization. The brand is associated with significant capacity and performance (Doyle, 2000), which has become a major strategy for doing business in the direct selling industry including retail (De Chernatony & Riley, 1998).

Furthermore, new predictor factor on brand architecture has not been conducted in the direct selling sector but it is evident in other areas such as retail (Brunsϕ & Grunert, 2009; Martenson, 2007; Porter & Claycomb, 1997), financial (Bravo et al., 2012) and services industry (Pina et al., 2006). Several studies have been conducted on brand architecture, Brunsϕ and Grunert (2009) and Martenson (2007) find that there is a significant positive connection between brand architecture and store image. In Addition, Porter and Claycomb (1997) show that the recognition of brand correlates with the positive perception of customers towards the retail store image. Similarly, Pina et al. (2006) propose that brand has a positive significance of the corporate image of the services industry. Lastly, Bravo et al. (2012) confirm that brand familiarly has a significant direct and positive effect on corporate image.

Moreover, the various evidences states that the importance of brand architecture such as Bromley (1993) show that branding is important for business in a recent rivalry that it has helped the sales. Branding and brand recognition can make a difference for consumers in regards to levels of trust. Consequently, this trust through brand recognition can positively influence attitudes towards brands and organizations, which can affect the competitive advantage in the marketplace (Aaker, 1996). De

Chernatony and Riley (1998) propose that branding has become a key strategic parameter in the minds of decision makers in business and global consumer tastes.

Moreover, Wood (1995) suggests that organizations should emphasize branding management more than current trends show. Davis (1995) proposes that organizations should change and begin managing brands much more like tangible assets; increasing their value over time. Furthermore, Devlin (2003) finds a new alternative for the brand management which differs from past studies which determine brand architecture management concept. Thus, the perspective of consumers about brand architecture is therefore important, and an organization must apply it properly.

In addition to antecedents as such; Devlin and McKechnie (2007) find empirical support for conceptualization, corporate brands can play outstanding roles and they pointed out that using the concept, several organizations can be approached by providing operational support and previously identify whichever that has not been verified and used by consumer researchers. Chailan (2009) clarifies that the concept of brand architecture from one of the brand portfolio shows their contribution to a stronger linkage between marketing and strategy. Uggla (2005) shows the model structure and how a corporate brand can develop a more expansive brand architecture through the transfer of image from sources of brand equity in the internal brand hierarchy and through the surrounding brand network. Brunsφ and Grunert (2009) determine the concept and empirically investigated the role of brand architecture for perceived store (corporate) image, satisfaction and loyalty.

Contradictory to that, Olins (1989) and Laforêt and Saunders (1994) differentiate three levels of brand architecture, which are:

(1) monolithic brands – corporate branding (one sole name for all products);

(2) endorsed brands – mixed branding (two brands associated with one product); and

(3) branded products – house of brands (each product has its own brand).

However Aaker and Joachimstahler (2000) view that brand architecture has five sections, the brand portfolio (number of brands) roles of portfolio (The relationship between different brands in the portfolio), the roles of market (such as specific market structure, sub-brand or brand certified) portfolio structure (range of brands) and portfolio graphics (colour and size of the logo). Laforet and Saunders (1994) reveal three general formats of brand architecture: the unique corporate, product and combined structures that are based on the results of organizations and companies which drive the value of global brands. The combination format of brand architecture, product brand, and corporate brand will then be considered.

Thus, the present study defines brand architecture as the structure of a brand within an organizational entity. It is the way in which the naming and structuring of brands within the product portfolio of an organization. Brand architectures may be monolithic (the corporate name is used on all products and services), endorsed (sub-brands are linked to the corporate brand by means of either a verbal or visual endorsement), or freestanding (each product or service is individually branded for its target market).

Finally, despite the growing importance of brand in retail and its focus on optimizing assortments, little is known about customers' views and feelings regarding the brand architecture of direct selling (Ailawadi & Keller, 2004). Brand architectures can be emphasized the corporate name and image (Campbell, 1999). Trend of consumers around the world, desire to increase the effectiveness of marketing to bolster the market trend about brand architecture (Aaker & Joachimstahler, 2000; Kapferer, 2002). Furthermore, Silva and Alwi (2006) find an empirical linkage between brand attributes and the corporate image.

Brand architecture has been shown to have a positive relationship with corporate image in the following studies (Bravo et al., 2012; Brunsϕ & Grunert, 2009; Martenson, 2007; Pina et al., 2006; Porter & Claycomb, 1997) in non-direct selling sectors such as financial (Bravo et al., 2012); retail store (Brunsϕ & Grunert, 2009; Porter & Claycomb, 1997); services industry (Pina et al., 2006); grocery retailing (Martenson, 2007) that is shown in Table 3.3, while the other studies that have been predicted in brand architecture but have not been conducted in corporate image (Chailan, 2009; Devlin & McKechnie, 2008; Grunert et al., 2006; Martinez et al., 2008). Similarly, Martenson (2007) finds that store brands, store as brand and manufacturer brands have a significant impact on corporate image.

Table 3.3
Summary Brand Architecture and Corporate Image

Author	Respondent	Finding	Direction
Bravo et al. (2012)	450 consumers (Spain)	$\beta = 0.414$, *t*-value $= 9.61$, $p <0.05$	significant (positive)
Brunsφ and Grunert (2009)	772 households (Denmark)	$\beta = 0.16$	significant (positive)
Porter and Claycomb (1997)	136 College students 18-23 years, (USA)	$F = 2.79$, $p < 0.0432$	significant (positive)
Pina et al. (2006)	394 Customers 20-65 years, (Spain)	$\beta = 0.75$, *t*-value $= 12.16$, $p = 0.00041$	significant (positive)
Martenson (2007)	1000 consumers 30-50 years. (Sweden)	$\beta = 0.44$, *t*-value $= 3.04$	significant (positive)

Based on literatures, brand architecture is found to be crucial for the success of the business (Aaker & Joachimstahler, 2000; Kapferer, 2002) and it enhances the corporate image (Bravo et al., 2012; Brunsφ & Grunert, 2009; Campbell, 1999). Therefore, brand architecture could be a potential brand strategy for direct selling companies that lead to a successful business goal (Euromonitor International, 2012a; Rajagopal & Sanchez, 2004; Siva & Alwi, 2008; Uggla, 2006; Vahie & Paswan, 2006). It also enables the customers to recognize and understand the brand of product/service on offer which indirectly portray the corporate image (Hatch & Schultz, 1997).

Furthermore, it can be claimed that brand architecture is instrumental to the corporate image of a direct selling company. If a direct selling company possesses a good brand architecture, it has a capacity to endure and keep up with the challenges of corporate image. Thus, the purpose of this study is to examine the key factor

influencing brand architecture toward the corporate image of direct selling companies. It is essential as it looks into the operation of direct selling companies and how it affects the awareness of consumers.

3.5.3 Perceived Value and Corporate Image

Perceived value appointed to consumer attitude is a projection for the direct selling company to show support for the corporation. It is a consumer's narrative and opinion about the corporation of their choice in which the corporate image is considered. Thus, it is a sound notion that customers perceive value to be related to the corporate image. Several researchers have determined that perceived value influences corporate image and based on these results, perceived value is shown to have a positive significance on corporate image (Nguyen & LeBlanc, 1998; Vahie & Paswan, 2006). As pointed out by Andreassen and Lindestad (1998), corporate image has no significant impact on the perception of value in tourism setting.

Consequently, perceived value is an important predictor used to evaluate the effect on corporate image (Barich & Kotler, 1991). The statements show that it is an inimitable competitive advantage and point out the need for developing conceptual models for organizational strategies. (Louro & Cunha, 2001).

Furthermore, buyers are faced with a more diverse choice of a similar design and characteristics of each price level for all types of product. It is clear that when there is no significant difference in price, the quality, design and features of products

should help make a sale. The purchaser's decision should be influenced by the most positive corporate image (Kennedy, 1977). A consumer who has a positive corporate image of a corporation, sustain and favour to purchase a product (Chattananon et al., 2008). Customer perceived value has a subjective nature, because it refers to the evaluation of decisions. Porter and Claycomb (1997) emphasize that the perceived value appointed to corporate/brand image is projected onto the retail store's image which supports the corporation or brand, and thus a consumer's narrative whether the corporation is a choice, in which the image of the retail store or the corporate image would then be considered.

Conversely, the evidence shows that customer's buying decisions are not only based on the price (Chandrashekaran, 2004), quality (Shao, Baker, & Wagner, 2004), and some other factors of the product, but also relate to the relationship between the organization or the distributors and the customers (Bou-Llusar, Camisón-Zornoza, & Escrig-Tena, 2001). In direct selling, customers will purchase a product based on separate favorites. Customers with various cultural backgrounds thus will evaluate the impact of their own consumption behaviors. Customer perceptions of quality, price and value have long been essential determinants of purchase behavior and product choice. Many researchers have found that values impact diverse features of attitude and consumption behaviors (Becker & Connor, 1981; Donthu & Cherian, 1994; Shim & Eastlick, 1998).

Generally, the dimension of perceived values is rationalized for consumption behaviors and behavioral decisions. It has been suggested that consumer will be

selecting products and design of retail shopping, which means the desire to achieve status or value to all (Reynolds & Gutman, 1988). As pointed by Kahle (1980), perceived value has an indirect impact on customer behavior through less abstract mediator variables such as domain-specific attitudes, by which the effect of values must theoretically flow from abstract values to mid-range attitudes to specific behaviors.

Similarly, perceived value considers the price of goods in addition to quality. According to McDougall and Levesque (2000) perceived value is the customers overall use of the product and is dependent on the perception of what will be and what they will give. Moreover, perceived value is defined as a result of the comparison between perceived advantages and offerings by the customer (McDougall & Levesque, 2000; Zeithaml, 1988).

Subsequently, perceived value of a customer is affected by various factors which include budget, customer experiences and customer attributes (Bolton & Drew, 1991). Price of products suitable for customers is an important factor affecting the success of the business (Keeney, 1999; Ruiz, Davis, & Martins, 2008). These factors significantly influence corporate image, customer attitude (Dick & Basu, 1994) and the role of perceived value (Nguyen & LeBlanc, 1998; Vahia & Paswan, 2006). Perceived value appointed to the corporate image is a projection for a direct selling company to show support for the corporation or brand (Porter & Claycomb, 1997). It is a consumer's narrative opinion about the corporation of their choice in which the corporate image is considered (Edward & Sahadev, 2011; Ryu, Lee & Kim, 2012).

However, depending on the attributes of the purchase process and product features, different consumer behavior schemes are expected. The empirical study finds that consumers' perceived value for the product were higher when price information is presented in a fixed style (Suri, Manchanda, & Kohli, 2000). Consumers may therefore use value of price information and expense connected with purchase to consider the quality of a product (Dodds, Monroe, & Grewal, 1991; Monroe, 1990; Zeithaml, 1988). Furthermore, past research has found that perceived value positively impacts corporate image (Chang, 2013; Nguyen & Leblanc, 1998; Souiden et al., 2006).

Contradictory to that, the price of value plays a significant role in influencing consumer behavior and has been extensively studied in literature. Lichtenstein, Ridgway, and Netemeyer (1993) has investigated the seven price-related structures i.e price search, generic product purchases, price recall, sale responsiveness, coupon redemption and separates the positive from negative influences on the purchasing behavior of consumers such as negative role and positive role. When consumers plan to acquire a product through direct selling methods, this determines a high level of commitment, they examine the price of different options and brands which is often a main factor in their selection. The normal price for all individuals will be recognized by all consumers through the process of understanding. The process of price value recognition has been explained as follows; if the price of brand is more than the reference price, the price is then perceived negatively by consumers.

The research findings on perceived value are vague and can be summarized as follows. Firstly, although the price has usually been conceptualized as a uni-

dimensional element of value, the spread across consumer use is derived from the product and the relevance of perceived equity in the decision and evaluation. This points to the fact that price is more complicated than it seems and it affects the evaluation.

Secondly, measurement values point to different characteristics of the relationship between perceived value and features that are a total value of the formal (Han et al., 2001; Kumar et al., 1998). Perceived value has long been essential in evaluating determinants of purchase behaviour and product choice (Edward & Sahadev, 2011; Souiden et al., 2006). In direct selling, customer will purchase a product based on separate favourites and recognizing a good corporate image (Yodprutikarn, 2012; Poon et al., 2012).

According to the viewpoint, the perceived value of the product or service consists of the acquired value and value of exchange (Costabile, 1996; Monroe, 1990). Numerous researchers suggest that perceived values have had a significant influence on different features of attitude and consumption behaviours (Becker & Connor, 1981; Donthu & Cherian, 1994; Prakash & Munson, 1985; Valencia, 1989). However, Ryu et al. (2012) support that customers will link the corporate image of the organization to such predictors as the perceived value.

Thus, the present study defines perceived value as the result of the comparison between perceived benefits and sacrifices by the customer or the customer's overall assessment of the utility of a product based on perceptions of what is received and

what is given. Value is the perception of the customer and this will then determine what a company will receive in exchange for its products.

Finally, inconsistent results are also observed between the relationship of perceived value and corporate image in other settings. The results show perceived value relates to positive predictors of corporate image in five studies (Chang, 2013; Edward & Sahadev, 2011; Nguyen & LeBlanc, 1998; Ryu et al., 2012; Vahie & Paswan, 2006) while it is non-significant in a study conducted by Andreassen and Lindestad (1998) which is shown in Table 3.4.

Table 3.4
Summary Perceived Value and Corporate Image

Author	Respondent	Finding	Direction
Chang (2013)	529 customers (Taiwan)	$\beta = 0.671$, $p<0.001$	Significant (positive)
Ryu et al. (2012)	300 customers in Chinese restaurant (USA)	$\beta = 0.42$, $t = 3.12$	Significant (positive)
Edward and Sahadev (2011)	220 mobile phone users (India)	$\beta = 0.317$, $p<0.05$	Significant (positive)
Vahie and Paswan (2006)	549 Gen Y (USA)	$\beta = 0.17$, $t = 4.16$	Significant (positive)
Nguyen and LeBlanc (1998)	1224 customers in bank (Canada)	$\beta = 0.72$, $t = 9.87$	Significant (positive)
Andreassen and Lindestad (1998)	600 tourists (Norway)	$t = 2.57$, $p < 0.05$	Not significant (positive)

Based on literatures, the relationship between perceived value and corporate image is inconsistent in the other setting; five past studies found a significant direct effect (Chang, 2013; Edward & Sahadev, 2011; Nguyen & LeBlanc, 1998; Ryu et al., 2012; Vahie & Paswan, 2006) and another not significant direct effect (Andreassen & Lindestad, 1998). However, the studies confirm that perceived value is an important factor affecting the success of the business (Keeney, 1999; Ruiz et al., 2008) and relates to corporate image (Dick & Basu, 1994). Perceived value is appointed to consumer narrative and opinion about the corporation of their choice in which the corporate image is considered for the direct selling company. It can be claimed that perceived value is instrumental to the corporate image of the direct selling company. Thus, the purpose of this study is to examine the key factor influencing the perceived value toward the corporate image of direct selling companies.

3.5.4 Internet Marketing and Corporate Image

Internet marketing would assist the operations in a direct selling company to expand their business to compete with the competitors and international market and to provide positive attitude towards corporate image in the future (Euromonitor International, 2012a; TDSA, 2012; Yeo & Youssef, 2010). Internet marketing could strengthen relationships between organizations and customers' attitude which would typically require human contact in enhancing corporate image (Cho & Park, 2001; Kim & Kim, 2003).

In Thailand, along with improved remuneration schemes and benefits to continue to expand their networks, the leading direct selling companies will continue to improve their operation efficiencies to allow working systems via the web, mobile phones or PDAs, which allow ease and convenience for the independent businessman, salespersons, or agents to work with the companies. Many direct sellers have already adopted ordering products via the internet, such as Amway and Avon (Boripant, 2009). The development in terms of technology will help companies distribute products more effectively (Alwi & Ismail, 2013).

Consequently, organizations are embracing internet marketing in order to respond to customer trends and this is done so that they can thrive in a rapidly-changing environment. The adoption of internet marketing has been widely analysed in various studies and has become a more forceful manner in business management (Tedeschi, 1999; Venkatesh &d Davis, 2000). Azam and Quadddus (2009) propose that the significant relationship developed between perceived complexity, compatibility, observation and perceived risk are determined by the willingness to use internet marketing.

Subsequently, with the use of new technology, organizations must continuously build new value towards their customers to maintain good customer relations (Vandermerwe, 1999). The technology acceptance model can be used to predict the acceptance of computers on the basis of perception and intention to be helpful in terms of the social impact of the cognitive process (Davis, 1989; Venkatesh & Davis, 2000).

Similarly, the use of the internet for e-marketing has grown rapidly and the development of commercial websites has contributed to this increase. Data can be requested and obtained, orders can be placed, and products and services can be delivered directly to the door (Ching & Ellis, 2004) and requested products can be accessed globally.

Direct selling companies can benefit from incorporating the use of the internet into their marketing strategies, and in doing so, their products and services could reach the worldwide market and advertising or media costs could be reduced whilst reaching the global market (Poon et al., 2012). A website can be used as a tool to reduce the expenses of printing materials and the internet can be channeled for interaction between a stakeholder and organization. It can also enhance their credibility by creating a professional image and a web site enables organizations to answer questions about products and services in multiple languages and conduct research abroad (Kula & Tatoglu, 2003; McCue, 1999).

Conversely, many organizations usually prefer internet marketing techniques for online interaction where the consumers might raise an increasingly dynamical role (Peters, 1998). Furthermore, internet marketing could allocate actuations between organizations and customers which would typically require human contact and thus enhance corporate image. E-marketing is concerned with the application of the internet and digital technology used to achieve marketing objectives, which relates to the use of websites, e-mail, information communication and interaction with many

activities (Chaffey, Mayer, Johnston, & Ellis-Chadwick, 2000; Gilmore, Gallagher, & Hennry, 2007).

Furthermore, internet marketing and e-marketing are often applied to mean the same thing and used synonymously (Coupey, 2001; Chaffey, 2003; O'Connor, Galvin, & Evans, 2004; Strauss & Frost, 2005). As Baker (1999) shows that levels of fraud originate from the rapid growth of internet organizations as a result of the lack of inside controls and traditional transactions. Kuhlmeier and Knight (2005) find that consumer usage of the internet has positively increased online purchases. This is consistent with Bravo et al. (2012)'s finding, who suggest that the coefficients obtained indicate that the main determinants of corporate image are communicated.

From literature, although there has been a lot of research on internet usage, there is a lack of evidence about the role of internet-related organizations and marketing activities certainly with regards to the viability of e-marketing for SMEs (McCue, 1999; Avlonitis & Karayanni, 2000; Ching & Ellis, 2004). Moreover, Kuhlmeier and Knight (2005) propose businesses should apply e-marketing strategies to determine exact limitations of consumer attitudes. Moreover, Bhurahongse (1999) finds that the advantages of the electronic commerce technology would assist the operations in the multi-level marketing company to expand the business to compete with the competitors and to expand the business in the international market in the future.

In addition, there are many studies on internet marketing, the result of several researches conducted in other business; e.g. international firms (Arnott & Bridgewater,

2002; Ghazisaeedi, Pitt, & Chaharsooghi, 2007), advertisers (Lace, 2004), clothing products (Kim & Kim, 2004), business firms (Soh et al., 1997), electronic commerce (Cho & Park, 2001). According to the evidence, it shows that the internet was created to improve efficiency and integrity of the development of marketing activities; preparing all organizations, including direct selling companies, with opportunities that otherwise could be unavailable to them (Palmer & McCole, 2000).

On the other hand, across the range of direct selling industries, technology is dramatically changing the product and service delivery process. Companies now require more staff and customers to use technology based systems as a substitute for face –to –face selling interactions (Bulik, 2008).

Finally, numerous past studies have investigated communication as a predictor of corporate image (Alwi & Ismail, 2013; Bravo et al., 2012; Yeo & Youssef, 2010). However, there is a lack of empirical studies conducted to investigate the linkages between internet marketing and corporate image among direct selling companies. Thus, the past studies have equivocal findings which are also observed between the relationship of internet marketing and corporate image in other settings. Bravo et al. (2012), and Yeo and Youssef (2010) research internet as a method of communication and its effect upon corporate image. It is found that internet marketing communication had a positive significant on corporate image amongst 450 people who have had experience with the financial institutions in Spain (Bravo et al., 2012) and amongst 223 banking customer in Saudi Arabia (Yeo & Youssef, 2010). Similarly, three studies finding confirms that internet marketing is positive

significant with corporate image in airline setting (Alwi & Ismail, 2013; Ahmad Al-hawari & Mouakket, 2012; Ling-yee, 2010) (Table 3.5).

Table 3.5
Summary Internet Marketing and Corporate Image

Author	Respondent	Finding	Direction
Alwi & Ismail (2013)	240 airline customers (Malaysia)	$\beta = 0.13,\ p < 0.005$	Significant (positive)
Ahmad Al-hawari & Mouakket (2012)	258 airline customers (UAE)	$\beta = 0.13,\ R = 0.342$	Significant (positive)
Bravo et al. (2012)	450 consumers of financial (Spain)	$\beta = 0.102,\ t = 2.76,\ p < 0.05$	Significant (positive)
Ling-yee (2010)	414 exhibitors (Hong Kong)	$\beta = 0.20,\ p < 0.001$	Significant (positive)
Yeo & Youssef (2010)	223 Banking customer (Saudi Arabia)	$\beta = 0.36,\ p < 0.001$	Significant (positive)

Based on the discussion, the adoption of internet marketing has been widely analysed in various studies (Alwi & Ismail, 2013; Ahmad Al-hawari & Mouakket, 2012; Bravo et al., 2012; Ling-yee, 2010; Yeo & Youssef, 2010), it enhances the corporate image (Cho & Park, 2001; Kim & Kim, 2003) and maintains good customer relationships with the worldwide (Palmer & McCole, 2000; Vandermerwe, 1999). However, the literatures find that internet marketing is a positive significant on corporate image (Alwi & Ismail, 2013; Ahmad Al-hawari & Mouakket, 2012; Bravo et al., 2012; Ling-yee, 2010; Yeo & Youssef, 2010) and it becomes a more forceful manner in business management include direct selling setting (Tedeschi, 1999; Venkatesh &d Davis, 2000). Thus, the purpose of this study is to examine the key

factor influencing the internet marketing toward the corporate image of the direct selling company in particular ways.

3.5.5 Corporate Social Responsibility and Corporate Image

Many researchers have shown a positive significantly between societal marketing communication and corporate social responsibility (CSR) towards corporate image (Arendt & Brettel, 2010; Blombäck & Scandelius, 2013; Chang, 2009; Gallego-Àlavarez et al., 2010; Haigh & Brubaker, 2010; Lai et al., 2010). There are several studies conducted in corporate social responsibility (Abureu, David, & Chowther, 2005; Branco & Rodrigues, 2006; Cegarra-Navarro & Martínez- Martínez, 2009; Chattananon et al., 2007 and 2008; Planken et al., 2010; Rashid & Ibrahim, 2002). This study investigates CSR of customer level that limited studies are also observed between the relationship of CSR and corporate image in other settings such as a service industry (Lai et al., 2010), high-tech industry (Chang, 2009), consumer product (Blombäck & Scandelius, 2013), industry sector (Arendt & Brettel, 2010; Gallego-Àlavarez et al., 2010), and drinking water (Haigh & Brubaker, 2010).

Corporate social responsibility (CSR) is related to corporate image but it is not investigated in direct selling. However, the CSR is also a widespread and very popular marketing tool that businesses use to create a corporate image (Abureu et al., 2005; Becker-Olsen et al., 2006; Branco & Rodrigues, 2006; Cegarra-Navarro & Martínez- Martínez, 2009; Cooper et al., 2009; Kang et al., 2010; Mattila, 2009;

Planken et al., 2010; Potluri & Temesgen, 2008; Rashid & Ibrahim, 2002; Suprawan et al., 2009).

Similarly, the CSR has been accepted as an emphasis which will be applied in the operations (Joyner & Payne, 2002). It has been a subject of intense debate among practitioners and academicians (Carroll, 1999; Pearce & Doh, 2005). The concepts of CSR identify four dimensions. These consist of; ethical practices, namely the management of stakeholder concern, philanthropic action requirement and economic viability (Carroll, 1979; Luo & Bhattacharya, 2006; Maignan & Ferrell, 2004; Robin & Reidenbach, 1987).

Suprawan et al. (2009) show practitioners primarily understand CSR in terms of stakeholder engagement and also suggest that corporations use different tools to communicate CSR-related messages to various stakeholder groups. The most salient stakeholder groups in this regard are employees, customers and community members. Moreover, Chattananon et al. (2007) find that a societal marketing program and corporate communications can create positive consumer attitudes toward corporate image.

Consequently, the CSR is also a popular marketing tool that organizations use to establish a corporate image to the widespread, which includes the direct selling industry. The previous research shows that reducing ethical conflict amongst the organizations existing direct selling representatives may also be desirable, and this is key, given an organization's constant quest to improve corporate image which has a

direct effect on its profitability by their CSR activities (Schwepker, 2003). Fan (2005) states a nice corporation should adhere to legal, rightfully ethical behavior and those which will not cause destruction and damage to assets, property and corporate image.

Furthermore, corporate image can influence business decisions including marketing strategies. Businesses which focus on finance with little regard for ethical matters will influence the outcome of their corporate image. Distinctly, past studies have found that social responsibility is related to value (Creyer & Ross, 1997), corporate image, and attitudes towards corporations (Brown & Dacin, 1997). Such benefit includes enhancement of corporate reputation (Fombrun & Shanley, 1990). The image is a benefit from CSR (Daugherty, 2001). The survival of corporate image is important as this is determined by perceptions of various stakeholders.

Conversely, CSR is committed to improving business regardless of the existence of the community for the organization (Kotler & Lee, 2005). According to Koontz and O'Donnell (1977), the definition of CSR is the private responsibility of the person, performed by personal interest, to ensure that rightfulness and legality are not infringed. Kavali et al. (1999) suggest that corporations need to proactively manage stakeholder concern with regard to ethical, social and environmental phenomena to the benefit of corporations, while Perrini, Castaldo, Misani, and Tencati, (2010) links corporate social responsibility to fair trade products. However, Vaaland, Heide, and Gronhaug (2008) consider CSR to encompass the environment, i.e. the dominant responsibility of the corporation is first and foremost given to the society.

Furthermore, the concept of CSR refers to the organization's activities and commitments relating to the recognition of its response to society (Godfrey & Hatch, 2007) or jointly with a stakeholder in its activities (Brown & Dacin, 1997; Luo & Bhattacharya, 2006; Sen & Bhattacharya, 2001). The CSR is a commitment function of moral, ethical and social responsibility which is related between an organization and its stakeholders (Maignan & Ferrell, 2001). Roberts et al. (2007) propose that CSR is a testament to the dedication of the organization by reducing the impact of business operations that may affect society and the environment.

Moreover, Enderle (2004) suggests that organizations have three obligations; social, environmental, and economic. CSR is the company's engagement to improve the welfare of its own community to practice with regard to certain decisions and in turn, increase the availability of existing resources (Kotler & Lee, 2005). The CSR activities that help to build a corporate reputation also signal a specific positioning for its resources and the quality of its products/services (Arendt & Brettel, 2010; Blombäck & Scandelius, 2013).

Generally, consumers will be widely interested in their own experiences of consumption, but likewise CSR activities are being pursued by companies whose products/services the consumers buy (Lamine & Dubuisson-Quellier, 2003) CSR initiatives can also have an indirect effect on consumer trust as they influence perceptions about the quality of the products/services that a company is offering. Thus, they can influence consumer perceptions about the quality of the product/service on offer. Swaen and Chumpitaz (2008) find that consumer

perceptions regarding CSR activities have a positive direct relation to their levels of trust towards an organization.

Other than, the practice of CSR has never been developed before (Barone et al., 2000), a moral and obligation practice has been increasingly anticipated across audience groups including company, vision, society, and consumer (Mohr & Deborah, 2005). CSR portrays a good image and corporate reputation to the public (Mattila, 2009). And likewise as Abdeen (1991) introduces the document of business that represents a commitment to social responsibility in the company's annual report. It showed that social responsibility can increase a good corporate image which in turn increases levels of consumer trust.

Thus, the present study that defines CSR refers to corporate activities and commitments relating to perceptions of its obligations toward society or parties with a stake in its activities which is a function with moral, ethical and social obligations between a corporation and its consumers.

Previous studies (i.e., Arendt & Brettel, 2010; Blombäck & Scandelius, 2013; Chang, 2009; Cegarra-Navarro & Martínez-Martínez, 2009; Gallego-Àlavarez et al., 2010; Haigh & Brubaker, 2010; Lai et al., 2010) propose that CSR actions can influence the consumers' role not only as economic actors but also members of a family, community and country. Cegarra-Navarro and Martínez-Martínez (2009) point out that the Value of CSR includes the following five characteristics; corporate culture, ethical responsibility, innovation, quality of products and services and global business.

Finally, researchers conducted six studies to investigate the linkages between CSR and corporate image (Arendt & Brettel, 2010; Blombäck & Scandelius, 2013; Chang, 2009; Gallego-Àlavarez et al., 2010; Haigh & Brubaker, 2010; Lai et al., 2010). The studies reveal that five findings are positive significant (Arendt & Brettel, 2010; Blombäck & Scandelius, 2013; Chang, 2009; Haigh & Brubaker, 2010; Lai et al., 2010) and a study by Gallego-Àlavarez et al. (2010) find that CSR is not significant with corporate image (Table 3.6).

Table 3.6
Summary Corporate Social Responsibility and Corporate Image

Author	Respondent	Finding	Direction
Blombäck & Scandelius (2013)	8,015 consumer (Sweden)	$\beta = 0.160, p < 0.05$	Significant (positive)
Arendt & Brettel (2010)	389 European companies (Germany)	$R = 0.025$	Significant (positive)
Gallego-Àlavarez et al. (2010)	120 European companies (Spain)	$\beta = -0.0081, t = 0.0794$	Not Significant
Haigh & Brubaker (2010)	413 consumers (Turkey)	$F = 3.77, p = 0.005$	Significant (positive)
Lai et al. (2010)	179 Purchasing managers (Taiwan)	$\gamma = 0.58, t = 7.12, p < 0.01$	Significant (positive)
Chang (2009)	612 managers (Taiwan)	$F = 107.537, p = 0.000$	Significant (positive)

Based on the discussion, the CSR is also a widespread and very popular marketing tool for business (Brown & Dacin, 1997) and it can influence the corporate image (Arendt & Brettel, 2010; Blombäck & Scandelius, 2013; Chang, 2009; Haigh & Brubaker, 2010; Lai et al., 2010). Therefore, these can be claimed that the CSR is an important ingredient for direct selling companies because growing awareness of environmental issues is expected to have significant impact on an increasing number of Thai consumers (Chattananon et al., 2008). It can help create a positive image and benefit includes enhancement of corporate image (Fombrun & Shanley, 1990; Daugherty, 2001). Thus, the purpose of this study is to examine the key factor influencing the CSR toward the corporate image of the direct selling company. It has increasingly been integrated into the operation of direct selling companies and how it supports causes and offer the activities.

3.5.6 Trust and Corporate Image

The importance of initiating, building and maintaining trust between buyers and sellers is one of the key factors for successful direct selling. Increasingly, this is being recognized in the academic field as well as commercial enterprises. Therefore, in order to build positive relationships with the consumer, direct selling companies should seek to build trust, reliability and create better awareness of consumer attitude toward their corporate image. In addition to this, a certain level of trust has also been found to have a significant influence on management and communication of corporate image (Chang, 2013; Omar et al., 2009).

Consequently, trust and direct salesperson relationships develop over time and such development that it discovers to have an impact on consumer attitude (Poon et al., 2012). Many researchers have studied how trust affects the relationship between distributors and consumers in a direct selling situation and this is a valuable contribution to knowledge in the domain between distributors and consumer relationship (Merrilees & Miller, 1999; Young & Albaum, 2003).

Although trust is important in direct selling, Young and Albaum (2003) show that consumers' trust in a direct selling relationship is at a level less than what would be desirable for the seller. Low levels of trust could encourage regulation in the management and operation of direct selling companies. Morgan and Hunt (1994) propose that higher trust will be happening in a situation with a strong consumer attitude and corporate relationship.

Conversely, several studies have determined that trust influences corporate image. Chang, (2013), Flavián et al. (2005), Haigh & Brubaker (2010), Hoq et al. (2010), and Lin and Lu (2010) point out that corporate image has a significant positive influence on trust. However, Silva and Alwi (2008) find that trust or reliability has no significant effect on corporate image.

The evidences show that the importance of initiating, building and maintaining trust between buyer and sellers as key facilitators of successful direct selling is increasingly being recognized in academic as well as in practitioner communities (Chang, 2009; Grabner-Kräuter & Kaluscha, 2003). Therefore, direct selling

companies seek to build trust, reliability and create better awareness about their company's brand and image (Assael, 1998).

Hence, researchers have been examining predictors that are related to customer purchasing decision in direct selling. The manner of corporate image and trust are found to be mostly related. Numerous studies have found that the image has a significant influence on consumer trust (Ratnasingham, 1998). Customer's trust that is honourable can create a positive corporate image (Andreassen & Lindestad, 1998; Chang, 2013; Chaudhuri & Holbrook, 2001; Fornell, 1992).

Furthermore, the researchers have discussed many issues regarding the corporate image such as Omar et al. (2009) propose that trust is significant factors on corporate image. A good corporate image supports an organization appeal to the public for essential achievement (Fombrun & Shanley, 1990; Van Riel, 1995). Schweizer and Wijnberg (1999) point out that the concept of trust and corporate image are clearly related.

Starting with significantly placing and determining trust between personal selling and customers as those are the main factors of achievement in direct selling, and would be more recognized in academic and managerial communities. Numerous studies have investigated the role of trust in the context of trust for business-to-consumer in direct selling (Chang, 2009; Grabner-Kräuter & Kaluscha, 2003; McKnight, Cummings, & Chervany, 1998).

From the literature, personal selling can be conducted successfully if it was to be focused on customers, obtain the customer's trust and also faithfulness (Schiffman, 1998). Moreover, empirically studies support that customers lead to purchase from a salesperson or a company which they trust (Ganesan, 1994). More importantly, a salespeople's ethical behaviour is positively related to customer's trust (Lagace et al., 1991; Román & Ruiz, 2005), which significantly influence the corporate image (Chang, 2013; Haigh & Brubaker, 2010; Omar et al., 2009). Thus, the present study defines trust as the willingness of a party to be vulnerable to the actions of another party based on the expectation that the other will perform a particular action important to the party that will trust, irrespective of the ability to monitor or control that other party. Thus, trust is the perceived trustworthiness and credibility of the target.

Subsequently, lack of empirical studies is conducted to investigate the linkages between trust and corporate image in the direct selling area. Siva and Alwi (2008) propose reliability (trust) as a direct predictor of corporate image in bookstores, which is not significant. Many past studies reveal that corporate image has been a predictor of trust in other areas e.g. banking (Flavián et al., 2005; Hoq et al., 2010), and travel agencies (Lin & Lu, 2010).

Finally, inconsistent results are also observed between the relationship of trust and corporate image in other settings. The results show that corporate image is a positive direct predictor of trust in several literatures (Chang, 2013; Flavián et al., 2005; Haigh & Brubaker, 2010; Hoq et al., 2010; Lin & Lu, 2010) while it is non-significant in a study conducted by Siva and Alwi (2008) which shows in Table 3.7.

Based on the discussion, past studies confirm that trust is one of the key factor successful direct selling (Merrilees & Miller, 1999; Poon et al., 2012; Young & Albaum, 2003) and the results have shown an inconsistently positive and significant linkage in the above studies. Thus, the purpose of this study is to examine the key factor influencing the trust toward the corporate image of the direct selling company that indicating the strong linkage between corporate image and trust, which will be emulated for this research.

Table 3.7
Summary Trust and Corporate Image

Author	Respondent	Finding	Direction
Chang (2013)	529 customers (Taiwan)	$\beta = 0.751, p<0.001$	Significant (positive)
Lin & Lu (2010)	458 online travel customer (Taiwan)	$F= 198.380, p = 0.000$	Significant (positive)
Haigh & Brubaker (2010)	413 consumers (Turkey)	$F= 3.26, p = 0.012$	Significant (positive)
Hoq et al. (2010)	440 Customers (Malaysia)	$x^2 = 411.492, p = 0.001$	Significant (positive)
Siva & Alwi (2008)	511 customers of bookstores (UK)	$\alpha = 0.63, p<0.001$	Not significant
Flavián et al. (2005)	633 users (Spain)	$\beta = 0.85, p < 0.001$	Significant (positive)

3.6 Definitions of Attitude

In direct selling, customers will purchase a product based on diverse favourites. Customers with various cultural backgrounds, thus will have their own consumption behaviours. Customer perceptions regarding quality, price and value have long been evaluated as these are the determinants of purchase behaviour and product choice. An attitude is a learned predisposition to inconsistently behave in a favourable or unfavourable way with respect to a given object (Schiffman et al., 2010).

Consequently, the consumer's attitude toward a company is closely linked to the corporate image, as corporate image is the net result of the interaction of a person's beliefs, ideas, feelings and impressions about a company (Van Rekom, 1997). Retailing and direct selling scholars generally agree that consumer attitudes underlie shopping and consumption behaviour. Conceptually, attitudes determine consumers' predisposition to positively or negatively relate to corporate image. Thus, consumer overall attitudes toward corporate image of direct selling would be positive if they relate positively to corporate attributes and negatively if vice versa (Ajzen & Fishbein, 1980).

Furthermore, Assael (2004) identifies three components of attitudes, which consist of; beliefs, evaluations, and intention to buy. Each is defined as below.

i.   Beliefs: The cognitive component. Customers' beliefs about a corporate image are the characteristics they ascribe to it.

ii. Overall Evaluation: The affective component. The affective (feeling) component represents customers' overall evaluation of the corporate image. However, customer's overall evaluation of corporate image can be measured by rating from poor to excellent.

iii. Intention to buy: The behavioural component. Customer's tendency to act towards an object which is generally measured in terms of the intention to buy.

The notion of attitude could determine a main predictor in most consumer behaviour models (Ajzen, 1991). Attitude towards direct selling corporate image is an individual's overall reaction to the use of direct selling methods. Researchers have proposed that positive relationships are formed between societal marketing activities and consumers' attitudes toward the organization and products (Brown & Dacin, 1997; Ellen et al 2000; Sen & Bhattacharya, 2001). However, Wilkie (1986) and Keller (1993) indicate that a consumer attitude towards a corporation refers to the consumers overall evaluation of that corporation which forms the basis for consumer behaviour towards the brand.

In Addition, Schiffman et al. (2010) propose that the attitude towards the object model is especially suitable for measuring attitudes towards a product category or corporate/specific brand. According to this model, the customer's attitude towards a corporate image function with the presence and evaluation of certain corporate image beliefs and/or attributes. In other words, customers generally have favourable

attitudes towards positive corporate image and unfavourable attitudes towards the negative corporate image.

Similarly, Assael (2004) defines that attitude towards corporations can be customers' learned tendencies to evaluate corporate image in a consistently favourable or unfavourable way; this reflects customers' overall evaluations of a particular corporate image from poor to excellent.

Conversely, several researchers reveal that values significantly impact diverse features of attitude and consumption behaviours (Shim & Eastlick, 1998; Becker & Connor, 1981; Donthu & Cherian, 1994). Kuhlmeier and Knight (2005) suggest business should apply e-marketing strategies to determine exact limitations in consumer attitude.

Subsequently, consumer attitudes can have a violent effect on corporate image (Barone et al., 2000; Bennett & Gabriel, 2000; Brown & Dacin, 1997; Ellen et al., 2000), create competitive advantages for a company by stimulating the consumer's purchase purpose (Barone et al., 2000; Bennett & Gabriel, 2000; Roy & Graeff, 2003; Sen & Bhattacharya, 2001). However, corporate image is also affected by every interaction between stakeholders (e.g. as employees, salesperson) and external audiences (e.g. as consumer, distributors, community members). Furthermore, researchers have suggested that customer attitudes have a positive effect towards the corporate image (Ellen et al., 2002; Brown & Dacin, 1997; Sen & Bhattacharya, 2001).

Finally, this research framework is primarily based on the attitude towards a behaviour model (Schiffman & Kanuk, 2010) which acts as the mediating factor between predictors (brand architecture, perceived value, CSR, internet marketing and trust) and the corporate image.

3.7 Determinants of Attitude

The predictors of attitude have been diversified and no consensus has been achieved. Various predictors of attitude can be observed in past studies, e.g. Chattananon et al. (2007), who identified four factors which indicate that attitude consists of; societal marketing program, corporate communication, demographic characteristics. While, Mechinda and Anuwichanont (2009) refer to five factors which directly influence attitude. These are perceived value, trust, destination image, satisfaction, and destination familiarity. Furthermore, Limbu et al. (2012) advocates two predictors of attitude which is ethical (as in CSR) and trust. Numerous research models are found in past studies but non-direct selling setting which could be relevant fragmentation because not symmetric and not consistence.

Subsequently, equivocal findings on the determinants of attitude show inconsistent results (Chattananon et al., 2007 and 2008; Lee, 2012; Matínez & Polo, 2010; Matínez & Pina, 2010). There are also inconsistent effects in past studies which show the equivocal relationship between some predictors (e.g., brand, communication) and attitude. For example, the linkage between brand and attitude is shown to be positive and significant in four studies (Dwivedi, 2010; Lin 2008; Matínez & Pina, 2010; Wu

& Lo, 2009), but find insignificant in another study (Matínez & Polo, 2010). Similarly, communication (internet marketing)-attitude linkage are identified positive and significant in two studies (Chattananon et al., 2007; So et al., 2005), but Chattananon et al. (2008) report insignificant linkage.

The investigation with regards to attitude in direct selling is minimal. Previous academic studies are conducted in supplementary sector (Chattananon et al., 2007 and 2008), tourism (Mechinda & Anuwichanont, 2009), internet banking (Grabner-Kräuter & Faullant, 2008), retailing (Limbu et al., 2012), web-shopping (So et al., 2005; Jayawardhena, 2004), services (Lee, 2012), sport clothes (Martinez & Polo, 2008), fashion footwear (Dwivedi, 2010), consumer product (Martínez & Pina, 2010) and personal care (Kim & Chung, 2011).

Consequently, the most common direct determinants of attitude investigated in previous academic studies are corporate communication (internet marketing) (Castañeda et al., 2009; Chattananon et al., 2007 and 2008; So et al., 2005; Wang, 2011), corporate social responsibility (Chattananon et al., 2007; Limbu et al., 2012; McDonald & Lai, 2011; Sheikh & Beise-Zee, 2011; Wang, 2011), trust (Aurier & Lanauze, 2012; Chattananon et al., 2008; Grabner-Kräuter & Faullant, 2008; Hyun & Han, 2012; Limbu et al., 2012; Mechinda & Anuwichanont, 2009), perceived value (Diallo et al., 2013; Jayawardhena, 2004; Kim & Chung, 2011; Lee, 2012; Mechinda & Anuwichanont, 2009) and brand architecture (Dwivedi, 2010; Lin, 2008; Martínez & Pina, 2010; Martinez & Polo, 2008).

Attitude research models in previous studies have been too diverse and no consensus has been achieved. Various conceptualizations of attitude can be found in past studies from simple to complex attitude models (Chattananon et al., 2007 and 2008; Mechinda & Anuwichanont, 2009; Grabner-Kräuter & Faullant, 2008; Limbu et al., 2012; Martínez & Pina, 2010; Dwivedi, 2010; Martinez & Polo, 2008; Lin, 2008; Kim & Chung, 2011; Jayawardhena, 2004; Lee, 2012; So et al., 2005). It is fragmented not only because of the size of predictors but also it has not been utilized to explain the direct and indirect predictors of attitude models developed in other areas.

However, their direct relationships with attitude are equivocal or mixed (Table 3.8). Other variables that have received attention as predictors of attitude are demographic characteristics, satisfaction, destination familiarity, destination image, risk, marketing mix, perceived ease of use, fashion consciousness, fit, quality, category fit, and consumer innovativeness. These variables are not included in the main research framework because this current model is based on the determinants of corporate image (Smith, 1993; Karaosmanoglu et al., 2011; Martinez & Pina, 2010).

Table 3.8
The determinants of attitude

Antecedent	Authors	Respondent	Finding	Direction
Societal marketing program	Chattananon et al.	Supplement	$\beta = 0.37, p < 0.05$	Sig.
Corporate communication	(2007) Thailand	1,153 customers	$\beta = 0.30, p < 0.05$	Sig.
Demographic Characteristics		(SEM)	$\beta = 0.01, p > 0.05$	Not sig.
Cause-related program	Chattananon et al	Supplement	$\beta = 0.545, t=-15.107$	Sig.
Corporate communication	(2008) Thailand	1,071 customers	$\beta = -0.005, t=-0.128$	Not sig.
Demographic characteristics		(Multiple regression)	$\beta = 0.048, t=-1.796$	Not sig.
Perceived value	Mechinda &	Tourism	$\beta = 0.20, p < 0.05$	Sig.
Trust	Anuwichanont	520 international	$\beta = 0.25, p < 0.05$	Sig.
Satisfaction	(2009) Thailand	tourists (Multiple	$\beta = 0.36, p < 0.05$	Sig.
Destination familiarity		regression)	$\beta = 0.11, p < 0.05$	Sig.
Destination image			$\beta = 0.09, p < 0.05$	Sig.
Trust	Grabner-Kräuter &	Internet banking	$\beta = 0.66, p = 0.000$	Sig.
Risk	Faullant (2008) Austria	381 bank customers(SEM)	$\beta = -0.16, p = 0.000$	Sig.
Ethic (CSR)	Limbu et al.	Retailing	$t = 3.131, p < 0.01$	Sig.
Trust	(2012) USA	259 online shoppers(SEM)	$t = 9.795, p < 0.001$	Sig.
Brand	Lin (2008) Taiwan	Services	$t = 6.285, p < 0.01$	Sig.
Marketing mix		299 tourists(SEM)	$t = 4.812, p < 0.05$	Sig.
Perceived risk			$t = -5172, p < 0.05$	Sig.
Web-shop (E-marketing)	So et al. (2005) Hong Kong	Web shopping 213 students (SEM)	$\gamma=1.04, CR=2.198$	Sig.
Perceived (price) value	Lee (2012) Taiwan	Services	$t = 1.99, p < 0.05$	Sig.
Perceived ease of use		279 consumers	$t = 8.38, p < 0.05$	Sig.
Satisfaction		(SEM)	$t = -5.84, p < 0.05$	Sig.
Fashion consciousness			$t = 0.53, p > 0.05$	Not sig.
Risk averseness			$t = -1.86, p < 0.05$	Sig.
Familiarity brand	Martinez & Polo	Sport clothes	$\beta = 0.05, t=0.540$	Not sig.
Fit	(2008) UK &	777 consumers	$\beta = 0.67, t=12.48$	Sig.
Brand before extension	Spain	(SEM)	$\beta = 0.07, t=0.489$	Not sig.
Quality			$\beta = 0.09, t=0.880$	Not sig.
Brand image	Dwivedi (2010)	Footwear 387	$\beta = 0.21, p < 0.01$	Sig.
Perceived fit	India	students (SEM)	$\beta = 0.50, p < 0.01$	Sig.
Brand familiarity	Martínez & Pina	Consumer product	$\beta = -0.052, t=-1.443$	Not sig.
Brand image	(2010) Spain	699 consumers	$\beta = 0.232, t=6.351$	Sig.
Perceived difficulty		(SEM)	$\beta = 0.035, t=1.186$	Not sig.
Category fit			$\beta = 0.229, t=2.439$	Sig.
Perceived image fit			$\beta = 0.587, t=4876$	Sig.
Consumer innovativeness			$\beta = 0.093, t=2.924$	Sig.
Value	Kim & Chung (2011) USA	Personal care 207consumer (Multiple regression)	$F= 36.62, p < 0.001$	Sig.
Brand	Wu & Lo (2009) Taiwan	IT products 667 PC users (SEM)	$\beta = 0.775, p < 0.001$	Sig.
Value	Jayawardhena (2004) UK	E-shopping 626 consumers (SEM)	$\gamma=0.243, p < 0.01$	Sig.

3.7.1 Studies on Brand Architecture and Attitude

Previous studies have investigated the direct relationship between brand (Lin, 2008; Wu & Lu, 2009), brand familiarity (Martinez & Pina, 2010; Martinez & Polo, 2008), and brand image (Dwivedi, 2010; Martinez & Pina, 2010) and this study represents brand architecture and attitude in several settings such as IT products (Wu & Lu, 2009), consumer products (Martinez & Pina, 2010), sport clothes (Martinez & Polo, 2008), fashion footwear (Dwivedi, 2010) and services industry (Lin, 2008).

However, brand and attitude linkage is found to be significant in four studies (Dwivedi, 2010; Lin, 2008; Martinez & Pina, 2010; Wu & Lu, 2009), while Martinez and Polo (2008), and Martinez and Pina (2010) report that brand familiarity is significant linkage on corporate image (Table 3.9). Thus, this linkage warrants further investigation due to the inconsistent results.

Table 3.9
Summary of Brand and Attitude

Antecedent	Authors	Respondent	Finding	Direction
Brand	Lin (2008) Taiwan	Services 299 tourists(SEM)	$t = 6.285$, $p < 0.01$	Sig.
Familiarity brand	Martinez & Polo (2008) UK & Spain	Sport clothes 777 consumers (SEM)	$\beta = 0.05$, $t=0.540$	Not sig.
Brand image	Dwivedi (2010) India	Footwear 387 students (SEM)	$\beta = 0.21$, $p < 0.01$	Sig.
Brand familiarity Brand image	Martínez & Pina (2010) Spain	Consumer product 699 consumers (SEM)	$\beta = -0.052$, $t=-1.443$ $\beta = 0.232$, $t=6.351$	Not sig. Sig.
Brand	Wu & Lo (2009) Taiwan	IT products 667 PC users (SEM)	$\beta = 0.775$, $p < 0.001$	Sig.

3.7.2 Studies on Perceived Value and Attitude

Researchers have conducted five studies to investigate the linkage between perceived value and attitude among several sectors such as tourism (Mechinda et al., 2009), services industry (Lee, 2012), retailing (Diallo et al., 2013), personal care (Kim & Chung, 2011) and e-shopping (Jayawardhena, 2004).

The results are mostly positive significant. However, the method of analysis that is used differs between studies such as structural equation modeling (SEM) (Diallo et al., 2013; Lee, 2012; Jayawardhena, 2004) and multiple regressions (Kim & Chung, 2011; Mechinda et al., 2009) which are shown in Table 3.10.

Table 3.10
Summary of Perceived Value and Attitude

Authors	Respondent	Finding	Direction
Diallo et al.(2013) France	Retailing 266 consumer (SEM)	$\beta = 0.66, p < 0.01$	Sig.
Lee (2012) Taiwan	Services 279 consumers (SEM)	$t = 1.99, p < 0.05$	Sig.
Kim and Chung (2011) USA	Personal care 207 consumer (Multiple regression)	$F = 36.62, p < 0.001$	Sig.
Mechinda et al. (2009) Thailand	Tourism 520 international tourists (Multiple regression)	$\beta = 0.20, p < 0.05$	Sig.
Jayawardhena (2004) UK	E-shopping 626 consumers (SEM)	$\gamma = 0.243, p < 0.01$	Sig.

3.7.3 Studies in Communication (internet marketing) and Attitude

The two previous studies have investigated the relationship between corporate communications (which is represented by internet marketing in this study) and attitude (Chattananon et al., 2008 and 2007). However, the finding shows that inconsistent results such as Chattananon et al. (2008) report no significant relationship between corporate communications and attitude which then used the multiple regression method amongst 988 students joining the Brand's Education Summer Camp program between February 27 to March 6, 2004.

Conversely, the other study by Chattananon et al. (2007) find a positive relationship between corporate communications and attitude which used structural equation modeling (SEM) for the analysis method amongst 949 Cerebos customers in Thailand. Similarly, So et al. (2005) has investigated e-marketing (represented by internet marketing) and the outcome of the attitude show a positive significant, and a structural equation modeling was used amongst 213 students in Hong Kong. Wang (2011) proposes that online is positive significant with attitude in the pharmaceutical sector. Moreover, Castañeda et al. (2009) discover a significant result, amongst 340 tourists in Spain (Table 3.11).

Table 3.11
Summary of Communication (internet marketing) and Attitude

Antecedent	Authors	Respondent	Finding	Direction
Online	Wang (2011) USA	Pharmaceutical 406 students	$\beta = 0.27, p < 0.001$	Sig.
Internet	Castañeda et al. (2009) Spain	340 tourists (SEM)	$\beta = 0.34, p < 0.01$	Sig.
Corporate communication	Chattananon et al. (2007) Thailand	Supplement 1,153 customers (SEM)	$\beta = 0.30, p < 0.05$	Sig.
Corporate communication	Chattananon et al. (2008) Thailand	Supplement 1,071 customers (Multiple regression)	$\beta = 0.545, t=-15.107$	Not sig.
Web-shop (E-marketing)	So et al. (2005) Hong Kong	Web shopping 213 students (SEM)	$\gamma=1.04, CR=2.198$	Sig.

3.7.4 Studies on Corporate Social Responsibility and Attitude

The corporate social responsibility (CSR) is a commitment function of moral, ethical and social responsibility which relate between an organization and stakeholders (Chang, 2009; Chattananon et al., 2007; Kotler & Lee, 2005; Lai et al., 2010; Limbu et al., 2012; Wang, 2011).

More recently, Limbu et al. (2012) has investigated the direct relationship between ethic which is represented by corporate social responsibility (CSR) in the present study and they find that the attitude is positive and significant amongst 259 online shoppers in the USA. Similarly, Chattananon et al. (2007) suggest that societal marketing (the present study represented by CSR) has a positive significance on attitude, as a research is conducted on 949 Cerebos customers in Thailand. Moreover,

three studies find that CSR is positive significant such as McDonald and Lai' s (2011) study in banking setting amongst 130 customers in Taiwan; Sheikh and Beise-Zee' s (2011) study in Pakistan amongst 406 consumers of the marketing campaigns sector; and Wang's (2011) study that has investigated 406 American students in a pharmaceutical setting (Table 3.12).

However, the previous studies that are conducted in other settings such as retailing (Limbu et al., 2012) and supplement (Chattananon et al., 2007) used different predictor commitments between studies. For example, Limbu et al. (2012) used ethic function while Chattananon et al. (2007) state that societal marketing is represented by CSR for this study.

Table 3.12
Summary of Corporate Social Responsibility and Attitude

Antecedent	Authors	Respondent	Finding	Direction
CSR	McDonald & Lai (2011) Taiwan	Banking 130 customers (Multi regression)	$\beta = 0.72$, t = 11.81, p < 0.05	Sig.
CSR	Sheikh & Beise-Zee (2011) Pakistan	Marketing campaigns 406 consumers (SEM)	F=3.706, p <0.05	Sig.
CSR	Wang (2011) USA	Pharmaceutical 406 students (SEM)	$\beta = 0.70$, $p < 0.001$	Sig.
Societal marketing program	Chattananon et al. (2007) Thailand	Supplement 1,153 customers (SEM)	$\beta = 0.37$, $p < 0.05$	Sig.
Ethic (CSR)	Limbu et al. (2012) USA	Retailing 259 online shoppers(SEM)	$t = 3.131$, $p <0.01$	Sig.

3.7.5 Studies on Trust and Attitude

The relationship between trust and attitude are conducted in several setting such as retailing (Limbu et al., 2012), packaged goods (Aurier & Lanauze, 2012), tourism (Mechinda et al., 2009), restaurant (Hyun & Han, 2012) and internet banking (Grabner-Kräuter & Faullant, 2008). The findings mostly support positive and significant trust-attitude linkages.

More recently, Limbu et al. (2012) survey 259 online shoppers in the USA that confirm a positive significant relationship between trust and attitude through SEM analysis. Similarly, Grabner-Kräuter and Faullant (2008) conduct a study on 381 bank customers in Austria which establishes a significant and positive relationship between trust and attitude using structural equation modeling (SEM) method of analysis. However, Mechinda et al. (2009) propose that using multiple regression method supports a significant and positive find for this linkage. Moreover, two studies find that trust is a positive significant with attitude (Aurier & Lanauze, 2012; Hyun & Han, 2012). The summary of the linkage between trust and attitude is shown in Table 3.13.

Table 3.13
Summary of Trust and Attitude

Authors	Respondent	Finding	Direction
Aurier & Lanauze (2012) France	Packaged goods sector 404 customers	$\beta = 0.32$, $p < 0.01$	Sig.
Hyun & Han (2012) Korea	Restaurant 433 chain restaurant patrons	$\beta = 0.322$, t = 7.277, p < 0.001	Sig.
Mechinda et al. (2009) Thailand	Tourism 520 international tourists (Multiple regression)	$\beta = 0.25$, $p < 0.05$	Sig.
Grabner-Kräuter & Faullant (2008) Austria	Internet banking 381 bank customers (SEM)	$\beta = 0.66$, $p = 0.000$	Sig.
Limbu et al. (2012) USA	Retailing 259 online shoppers (SEM)	$t = 9.795$, $p < 0.001$	Sig.

3.8 Mediating Effects of Attitude

There appears to be a lack of studies using attitude as a mediating variable between predictors (brand architecture, CSR, internet marketing, trust, perceived value) and corporate image in past studies. The common direct predictors of attitude investigated in previous academic research are brand architecture (Dwivedi, 2010; Lin, 2008; Martínez & Pina, 2010; Martinez & Polo, 2008), trust (Grabner-Kräuter & Faullant, 2008; Limbu et al., 2012; Chattananon et al., 2008; Mechinda & Anuwichanont, 2009;), CSR (Chattananon et al., 2007), perceived value (Jayawardhena, 2004; Kim & Chung, 2011; Lee, 2012; Mechinda & Anuwichanont, 2009), internet marketing (Chattananon et al., 2007 and 2008; So et al., 2005). Their direct relationships with consumer attitude are equivocal or mixed.

Consequently, previous comprehensive corporate image models have not used attitude as a mediator in direct selling areas. The literature shows a few studies (Matínez & Pina, 2010), whereby attitude mediates between predictors (brand, perceived difficulty, category fit, perceived image fit) and corporate image. Similarly, Karaosmanoglu et al. (2011) propose attitude as mediator between other customer effects and corporate image. Attitude is viewed as a dependent variable, not a mediator (Chattananon et al., 2007 and 2008; Wu & Lu, 2009; Grabner-Kräuter & Faullant, 2008; Mechinda & Anuwichanont, 2009).

On the other hand, the attitude is viewed as an independent variable, not a mediator (Taib et al., 2008; Chen, 2008). Attitude is a mediator between other variables and not corporate image (Jayawardhena, 2004: Ado-Yobo et al., 2006; Lada et al., 2009). In addition, previous studies on attitude in other settings found that attitude is an interval variable between other variables and not corporate image, such as in retailing (Limbu et al., 2012), services industry (Lee, 2012; Lin, 2008), personal care products (Kim & Chung, 2011), foot ware (Dwivedi, 2010), sport wares (Martines & Polo, 2008), and web shopping (So et al., 2005).

Empirical research seems to suggest attitudes toward corporate image is a dependent variable, not a mediator (Brown & Dacin, 1997; Creyer & Ross, 1997; Ellen et al., 2000; Sen & Bhattacharya, 2001). Further, numerous past studies find a positive relationship between customer attitudes and corporate image (Martínez & Pina, 2010; Karaosmanoglu, Bas, & Zhang, 2011; Brown & Dacin, 1997; Creyer & Ross, 1997; Ellen et al., 2000; Sen & Bhattacharya, 2001).

However, many empirical research propose various variables as direct predictors of attitude that have no mediating variable, such as brand architecture (Dwivedi, 2010; Lin, 2008; Martinez & Polo, 2008), CSR (Chattananon et al., 2007; Planken et al., 2010; Smith & Langford, 2009), trust (Grabner-Kräuter & Faullant, 2008; Limbu et al., 2012; Mechinda & Anuwichanont, 2009), internet marketing (Chattananon et al., 2007 and 2008; Cho & Park, 2001; Kim & Kim, 2003; So et al., 2005), and perceived value (Jayawardhena, 2004; Kim & Chung, 2011; Lee, 2012; Mechinda & Anuwichanont, 2009; Ruiz-Molina & Gil-Saura, 2008).

Attitude is considered as a mediating factor in this research. There are very few studies on mediating effects of attitude on corporate image that are done in past studies (Martínez & Pina, 2010) which find that attitude has a positive and significant effect on image variation (corporate image) while attitude has a full mediating effect between perceived image fit and image variation amongst 699 consumers in Spain. Furthermore, Jayawardhena (2004) point out attitude plays a role as a full mediator effect between values and e-shopping behaviour that influences a positive and significant relationship amongst 626 e-shoppers in the UK.

This study proposes an attitude as a mediating factor based on many empirical researches in non-direct selling setting such as Consumer product (Martínez & Pina, 2010), retailing (Limbu et al., 2012), sport clothes (Martínez & Polo, 2008), service industry (Lin, 2008), footwear (Dwivedi, 2010), e-shopping (Jayawardhena, 2004), water services (Ado-Yobo et al., 2006) and halal food products (Lada et al., 2009).

The results of previous studies investigate attitude as a mediating that show inconsistent results such as full mediator (Jayawardhena, 2004; Martínez & Pina, 2010), partial mediator (Limbu et al., 2012; Lin, 2008), no mediation (Ado-Yobo et al., 2006; Dwivedi, 2010; Lada et al., 2009; Martínez & Polo, 2008). It is presented in Table 3.13. The present study's research model uses the mediating effect of attitude on specific linkages to corporate image and utilize Smith's (1993) corporate image model which is appropriate for the data in Thailand to be verified.

Consequently, the study has been investigating attitude as a mediating factor that the more recent attitude research model extended by Limbu et al. (2012) has proposed guidelines for measuring the attitude of retailing amongst 259 online shoppers in the USA. This study suggests two direct antecedents of attitude in their research model which are ethics (social responsibility) and trust, which has pointed out attitude as a mediating effect between trust and purchase intention.

The study has investigated attitude as a mediating effect between trust and purchase intention which support partial mediator in a positive and significant relationship (Limbu et al. 2012). The two attitudinal factors of concern for this study (ethic which this study represents by corporate social responsibility and trust) are direct predictors of attitude, thus strengthening its direct linkage and mediating effect which emulates for the present study.

Similarly, Lin (2008) suggests that attitude can be used as a mediator between perceived risk and behaviour intention of services industry amongst 299 tourists in

Taiwan which results support that attitude is used as a partial mediator as a link to a positive significant relationship.

Conversely, several researches propose attitude as a mediator that this study emulates in the part of research framework but the results did not support attitude as a mediating effect with the linkages such as Martinez and Polo (2008), they investigate and find that attitude cannot be a mediating effect between brand before extension and brand after extension, this research is conducted on 777 consumers in UK and Spain, and Dwivedi, 2010 suggests that attitude has no mediating effect between brand image and attitude change in the fashion footwear sector amongst 387 students of a university in India.

Ado-Yobo et al. (2006) examine attitude as a mediator but not as the effect between behavioural beliefs and intentions which signify a positive relationship in water service setting amongst 368 low-income urban communities in Ghana. Similarly, Lada et al. (2009) propose mediating effect of attitude linked between subjective norms and intention to choose a product that does not support a mediating effect on halal product setting amongst 485 consumers in Malaysia. The summary of the mediating effect of attitude on relationship of other linkage is shown in Table 3.14.

Moreover, inconsistent result also observes the mediating effect of attitude on the relationship of the other linkages (Ado-Yobo et al., 2006; Dwivedi, 2010; Jayawardhena, 2004; Lada et al., 2009; Limbu et al., 2012; Lin, 2008; Martínez & Pina, 2010; Martínez & Polo, 2008). Thus, this hypothesis ought to be investigated

further due to inconsistent results as well as to increase direct selling sectors especially in Thailand. The present study also includes the mediating effect of attitude based on the arguments of previous studies that were limited.

Table 3.14
Summary Mediating Effect of Attitude on Relationship of Linkage

Author	Respondent	Finding	Direction
Martínez & Pina (2010)	Consumer product 699 consumers (Spain) IV: Perceived image fit DV: image variation	Full mediator	Significant (positive)
Jayawardhena (2004)	E-shopping 626 e-shoppers (UK) IV: values DV: e-shopping behavior	Full mediator	Significant (positive)
Limbu et al. (2012)	Retailing 259 online shoppers (USA) IV: trust DV: purchase intension	Partial mediator	Significant (positive)
Lin (2008)	Services industry 299 tourists (Taiwan) IV: Perceived risk DV: behavior intention	Partial mediator	Significant (positive)
Martinez & Polo (2008)	Sport clothes 777 consumers (UK & Spain) IV: brand before extension DV: brand after extension	Not mediating	Significant (positive)
Dwivedi (2010)	Footwear 387 students (India) IV: Brand image DV: attitude change	Not mediating	Significant (positive)
Ado-Yobo et al. (2006)	Water services 368 low-income urban communities (Ghana) IV : behavioral belief DV : behavioral intention	Not mediating	Significant (positive)
Lada et al. (2009)	Halal food products 485 consumers (Malaysia) IV : subjective norms DV: intention choose product	Not mediating	Significant (positive)

3.9 Underlying Theory

This current study proposes an attitude as an intervening factor in the relationship between determinants with corporate image. Several conceptual models of attitude are present in literature (Ado-Yobo et al., 2006; Dwivedi, 2010; Jayawardhena, 2004; Lada et al., 2009; Limbu et al., 2012; Lin, 2008; Martínez & Pina, 2010; Martínez & Polo, 2008). Assael (2004) identifies three components of attitude such as beliefs, evaluations, and intention to buy. But this discussion in rather mixed up with conceptualizing attitudes not really pointing to attitude theory. The two most cited theories are Theory of Reasoned Action (TRA) and Theory of Planned Behavior (TPB). These theoretical underlying are discussed next.

3.9.1 Theory of Reasoned Action (TRA)

Theory of Reasoned Action (TRA) is a theory concerning the relationships between beliefs about an object and the attitude towards that object (Ajzen, 2005). This theory consists of two basic determinants. The first function is a person's intention, personal in nature and the other reflecting social influence. The personality factor is the individual's positive or negative evaluation of performing the behaviour. This factor is termed attitude toward the behavior (Ajzen & Fishbein, 1980). The second determinant of intention is the person's perception of the social pressure put on them to perform or not to perform the behavior in question. This factor is termed subjective norm (Ajzen, 1991).

Underlying this theory, there are two fundamental assumptions. The first assumption is that person beings are rational and make systematic use of the information available to them. Second, most actions of social relevance are under volitional control and hence a person's intention to perform or not to perform the behavior is an immediate determinant of the action (Lada et al., 2009; Zhikun & Fungfai, 2009).

According to the theory, attitudes are a function of beliefs. A person who believes that performing a given behavior will lead to mostly positive outcomes will hold a favorable attitude toward performing the behavior, while a person who believes that performing the behavior will lead to mostly negative outcomes will hold an unfavorable attitude (Addo-Yobo et al., 2006; Lada et al., 2009; Zolait & Mattila, 2009).

The beliefs that underlie a person's attitude toward the behavior are termed behavioral beliefs. Subjective norm is also a function of the beliefs that specify individuals or groups to think whether they should or should not perform the behavior (Ajzen, 2005). These beliefs underlying a person's subjective norm are termed as normative beliefs. A person who believes that most referents with whom is motivated to comply think, and should perform the behavior when receive social pressure to do so.
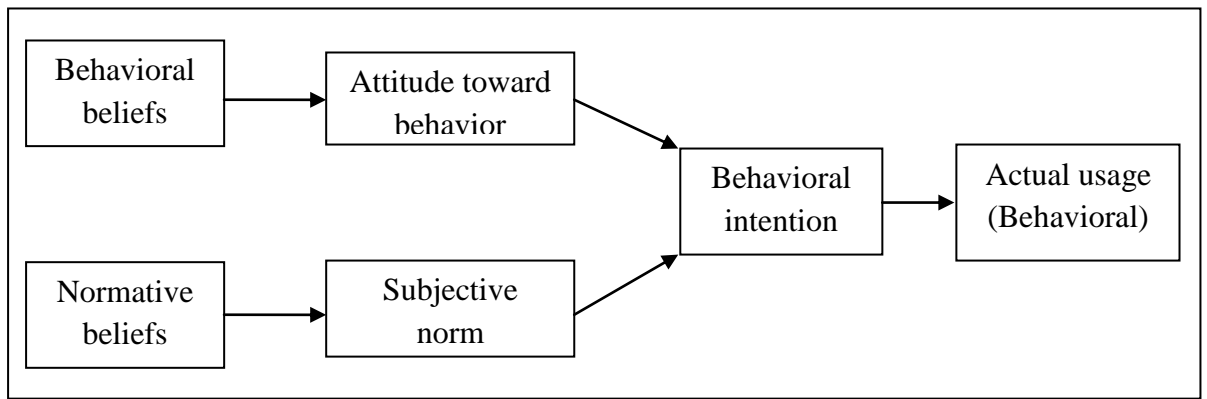
Figure 3.18
The Theory of Reasoned Action: TRA (Ajzen, 1991)

This current study emulates attitude as a mediating factor in the research model due to the reason that the attitude is a factor of the TRA model which has not been utilized to explain direct selling company corporate image before in prior research. But many studies in other areas, e.g. construction sector (Zhikun & Fungfai, 2009), halal products (Lada et al., 2009), Olive oil (Thompson et al., 1994), food products (Choo et al., 2004), internet banking (Zolait & Mattila, 2009), home financing (Taib et al., 2008), carpool (Ozanne & Mollenkopf, 1999), hotel (Buttle & Bok, 1996), water services (Addo-Yobo et al., 2006), educational hypermedia (Gao & Wu, 2010). Moreover, several conceptual corporate image models are presented in the literature, but the discussion is rather mixed up with conceptualizing not really pointing to attitude theory. A customer attitude can perform a given positive outcome. The TRA has included attitude as mediating clearly model and can justify toward corporate image.

3.9.2 Theory of Planned Behavior (TPB)

The Theory of Planned Behavior (TPB) started as the Theory of Reasoned Action in 1980 to predict an individual's intention to engage in a behavior at a specific time and place. The TPB model described how behavior is formed, that is intended to explain all behaviors over which people have the ability to exert self-control (Ajzen, 2005; Zhikun & Fungfai, 2009). According to TPB, one's attitude toward a behavior, coupled with prevailing subjective norms, and with perceptions of behavioral control factors, all serve to influence an individual's intention to perform a given behavior (Ajzen, 1991).

The TPB has been used successfully to predict and explain a wide range of customer behaviors and intentions. The TPB states that behavioral achievement depends on both motivation (intention) and ability (behavioral control). It distinguishes between three types of beliefs - behavioral, normative, and control (Ajzen, 1991; Jalivand & Samiei, 2012).

Attitudes are relatively permanent and stable evaluative summaries about an item, are an important psychological construct because they have been found to influence and predict many behaviors (Kraus, 1995; Schiffman & Kanuk, 2010). TPB defines attitude toward a behavior as the degree to which a person has a favorable or unfavorable evaluation or appraisal of the behavior in question (Ajzen, 1991; Jalivand & Samiei, 2012). It entails a consideration of the outcomes of performing the behavior. In general, the more favorable the attitude toward the behavior, the

stronger will be an individual's intention to perform the behavior (Ajzen, 1991; Schiffman & Kanuk, 2010; Ozanne & Mollenkopf, 1999).

Consequently, TPB postulates a second determinant of intention, subjective norm. It refers to the belief about whether most people approve or disapprove of the behavior (Jalivand & Samiei, 2012). It relates to a person's belief about whether peers and people of importance to the person think he or she should engage in the behavior (Limbu et al., 2010; Taylor & Todd, 1995). Ajzen (1991) defines subjective norm as the perceived social pressure to perform or not to perform the behavior by the individual.

A component of subjective norm is normative belief, or the individual's perception of a significant referent other's opinion about the individual's performance of the behavior (Ajzen, 1991; Assael, 2004). TPB views the role of social pressure to be more important when the motivation to comply with that pressure is greater (Mathieson, 1991). The role of subjective norm as a determinant of intention is well documented in situations where the actual behavior entails tangible and beneficial consequences for the consumer (Taylor & Todd, 1995). Venkatesh et al. (2003) develop a unified theory of acceptance and usage of technology, among which social influence derived from subjective norm is an important determinant of user intention.

Subsequently, perceived behavioral control refers to a person's perception of the ease or difficulty of performing the behavior of interest. Perceived behavioral control varies across situations and actions, which results in a person having varying

perceptions of behavioral control depending on the situation (Ajzen, 1991). This construct of the theory was added later, and created the shift from the Theory of Reasoned Action to the Theory of Planned Behavior.

Moreover, perceived behavioral control is assumed to reflect past experience as well as anticipated impediments and consequences (Ado-Yobo et al., 2006; Ajzen, 1991). According to TPB, it is the perception of behavioral control, as opposed to the degree of actual behavioral control that directly impacts both intentions to perform a behavior, as well as the actual performance of that behavior. Ajzen's (2002) view of perceived behavioral control is similar to Bandura's (1982) notion of perceived self-efficacy, which is concerned with judgments of how well one can execute courses of action required to deal with prospective situations (Bandura, 1982; Jalivand & Samiei, 2012).

However, Bandura's (1982) research has demonstrated that people's behavior is strongly affected by their confidence in their ability to perform that behavior.When behaviors are perceived as challenging or there are barriers to performance, however, perceived behavioral control becomes a more important factor predicting behavior. Perceived behavioral control is comprised of two factors: first, control beliefs, which relate to the sense of the self-availability of skills, resources, and opportunities; and second, perceived facilitation, which relates to an individual's assessment of the importance of those skills, resources and opportunities for the achievement of desired outcomes. Control beliefs can be situational as well as personal (Mathieson, 1991).

In TPB, behavioral intention is central to the model and represents the extent of the individual's intentions to perform or not to perform one certain behavior (Ajzen, 1991; Lada et al., 2009). It refers to the motivational factors that influence a given behavior where the stronger the intention to perform the behavior, the more likely the behavior will be performed. Based on the TPB model, perceived behavioral control, together with behavioral intention, can be used to directly predict actual behavior (Ajzen & Fishbein, 1980). Behavioral intention has long been recognized as an important mediator in the relationship between behavior and other factors, such as attitude, subjective norm, and perceived behavioral control (Ajzen, 1991; Ajzen & Fishbein, 1980).

Finally, there are several limitations of the TPB, which include the following (Ado-Yobo et al., 2006; Ajzen, 1991; Ajzen & Fishbein, 1980; Jalivand & Samiei, 2012; Lada et al., 2009):

  i. It assumes the person has acquired the opportunities and resources to be successful in performing the desired behavior, regardless of the intention.

  ii. It does not account for other variables that factor into behavioral intention and motivation, such as fear, threat, mood, or past experience.

  iii. While it does consider normative influences, it still does not take into account environmental or economic factors that may influence a person's intention to perform a behavior.

  iv. It assumes that behavior is the result of a linear decision-making process, and does not consider that it can change over time.

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v.   While the added construct of perceived behavioral control was an important addition to the theory, it doesn't say anything about actual control over behavior.

vi.   The time frame between "intent" and "behavioral action" is not addressed by the theory.

The TPB has shown more utility in various settings such as tourism (Jalivand & Samiei, 2012), Halal food product (Lada et al., 2009), water services (Ado-Yobo et al., 2006), but it is still limited in its inability to consider environmental and economic influences. Over the past several years, researchers have used some constructs of the TPB and added other components from behavioral theory to make it a more integrated model. It has been in response to some of the limitations of the TPB in addressing direct selling setting, this justifies the usage of an attitude as an an intervening factor in the current study's model.

3.10 Summary

This chapter presents a corporate image which consists of the definition of corporate image and the corporate image model. Subsequently, it has provided the theoretical side of the corporate image, antecedents of corporate image and the most common direct predictors of corporate image such as brand architecture, corporate social responsibility, perceived value, internet marketing and trust. Finally, this chapter presented the definition of attitude, antecedents of attitude, the mediating effects of attitude, and theoretical of attitude.

CHAPTER FOUR

RESEARCH METHODOLOGY

4.1 Chapter Overview

This chapter discusses the research methodology of the study. It presents a detailed description of the research design, hypothesized research framework, research hypotheses, measurement of constructs, operational definition and measurement of variables. The chapter details the questionnaire design and data collection method including the survey techniques and the data analysis methods and Structural Equation Modeling (SEM) technique.

4.2 Research Design

The study is a quantitative research methodology which empirical research design by collecting primary data to answer the research questions and to achieve the research objectives. It is conducted with data collected from the structured questionnaire. Then the data were analysed by structural equation modeling approach. A quantitative researcher seeks cases and facts from external views, or from a worldwide perspective (Vidich & Lyman, 1994) which is when correlational studies are done in organizations (Sekaran & Bougie, 2010). This method would ensure that the study is conducted in a realistic or natural situation and precludes the necessary to establish the causal priorities of dependent and dependent variables (Niehoff, Enz,

& Grover, 1990). Moreover, empirical research design has higher degrees of external validity, meaning that the results can be generalized, or extended to other situations that attempts are made to establish cause-and-effect relationships through certain types of correlation or regression analyses (Sekaran & Bougie, 2010). Thus, the present study is a quantitative research design that the primary data were collected through empirical study using structured questionnaire design. It is most suitable and appropriate to use structural equation modeling (SEM) as the main method of analysis (Hair, Black, Babin, & Anderson, 2010).

4.3 Hypothesized Research Framework

This study proposed research framework based on the literature which has discussed the pertaining well-known concepts and studied useful for developing this current research's model background. A research framework offers a model of how making logical sense of the relationships among the several factors that have been identified as important to the problem (Cavana, Delahaya, & Sekarn, 2001). The research model developed for the present study showing the exogenous (brand architecture, perceived value, CSR, internet marketing, and trust), mediating (attitude), and endogenous (corporate image) variables (Figure 4.1).

There are six direct antecedents of corporate image vis-à-vis attitude, brand architecture, perceived value, CSR, internet marketing, and trust. Attitude has a direct positive relationship on corporate image (Karaosmanoglu et al., 2011; Martínez & Pina, 2010); brand architecture is expected to have a direct positive

influence on corporate image (Bravo et al., 2012; Brunsɸ & Grunert, 2009; Porter & Claycomb, 1997; Pina et al., 2006; Martenson, 2007); perceived value is hypothesized to directly and positively predict corporate image (Nguyen & LeBlanc, 1998; Vahie & Paswan, 2006); CSR has a direct positive impact on corporate image (Andreassen & Lindestad, 1998; Chang, 2009; Lai et al., 2010).

Very few of empirical studies was conducted to investigate the linkages between internet marketing and corporate image, but many past studies were conducted on internet item of communication to investigate its relation to corporate image (Bravo et al., 2012; Yeo & Youssef, 2010); trust is hypothesized to be positively related to corporate image (Siva & Alwi, 2008) and corporate image is proposed to be directly and positively predict trust (Flavián et al., 2005; Hoq et al., 2010; Lin & Lu, 2010).

The research model is primarily based on the corporate image model that indicated by Smith (1993), and has applied three direct antecedents (brand architecture, CSR, and internet marketing) of corporate image. Perceived value (Nguyen & Leblanc, 1998) and trust (Silwa & Alwi, 2008) were included as new contributions of the model to improve the predictive value of corporate image. This is again based on previous studies regarding perceived value and trust discussed in chapter three.

As for the mediating effect, attitude is considered as a mediating factor in this current research. Very few studies whereby attitude as mediating effect of attitude on corporate image in a past study (Martínez & Pina, 2010). However, many empirical researches in other setting proposed attitude as mediating factor of other linkages

(Ado-Yobo et al., 2006; Dwivedi, 2010; Jayawardhena, 2004; Lada et al., 2009; Lee, 2012; Limbu et al., 2012; Lin, 2008; Martinez & Pina, 2010; Martinez & Polo, 2008).

This current study's framework included an attitude as a new contribution to the model to improve the mediating effect between direct determinants to corporate image. The research model was the first time attempt based on the dimension of corporate image (Dowling, 1994; Smith, 1993) and primarily based on the attitude toward a behaviour model (Schiffman & Kanuk, 2010) that attitude acted as the mediating factors between predictors (brand architecture, perceived value, CSR, internet marketing, and trust) and corporate image.

Furthermore, the previous empirically studies suggested that five predictors has direct relationship on attitude such as brand architecture (Dwivedi, 2010; Lin, 2008; Martínez & Pina, 2010; Martinez & Polo, 2008), perceived value (Jayawardhena, 2004; Kim & Chung, 2011; Lee, 2012; Mechinda & Anuwichanont, 2009), corporate communication (this current study represented by internet marketing) (Chattananon et al., 2007 and 2008; So et al., 2005), corporate social responsibility (Chattananon et al., 2007; Limbu et al., 2012), and trust (Chattananon et al., 2008; Grabner-Kräuter & Faullant, 2008; Limbu et al., 2012; Mechinda & Anuwichanont, 2009).
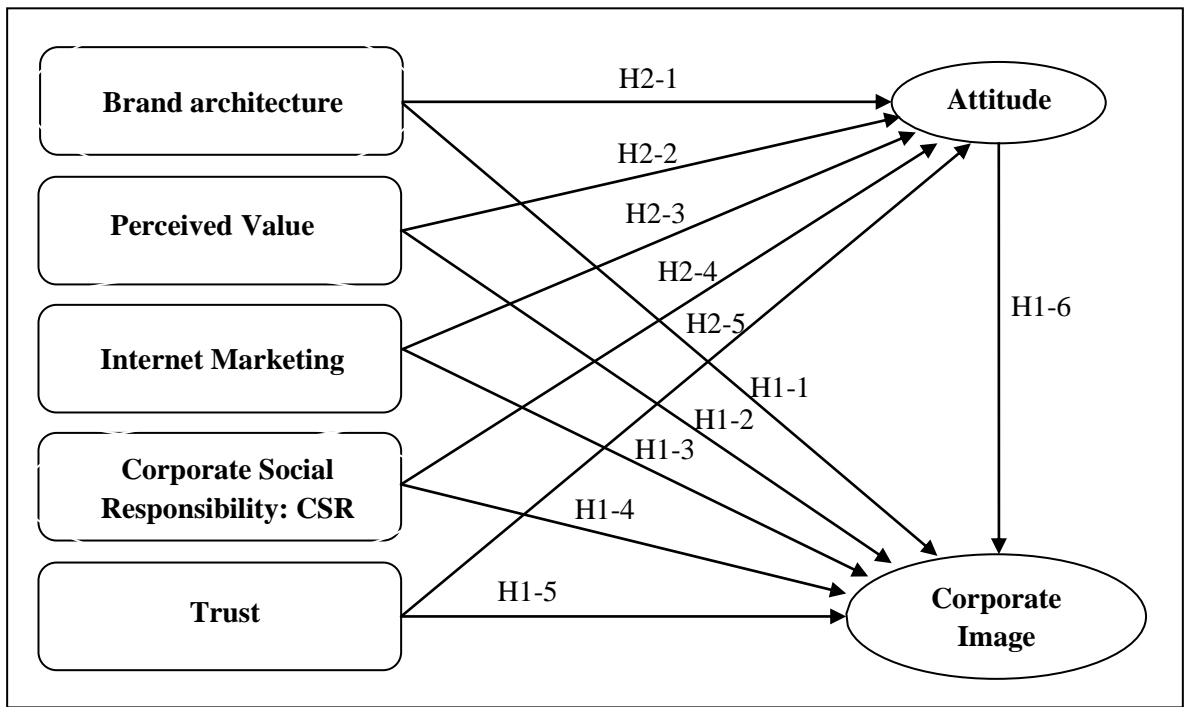
Figure 4.1
Research Framework Model

The research framework discussed the interrelationship and path analysis, among the five predictor variables (brand architecture, perceived value, CSR, internet marketing, and trust) and a mediator (attitude) that were considered important to corporate image. Their selection was based on several factors. First, most finding in past studies investigate this linkage have shown equivocal or ambiguous results. Second, these variables seem to predicate a lot of recent empirical research interests in different areas, since the variables have great potential to be good predictors of corporate image. Third, most direct impact is examined, but very few mediating effects have been investigated. Due to these reasons, the research framework model had a contribution to new knowledge, especially in understanding the forthcoming mediating results.

4.4 Hypotheses of the Study

The hypotheses of this study were formulated base of the research framework in Figure 4.1. As a result, the following hypotheses are implicitly developed and which are expected to be true. The research questions employed in the research questionnaire was trying to support all these hypotheses which are as follow.

H1: Direct antecedent of corporate image

H1-1: Brand architecture is positively related with corporate image.

H1-2: Perceived value is positively related with corporate image.

H1-3: Internet marketing is positively related with corporate image.

H1-4: CSR is positively related with corporate image.

H1-5: Trust is positively related with corporate image.

H1-6: Attitude is positively related with corporate image.

H2: Direct antecedent of attitude

H2-1: Brand architecture is positively related with attitude.

H2-2: Perceived value is positively related with attitude.

H2-3: Internet marketing is positively related with attitude.

H2-4: CSR is positively related with attitude.

H2-5: Trust is positively related with attitude.

H3: Attitude mediates between all linkages in the research framework

H3-1: Attitude mediates the relationship between brand architecture and corporate image.

H3-2: Attitude mediates the relationship between perceived value and corporate image.

H3-3: Attitude mediates the relationship between internet marketing and corporate image.

H3-4: Attitude mediates the relationship between CSR and corporate image.

H3-5: Attitude mediates the relationship between trust and corporate image.

4.5 Measurement of Construct

This study used structured questionnaire with closed response questions using seven point rating Likert scales (1 = strongly disagree and 7 = strongly agree). All measurement items were drawn from the literature and were adapted using standard psychometric scale development procedures.

This research measured attitudes of sample of direct selling company's corporate image in five exogenous latent variables such as brand architecture (Lai et al., 2010; Martínez & Pina, 2010), perceived value (Puncheva-Michelotti & Michelotti, 2009; Vahie & Paswan, 2006), CSR (Chang, 2009; Lai et al., 2010), internet marketing (Cho & Park, 2001; Kim & Kim, 2003), and trust (Flavián et al., 2005; Hoq et al., 2010) and two endogenous latent variables such as corporate image (Souiden et al.,

2006; Yeo & Youssef, 2010) and attitude (Guenzi et al., 2009; Lada et al., 2009; Taib et al., 2008).

Exogenous latent variables were multi-item equivalent of independent variables and the constructs were usually determined by factors outside the model, while endogenous latent was a multi-item equivalent of dependent variables which was represented by a variety of dependent variables. In terms of path diagram, one or more arrows lead into the endogenous construct (Hair et al., 2010).

Most of measurements that have been utilized in this current study were adapted from past established instruments. All measurement items (48 items) of each construct and its Cronbach alpha level are summarized in Table 4.1. All measures achieved Cronbach alpha level beyond the recommended level of 0.60 passing the minimum requirement, but in different setting not direct selling.

Table 4.1
Summary of Measurement of Construct

Measurement	Item	Chosen	Past study Alpha	Area
Brand architecture	6	Lai et al. (2010) (Adopt 2 items)	0.89	Small-medium enterprises
		Martínez & Pina (2010) (Adopt 4 items)	0.795	Consumer product and servicing
Corporate social responsibility	7	Lai et al. (2010) (Adopt 5 items)	0.86	Small-medium enterprises
		Chang (2009) (Adopt 1 item)	NA	High-tech industry
		Self developed (1 item)		
Perceived value	7	Vahie & Paswan (2006) (Adopt 3 items)	0.778	Retailing
		Puncheva-Michelotti & Michelotti (2009). (Adopt 3 items)	0.83	Retail & production
		Self developed (1 item)		
Internet marketing	7	Cho & Park (2001) (Adopt 5 items)	0.866	E-commerce
		Kim & Kim (2003) (Adopt 1 item)	0.85	Clothing products
		Self developed (1 item)		
Trust	7	Flavián et al. (2005) (Adopt 5 items)	0.90	Banking
		Hoq et al. (2010) (Adopt 2 items)	0.906	Banking
Attitude	7	Taib et al. (2008) (Adopt 2 items)	0.877	Home financing
		Lada et al. (2009) (Adopt 2 items)	0.985	Halal products
		Guenzi et al. (2009) (Adopt 3 items)	0.811	Retailing
Corporate image	7	Souiden et al. (2006) (Adopt 4 items)	0.81	Consumers' product
		Yeo & Youssef (2010) (Adopt 3 items)	NA	Banking

NA : Not available

Based on these criteria, the scale for measuring brand architecture was adapted from two studies (6 items); Lai et al. (2010)'s study in SMEs setting and Martínez and Pina (2010) 's study in a consumer products setting. Two items were taken from Li et al. (2010)'s study, which had achieved a Crobach alpha of 0.89, and four items were taken from Martínez and Pina (2010) 's study that Crobach alpha as 0.795. The six items of brand architecture are presented in Table 4.2.

Table 4.2
Brand architecture Construct

Coding	Items
BA1	I buy from a well-known direct selling company (Lai et al., 2010).
BA2	The brand of direct selling company has a personality (Martínez & Pina, 2010).
BA3	It is a brand of direct selling company that does not disappoint its customers (Martínez & Pina, 2010).
BA4	The brand of direct selling company is much consolidated in the market (Martínez & Pina, 2010).
BA5	The brand of direct selling company is interesting (Martínez & Pina, 2010).
BA6	I can recognize the brand of direct selling company (Lai et al., 2010).

Corporate social responsibility was assessed using seven items based on two studies (Lai et al., 2010; Chang, 2009). Lai et al. (2010)'s study was conducted on SMEs which adapted five items with the Cronbach alpha level of 0.86, and an item was taken from Chang (2009)'s study, which was proceeding in high-tech industry, and an item (CSR7) was self-developed. The seven items of corporate social responsibility are presented in Table 4.3.

Table 4.3
Corporate Social Responsibility Construct

Coding	Items
CSR1	The direct selling company positively participates in public activities (Lai et al., 2010).
CSR2	The direct selling company emphasizes the rights of customers (Lai et al., 2010).
CSR3	The direct selling company is very concerned with the local community (Lai et al., 2010).
CSR4	The direct selling company is very concerned with environmental protection (Lai et al., 2010).
CSR5	The direct selling company is very concerned with customers' benefits (Lai et al., 2010).
CSR6	The direct selling company emphasizes on the goodwill and morality (Chang, 2009).
CSR7	CSR activities of the direct selling company are various. (Self developed).

Perceived value was measured using seven items adapted from two previous studies (Puncheva-Michelotti & Michelotti, 2009; Vahie & Paswan, 2006) that were conducted on retailing setting. Three items were taken from Vahie and Paswan (2006)'s study, which had achieved Cronbach alpha level of 0.778. Another three items were taken from Puncheva-Michelotti and Michelotti (2009)'s study with the Cronbach alpha is 0.89, and an item (ATT7) was self-developed. The seven items of perceived value are presented in Table 4.4.

Table 4.4
Perceived Value Construct

Coding	Items
PV1	The prices at my most frequented direct selling outlets are fair (Vahie & Paswan, 2006).
PV2	I can purchase products for less at my most frequented direct selling outlets (Vahie & Paswan, 2006).
PV3	The direct selling products, compared to others, can save me money (Vahie & Paswan, 2006).
PV4	The direct selling company provides excellent value to its customers (Puncheva-Michelotti & Michelotti, 2010).
PV5	The direct selling company offers high quality products and services (Puncheva-Michelotti & Michelotti, 2010).
PV6	The direct selling company develops innovative products and services (Puncheva-Michelotti & Michelotti, 2010).
PV7	The direct selling company products are expensive (Self developed).

Internet marketing was chosen using seven items from two studies (Cho & Park, 2001; Kim & Kim, 2003). Cho and Park (2001) proceed with e-commerce setting that adopted five items which had achieved a Cronbach alpha level of 0.866. An item was taken from Kim and Kim (2003)'s study that was conducted on clothing product setting with the Cronbach alpha level of 0.85, and an item was self-developed which was PV7. The seven items of internet marketing are presented in Table 4.5.

Table 4.5
Internet Marketing Construct

Coding	Items
IM1	The information provided by the internet direct selling company is easy to understand (Cho & Park, 2001).
IM2	The information provided by the internet direct selling company is easy to use (Cho & Park, 2001).
IM3	The information provided by the internet direct selling company is protected by the privacy act (Cho & Park, 2001).
IM4	The internet marketing of direct selling is reliable (Cho & Park, 2001).
IM5	The direct selling company's web site is informative and nicely designed (Cho & Park, 2001).
IM6	The internet marketing of direct selling has the ability to inspect and update information (Kim & Kim, 2003).
IM7	I am reliable on payment system of the internet direct selling company (Self developed).

Trust was measured using seven items adapted from two previous studies (Flavián et al., 2005; Hoq et al., 2010) were conducted on banking setting. The five items were taken from Flavián et al. (2005)'s study, which had achieved Cronbach alpha level of 0.90. Another two items were taken from Hoq et al. (2010)'s study with the Cronbach alpha level of 0.906. The seven items of trust are presented in Table 4.6.

Table 4.6
Trust Construct

Coding	Items
TST1	I trust the direct selling company (Hoq et al., 2010).
TST2	I feel that I can rely on the direct selling company to serve well (Flavián & Guinalíu, 2005).
TST3	I believe that the direct selling company is honest (Flavián & Guinalíu, 2005).
TST4	I trust the billing system (Flavián & Guinalíu, 2005).
TST5	The direct selling company is reliable because it is mainly concerned with the customer's interests (Flavián & Guinalíu, 2005).
TST6	The direct selling company keeps its promises (Flavián & Guinalíu, 2005).
TST7	I believe that the direct selling company will satisfy my needs with understanding (Hoq et al., 2010)

Measurements of attitude used seven items adapted from three studies such as Taib et al. (2008)'s study was adapted two items with the Cronbach alpha level of 0.877 and conducted in financing setting. Lada et al. (2009)'s study conducted on halal product setting that adapted two items which had achieved a Cronbach alpha level of 0.985. Another three items were taken from Guenzi et al. (2009) 's study with the Cronbach alpha level of 0.811 that was conducted on retailing setting. The seven items of attitude are presented in Table 4.7.

Table 4.7
Attitude Construct

Coding	Items
ATT1	Engaging in direct selling company is equitable (Taib et al., 2008).
ATT2	Engaging in direct selling company as a share owner is rewarding (Taib et al., 2008).
ATT3	Choosing direct selling company is a good idea (Lada et al., 2009).
ATT4	I like to choose direct selling products (Lada et al., 2009).
ATT5	I feel comfortable with the direct selling company (Guenzi et al., 2009).
ATT6	The communication of the direct selling company is complete (Guenzi et al., 2009).
ATT7	The direct selling representative has my interest in mind (Guenzi et al., 2009)

Finally, measurements of corporate image used seven items adapted from two studies. Four items were taken from Souiden et al. (2006)'s study that was conducted on consumer product setting with the Cronbach alpha level of 0.81. And three items were taken from Yeo and Youssef (2010)'s study that was proceeding on banking setting. The statements for corporate image construct as shown in Table 4.8.

Table 4.8
Corporate Image Construct

Coding	Items
CM1	The direct selling company is pioneering (Souiden et al., 2006).
CM2	The direct selling company is self-confident (Souiden et al., 2006).
CM3	The direct selling company does business in an ethical way (Souiden et al., 2006).
CM4	The direct selling company is responsive to consumers (Souiden et al., 2006).
CM5	The direct selling company in general has a clean reputation (Yeo & Youssef, 2010).
CM6	The direct selling company's overall image is favourable (Yeo & Youssef, 2010).
CM7	Many people are impressed with the direct selling company (Yeo & Youssef, 2010).

4.6 Questionnaire Design

A questionnaire is a pre-formulated written set of questions used for data collection, which is required to measure the variables (Sekaran & Bougie, 2010). In this research, the initial questionnaire consists of three parts; Part 1: General data contain 6 items, Part 2: Direct selling profile consists of 7 items, and Part 3: Latent variables (brand architecture, perceived value, corporate social responsibility, internet marketing, trust, attitude and corporate image) contains 48 items that used seven point rating Likert scales (1 = strongly disagree and 7 = strongly agree).

In part one, the six general questions asked were gender, age, marital status, education, occupation, and income. Part two contains direct selling profile of respondents that consist of seven items; duration with customer in direct selling, name of direct selling companies that buy from, type of product, purchasing, reason

for buying, amount of purchase, and frequency of purchase. In part three, the latent variables such as interval scale measuring brand architecture (6 items), corporate social responsibility (7 items), perceived value (7 items), internet marketing (7 items), trust (7 items), attitude (7 items) and corporate image (7 items) were using a seven point Likert scale of 1-strongly disagree, 2- disagree, 3-somewhat disagree, 4-somewhat agree, 5-agree, 6-very agree, 7-strongly agree.

The questionnaire was originally written in English and then translated into Thai language to ease communication and overcome the questionnaire from English to Thai to ascertain that the translation was equivalent. The questionnaire was then back-translated into English to ensure accuracy (Douglas & Craig, 1983).

4.7 Pre test

The questionnaire was designed as the survey instrument for this current study. It is important to pretest the instrument to ensure that the questions are understood by respondents and that there are no problems with the wording or measurement (Sekaran & Bougie, 2010). The initial questionnaire was given to eight direct selling managers and eight marketing lecturers to review, in order to ensure that the concepts used are clear and relevant for direct selling, and for face validity.

4.8 Pilot Study

A pilot study was planned as part of the scale development methodology for the following reasons; (1) to ensure a comprehensive analysis for a range of perspectives, (2) to detect any possible problems associated with the format, wording, and measurement, and (3) to ensure that the respondents comprehended the instructions, questions, and scales. A pilot study was conducted with a sample size of 165 consisting of direct selling's customers from staffs of three organizations at each equally (55 respondents per organization) in Songkhla, Thailand (government organization, university, and bank). The changes have been made to the final questionnaire after analysis of pilot data. The data analysed using SPSS to obtain the reliability results and factor analysis (Convergent validity).

4.8.1 Factor Analysis of the Pilot Study

An exploratory factor analysis using principal component extraction method and varimax rotation with Kaiser Normalization was applied to test for sample adequacy in running this method of analysis. The Kaiser Meyer Olkin (KMO) or Measure of Sampling Adequacy (MSA) of independent variables (five exogenous latent variables) reading of 0.926 (> 0.5) is above the minimum requirement and Bartlett's Test of Sphericity stands at significant level of 0.000 (sig < 0.05) thus, making the following factor analysis permissible (Hair et al., 2010).

Table 4.9 illustrates the result of the exploratory factor analysis (EFA) through SPSS. The final result produced five (5) components (exogenous latent variables) with Eigenvalues above 1 and explaining a total of 73.608 percent of variance cumulatively.

Factor one (1) which represented corporate social responsibility (CSR) contains six (6) items, reduced from the seven (7) items proposed originally. Factor loading above 0.50 were selected and it explained 19.718 percent of variance in factor one. The item of CSR7 was dropped since it was inconsistent with this construct.

Factor two (2) which was trust (TST) now consist of six (6) items reduced from seven (7) items initially, with the variance explained about 16.751 percent. The item of TST7 was inconsistent thus it was dropped.

Factor three (3) was an internet marketing (IM) consisting of five (5) remaining items reduced from seven (7) in initial measurements. Internet marketing indicated a 13.151 percent variance explained. This factor dropped two items (IM4 and IM7) that were inconsistent with the constructs.

The forth factor was brand architecture (BA) remains with five (5) items which were reduced from the initial six (6) items and the variance explained is 12.287 percent. The item of BA6 was dropped since it was inconsistent with this constructed.

And the fifth factor of exogenous latent variables produced by EFA was perceived value (PV) consisting of five (5) items that were reduced from seven (7) in initial

measurements which factor loading above 0.50 and percent of variance explained was 11.702. The two items (PV6 and PV7) of this factor were dropped due to inconsistency of constructs (Appendix H).

Table 4.10 showed the result of The Kaiser Meyer Olkin (KMO) or Measure of Sampling Adequacy (MSA) of dependent variables (two endogenous latent variables) reading of 0.905 (>0.5) was above the minimum requirement and Bartlett's Test of Sphericity stands at significant level of 0.000 (sig < 0.05).

Finally, the pilot study's results represented two (2) components (endogenous latent variables) with Eigenvalues above 1 and explained a total of 71.591 percent of variance cumulatively. The first factor attitude (ATT) remained with five (5) items reduced from seven (7) items which had been proposed originally. Its factor loading above 0.50 were selected, and it explained 36.626 percent of variance in the first factor. This factor dropped two items (ATT5 and ATT7) that were inconsistent with the constructs.

The second factor produced by EFA wascorporate image (CM) now consists of six (6) items, which was reduced from initial seven (7) measurements. Corporate image indicated a 34.966 percent of variance explained. The item of CM7 was dropped since it was the inconsistent for the construct. To conclude, the EFA indicated seven (7) factors (five exogenous latent variables and two endogenous latent variables) were the likely constructs of each measure. The internal consistency of each construct were somewhat substantiated (Appendix H).

Table 4.9
Pilot Factor Analysis Result (exogenous latent variables)

Statements	Code	1(CSR)	2(TST)	3(IM)	4(BA)	5(PV)
Corporate Social Responsibility (CSR)						
	CSR3	.826				
	CSR4	.822				
	CSR1	.818				
	CSR5	.795	.352			
	CSR2	.785				
	CSR6	.771				
Variance 19.718%						
Trust (TST)						
	TST6		.790			
	TST3		.785			
	TST2		.755	.334		
	TST1		.709	.357		
	TST5		.698			.446
	TST4		.692			
Variance 16.751%						
Internet Marketing (IM)						
	IM1			.782		
	IM2			.724		
	IM5	.327		.698	.302	
	IM3		.385	.671		
	IM6	.435		.662		
Variance 13.151%						
Brand Architecture (BA)						
	BA2				.810	
	BA5				.805	
	BA3				.802	
	BA4				.725	
	BA1				.593	
Variance 12,287%						
Perceived Valued (PV)						
	PV3					.744
	PV4					.735
	PV5					.684
	PV1		.392			.580
	PV2		.339			.522
Variance 11.702%						

Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.926
Approx. Chi-Square = 3658.760
DF = 351
Sig. = 0.000
Variance = 73.608

Table 4.10
Pilot Factor Analysis Result (endogenous latent variables)

Statements	Code	1(ATT)	2(CM)
Attitude (ATT)			
	ATT3	.893	
	ATT4	.798	
	ATT1	.794	
	ATT2	.625	.386
	ATT6	.612	.541
Variance 36.626%			
Corporate image (CM)			
	CM4		.874
	CM5	.361	.850
	CM6	.438	.733
	CM3	.557	.669
	CM2	.580	.649
	CM1	.478	.584
Variance 34.966%			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy = 0.905			
Approx. Chi-Square = 1418.403			
DF = 55			
Sig. = 0.000			
Variance = 71.592			

4.8.2 Reliability test of the Pilot Study

Cronbach alpha is the measure of reliability that ranges from 0 to 1, with values of 0.60 to 0.70 deemed the lower limit of acceptability (Hair et al., 2010). All measures of the pilot study (38 items) achieved a Cronbach alpha level beyond the recommended level of 0.60, thus passing the minimum requirement. As presented in Table 4.11, reliability analysis of the pilot study measures its stability over various conditions.

Table 4.11
Reliability Test for the Pilot Study

Name of Variable		Item	Cronbanch' s Alpha
Brand Architecture (BA)		5	.753
Corporate Social Responsibility (CSR)		6	.903
Trust (TST)		6	.850
Internet Marketing (IM)		5	.801
Perceived Value (PV)		5	.803
Attitude (ATT)		5	.795
Corporate Image (CM)		6	.857
	Total	38	items

Thus, this current study utilized seven (7) factors that contained forty eight (48) measurement items, which were adapted from the literatures and self-development. It used standard psychometric scale development procedures which had achieved a Cronbach alpha level of 0.60. Furthermore, the pilot study was conducted with 165 customers of direct selling. It investigated that the exploratory factor analysis (EFA) of all seven (7) factors were the likely constructs of each measure. The result remained thirty eight (38) items that had achieved a Cronbach alpha level of 0.70. These were rather substantiated that are consistent with the constructs.

4.9 Actual Questionnaire Statements

From the results of the pilot study, the final questions or items with high factor loading that above 0.50 were included in the actual questionnaire that now consists of 38 items. Table 4.12 to 4.18 show the final measurement of constructs is designed for the actual data collection.

Table 4.12
Brand Architecture Construct

Coding	Items
BA1	I buy from a well-known direct selling company.
BA2	The brand of direct selling company has a personality.
BA3	It is a brand of direct selling company that does not disappoint its customers.
BA4	The brand of direct selling company is much consolidated in the market.
BA5	The brand of direct selling company is interesting.

Table 4.13
Corporate Social Responsibility Construct

Coding	Items
CSR1	The direct selling company positively participates in public activities.
CSR2	The direct selling company emphasizes the rights of customers.
CSR3	The direct selling company is very concerned with the local community.
CSR4	The direct selling company is very concerned with environmental protection.
CSR5	The direct selling company is very concerned with customers' benefits.
CSR6	The direct selling company emphasizes on the goodwill and morality.

Table 4.14
Perceived Value Construct

Coding	Items
PV1	The prices at my most frequented direct selling outlets are fair.
PV2	I can purchase products for less at my most frequented direct selling outlets.
PV3	The direct selling products, compared to others, can save me money.
PV4	The direct selling company provides excellent value to its customers.
PV5	The direct selling company offers high quality products and services.

Table 4.15
Internet Marketing Construct

Coding	Items
IM1	The information provided by the internet direct selling company is easy to understand.
IM2	The information provided by the internet direct selling company is easy to use.
IM3	The information provided by the internet direct selling company is protected by the privacy act.
IM5	The direct selling company's web site is informative and nicely designed.
IM6	The internet marketing of direct selling has the ability to inspect and update information.

Table 4.16
Trust Construct

Coding	Items
TST1	I trust the direct selling company.
TST2	I feel that I can rely on the direct selling company to serve well.
TST3	I believe that the direct selling company is honest.
TST4	I trust the billing system.
TST5	The direct selling company is reliable because it is mainly concerned with the customer's interests.
TST6	The direct selling company keeps its promises.

Table 4.17
Attitude Construct

Coding	Items
ATT1	Engaging in direct selling company is equitable.
ATT2	Engaging in direct selling company as a share owner is rewarding.
ATT3	Choosing direct selling company is a good idea.
ATT4	I like to choose direct selling products.
ATT6	The communication of the direct selling company is complete.

Table 4.18
Corporate image Construct

Coding	Items
CM1	The direct selling company is pioneering.
CM2	The direct selling company is self-confident.
CM3	The direct selling company does business in an ethical way.
CM4	The direct selling company is responsive to consumers.
CM5	The direct selling company in general has a clean reputation.
CM6	The direct selling company's overall image is favourable.

4.10 Sampling Method

Sampling involves the determination of the study's population, sample frame, and sample size. Each subject will be discussed in the following paragraphs.

4.10.1 Population

A population is the total collection of elements about that the researcher wishes to investigate which we want to make inferences (Sekaran & Bougie, 2010). The population of this study was the direct selling customers in Thailand. The reason why

the direct selling customer was chosen for this current study was that the researcher wants to study about corporate image of direct selling companies due to the issues of negative attitudes toward pyramid scheme and internet fraud. This current study intends to suggest improvement in corporate image of direct selling. The results, however, can be used to portray customers in direct selling companies whose workforce is 39.44 million (National Statistical office of Thailand, 2011), and are represented in Table 2.19.

Table 4.19
Number of Population in Thailand

Detail	Population
Total Population in Thailand	67.42 million
Total Workforce Population in Thailand	39.44 million
Unemployment	27.98 million

Source: National Statistical office of Thailand, August (2011)

The unit for analysis is direct selling customers because most past studies have used customers in their setting as respondents (Andreassen & Lindestad, 1998; Brunsϕ & Grunert, 2009; Chang, 2009; Chattananon et al., 2007 and 2008; Flavián et al., 2005; Hoq et al., 2010; Lai et al., 2010; Lin & Lu, 2010; Martensen, 2007; Matínez & Pina, 2010; Nguyen & Leblanc, 1998; Pina et al., 2006; Porter & Claycomb, 1997; Silva & Alwi, 2008; Vahie & Paswan, 2006; Yeo & Youssef, 2010).

Therefore, the sampling frame is based on population of workforce in Thailand, which represents direct selling customers that are consistent with the World Federation of Direct Selling Associations (WFDSA) which states that most customers of direct selling companies are employed somewhere else.

4.10.2 Sample Frame

Since it is difficult to determine the exact number of direct selling customers, the size of the workforce population in Thailand was used as the basis of our calculation. It is assumed that those populations definitely could be a direct selling customer as 39.44 million (Table 4.20). The sampling frame was the group of individuals who have a real chance of being selected as sample for carrying out the study. This sample frame was taken from three sectors (Government Organizations, Universities, and Banks) in Thailand because it represents the three zones in Thailand (Northern, Central, and Southern) for manageability. Thus, the three sectors were then specified so as to cover the three zones in Thailand.

Table 4.20
Population of Study

Areas	Population
Government officers	3.88 million
Educational personnel (University staffs)	1.34 million
Bank officers	0.47 million
Agriculturalist	16.03 million
Other setting	17.72 million
Total Workforce Population in Thailand	**39.44 million**

Source: National Statistical office of Thailand, August (2011).

4.10.3 Sample Size Determination

For this current study, a sample size of 384 was adequate that was calculated from the total population of direct selling customers in Thailand as above. The sample size obtained for this study was appropriate according to the rules of thumb proposed by Roscoe (1975) such as that simple size larger than 30 and less than 500 are appropriate for research, and Hair et al. (2010) recommend the sample size for SEM analysis should be 150 – 400 sample size or several times (preferably 10 items or more) as large as the number of variables. This is achieved based on Krejcie and Morgan (1970) simplistic rule of thumb table for determining sample size from a given population (in Table 4.22). This current study could also determine sample size through confidence intervals and the margin of error that indicated a sample size of 384 is arrived at a precision level of 95% confidence level, the usual accepted level of confidence in social science research (Sekaran & Bougie, 2010).

Table 4.21
Sample Size for a Given Population Size (Krecjie & Morgan, 1970)

N	S
20 000	377
30 000	379
40 000	380
50 000	381
75 000	382
1 000 000 or more	384

Note: "N" is population size and "S" is sample size (Sekaran & Bougie, 2010).

4.10.4 Sample Size Requirement for SEM

The minimum sample size requirements may vary depending on statistical techniques used. The recommended sample size for SEM analysis is 100-400 sample size or 10 times the number of observed variables (Hair et al., 2010). This means a minimum of 380 (38x10) sample sizes is needed for analysis in SEM.

4.11 Data Collection Method

To achieve 384 technically acceptable completed and returned questionnaires are targeted, 900 questionnaires were printed for distribution purposes due to the reason that several researches have shown the total number of respondents were between 200 to 900 (Chang, 2009; Cho & Park, 2001; Flavián et al., 2005; Guenzi et al., 2009; Hoq et al., 2010; Kim & Kim, 2003; Lada et al., 2009; Martínez & Pina, 2010; Pina et al., 2006; Souiden et al., 2006; Taib et al., 2008; Vahic & Paswan, 2006).

This current study used proportional stratified sampling and conducted with a sample size of 900 consisting of direct selling's customers from three sectors selected at each sectors equally (300 questionnaires per sector and distribution at each sector equally 100 questionnaires per zone). The bank institution sector was represented by two banks, namely Bangkok Bank and Krungthai Bank from three zones under three provinces (Songkhla represented South Thailand, Bangkok represented Central Thailand, and Changmai represented North Thailand). The sector of government was selected from government's organizations from three zones under three

provinces (Songkhla represented South Thailand, Bangkok represented Central Thailand, and Changmai represented North Thailand). Finally, six (6) universities were selected from three zones such as two (2) universities from South Thailand(Hatyai university and Prince of Songkhla university), two (2) universities from Central Thailand (Sripratum university and Suan Dusit Ratjabhat university), another two (2) universities from North Thailand (Changmai university and Meajo university). The summarized of number of sampling frames are shown in Table 4.23.

Table 4.23
Number of Sampling Frames for Three sectors in Thailand

	Sectors			
Zones	**Bank**	**Government Organization**	**University**	**Total**
Southern	100	100	100	300
Central	100	100	100	300
Northern	100	100	100	300
Total	300	300	300	**900**

Several steps have been taken to ensure the subjects are randomly selected in the data collection process that self-administrated distribution and collection. Firstly, to take the employee directory from officer of three sectors under study. Secondly, assigned to distribute questionnaires to respondents. Thirdly, to explain about the questionnaire and data collection method to officers at each sector for assisting to distribute questionnaires to respondents and filling out the questionnaires, screen and choose only direct selling buyer as respondents. Fourthly, to ensure randomness that used proportional stratified sampling from offices employee's directory of three

zones, each sector 300 persons were selected as respondents in the study and choose only person who is a customer in direct selling company. The data were collected from all three sectors during the same period of two months.

4.12 Data Screening Method

Prior of the initial step before performing the fundamental analysis, it is important to decide on a checklist for screening the data in order to find out the effects that the characteristics of the data may have upon the results. Screening is a time-consuming that often overlook because decisions made in the earlier steps influence the decisions to be taken at the later steps. The screening procedures have evaluated the impact of response bias, missing data, identifies outliers, and tests for the assumptions underlying normality and validity. This is explained next.

4.12.1 Response Bias

Response bias happens when people may not respond as in the mail survey (Salkind, 2006) or due to lag of responses, whereby the earlier batch could give different answers as the second batch due to time differences. By using t-test, the two batches could be compared to observe whether there is a statistical significant difference or not (Sekaran & Bougie, 2010).

4.12.2 Missing Data Detection

The first step in the data screening process is the identification of missing data. As seen as in the past discussions, missing data can have significant impact on the analysis, preferably of a multivariate nature (Sekaran & Bougie, 2010). If more than 50 percent missing data, and have no sample size problems, delete the case respondent (Hair et al., 2010). During the data screening process, missing data arises for a variety of reasons. Respondents may refuse to answer personal questions pertaining to their income, sexual orientation, or current illegal drug use as well as the respondents did not complete most sections of the questionnaire. Conversely, some respondents may not be capable to respond because of a lack of knowledge concerning a particular topic.

4.12.3 Outliers Detections

Outliers are defined as an observation that is substantially different from the other observation (i.e., has an extreme value) on one or more characteristics (variables). At issue is it representative of the population (Davies & Gather, 1993). Outliers are individuals who have such extreme scores on an individual variable or on a set of variables that they will distort the overall results (Tabachnick & Fidel, 2007).

The treatment of outlier is an important step in the data screening process because those are placed in a framework particularly suited for assessing the influence of individual observations and determining whether this influence is helpful or harmful

(Davies & Gather, 1993). These are extreme cases scores, which have a much higher effect on the outcome of any statistical analysis. Consequently, the use of any multivariate technique calls for the identification and treatment of outlier.

Multivariate outliers may be detected in SPSS by calculating the Mahalanobis distance for each respondent, and Mahalanobis distance is greater than a critical value, they are deemed to be multivariate outliers. The technique to do is somewhat unusual as we conduct a multiple regression analysis and then throw away the results of the regression itself.

It is a standardized form of Euclidean distance (D^2) which are scaling responses in terms of standard deviations standardizes the data with adjustments made for correlations between the variables (Hair et al., 2010). To detect outliers, D^2 can be obtained from SPSS Mahalanobis analysis in regression or from AMOS 16. The cases which have D^2 values that are higher the chi-square values (χ^2) based on the number of items used in the study would indicate that that particular case is an outlier.

4.12.4 Normality Test

This is the most tricky but important step in the data screening process. Normality refers to the shape of the data distribution to an individual metric variable and its correspondence to the normal distribution (Farrell & Rogers-Stewart, 2006; Hair et al., 2010). If the variation from the normal distribution is sufficiently large, all

resulting statistical tests are invalid, because normality is required to use the F and t statistics. There are several ways to detect non-normality of our data.

The normality is a statistical method for analyses to work properly, which the most fundamental assumption in multivariate analysis (Field, 2009; Hair et al., 2010). The data should be a normal distribution, referring to the shape of the data distribution to an individual metric variable and its correspondence. If the normality data exists, even in situations which do not necessitate normality that will make for a stronger assessment (Ghozali & Fruad, 2005).

Although, assessment of normality is sufficiently large with all resulting statistical tests are invalid, because normality is required to use both univariate and multivariate statistical method. The shape of any distribution can be described by two measures (kurtosis and skewness).

Hair et al. (2010) give a useful guideline for the detection of univariate normality (single variable normality) through z-skewness and z-kurtosis. Skewness is a measure of the symmetry of a distribution; in most instances the comparison is made to a normal distribution. A positively skewed distribution has relatively few large values and tails off to the right, and a negatively skewed distribution has relatively few small values and tails off to the left.

Skewness values falling outside the range of-1 to +1 indicate a substantially skewed distribution (Ghozali & Fuad, 2005; Hair et al., 2010). Kurtosis is a measure of the

peakedness or flatness of a distribution when compared with a normal distribution. A positive value indicates a relatively peaked distribution, and a negative value indicates a relatively flat distribution (Field, 2009). Where N is the sample size, the statistical value (Z) for Skewness is calculated as:

$$\textbf{Z-Value Skewness} = \frac{\textit{Skewness}}{\sqrt{\frac{6}{N}}} = \textbf{Skewness/Std. error Skewness}$$

Source : Hair et al. (2010).

Similarly, for the kurtosis value, z- kurtosis is calculated as:

$$\textbf{Z-Value kurtosis} = \frac{\textit{Kurtosis}}{\sqrt{\frac{6}{N}}} = \textbf{kurtosis /Std. error Kurtosis}$$

Source : Hair et al. (2010).

Ghozali and Fuad (2005) suggest that normality is achieved if the data for a study achieved the necessary normality of the Z-value Skewness of < 2 and the Z-value kurtosis of < 7. For multivariate normality, we can detect it through Mardia's coefficient through SEM analysis. For normality to be achieved, the kurtosis value of Mardia's coefficient should be less than 1.96 (t-value) and p-value of more than 0.05. For example, consider a multivariate kurtosis value of 16.42 to be Mardia's

coefficient, this suggests that the measured variables are not distributed normally (Tabachnick & Fidell, 2007).

The sample size has the effect of increasing statistical power by reducing sampling error. When the sample size is larger, the negative effects of non-normality are reduced (Hair et al., 2010; Pallant, 2005), which implies that normality can have serious effects on small samples (less than 50 cases), but this effect can be minimized when sample sizes reach 200 cases or more (Hair et al., 2010).

4.12.5 Data Transformations

Data transformation is needed if a variable has an undesirable characteristic, such as non-normality, that detracts from its use in a multivariate technique. A transformation, such as taking the logarithm or square root of the variance, creates a transformed variable that is more suited to portraying the relationship. Transformations may be applied to either the dependent or independent variables, or both. The need and specific type of transformation may be based on theoretical reasons (e.g., transforming a known nonlinear relationship) or empirical reasons (e.g., problems identified through graphical or statistical means) (Field, 2009; Hair et al., 2010; Sekaran & Bougie, 2010).

4.12.6 Validity

Validity is the extent to which a measure or set of measures correctly represents the concept of a study (Kane, Crooks & Cohen, 1999). It is the degree to which it is free from any systematic or nonrandom error. There are four types of validity: content (face), construct, convergent, and discriminant validity. Validity is concerned with how well the concept is defined by the measure(s), whereas reliability relates to the consistency of the measure(s) (Cozby, 2009).

Content (face) validity is the assessment of the degree of correspondence between the items selected to constitute a summated scale and its conceptual definition. Face validity could be subjectively assessed through ratings of expert judges, pre tests with multiple sub-populations so that the selection of the scale items extends past just empirical issues to include also practical issues (Cozby, 2009; Hair et al., 2010). The selected measurement scales with its items were pre-tested by four bank managers to detect any unsuitable questions for the banking and Thailand culture from the practitioner's perspective.

Construct validity is the extent to which a set of measured variable actually represent the theoretical latent construct they are designed to measure. It can be tested by performing exploratory factor analysis (EFA) or confirmatory factor analysis (CFA). For this study, EFA was conducted on 165 pilot samples to verify the construct validity of the measurements selected. It is also used to ensure the measurements are valid for Thai respondents and culture. Later, CFA was conducted on the actual data

collected of 532 respondents to test construct validity of each measurement model in the research framework.

Convergent validity is the extent to which indicators of a specific construct converge or share a high proportion of variance in common. In other words, it assesses the degree to which two measures of the same concept are correlated; a high correlation indicates that the scale is measuring its proposed concept. Therefore, reliability is also an indicator of convergent validity (Cozby, 2009). Reliability tests were conducted on both the pilot and actual data of this study.

Discriminant validity is the presence of high cross-loadings, it indicates a discriminant problem. Another method is to compare average variance extracted (AVE) with correlation squared (Fornell & Larcker, 1981). If AVE is > correlation squared then, discriminant validity is supported. The variance extracted is calculated using the following is the extent to which a construct is truly distinct from other formula:

$$AVE = \frac{\sum[\lambda_i^2]Var(X)}{\sum[\lambda_i^2]Var(X) + \sum[Var(\varepsilon_i)]}$$

Where λ_i is the loading of x_i on X, Var denotes variance, ε_i is the measurement error of x_i, and Σ denotes a sum (Fornell & Larker, 1981).

Discriminant validity is performed on the final data and the result could be found in the finding section of this study.

4.12.7 Multicollinearity

Multicollinearity is the extent to which a variable can be explained by the other variables in the analysis. As multicollinearity increases, it complicates the interpretation of the variants because it is more difficult to ascertain the effect of any single variable, owing to their interrelationships (O'Brien, 2007). Multicollinearity could also be indicated by the correlation coefficients between variables, High value of r (>0.8) could mean the presence of multicollinearity. High multicollinearity will also be shown in AMOS analysis of SEM through the problems of non-positive definite, where there is the presence of factor loadings of more than one.

4.13 Reliability Test

Reliability involves the extent to which the instrument measures some attribute in a systematic and therefore repeatable way (Field, 2009; Hair et al., 2010). Sekaran and Bougie (2010) defines the reliability of a measure as the extent to which the measure is without bias (error free) and hence offers consistent measurement across time and the various items in the instrument. If multiple measurements are taken, the reliable measure will be consistent with all their values. It differs from validity in that it relates not to what should be measured, but instead to how it is measured (Hair et al., 2010; Kane, 1999). Cronbach alpha is the measure of reliability that ranges from 0 to 1, with values of 0.60 to 0.70 deemed the lower limit of acceptability (Hair et al., 2010). Another method to measure reliability is through composite reliability. The

composite reliability should be above 0.60 (Bagozzi & Yi, 1988). The composite reliability is calculated using the following formula:

$$\text{Composite reliability} = \frac{(\sum \text{Standardized Loading})^2}{(\sum \text{Standardized Loading})^2 + \sum \text{Measurement Error}}$$

Although researchers suggest 0.7 as the accepted cutoff point, any value above 0.6 is regarded as satisfactory (Bagozzi & Yi, 1988; Hair et al., 2010; Sekaran & Bougie, 2010).

4.14 Analysis Method

Since, this study intends to investigate causal and mediating relationships between latent variables, structural equation modeling (SEM) was the main analysis method used (Hair et al., 2010; Loehlin, 2004).

4.14.1 Structural Equation Modeling (SEM)

Structural Equation Modeling (SEM) is a multivariate technique combining aspects of factor analysis and multiple regressions that enable the researcher to simultaneously examine a series of interrelated dependence relationships among the measured variable and latent constructs (variables) as well as between several latent constructs (Hair et al., 2010; Kline, 2010). SEM will be used as the main analysis methods because the present research model needs mediating effects analysis as well

as it is able to generate new paths in the revised model. Since SEM uses variance-covariance analysis method, it is able to analyse causal relationships between and amongst latent constructs.

4.14.2 The justification for using SEM

There are several of reasons why this study adopted SEM and not multiple regressions. First, advanced multivariate analysis methods such as structural equation modeling (SEM) was seldom used in past studies. SEM is normally used when the research involves the measurement of multiple latent predictor variables, indirect effects and path analysis. In addition, SEM is employed when a questionnaire is designed to accommodate interval and ratio scales and when a questionnaire is designed to accommodate interval and ratio scales. SEM is also used when the research is measuring something that is highly hypothetical and conceptual.

Most social science studies are hypothetical and conceptual in nature (perceptive measures like satisfaction, happiness, tiredness etc.). Regressions are for more metric scales (e.g. Price, cost, temperature, etc.). There are many advantages of SEM compared to multiple regressions. These include: SEM allows more flexible assumptions to be made (particularly allowing interpretation even in the face of multicollinearity) (Hair et al., 2010; Kline, 2010). SEM uses confirmatory factor analysis to reduce measurement error by having multiple indicators per latent variable, the greater recognition given to the validity and the reliability of observed scores from measurement instruments (Hair et al., 2010; Loehlin, 2004). Specifically, measurement

error has become a major issue in many disciplines; but measurement error and statistical analysis of data have been treated separately. Structural equation modeling techniques explicitly take measurement error into account when statistically analysing data. SEM test models overall rather than coefficients individually; SEM test models with multiple dependents (model mediating variables and to handle difficult data (i.e. non-normal data, incomplete data).

Generally, SEM involves the specification of an underpinning model such as a Smith corporate image model used in the present study (Smith, 1993). Therefore, SEM provides an appropriate and most efficient estimation technique for a series of separate multiple regression equations estimated simultaneously (Hair et al., 2010; Kline, 2010; Loehlin, 2004).

4.14.3 Types of Variables in SEM

A component of SEM has two types of variables which are latent variable and observed/measured variable. Latent variable/unobserved/construct/factor is a key variable, an abstract construct, and can only be observed by the effect of the observed variable. Observed/measured/manifest/reference variable is an empirically measurable variable, and is called an indicator; it is an effect of the latent variable. Observed variable is the actual answers to the questions or items in the questionnaire. Latent variables consist of exogenous latent and endogenous dependent latent variable. Exogenous latent variable refers to independent (latent). Dependent latent variable in one model equation plays as independent variable known as endogenous

latent variable. These include mediating and pure dependent variable. The latent variables in SEM are continuous variables. And theoretically could have an infinite number of values (Hair et al., 2010; Kline, 2010; Loehlin, 2004). In the present study has five (5) exogenous latent variables (brand architecture, perceived value, CSR, internet marketing and trust), a mediating (attitude) and an endogenous variable (corporate image).

4.14.4 Types of Error

SEM relates to two kinds of errors as the result of measurement and structural model. Namely they are the measurement error and structural error. As observed variables cannot give a perfect reflection of specific latent variable, so the measurement error is added into the model. There are two math symbols, i.e. data are for observed exogenous variable (X) and epsilon is for observed endogenous variable (Y). In addition, the unique error in structural error will be considered and added as a value to the structural model for independent/dependent latent variables cannot perfectly predict the dependent variables (Kline, 2010; Loehlin, 2004).

4.14.5 Recursive Model

Recursive model in SEM model specifies the same number of direct structural relationships as the number of possible construct correlations in the confirmatory factor analysis (CFA). The fit statistics for a saturated theoretical model should be the same as those obtained from the CFA model (Hair et al., 2010).

In contrast, a non-recursive model contains feedback loops. A feedback loop exists when a construct is seen as both a predictor, and an outcome of another single constructs. The feedback loop can involve direct or even indirect relationships. In the indirect relationship the feedback occurs through a series of paths or even through correlated error terms. In addition, non-recursive models also have problems with statistical identification.

4.14.6 Confirmatory Factor Analysis (CFA)

Confirmatory factor analysis (CFA) determines whether the number of factors and the loading of items on them to conform to what is expected based on the pre-established theory of scale assessment that was conducted on every constructs and measurement models. Structural equation modeling (SEM) techniques were used to perform the CFA. The AMOS software was used to calculate whether the proposed factor solutions fit the data and show whether the model fits the data very well.

The goodness of fit is the decision to see the model fits into the variance-covariance matrix of the data set. The CFA measurement and structural model have a good fit with the data based on assessment criteria such as GFI, CFI, TLI, PNFI, RMSEA (Bagozzi & Yi, 1988).

Table 4.24
Summary of Goodness-of-Fit Indicators

Absolute Fit Level	
Determine the predicted level of the overall model fit (structural and measurement)	

Fit Measures	**Indications of Fit Measures (Threshold)**
Chi-square (X^2)	
Probability level	A *p* value >0.05 indicates an acceptable fit.
GFI	
Goodness-of-fit index	A value always ≤1 and 1 indicates a perfect fit. (GFI >0.90)
RMR	
Root mean square residual	Value close to 0.0, the better the model fit**.**
RMSEA	
Root mean square error approximation	A value of about ≤0.08 indicates a reasonable error of approximation**,** the value should not be >0.1

Incremental Fit Level	
Compare the proposed model with the basic model (as a comparison model)	

Fit Measures	**Indications of Fit Measures (Threshold)**
AGFI	
Adjusted goodness-of-fit Index	≥0.9 = good model fit, ≤0.89 = marginal fit.
TLI	
Tucker-Lewis index	A value between 0 and 1, a value close to 1 indicates a very good fit.
CFI	
Comparative Fit index	A value between 0 and 1, a value close to 1 indicates a very good fit.
NFI	
Normed Fit Index	A value between 0 and 1, 1 indicates a perfect fit.

Parsimonious Fit Level	
Adjust the measure of fit to provide a comparison between models with differing numbers of estimated coefficients; the purpose is to determine the amount of fit achieved by each estimated coefficient.	

Fit Measures	**Indications of Fit Measures (Threshold)**
CMIN-DF (X^2/df) Normed Chi-Square	Low bound = 1.0 High bound = 2.0 Ratio between X^2 divides degree of freedom

Source: Hair et al. (2010)

4.14.7 Goodness of Fit Index

SEM enables the researcher to obtain Goodness of Fit (GOF) index of all measurements and structural models. The most popular GOF index and its threshold levels are listed in Table 4.24.

4.15 Direct and Indirect Effect

The total effect of one variable on another can be divided into direct effects which no intervening variable involved and indirect effects through which one or more intervening variable (Hair et al., 2010; Kline, 2010). The core of the post analysis should be an examination of the coefficients of direct and indirect hypothesized relationships and should indicate whether the hypothesized model was a good fit to the observed data. A direct effect represents the effect of an independent variable (exogenous) on a dependent variable (endogenous). The indirect effect is a structural model with a hypothesized mediating effect which can produce direct and indirect effects. If the hypothesized model became SC (Strictly Confirmatory), then the examination of hypotheses should be based on revised or re-specified model. Direct effects are the relationship linkage two constructs with a single arrow.

4.16 Mediating Effect

An indirect effect represents the effect of an independent variable on a dependent variable through a mediating variable or a few mediating variables (path analysis).

The examination of the residuals should also be conducted as another indicator of model fit. Indirect effects are those relationships that involve a sequence of relationships with at least one intervening construct involved. Consequently, an indirect effect is a sequence of two or more intervening variables such as brand architecture for corporate image through attitude. The equation path from direct and indirect path structure in Figure 4.3 shows an example. If direct estimate is more than the indirect estimate, then there is no mediating effect of the intervening variable. If the results are vice versa, than mediating effect is substantiated.

The core of the post analysis should be an examination of the coefficients of direct and indirect hypothesized relationships and should indicate whether the hypothesized model was best fit to the observed data. The final generate model produces the indirect effect estimates which will be used to indicate whether the mediating effect is supported. An indirect effect represents the effect of an independent variable on a dependent variable through a mediating variable or a few mediating variables (path analysis). An examination of the residuals should also be conducted as another indicator of model fit.

A mediating effect is created when a 3rd variable/construct (s) intervenes between two other related constructs. Simultaneously, a moderating effect occurs when a 3rd variable/construct changes the relationship between two related variables/ construct. The analysis of moderators is easiest when the moderator has no significant linear relationship with either the predictor or the criterion variable. The lack of a relationship between the moderator and the predictor and criterion variables helps

distinguish moderators from mediators. The total effect will become significant with the inclusion of the moderator.
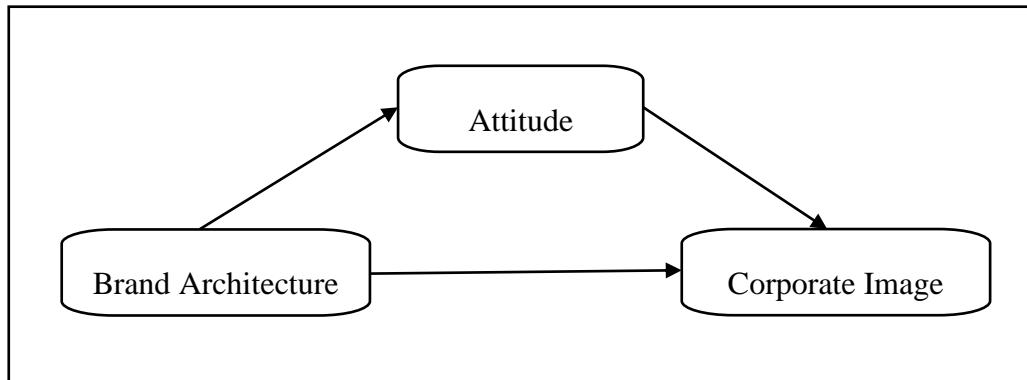
Figure 4.2
A SEM Model with Direct and Indirect Effect Example

Thus, Hair et al. (2010) propose that mediating requires significant correlations among all three constructs. Theoretically, a mediating construct facilitates the relationship between the other two constructs involved. If the mediating construct completely explains the relationship between the two original constructs (e.g., brand architecture and corporate image), then it term this complete mediation. But if found that there is still some of the relationship between brand architecture and corporate image that is not explained away by the mediator, then it denotes this as partial mediation.

Using the Figure 4.2, the steps of testing for mediation (Hair et al., 2010) are;

1. Establish that the necessary individual relationships have statistically significant relationship between all three constructs;

i. Brand architecture is related to corporate image: It establishes that the direct relationship does exist.

ii. Brand architecture is related to attitude: It establishes that the mediator is related to the input construct.

iii. Attitude is related to corporate image: It establishes that the mediator does have a relationship with the outcome construct.

2. Estimate an initial model with only the direct effect between brand architecture and corporate image. Then estimate a second model adding in the mediating variable (Attitude) and the two additional path estimates (brand architecture-attitude, attitude-corporate image). Then assess the extent of mediation as follows;

i. If the relationship between brand architecture and corporate image remains significant and unchanged once attitude is included in the model as an additional predictor (brand architecture and attitude now predict corporate image), then mediation is not supported.

ii. If brand architecture - corporate image is reduced but remains significant when the attitude is included as an additional predictor, then partial mediation is supported.

iii. If brand architecture - corporate image is reduced to a point where it is not statistically significantly after attitude is included as a mediating construct, then full mediation is supported. The individual paths (brand architecture-attitude, attitude-corporate image) increased after inclusion of direct path (brand architecture - corporate image).

4.17 Summary

This chapter provides in the research methodology. It presents research design, research framework, hypothesis and operational definition. Subsequently, this chapter detailed the measurement, questionnaire design, pretest, pilot study, sampling and data analysis method that procedure used in this study such as data screening techniques (normality, reliability and validity). The description of the procedures for data collection includes a discussion of population, sample size and the survey procedure. In the data analysis section, structural equation modeling (SEM) was the main analysis method used for data analysis was explained for the purpose and benefit of this study, and presented justification for using SEM and SEM procedure. Finally, it is explained about testing for mediation.

CHAPTER FIVE

RESEARCH FINDING

5.1 Chapter Overview

This chapter presents the results of the data analysis and testing of hypotheses for this study in accordance with the research design and methodology. The first section shows the overall response rate and all the data collected were then screened and normalized. The next section attempts to accomplish analysing the demographics and attributes of respondents. The validity of measures was analysed next using factor analysis and the internal consistency procedure of reliability analysis, correlation estimation, convergent validity analysis, and discriminant validity. The next section includes confirmatory factor analysis (CFA) and structural model results using Structural Equation Modeling (SEM). Finally, the results of hypotheses are presented to achieve conclusion.

5.2 Overall Response Rate

This study used proportionate stratified sampling and conducted with a sample size of 900 consisting of direct selling customers. As mentioned previously, 900 questionnaires were distributed and 612 were collected back representing the overall response rate of 68% (612 ÷ 900), which was obtained within three month data collection period starting from August to October, 2012.

5.3 Data Screening

Several screening tests were conducted such as response bias, missing data and treatment of outlier (Mahalanobis Distance). The results of each screening methods are presented next.

5.3.1 Response Bias

To test response bias, t-test was conducted on the two split batches of data based on responses received first. This study divided the response data into two groups (After identifying missing data, 588 questionnaires ÷ 2 = 294 respondents), the first 294 answered questionnaires were received before the month of September and the next 294 were those received later in the month of October (Table 5.1).

Table 5.1
Group Statistics of Corporate Image

	Groups	N	Mean	Std. Deviation	Std. Error Mean
Corporate Image	1	294	4.4853	.86803	.05062
	2	294	4.4161	.88575	.05166

The mean of the variable corporate image for the first 294 respondents was 4.4853 and the next 294 respondents were 4.4161. This shows both groups of respondents were free from data bias that is confirmed by the t-test whereby, t-value of 0.956 is insignificant at p-value = 0.00. From the Table 5.2, no significant difference exists

between corporate image and the response groups. Therefore, overall data are free from response bias.

Table 5.2
Independent Samples T-test (two groups of Corporate Image)

Corporate Image	Levene's Test for Equality of Variances		t-test for Equality of Means			
	F	Sig.	t	df	Mean Diff.	Std. Error Diff.
Equal variances assumed	.048	.826	.956	586	.06916	.07233
Equal variances not assumed			.956	585.76	.06916	.07233

5.3.2 Missing Data

The next step in the screening procedure is to identify the missing data (Hair et al., 2010). Overall, 588 survey instruments (with ±5 margin of error of accuracy and a confidence interval of 95%) were utilized from 612 questionnaires collected. Twenty four entries (2.7%) were excluded from the analysis because the participants did not complete most sections of questionnaire missing data of more 50%, which resulted in a total of 588 questionnaires to be used in subsequent analysis.

211

5.3.3 Treatment of Outlier (Mahalanobis Distance)

The detection of outliers through Mahalanobis Distance (D^2) resulted in the deletion of 56 cases deleted (Table 5.3) that these are extreme case scores, which have a much higher effect on the outcome of any statistical analysis.

Table 5.3
List of Deleted Cases Ater the Application of Mahalanobis Distance

Number	Observation cases	Mahalanobis d -square
1	549	172.52667
2	386	171.24816
3	184	162.19873
.	.	.
.	.	.
.	.	.
55	560	71.91652
56	**229**	**71.45164**
57	417	70.57696

The criterion for identification of multivariate outliers is Mahalanobis Distance at $p <$ 0.001. Mahalanobis Distance is compared with the χ^2 with a degree of freedom of 38 items, which is the number of variables (constructs) used in this study. Any cases with a Mahalanobis Distance greater than χ^2 (38) $=$ 70.71 (Table 5.3) were considered as multivariate outliers and therefore were deleted from the data set. In this study, Mahalanobis Distance identified 56 cases ($>$ 70.71). As multivariate outliers, these cases were excluded from further analysis. The total final usable respondents remained at 532 (588 - 56 = 532 respondents).

On further screening of data, 56 cases were classified as outliers. Consequently, the final acceptable response rate was 59.11% (n = 532).

5.4 Demographic Profiles of Respondents (n = 532)

The demographic profile of the respondents included in this study comprises of the following six major items: (1) gender, (2) age, (3) status, (4) education, (5) organization, and (6) income. The results are presented as frequency and percentage that was obtained from a descriptive analysis of above mentioned variables as shown in Table 5.4.

Overall, 71.2% of the respondents were female and 28.8% were male. The respondents' ages are mostly 26 - 30 years old (29.5%) followed by 31 - 35 years old (26.5%), 18 - 25 years old (14.3%) and more than 35 years old (23.7%). About 57% of respondents were single, and 41.7% were married. Their qualification varies from Bachelor's degree (62%), Master degree (22.4%), and Secondary levels (15.2%). The respondents were university employees 183 (34.4%), government officer 179 (33.6%) and bank staffs 170 (32%), with the average earning income per month in the range of 10,000 to 15,000 Baht (n = 177, 33.3%).

Table 5.4
Results of the Demographic Profile of Respondents (n = 532)

Variables	Valid	Frequency	Percentage (%)
Gender	Male	153	28.8
	Female	379	71.2
Total		**532**	**100.0**
Age	18-25 years	76	14.3
	26-30 years	157	29.5
	31-35 years	141	26.5
	36-40 years	60	11.3
	41-45 years	47	8.8
	46-50 years	24	4.5
	51-55 years	18	3.4
	56-60 years	8	1.5
	More than 60 years	1	.2
Total		**532**	**100.0**
Status	Single	303	57.0
	Married	222	41.7
	Other	7	1.3
Total		**532**	**100.0**
Education	Secondary Level	81	15.2
	Bachelor Degree	330	62.0
	Master Degree	119	22.4
	PhD Degree	2	.4
Total		**532**	**100.0**
Organization	University	183	34.4
	Government	179	33.6
	Bank	170	32.0
Total		**532**	**100.0**
Income	Less than 10,000 Baht	101	19.0
	10,000-15,000 Baht	177	33.3
	15,001-20,000 Baht	101	19.0
	20,001-25,000 Baht	71	13.3
	More than 25,000 Baht	82	15.4
Total		**532**	**100.0**

5.5 Direct Selling Profile of Respondents (n = 532)

The results of the direct selling profile of respondents obtained from a descriptive analysis of the above mentioned variables are shown in Table 5.5 which was presented as frequency and percentage.

Table 5.5
Results Direct Selling Profile of Respondents (n = 532)

Variables	Valid	Frequency	Percentage (%)
Years of being the customer of the direct selling	Less than 1 year	198	37.2
	1-2 years	131	24.6
	2-3 years	61	11.5
	3-4 years	26	4.9
	4-5 years	27	5.1
	More than 5 years	89	16.7
Total		**532**	**100.0**
Name of direct selling companies	Amway	326	30.0
	Skyline	195	18.0
	Better way	149	13.7
	Aimstar	101	9.3
	Zulian	99	9.1
	Kangzen-Kenko	66	6.1
	Avon	55	5.1
	Unicity	34	3.1
	Nu Skin	30	2.8
	Neo Life	13	1.2
	Join & Coin	4	.4
	Other	14	1.3
Total		**1086**	**100.0**
Type of products	Cosmetics & personal care	380	44.9
	Supplements	220	26.0
	Household care	96	11.3
	Food and drink	95	11.2
	Electrical equipment	27	3.2
	Clothing	22	2.6
	Books & education supplies	5	0.6
	Other	2	0.2
Total		**847**	**100.0**

Table 5.5 (cont.)
Results Direct Selling Profile of Respondents (n = 532)

Variables	Valid	Frequency	Percentage (%)
How to purchase	Salesperson	378	57.7
	Outlet	229	35.0
	Online	27	4.1
	Direct Mail	19	2.9
	Other	2	0.3
Total		**655**	**100.0**
The reason for buying	High quality products	212	26.7
	Ease of purchase	196	24.7
	Special discount	146	18.4
	A variety of products	139	17.5
	Good services	61	7.7
	Fair price	22	2.8
	Other	17	2.1
Total		**793**	**100.0**
Amount of purchase	Less than 500 Baht	113	21.2
	501-1,000 Baht	221	41.5
	1,001-1,500 Baht	95	17.9
	1,501-2,000 Baht	39	7.3
	2,001-2,500 Baht	26	4.9
	More than 2,500 Baht	38	7.1
Total		**532**	**100.0**
Frequency of purchase	1-2 weeks/time	59	11.1
	3-4 weeks/time	135	25.4
	More than a month/time	338	63.5
Total		**532**	**100.0**

The majority of respondents involve in direct selling business are for less than 1 year (n = 198, 37.2%). Top 5 direct selling companies in Thailand with Amway (the highest number of customers) (n = 326, 30%), Skyline (n = 195, 18%), Better way (n = 149, 13.7%), Aimstar (n = 101, 9.3%), and Zulian (n = 99, 9.1%). The direct selling products that respondents regularly purchased were cosmetics and personal care products (44.6%), followed by supplements (26%). Most respondents (57.7%)

purchased direct selling product from salesperson and 35% purchased from direct selling outlets, a major reason of purchasing was higher quality products (26.7%). Most of the direct selling customer (41.5%) spent between 500-1,000 Baht per a purchase and making a purchasing once every month (63.5%).

5.6 Descriptive Statistics for All Items and Constructs (n = 532)

Upon the data set were screened to be free from missing data and outliers, the descriptive statistics for all the seven key constructs were shown in Table 5.6. This table presents the descriptive statistics (mean, median, standard deviations, variance, and range) of the constructs and its items. The seven constructs consist of brand architecture (5 items), corporate social responsibility (6 items), perceived value (5 items), internet marketing (5 items), trust (6 items), attitude (5 items), and corporate image (6 items).

Table 5.6
Descriptive Statistics for All Items (n = 532)

Construct	Mean	Median	Std. Deviation	Variance	Range
Brand Architecture					
BA1	5.17	5	1.163	1.352	6
BA2	4.93	5	1.094	1.197	6
BA3	5.07	5	1.177	1.385	6
BA4	4.43	4	1.189	1.413	6
BA5	4.64	5	1.138	1.296	6
Corporate Social Responsibility					
CSR1	4.20	4	1.062	1.128	6
CSR2	4.35	4	1.102	1.213	6
CSR3	4.17	4	1.131	1.278	6
CSR4	4.30	4	1.135	1.288	6
CSR5	4.45	4	1.171	1.371	6
CSR6	4.39	4	1.129	1.275	6
Perceived Value					
PV1	4.32	4	1.049	1.101	6
PV2	4.56	5	1.074	1.154	6
PV3	4.23	4	1.135	1.289	6
PV4	4.36	4	1.062	1.127	6
PV5	4.57	5	1.047	1.097	6
Internet Marketing					
IM1	4.46	4	0.896	0.802	6
IM2	4.45	4	0.945	0.892	6
IM3	4.41	4	1.009	1.018	6
IM4	4.57	4	0.969	0.938	6
IM5	4.52	4	0.969	0.940	6
Trust					
TST1	4.52	4	0.956	0.913	6
TST2	4.53	4	0.937	0.878	6
TST3	4.33	4	0.979	0.959	6
TST4	4.31	4	0.974	0.948	6
TST5	4.26	4	0.992	0.984	6
TST6	4.23	4	0.971	0.944	6
Attitude					
ATT1	4.18	4	0.943	0.889	6
ATT2	4.32	4	1.001	1.003	6
ATT3	4.27	4	0.898	0.807	6
ATT4	4.15	4	1.067	1.139	6
ATT5	4.27	4	0.942	0.888	6
Corporate Image					
CM1	4.76	5	0.957	0.917	6
CM2	4.53	4	0.994	0.988	6
CM3	4.30	4	0.953	0.908	6
CM4	4.51	4	1.085	1.177	6
CM5	4.37	4	0.997	0.995	6
CM6	4.33	4	1.007	1.013	6

*All items were minimum=1, and maximum=7

5.7 Assessment of Normality

The highest value of Z for skewness was 0.688 for ATT3, which is below 2 (Ghozali & Fuad, 2005). Taking cutoff point of 2 for Z-skewness values, therefore all items are normalized and no transformation was performed on all of the items.

The Z-value of kurtosis was between -1.036 (ATT4) and -1.557 (IM1), which is still <7. According to Ghozali and Fuad (2005), the skewness and kurtosis for each variable were examined and no values were found to be greater than an absolute value of 1, which suggests reasonably normal distributions. Furthermore, P-P Plot and Q-Q Plot were employed as can be seen in Appendix I, where it is found that the data is normally distributed.

Besides, on assessing normality in order to find the multivariate that contains Mardia's coefficient of multivariate kurtosis value is 200.971. Value ≤ 1.96 mean there is non-significant kurtosis while values > 1.96 mean there is significant kurtosis, which mean significant normality. Table 5.7 shows Z-skewness and Z-catharsis of all items used in the study.

Table 5.7
Distributional Characteristics Testing for Normality

Construct	Skew. Stat.	Std. Error of Skew.	Z-Value Skew.	Kurtosis Stat.	Std. Error of Kurtosis	Z-Value Kurtosis
Brand Architecture						
BA1	0.086	0.397	0.217	-1.130	0.795	-1.421
BA2	0.080	0.397	0.204	-1.101	0.795	-1.385
BA3	0.026	0.397	0.065	-1.125	0.795	-1.415
BA4	0.127	0.397	0.320	-1.000	0.795	-1.258
BA5	0.136	0.397	0.343	-1.165	0.795	-1.465
Corporate Social Responsibility						
CSR1	0.008	0.397	0.020	-0.946	0.795	-1.182
CSR2	0.091	0.397	0.229	-1.012	0.795	-1.273
CSR3	0.025	0.397	0.063	-1.020	0.795	-1.283
CSR4	0.106	0.397	0.267	-1.014	0.795	-1.275
CSR5	0.158	0.397	0.398	-1.002	0.795	-1.260
CSR6	0.191	0.397	0.481	-0.953	0.795	-1.199
Perceived Value						
PV1	0.065	0.397	0.164	-1.008	0.795	-1.268
PV2	0.007	0.397	0.018	-1.098	0.795	-1.381
PV3	0.082	0.397	0.207	-1.059	0.795	-1.332
PV4	0.088	0.397	0.222	-1.101	0.795	-1.385
PV5	0.086	0.397	0.217	-1.178	0.795	-1.482
Internet Marketing						
IM1	0.145	0.397	0.365	-1.238	0.795	-1.557
IM2	0.134	0.397	0.338	-1.170	0.795	-1.472
IM3	0.194	0.397	0.489	-1.085	0.795	-1.365
IM4	0.188	0.397	0.474	-1.158	0.795	-1.456
IM5	0.134	0.397	0.338	-1.175	0.795	-1.478
Trust						
TST1	0.094	0.397	0.237	-1.192	0.795	-1.499
TST2	0.128	0.397	0.322	-1.216	0.795	-1.530
TST3	0.186	0.397	0.469	-1.004	0.795	-1.263
TST4	0.116	0.397	0.292	-1.003	0.795	-1.262
TST5	0.165	0.397	0.416	-0.996	0.795	-1.253
TST6	0.114	0.397	0.287	-0.921	0.795	-1.158
Attitude						
ATT1	0.105	0.397	0.264	-0.915	0.795	-1.151
ATT2	-0.007	0.397	-0.018	-1.092	0.795	-1.374
ATT3	0.273	0.397	0.688	-0.861	0.795	-1.083
ATT4	0.017	0.397	0.043	-0.824	0.795	-1.036
ATT5	0.051	0.397	0.128	-1.012	0.795	-1.273
Corporate Image						
CM1	0.106	0.397	0.267	-1.158	0.795	-1.457
CM2	0.065	0.397	0.164	-1.165	0.795	-1.465
CM3	0.188	0.397	0.474	-0.982	0.795	-1.235
CM4	0.059	0.397	0.149	-1.100	0.795	-1.384
CM5	0.201	0.397	0.506	-0.979	0.795	-1.231
CM6	0.154	0.397	0.388	-0.947	0.795	-1.191
Multivariate					200.971	42.036

5.8 Validity Test

Several validity tests were conducted on the measures to ensure convergent which indicators of a specific construct converge or share a high proportion of variance in common and discriminant validity which a construct is truly distinct from other construct (Cozby, 2009; Hair et al., 2010; Kane et al., 1999). To test for convergent validity, exploratory factor analysis (EFA) was conducted and for discriminant validity, the average variance extracted (AVE) was calculated for each construct item. The results are compared to correlation results shown below.

5.8.1 Convergent Validity Test (Exploratory Factor Analysis)

Convergent validity indicates the degree to which multiple items are measured the same construct agree. It is also demonstrated when standardized factor loading between 0.50 and above on their associated factors (Fornell & Larcker , 1981). This can be tested by performing exploratory factor analysis and confirmatory factor analysis. The outcome results of the exploratory factor analysis (EFA) on five exogenous variables (independent variables); corporate social responsibility, trust, internet marketing, brand architecture, and perceived value shown in the Table 4.9. It presented the Kaiser-Meyer-Olkin (KMO) reading of .949 and Bartlett's test of sphericity was significant indicating the sampling adequacy of factors when performing factor analysis of the data. The factor analyses were diagnosed and found to have met the necessary statistical assumptions as indicated by their high KMO measure in conjunction with the diagonals of the anti-image correlation matrix,

which possesses value > .50. The measure of sampling adequacy (MSA) of this study, the results presented all constructs of independent variables had an overall MSA value of above .800 (between .877 - .971) that had an acceptable MSA value (see Appendix J).

The analysis shown in five components with eigenvalues more than 1, explained 69.143 percent of variance cumulatively. Factor 1, which represented corporate social responsibility consists of all six items proposed originally, factor loading for each item was above the .70 (well above .50) and explained 45.577 percent of variance cumulatively. Factor 2, which was trust, consists of six items with factor loadings of above .60 and a percentage of variance was 8.078. Factor 3, which was brand architecture, consists of five items that all factor loadings were above .60 and 6.416 percent of variance. Next, factor 4 was internet marketing consists of five items which factor loadings were above .60 and 4.772 percent of variance. Lastly, factor perceived values consist of five items were above .50 and a percentage of variance was 4.297. Of the above, the conducted exploratory factor analysis (EFA) indicates that all five constructs achieved convergent validity.

Table 5.8
Factor Analysis Result for Actual Data, n = 532 (Independent Variables)

Statements	Code	1(CSR)	2(TST)	3(BA)	4(IM)	5(PV)
Corporate Social Responsibility (CSR)						
	CSR3	.814				
	CSR4	.802				
	CSR2	.764				
	CSR6	.761				
	CSR5	.757				
	CSR1	.755				
Variance 45.557 %						
Trust (TST)						
	TST6		.769			
	TST3		.736			
	TST4		.736			
	TST5		.725			
	TST2		.713			
	TST1		.630			
Variance 8.078 %						
Internet Marketing (IM)						
	IM1				.763	
	IM2				.762	
	IM4				.678	
	IM5				.665	
	IM3				.603	
Variance 6.419 %						
Brand Architecture (BA)						
	BA3			. 806		
	BA2			.772		
	BA1			.720		
	BA4			.690		
	BA5			.690		
Variance 4.772 %						
Perceived Valued (PV)						
	PV3					.770
	PV2					.731
	PV4					.684
	PV1					. 645
	PV5					.521
Variance 4.297 %						

Kaiser-Meyer-Olkin Measure of Sampling Adequacy = .949
Approx. Chi-Square = 9916.593
DF = 351
Sig. = 0.000
Variance = 69.143

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. Rotation converged in 6 iterations.

Next, the exploratory factor analysis (EFA) was also again conducted on the endogenous variables (dependent variables) of attitude and corporate image. This was to test the convergent validity of each construct. The Kaiser-Meyer-Olkin (KMO) was .943, which should be > .50 for a satisfactory factor analysis proceed and Bartlett's test of sphericity was significant, indicating the sampling adequacy of factors when performed factor analysis on the data. The factor analyses were diagnosed and found to have met the necessary statistical assumption as indicated by their high KMO measure in conjunction with the diagonals the anti-image correlation matrix, which achieved values of more than .50. In this study, the index ranges of measure of sampling adequacy (MSA) on dependent variables from .926 to .958, which achieved an acceptable MSA value (see Appendix K).

Table 5.9 shown the results of the exploratory factor analysis (EFA) of the endogenous variables (dependent variables). The analysis resulted in two components with eigenvalue of more than 1, explaining 68.432 percent of variance cumulatively. Factor one, which represented Attitude (ATT) maintains the five items proposed originally. Factor loadings of more than .660 were possessed which explained 60.087 percent of variance cumulatively. Another factor was Corporate Image (CM) that consists of six items with factor loadings of more than .570 and a percentage of variance of 8.345. In conclusion, the conducted EFA indicates that all three constructs achieved convergent validity.

Table 5.9

Factor Analysis Result for Actual Data, n = 532 (Dependent Variables)

Statements	Code	1(ATT)	2(CM)
Attitude (ATT)			
	ATT3	.816	
	ATT4	.801	
	ATT1	.792	
	ATT5	.703	
	ATT2	.669	
Variance 60.087 %			
Corporate Image (CM)			
	CM1		.816
	CM2		.804
	CM4		. 721
	CM3		.627
	CM5		.621
	CM6		.572
Variance 8.345 %			
Kaiser-Meyer-Olkin Measure of Sampling Adequacy = .943			
Approx. Chi-Square = 3795.072			
DF = 55			
Sig. = 0.000			
Variance = 68.432			

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. Rotation converged in 3 iterations.

Subsequently, the exploratory factor analysis results (EFA) for actual data (n = 532) is presented in Table 5.10, the results of this study showed that the factor loading of all item indices achieved values had a value above .500. The lowest of factor loading for the exploratory factor analysis was .569 for TBA1. Refer Appendix L for EFA AMOS diagrams.

Table 5.10

The Exploratory Factor Analysis Results (EFA) for Actual Data, n = 532

Variables	Items	Attributes	Factor loading
Brand Architecture	TBA1	I buy from a well-known direct selling company.	.569
	TBA2	The brand of direct selling company has a personality.	.699
	TBA3	It is a brand of direct selling company that does not disappoint its customers.	.784
	TBA4	The brand of direct selling company is much consolidated in the market.	.772
	TBA5	The brand of direct selling company is interesting.	.791
Perceived Value	TPV1	The prices at my most frequented direct selling outlets are fair.	.762
	TPV2	I can purchase products for less at my most frequented direct selling outlets.	.742
	TPV3	The direct selling products, compared to others, can save me money.	.780
	TPV4	The direct selling company provides excellent value to its customers.	.797
	TPV5	The direct selling company offers high quality products and services.	.748
Internet Marketing	TIM1	The information provided by the internet direct selling company is easy to understand.	.761
	TIM2	The information provided by the internet direct selling company is easy to use.	.797
	TIM3	The information provided by the internet direct selling company is protected by the privacy act.	.741
	TIM4	The direct selling company's web site is informative and nicely designed.	.712
	TIM5	The internet marketing of direct selling has the ability to inspect and update information.	.731
Corporate Social Responsibility	TCSR1	The direct selling company positively participates in public activities.	.748
	TCSR2	The direct selling company emphasizes the rights of customers.	.846
	TCSR3	The direct selling company is very concerned with the local community.	.843
	TCSR4	The direct selling company is very concerned with environmental protection.	.860
	TCSR5	The direct selling company is very concerned with customers' benefits.	.866
	TCSR6	The direct selling company emphasizes on the goodwill and morality.	.863
Trust	TTST1	I trust the direct selling company.	.761
	TTST2	I feel that I can rely on the direct selling company to serve well.	.778
	TTST3	I believe that the direct selling company is honest.	.832
	TTST4	I trust the billing system.	.812
	TTST5	The direct selling company is reliable because it is mainly concerned with the customer's interests.	.801
	TTST6	The direct selling company keeps its promises.	.822

Table 5.10 (cont.)
The Exploratory Factor Analysis Results (EFA) for Actual Data, n = 532

Variables	Items	Attributes	Factor loading
Attitude	TATT1	Engaging in direct selling company is equitable.	.819
	TATT2	Engaging in direct selling company as a share owner is rewarding.	.712
	TATT3	Choosing the direct selling company is a good idea.	.796
	TATT4	I like to choose direct selling product.	.766
	TATT5	The communication of the direct selling company is complete.	.800
Corporate Image	TCM1	The direct selling company is pioneering.	.645
	TCM2	The direct selling company is self-confident.	.799
	TCM3	The direct selling company does business in an ethical way.	.848
	TCM4	The direct selling company is responsive to consumers.	.730
	TCM5	The direct selling company in general has a clean reputation.	.794
	TCM6	The direct selling company's overall image is favourable.	.821

5.8.2 Reliability Test

The reliability of this study was tested by Cronbach Alpha and composite reliability. Cronbach Alpha measures the internal consistency of variables measuring the construct in a summated scale; composite reliability measures the reliability of a construct in measurement model which offers a more retrospective approach in overall consistency of the construct itself. Nunnally (1978) suggested the reliability of the constructs was acceptable given that the Cronbach Alpha value is more than 0.60 and recommended the composite reliability value should be more than 0.70 that could be used to assess internal consistency.

The composite reliability values of all constructs were at least 0.978 (perceived value and internet marketing), thus indicating adequate internal consistency. While the

Cronbach Alpha value of all constructs was more than 0.70 (at least 0.857 for brand architecture), that the values had high internal consistency and were considered to be very reliable. Therefore, all constructs and variables used in this study are based on well-established instruments with high reliability values and the internal consistency of each construct was substantiated to be very good (Table 5.11).

Table 5.11
Reliability Levels of Instruments (Content Validity)

Construct	Internal consistency	
	Cronbach Alpha	Composite Reliability
Brand Architecture	0.857	0.981
Corporate Social Responsibility	0.945	0.982
Perceived Value	0.894	0.978
Internet Marketing	0.897	0.978
Trust	0.932	0.985
Attitude	0.903	0.981
Corporate Image	0.912	0.983

5.8.3 Multicollinearity

Multicollinearity occurs when two or more variables are highly correlated. It among either variable set will confound the ability of the technique to isolate the impact of any single variable, making interpretation less reliable (Hair et al., 2010; Mayer, 1999). Consequently, both collinearity and multicollinearity can exert harmful effects on SEM particularly in terms of the interpretation of results and how it is obtained; this is discussed in the following section.

According to the multiple regression analysis data presented in Table 5.12, the results of this study showed that the tolerance value was between 0.363 and 0.674, and variance inflation factor (VIF) value was between 1.484 and 2.780. Given that the tolerance value is substantially > 0.10 and the VIF value is < 10 (Hair et al., 2010), it can be concluded that multicollinearity among the variables is not a problem.

Table 5.12
Testing for Multicollinearity Based on the Assessment of Tolerance and VIF Values

Variables	Tolerance	VIF
Trust	0.363	2.752
Perceived Value	0.396	2.524
Internet Marketing	0.459	2.177
Corporate Social Responsibility	0.480	2.084
Dependent variable: Attitude		
Variables	**Tolerance**	**VIF**
Trust	0.360	2.780
Internet Marketing	0.437	2.287
Corporate Social Responsibility	0.477	2.097
Perceived Value	0.391	2.558
Brand Architecture	0.674	1.484
Dependent variable: Corporate Image		

5.8.4 Discriminant Validity (Average Variance Extracted)

An approach for assessing the discriminant validity by using variance extracted was suggested (Gaski, 1984), for measuring variable has in common with the constructs upon which it loads (Hair et al., 2010). Accordingly, Gaski (1984) argues that if the correlation between two composite constructs was not higher than their respective average variance extracted, then discriminant validity existed.

However, to satisfy the requirements of discriminant validity that the average variance extracted (AVE) of any two constructs must be more than the square of the correlation between the given two constructs (AVE > correlation^2) will denote the existence of discriminant validity (Fornell & Larcker, 1981). From the variance extracted, AVE is then calculated by averaging the two variances extracted of the variables. Discriminant validity is adequate when constructs have an average variance extracted (AVE) of at least 0.5 (Fornell & Larcker, 1981; Grant, 1989).

The Fornell and Larcker criterion (Fornell & Larcker, 1981), which states that the AVE should be > correlation^2 was used to assess the discriminant validity for all constructs. Based on Table 5.13 and 5.14, the results showed that all constructs (AVE > correlation^2) were distinct to one another which depicted the reliability and validity of the survey instrument. The all value of AVE was greater than the correspondent (correlation^2). Therefore discriminant was supported. Discriminant validity is satisfactory for the constructs in the measurement model.

In addition, three correlations were found to be high more than 0.800 i.e. trust - attitude (r = 0.903), trust - corporate image (r = 0.824), and attitude - corporate image (r = 0.875) (Table 5.13). When compared to AVE of similar items (Table 5.14), it was found that AVE > correlation square for these three correlations such as trust $\leftrightarrow$ attitude (0.940 > 0.815), trust $\leftrightarrow$ corporate image (0.920 > 0.679), and attitude $\leftrightarrow$ corporate image (0.924 > 0.766). Hence, discriminant validity of this study was supported for all the high correlations.

Table 5.13
Correlation Matrix (R square)

Variables	1	2	3	4	5	6	7
Brand architecture (1)	1.000						
Perceived Value (2)	0.548 (0.300)	1.000					
Internet Marketing (3)	0.579 (0.335)	0.693 (0.480)	1.000				
Corporate Social Responsibility (4)	0.501 (0.251)	0.730 (0.533)	0.628 (0.394)	1.000			
Trust (5)	0.550 (0.303)	0.765 (0.585)	0.738 (0.545)	0.669 (0.448)	1.000		
Attitude (6)	0.529 (0.280)	0.795 (0.632)	0.747 (0.558)	0.669 (0.448)	0.903 (0.815)	1.000	
Corporate Image (7)	0.591 (0.349)	0.749 (0.561)	0.743 (0.552)	0.683 (0.466)	0.824 (0.679)	0.875 (0.766)	1.000

** Correlation is significant at the 0.01 level (1-tailed)

Table 5.14
Average Variance Extracted (AVE)

Variable Name	1	2	3	4	5	6	7
Brand architecture (1)	1.000						
Perceived Value (2)	0.896	1.000					
Internet Marketing (3)	0.895	0.927	1.000				
Corporate Social Responsibility (4)	0.901	0.933	0.932	1.000			
Trust (5)	0.900	0.932	0.931	0.937	1.000		
Attitude (6)	0.904	0.936	0.935	0.940	0.940	1.000	
Corporate Image (7)	0.884	0.916	0.915	0.921	0.920	0.924	1.000

5.8.5 Nomological Validity

Nomological validity is test of validity that examines whether the correlations between constructs in measurement theory make sense such that correlations must be positive or negative according to theory stipulated (Hair et al., 2010). From Table 5.15, it is observed that all directions of correlations are in the hypothesized direction as stipulated in the hypotheses in accordance with the theory. Thus, it can be deducted that nomological validity is substantiated for all measures used in this study.

5.8.6 Confirmatory Factor Analysis (CFA)

The confirmatory factor analysis (CFA) final analysis of all measurement models of this study on each variable; exogenous and endogenous measurement model indicates that goodness of fit indices showed adequate fit (Table 5.15). All final CFAs of constructs produced a relatively good fit as indicated by the goodness of fit indices such as CMIN/df was below 2.0, p-value should be more than 0.05, goodness of fit index (GFI = above 0.95), comparative fit index (CFI = above 0.95) that greater than 0.90 had traditionally been considered acceptable fit (Mueller and Hancock, 2001), Tucker-Lewis index (TLI = 0.95), parsimony normed fit index (PNFI = above 0.5) that were considerably lower than other goodness of fit indices. While no threshold levels had been recommended for these indices, Mulaik et al. (1989) does note that it is possible to obtain parsimony fit indices within the 0.50 region while the other goodness of fit indices achieve value over 0.90. Root mean square error of

approximation (RMSEA) of value less than 0.080 (< 0.80). The RMSEA is an example of an absolute fit index which takes into consideration the complexity of the model when determining model fit (Hair et al., 2010). The present study showed that the RMSEA value was 0.017 which indicated a reasonable root mean square approximation value of less than 0.08 (< 1 %), for example, with 99% confidence (Hair et al., 2010).

Subsequently, the final confirmatory factor analysis results (CFA) are presented in Table 5.16, the results of this study showed that the factor loading of all final items which goodness of fit indices achieve values had a value above 0.500 (between 0.597 and 0.902). The items remained consist of brand architecture (3 items), perceived value (2 items), internet marketing (2 items), corporate social responsibility (3 items), trust (3 items), attitude (2 items), and corporate image (3 items). Refer Appendix N for individual CFA using AMOS diagrams.

Table 5.16
Final Confirmatory Factor Analysis Results (CFA)

Variables	Items	Attributes	Factor loading
Brand Architecture	TBA2	The brand of direct selling company has a personality.	.597
	TBA4	The brand of direct selling company is much consolidated in the market.	.808
	TBA5	The brand of direct selling company is interesting.	.862
Perceived Value	TPV3	The direct selling products, compared to others, can save me money.	.795
	TPV4	The direct selling company provides excellent value to its customers.	.835
Internet Marketing	TIM1	The information provided by the internet direct selling company is easy to understand.	.813
	TIM2	The information provided by the internet direct selling company is easy to use.	.866
Corporate Social Responsibility	TCSR1	The direct selling company positively participates in public activities.	.754
	TCSR3	The direct selling company is very concerned with the local community.	.902
	TCSR4	The direct selling company is very concerned with environmental protection.	.875
Trust	TTST3	I believe that the direct selling company is honest	.806
	TTST4	I trust the billing system.	.819
	TTST5	The direct selling company is reliable because it is mainly concerned with the customer's interests.	.824
Attitude	TATT3	Choosing the direct selling company is a good idea.	.827
	TATT4	I like to choose direct selling product.	.793
Corporate Image	TCM3	The direct selling company does business in an ethical way.	.833
	TCM4	The direct selling company is open and responsive to consumers.	.699
	TCM6	The direct selling company's overall image is favourable.	.820

5.9 Structural Model Results

There are three important general strategic frameworks for testing structural equation models (Jöreskog, 1993), which explained in previous chapter 4 (research methodology) structural equation modeling produces three models; (1) strictly confirmatory (SC), (2) alternative model (AM), (3) generating model (GM). Because of these outstanding features, SEM was considered to test the research model against

the data in order to help generate the best fitting model for this study. For this study, alternative model is not tested with the data. The next result concerns about the first model which is the strictly confirmatory (SC) or the hypothesized model.

5.9.1 Hypothesized Model (Strictly Confirmatory: SC)

The structural model produces the first hypothesized model that is usually strictly confirmatory (Byrne, 2001), which as illustrated in Figure 5.1. It showed that the hypothesized model with standardized estimates did not achieve model fit since p-value is less than 0.05 (p-value should be > 0.05).

Examination of the goodness-of-fit (GOF) of the hypothesized model (Figure 5.1) indicate that it achieved goodness-of-fit (GOF) in most indices expect p-value = 0.00, indicating that the model does not fit the data very well (Sekaran & Bougie, 2010). However, because the chi-square statistic is very sensitive to the sample size it is more appropriate to look at other fit measures. The final hypothesized model results that incremental fit level CFI (0.927) and TLI (0.920) which were above 0.90 (threshold value), sufficiently appropriate for the model fit. Other fit measures also indicated the goodness-of-fit (GOF) of the model to the data (χ^2 (chi-square) was 1704.779, degree of freedom (df) was 664, cmin/df is 2.647, RMSA = 0.56, GFI = 0.846, AGFI = 0.823, NFI = 0.888, PGFI =0.736, PNFI = 0.831). The hypothesized structural model also showed an R^2 value of 0.847 for explaining attitude and 0.804 for explaining corporate image (Table 5.17). Since p-value was not achieved, hypothesis testing will be based on generated model.

Table 5.17
Hypothesized Model (Goodness-of-Fit indices)

Measures	Fit Indices	Threshold Value
Absolute Fit Index Level		
χ^2	1704.779	
DF	644	
RMSEA	0.56	Less than 0.08
GFI	0.846	0.90 and above
P-value	0.000	p-value $\geq$ 0.05
Incremental Fit Level		
AGFI	0.823	0.90 and above
CFI	0.927	0.90 and above
TLI	0.920	0.90 and above
NFI	0.888	0.90 and above
Parsimonious Fit Level		
χ^2/df	2.647	Less than 2.0
PGFI	0.736	Higher better
PNFI	0.831	Higher better
SMC (R^2)		
SMC (R^2) Attitude	0.847	Bigger better
SMC (R^2) Corporate image	0.804	Bigger better
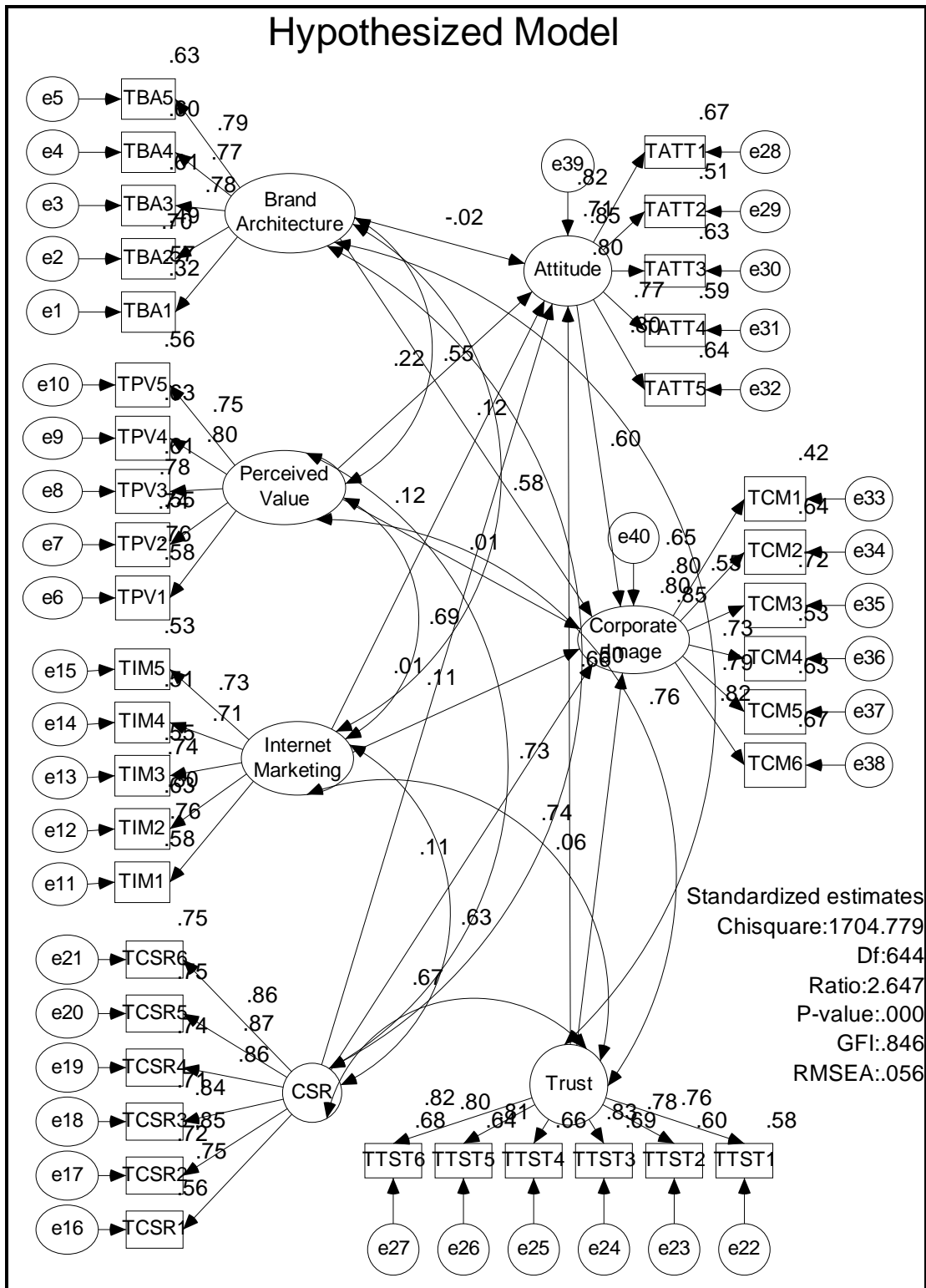
Figure 5.1
Hypothesized Model with Standardized Estimates

238

5.9.2 Generated Structural Model (GM)

Based on theoretically fit and empirically fit, an absolute fit index which takes into consideration the complexity of the model when determining model fit (Hair et al. 2010). Thus, the present study had dropped 20 items to improve the model fit (revised model) such as 2 items of brand architecture (TBA1 and TBA2), 3 items of perceived value (TPV1, TPV2 and TPV5), 3 items of internet marketing (TIM3, TIM4 and TIM5), 3 items of CSR (TCSR 2, TCSR5 and TCSR6), 3 items of trust (TTST1, TTST2 and TTST6), 3 items of attitude (TAAT1, TAAT2 and TAAT5), and 3 items of corporate image (TCM1, TCM2 and TCM5). The final generated model showed that 18 items remaining.

The generated structural model is a modeling strategy that compares the proposed model with a number of alternative models in an attempt to demonstrate that no better-fitting model exists. Using modification indices, the study developed a generating model in an attempt to ensure a better fitting and possibly more parsimonious model. Since the results of the hypothesized model (Figure 5.1) did not achieve a model fit (p < 0.000). Hence, the explanation of hypotheses result will be based on generated or revised model (Figure 5.2). It showed that the generated structural model was achieved model fit with p-value is 0.114 (p-value > 0.05).
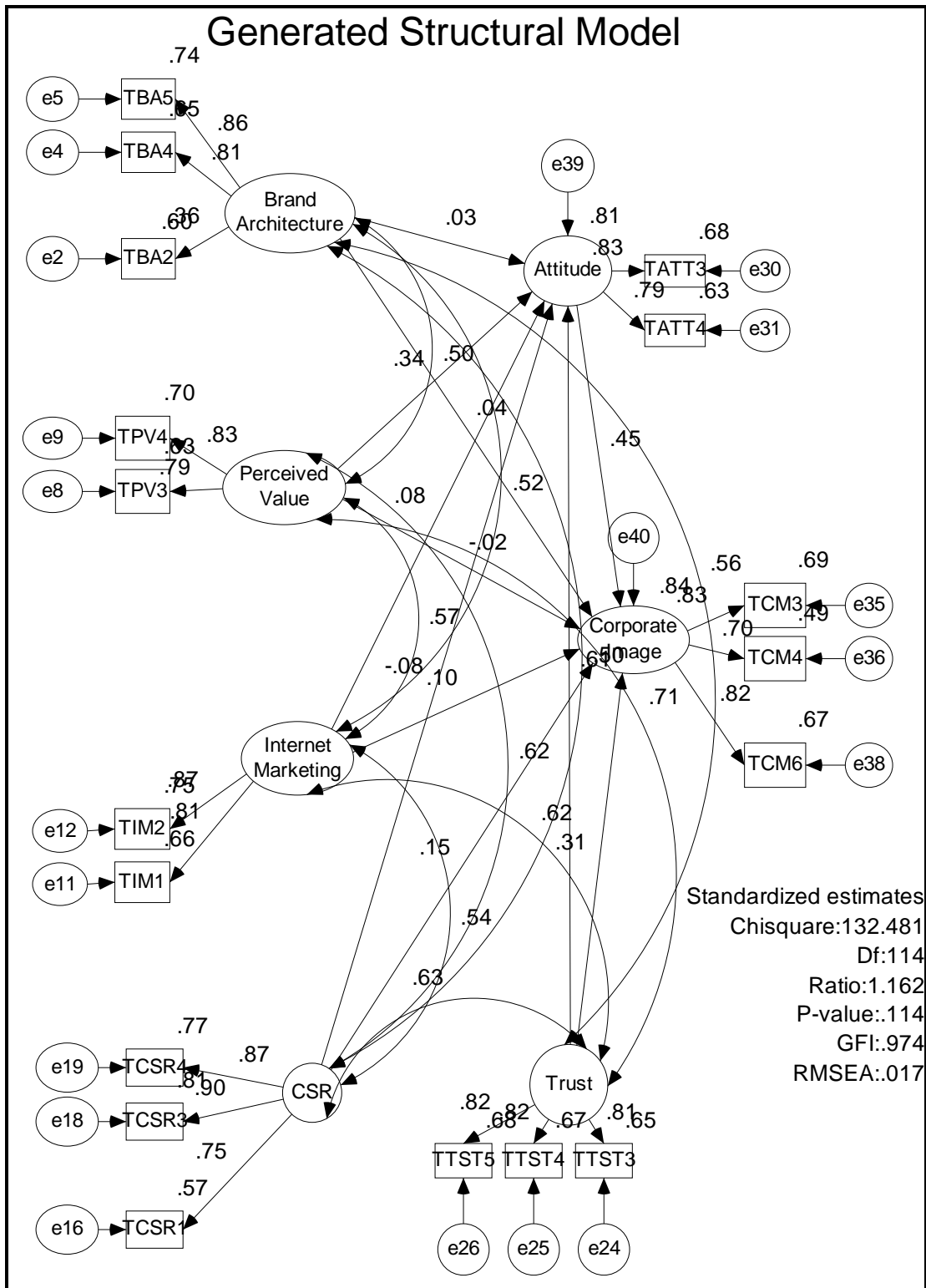
Figure 5.2
Generated Structural Model with Standardized Estimates (Revised model)

5.9.2.1 Goodness-of-Fit indices (Generated Model)

The result of the goodness-of-fit (GOF) of the generated model is presented in Table 5.18. The absolute fit indices (AFI) indicated a chi-square value (χ^2) of 132.481, degree of freedom (df) of 114, chi-square ration (CMIN/df) of 1.162, and a p-value of the 0.114. The goodness of fit index (GFI) was 0.974 and root mean squared of error approximation (RMSEA) of 0.017. Therefore, all AFI achieved threshold values.

The incremental fit indices (IFI) also showed a sufficient level of fit well above the threshold values level of above 0.90 (Absolute goodness fit index, AGFI = 0.961; comparative fit index, CFI = 0.997; Tucker Lewis index, TLI = 0.966; normed fit index, NFI = 0.977).

The parsimonious fit indices (PFI) indicate adequate level of fit, that parsimony goodness of fit index (PGFI) = 0.649 and parsimony normed fit index (PNFI) = 0.728. The generated model structural model also showed an R^2 value of 0.810 for explaining attitude and 0.843 for explaining corporate image (Table 5.18).

Table 5.18
Generated Model (Goodness-of-Fit indices)

Measures	Fit Indices	Threshold Value
Absolute Fit Index Level		
χ^2	132.481	
DF	114	
RMSEA	0.017	Less than 0.08
GFI	0.974	0.90 and above
P-value	0.114	p-value $\geq$ 0.05
Incremental Fit Level		
AGFI	0.961	0.90 and above
CFI	0.997	0.90 and above
TLI	0.966	0.90 and above
NFI	0.977	0.90 and above
Parsimonious Fit Level		
χ^2/df	1.162	Less than 2.0
PGFI	0.649	Higher better
PNFI	0.728	Higher better
SMC (R^2)		
SMC (R^2) Attitude	0.810	Bigger better
SMC (R^2) Corporate image	0.843	Bigger better

5.9.2.2 Hypothesis Testing of Generated Model (Direct effect)

The results of hypothesis testing for generated model which showed that some existing hypotheses were supported since each parameter of standardized estimated were significant with marginally small standard error (SE), critical ratio (C.R.) of well above 1.96 p-value less than 0.05. The results of two direct effects such as corporate image and attitude are presented next.

5.9.2.3 Hypothesis Testing of Generated Model for Direct Effect on Corporate Image

The results of hypothesis testing of generated model for direct effect on corporate image are presented in Table 5.19. This study found four significant direct effects on corporate image. First, the result demonstrated that internet marketing had a direct significant impact on corporate image ($\beta = 0.101$; CR = 2.147; $p < 0.05$) or H1-3 is asserted. Next, corporate social responsibility was a positive and direct impact on corporate image ($\beta = 0.151$; CR = 3.190; $p < 0.005$) or H1-4 was asserted. Subsequently, the two asserted hypotheses are H1-5 and H1-6, i.e. the direct impact from trust to corporate image was positively significant ($\beta = 0.307$; CR = 3.161; $p < 0.005$) and attitude to corporate image was positively significant ($\beta = 0.455$; CR = 3.830; $p < 0.001$).

Alternatively, two direct effects on corporate image were insignificant with p-value such as brand architecture and perceived value. Thus, these hypotheses (H1-1 and H1-2) were rejected.

Table 5.19
Hypothesis Testing Result of Generated Model (Direct Effect on Corporate Image)

H.	From	To	Estimate	SE	C.R.	*P*	Hypothesis Support
H1-1	BA	CM	0.042	0.038	1.014	.310	Not Supported
H1-2	PV	CM	-0.019	0.071	-0.263	.793	Not Supported
H1-3	IM	CM	0.101	0.045	2.147	.032	Supported
H1-4	CSR	CM	0.151	0.051	3.190	.001	Supported
H1-5	TST	CM	0.307	0.094	3.161	.002	Supported
H1-6	ATT	CM	0.455	0.123	3.830	***	Supported

5.9.2.4 Hypothesis Testing of Generated Model for Direct Effect on Attitude

The explanations of hypothesis results that based on the direct effect on attitude of generated model are shown in Table 5.20. The results of this study found two significant direct effects on attitude such as perceived value was a significant direct impact on attitude ($\beta = 0.342$; CR = 5.124; p < 0.001) and trust was a direct significant impact on attitude ($\beta = 0.605$; CR = 8.502; p < 0.001). Hence, hypothesis H2-2 and H2-5 were asserted. On the other hand, this study showed three direct effects (brand architecture, internet marketing, and corporate social responsibility) on attitude were insignificant with p-value. Thus, hypotheses H2-1, H2-3, and H2-4 were rejected.

Table 5.20
Hypothesis Testing Result of Generated Model (Direct Effect on Attitude)

H.	From	To	Estimate	SE	C.R.	*P*	Hypothesis Support
H2-1	BA	ATT	0.029	0.041	0.620	.535	Not Supported
H2-2	PV	ATT	0.342	0.064	5.124	***	Supported
H2-3	IM	ATT	0.082	0.049	1.554	.120	Not Supported
H2-4	CSR	ATT	-0.084	0.053	-1.631	.103	Not Supported
H2-5	TST	ATT	0.605	0.066	8.502	***	Supported

5.10 Mediating Effect

This study intended to test five mediating hypotheses (H3-1, H3-2, H3-3, H3-4, and H3-5). The results are presented diagrammatically in Figure 5.4 to Figure 5.8.

5.10.1 Attitude Mediates Brand Architectural-Corporate Image Linkage (H3-1)

The hypothesis H3-1, which maintained that attitude mediated between brand architecture and corporate image is represented in Figure 5.4. From the comparison of direct and indirect effects of this relationship, as the path brand architecture (BA) → corporate image (CM) was increased to point (0.042 ns) where it did not statistically significant after the mediator was included. The result showed that there was no significant direct relationship between BA → CM. Furthermore, in the revised model the path estimate between brand architecture (BA) and attitude (ATT)

was still no significant and reduced to point (0.038 ns → 0.029 ns); the other relationship from a mediator to corporate image (ATT → CM) was still significant and reduced to point (0.462*** → 0.455***). Thus, the model supported the finding that attitude provided no mediating of the relationship between brand architecture and corporate image. It denoted the hypothesis H3-1 was rejected.

The revised model with the direct relationship had a significant decrease in chi-square ($\Delta\chi^2 = 1.023$, $\Delta df = 1$, $\Delta p = 0.000$), a substantive improvement in model fit and not significant path estimate for the brand architecture and corporate image relationship (Table 5.21).
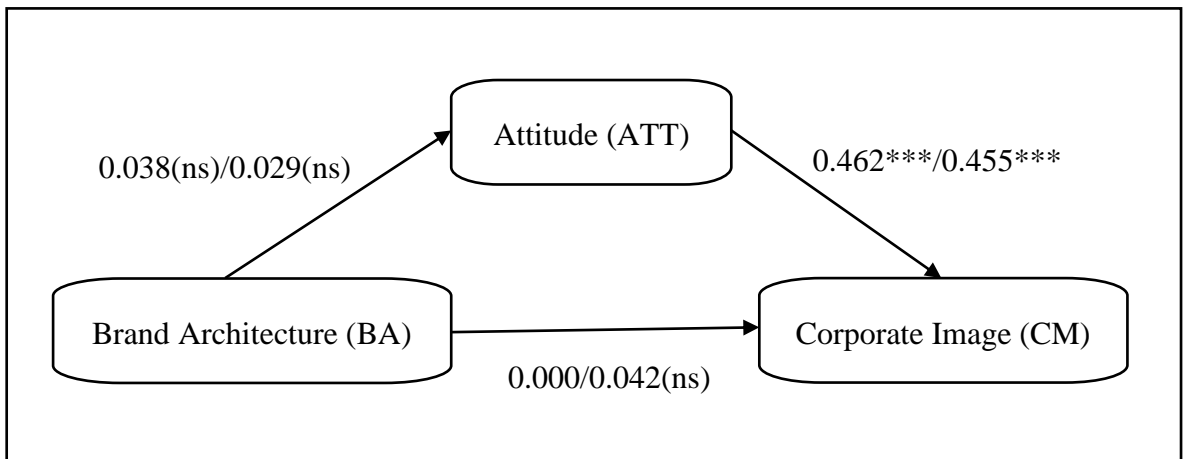
Figure 5.4
Attitude Mediates Brand Architecture-Corporate Image Linkage

Table 5.21
Testing Attitude Mediates Between Brand Architecture and Corporate Image

Model Element	Model of testing for mediating in corporate image	Revised model with direct effect
Model Fit		
Chi-square	133.504	132.481
Degree of freedom	115	114
P-value	0.114	0.114
RMSEA	0.017	0.017
CFI	0.997	0.997
Standardized parameter estimates		
BA→ATT	0.038 (ns)	0.029 (ns)
ATT→CM	0.462***	0.455***
BA→CM	Not estimated	0.042 (ns)

* Significant at .05 level; ** Significant at .005 level; *** Significant at .001 level

5.10.2 Attitude mediates Perceived Value-Corporate Image Linkage (H3-2)

According the hypothesis H3.2 testing of mediation finding is shown in Figure 5.5. It verified that attitude was a mediator between perceived value and corporate image. The path perceived value (PV) → corporate image (CM) was reduced to point (-0.019 ns) where it did not statistically significant after the mediator was included. The result showed that the path estimates between perceived value (PV) and attitude (ATT) was increased (0.338*** → 0.342***) and still a significant. Similarly, there was increased (0.436*** → 0.455***) and also still a significant direct relationship between attitude (ATT) and corporate image (CM). Thus, the finding of model supported that attitude provides full mediating of the relationship between perceived value and corporate image. It denoted the hypothesis H3-2 was accepted.

The revised model with the direct relationship had a significant decrease in chi-square ($\Delta\chi^2 = 0.069$, $\Delta df = 1$, $\Delta p = 0.012$), a substantive improvement in model fit and not significant path estimate for the perceived value and corporate image relationship (Table 5.22).

Figure 5.5
Attitude Mediates Perceived Value-Corporate Image Linkage

Table 5.22
Testing Attitude Mediates Between Perceived Value and Corporate Image

Model Element	Model of testing for mediating in corporate image	Revised model with direct effect
Model Fit		
Chi-square	132.550	132.481
Degree of freedom	115	114
P-value	0.126	0.114
RMSEA	0.017	0.017
CFI	0.997	0.997
Standardized parameter estimates		
PV→ATT	0.338***	0.342***
ATT→CM	0.436***	0.455***
PV→CM	Not estimated	-0.019(ns)

* Significant at .05 level; ** Significant at .005 level; *** Significant at .001 level

5.10.3 Attitude Mediates Internet Marketing-Corporate Image Linkage (H3-3)

The result of the hypothesis H3-3 testing of mediation finding is represented in Figure 5.6, which examined that attitude mediated between internet marketing and corporate image. In the revised model the path estimate between internet marketing (IM) and corporate image (CM) was increased (0.101*) and a statistically significant after the mediator was included. The finding showed that the relationship between the internet marketing (IM) and attitude (ATT) becomes no significant where it was reduced to point (0.107* $\rightarrow$ 0.082 ns), but the path estimate between attitude (ATT) and corporate image (CM) was reduced to point (0.522*** $\rightarrow$ 0.455***) where it was still a significant. Thus, the finding of model supported that attitude provides no mediating of the relationship between internet marketing and corporate image. It denoted the hypothesis H3-3 was rejected.

The revised model with the direct relationship had a significant decrease in chi-square ($\Delta\chi^2 = 4.505$, $\Delta df = 1$, $\Delta p = -0.035$), a substantive improvement in model fit and a significant path estimate for the internet marketing and corporate image relationship (Table 5.23).
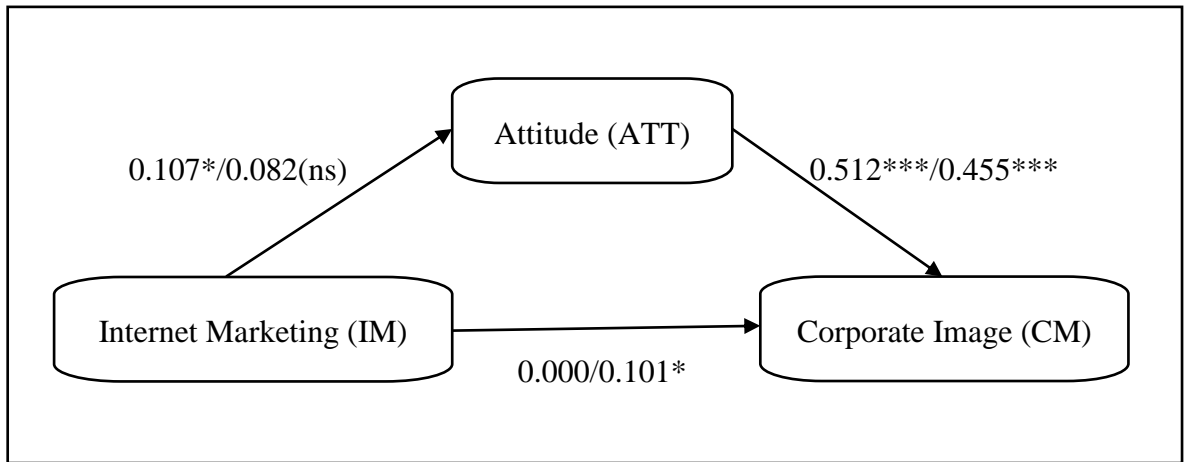
Figure 5.6
Attitude Mediates Internet Marketing-Corporate Image Linkage

Table 5.23
Testing Attitude Mediates Between Internet Marketing and Corporate Image

Model Element	Model of testing for mediating in corporate image	Revised model with direct effect
Model Fit		
Chi-square	136.986	132.481
Degree of freedom	115	114
P-value	0.079	0.114
RMSEA	0.019	0.017
CFI	0.996	0.997
Standardized parameter estimates		
IM→ATT	0.107*	0.082(ns)
ATT→CM	0.512***	0.455***
IM→CM	Not estimated	0.101*

* Significant at .05 level; ** Significant at .005 level; *** Significant at .001 level

5.10.4 Attitude Mediates Corporate Social Responsibility (CSR) - Corporate Image Linkage (H3-4)

Based on testing of mediating finding is shown in Figure 5.7, which examined that attitude mediated between corporate social responsibility and corporate image. In the revised model the path estimate between corporate social responsibility (CSR) and corporate image (CM) was increased (0.151**) and a statistically significant after the mediator was included. The result showed that the relationship between corporate social responsibility (CSR) and attitude (ATT) was still no significant where it was increased (-0.073 ns $\rightarrow$ 0.082 ns), and the path estimate between attitude (ATT) and corporate image (CM) was increased (0.352** $\rightarrow$ 0.455***) where it was still a significant direct relationship. Hence, the finding of model suggested that the hypothesis H3-4, attitude provided no mediating of the relationship between corporate social responsibility and corporate image was rejected.

The revised model with the direct relationship had a significant decrease in chi-square ($\Delta\chi^2$ = 10.5, Δdf = 1, Δp = -0.075), a substantive improvement in model fit and a significant path estimate for the corporate social responsibility and corporate image relationship after the mediator was included (Table 5.24).
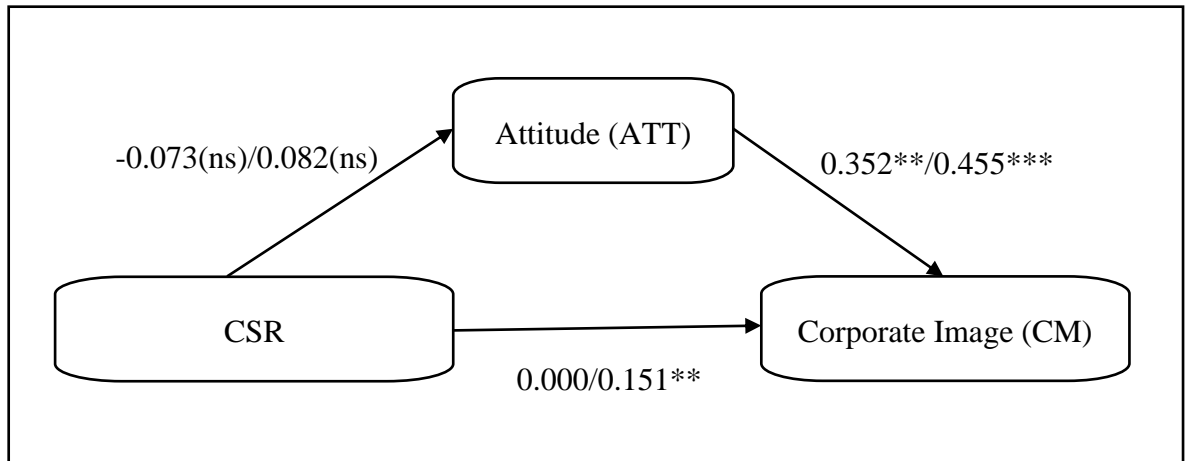
Figure 5.7
Attitude Mediates CSR-Corporate Image Linkage

Table 5.24
Testing Attitude Mediates Between CSR and Corporate Image

Model Element	Model of testing for mediating in corporate image	Revised model with direct effect
Model Fit		
Chi-square	142.981	132.481
Degree of freedom	115	114
P-value	0.039	0.114
RMSEA	0.021	0.017
CFI	0.995	0.997
Standardized parameter estimates		
CSR→ATT	-0.073(ns)	0.082(ns)
ATT→CM	0.352**	0.455***
CSR→CM	Not estimated	0.151**

* Significant at .05 level; ** Significant at .005 level; *** Significant at .001 level

5.10.5 Attitude Mediates Trust-Corporate Image Linkage (H3-5)

Figure 5.8 represents the hypothesis H3-5 which maintains that attitude is a mediator between trust and corporate image. The path estimate for the trust (TST) and corporate image (CM) was increased (0.307**) and a significant relationship after the mediator was included. The result showed that the two path estimates between linkages were reduced to point where it still have statistically significant such as trust (TST) $\rightarrow$ attitude (ATT) (0.657*** $\rightarrow$ 0.605***), and attitude (ATT) $\rightarrow$ corporate image (CM) (0.806*** $\rightarrow$ 0.455***). Thus, these results suggested that there was not complete mediation. It denotes that attitude was partial mediating of the relationship between trust and corporate image, the hypothesis H3-5 was accepted.

The revised model with the direct relationship had a significant decrease in chi-square ($\Delta\chi^2$ = 0.069, Δdf = 1, Δp = 0.012), a substantive improvement in model fit and a significant path estimate for the trust (TST) and corporate image (CM) relationship after the mediator was included (Table 5.25).
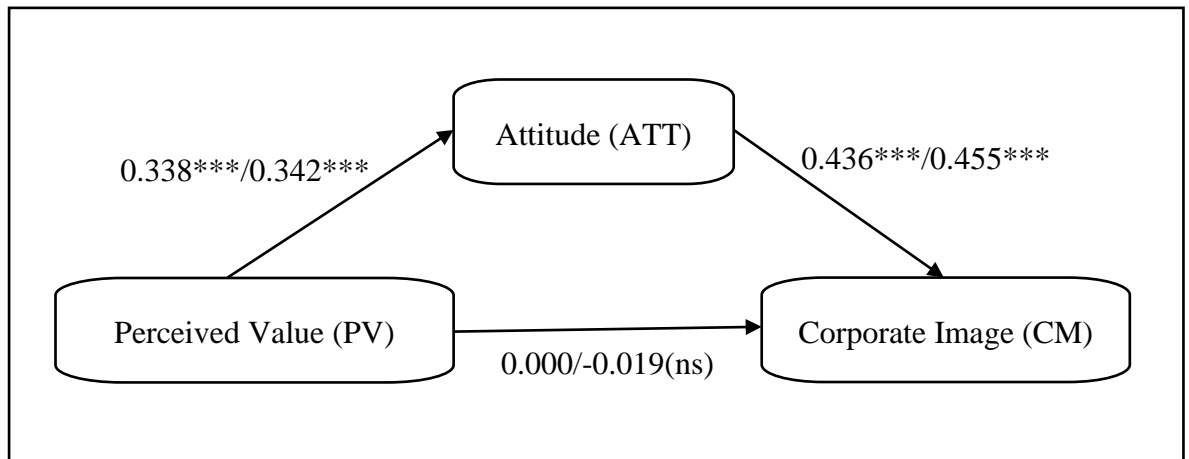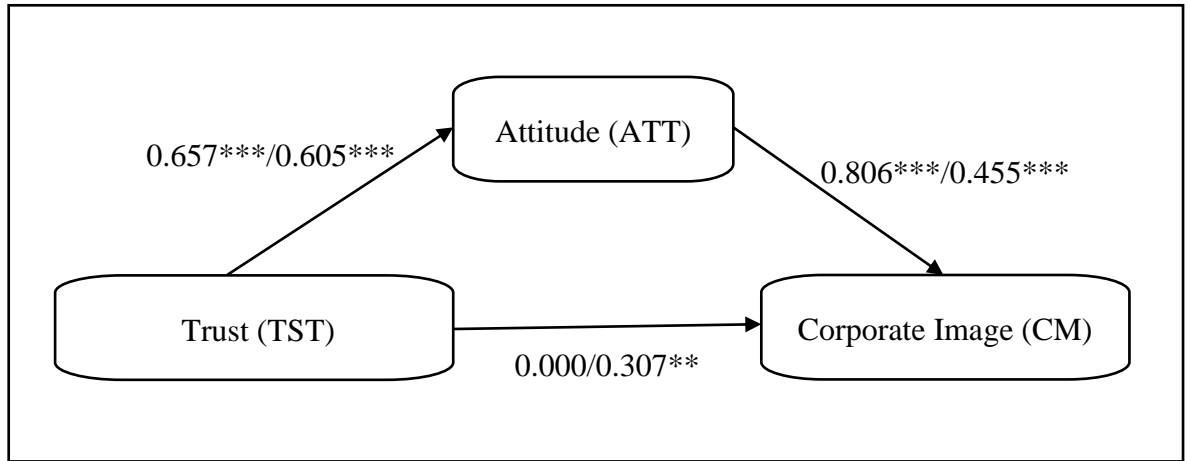
Figure 5.8
Attitude Mediates Trust-Corporate Image Linkage

Table 5.25
Testing Attitude Mediates Between Trust and Corporate Image

Model Element	Model of testing for mediating in corporate image	Revised model with direct effect
Model Fit		
Chi-square	139.496	132.481
Degree of freedom	115	114
P-value	0.060	0.114
RMSEA	0.020	0.017
CFI	0.996	0.997
Standardized parameter estimates		
TST→ATT	0.657***	0.605***
ATT→CM	0.806***	0.455***
TST→CM	Not estimated	0.307**

* Significant at .05 level; ** Significant at .005 level; *** Significant at .001 level

5.11 Summary

This chapter presented the data analysis which had provided presentation of results and hypothesis testing for the study. The summary of the demographic and direct selling profile of respondents, and descriptive summary of the data were duly presented. The data screening to test response bias, missing data, identifies outliers, and tests for the assumptions underlying normality and validity was also conducted prior to the actual data analysis with their results. The next result concerns about the SEM analysis establishes substantial significant findings.

The generated model results that incremental fit level CFI (0.997) and TLI (0.966) which are above 0.90 (threshold value), sufficiently appropriate for the model fit. Other fit measures also indicate the goodness-of-fit (GOF) of the model to the data (χ^2 (chi-square) is 132.481, degree of freedom (df) is 114, cmin/df is 1.162, RMSA = 0.017, GFI = 0.974, AGFI = 0.961, NFI = 0.977, PGFI =0.649, PNFI = 0.728). The hypothesized structural model also showed an R^2 value of 0.810 for explaining attitude and 0.843 for explaining corporate image.

The direct causal relationship on corporate image showed that internet marketing, corporate social responsibility, trust, and attitude are significant positive antecedences of corporate image as hypothesized. On the other hand, brand architecture and perceived value were not significant positive influence with corporate image.

Consequently, the direct effect on attitude showed that it had been two positive significant direct effects such as perceived value and trust. Conversely, this study showed three direct effects (brand architecture, internet marketing, and corporate social responsibility) on attitude were insignificant with p-value.

The finding also presented the summary of the mediating effect interpretation result, which showed that attitude is a full mediating effect between perceived value and corporate image, a partial mediating relationship between trust and corporate image. Additionally, attitude did not mediate the linkages between brand architecture, corporate image (CSR), and internet marketing to corporate image.

CHAPTER SIX

DISCUSSION AND CONCLUSION

6.1 Chapter Overview

This chapter discusses the research results in relation to the three objectives of the study which is poised to be empirical in nature and aims to enhance a better understanding of attitude towards the corporate image and determines the antecedents in the direct selling sector as a consequence between direct selling companies and their customer relationship. Attitude toward corporate image is an essential element for the success in ongoing direct selling companies and contributing to the enhancement of corporate image in direct selling companies. Subsequently, this chapter presents the implication and discusses the limitation of the study and will make recommendations for future research and draws a final conclusion.

6.2 Discussion of Results

The section shows a discussion of the study's results of the corporate image determinant in direct selling that focuses mainly on achieving the following main objectives of the study:

1. To examine the direct effect of the determinants (Brand architecture, CSR, Internet marketing, Trust, Perceived value, Attitude) on corporate image in direct selling companies in Thailand.

2. To examine the direct effect of the determinants (Brand architecture, CSR, Internet marketing, Trust, Perceived value) on the attitude towards direct selling companies in Thailand.

3. To examine the intervening effect of attitude in the relationship between these determinants and corporate image as seen in the model.

6.3 To Examine Direct Determinants of Corporate Image

The direct determinants of corporate image in this study that have specified in the hypothesized model are brand architecture, corporate social responsibility (CSR), internet marketing, trust, perceived value and attitude. It aims to expand the ever growing knowledge stream on direct antecedents of corporate image in direct selling companies by examining the empirical structural model. The discussion is based on the generated structural model since it achieved the goodness-of-fit (GOF) in this study model ($\chi^2 = 132.481$, df = 114, χ^2/df = 1.162, GFI = 0.974, RMSEA = 0.017, p-value = 0.114). These findings commences from hypotheses H1-1, H1-2, H1-3, H1-4, H1-5, and H1-6. The results show four significant determine factors on corporate image (H1-3, H1-4, H1-5, and H1-6) and two insignificant factors (H1-1 and H1-2).

6.3.1 Significant Direct effect on Corporate Image

In the generated model of this study, the results found four significant direct effects on corporate image which are internet marketing (H1-3), corporate social responsibility (H1-4), trust (H1-5), and attitude (H1-6). The discussions of these results are presented next.

6.3.1.1 Internet Marketing and Corporate Image (H1-3)

Theoretically, the outcome of this study provides empirical evidence for the direct influence of internet marketing on corporate image in the direct selling setting. It is found to have a positive and significant relationship ($\beta = 0.101$, C.R. = 2.147, p = 0.032). Thus, the hypothesis H1-3 of this study is supported. Past studies have verified support to this relationship (Bravo et al., 2012; Yeo & Youssef, 2010). The higher the internet marketing, the higher the corporate image will be for direct selling companies.

Internet marketing would advocate the operations in the multi-level marketing company and direct selling company which aim to expand the business of competing with other competitors, to penetrate the business in the international market, and to protect the corporate image in the future (Alwi & Ismail, 2013; Ahmad Al-hawari & Mouakket, 2012; Euromonitor International, 2012a; Viosca et al., 2004). Direct selling is affected by new technological advancements, such as web sites, e-

shopping, marketing tools, etc., and competition has become very aggressive (Alwi & Ismail, 2013; TDSA, 2012; Tedeschi, 1999; Venkatesh &d Davis, 2000). Therefore, internet marketing is important for corporate image since the internet is a leading communication tool today (Bulik, 2008; Chaffey et al., 2000; Gilmore et al., 2007; Euromonitor International, 2012a; TDSA, 2012). Thus, successful direct selling companies have provided e-shopping web sites for their customers for example Avon (Boripant, 2009), and Amway (Amway, 2012). The website used should be easily accessible and have a good track record to improve the corporate image of these direct sellers (Abrams, 2002; Bulik, 2008; Ching & Ellis, 2004; Euromonitor International, 2012a; Poon et al., 2012).

Consequently, developing face-to-face selling and online relationships by using social media and direct selling which most Thai direct selling distributors usually rely on, the existing social networks are important as it can provide a successful customer base. However, today, almost everyone's relationships is partly online, even if it is just sending or receiving emails from family members. The direct selling entrepreneurs that are good at face-to-face selling and who are also involved in online media in their personal business relations could do very well in direct sales (Boripant, 2009; Poon et al., 2012; WFDSA, 2012; Yodprutikarn, 2012).

The adoption of internet marketing has been widely analysed in various studies, in which has been most forceful in a manner in order to manage the corporate image of their business (Ahmad Al-hawari & Mouakket, 2012; Tedeschi, 1999; Venkatesh & Davis, 2000; Yeo & Youssef, 2010). Internet marketing could be whereby relationships are

allocated between organizations and customers, which would typically require human contact in enhancing the corporate image (Alwi & Ismail, 2013; Ahmad Al-hawari & Mouakket, 2012; Cho & Park, 2001; Kim & Kim, 2003; Ling-yee, 2010).

Internet marketing was created to improve efficiency and integrity of the development of marketing activities; preparing all organizations, including direct selling companies, with opportunities that otherwise would be unavailable to them (Edwards et al., 2010; Palmer & McCole, 2000).

Consequently, the direct selling companies need to be alert at all times to look out for aggressive competing communication channel offers from other direct selling rival companies and must be fast to react to such aggression. Organizations are embracing internet marketing in order to respond to customer trends and thrive in a rapidly-changing environment. The marketing intelligence by direct selling companies is to potentially combat any customer poaching or switching. It is obvious that internet marketing is needed by both parties in order to maintain their corporate image.

Furthermore, along with improved remuneration schemes and benefits to continue their efforts in expanding their networks, the leading direct selling companies will continue to improve their operation efficiencies to allow working systems via the web, mobile phones or PDAs, which allow ease and convenience for the independent businessman, salespersons, or agents to work together with the companies. Many direct sellers in Thailand have already adopted ordering products via the internet, such as Amway and Avon. The development in terms of technology will help

companies distribute products more effectively (Boripant, 2009; Euromonitor International, 2012a; Poon et al., 2012; TDSA, 2012).

The use of the internet for direct selling has grown rapidly and the development of commercial websites has contributed to this increase. Data can be requested and obtained, orders can be placed and products and services can be delivered direct to the door (Ching & Ellis, 2004) and requested products can be accessed globally. With 20.1 million internet users in Thailand (Appendix G), direct selling companies are encouraged to make their presence known to the customers through the internet. Growth was the result of increasing household possession of broadband internet-enabled computers, the increased use of Smartphones and greater confidence in e-commerce security.

Over the forecast period, the increase in online shopping is expected to be driven by several factors, including higher household possession of broadband internet-enabled computers, more secure payment facilities, convenient payment methods, lower prices and faster transaction speeds. In addition, the Information and Communications Technology Ministry has given a green light by the Cabinet to set up an Electronic Transactions Development Agency (ETDA) for developing, promoting, supporting and driving the adoption and growth of e-commerce in Thailand (Boripant, 2009; Euromonitor International, 2012a; Poon et al., 2012; TDSA, 2012; Yodprutikarn, 2012).

Direct selling companies could benefit from incorporating the use of the internet into their marketing strategies, products and services could reach the worldwide market and advertising or public media costs could be reduced whilst reaching the global market. Internet marketing could be allocating actuations between direct selling companies and their customers, which would typically require human contact in enhancing the corporate image, which is concerned with the using the application of the internet and digital technology to achieve marketing objectives, that relates to the use of websites, e-mail, information communication and interaction with many activities (Chaffey, 2003; Gilmore et al., 2007).

More importantly, a website can be used in direct selling companies as a tool to reduce the expenses of printing materials and the internet can be channel for interaction between a stakeholder and an organization. It can also enhance their credibility by creating a professional image and a web site enables organizations to answer questions about products and services in multiple languages and also helps them to conduct research abroad (Alwi & Ismail, 2013; Bravo et al., 2012; Kula & Tatoglu, 2003; Ling-yee, 2010; McCue, 1999).

6.3.1.2 Corporate Social Responsibility (CSR) and Corporate Image (H1-4)

Empirical evidence from this study shows a significant and positive direct relationship between corporate social responsibility (CSR) and corporate image. It is found that H1-4 is supported in this study, which means that CSR (β = 0.151, C.R. = 3.190, p = 0.001) has a significant positive relationship with corporate image. It is

similar to several past findings (Chang, 2009; Lai et al., 2010). The findings of the current study imply that the higher the CSR, the higher the corporate image. However, this relation is popular in another setting as apparent by the statement as; CSR is also a widespread and very popular marketing tool that businesses use to create a corporate image (Abureu et al., 2005; Becker-Olsen et al., 2006; Branco & Rodrigues, 2006; Cegarra-Navarro & Martínez- Martínez, 2009; Cooper et al., 2009; Kang et al., 2010; Mattila, 2009; Planken et al., 2010; Potluri & Temesgen, 2008; Rashid & Ibrahim, 2002; Suprawan et al., 2009).

Corporate social responsibility (CSR) has been shown to have a positive impact on consumer attitudes toward corporate image (Chang, 2009; Chattananon et al., 2007; Kaplan, 2002; Planken et al., 2010; Rashid & Ibrahim, 2002). More specifically, these studies showed that consumers had a more positive attitude toward companies that support causes and prefer CSR activities. Hence, CSR programs have increasingly been integrated into direct selling's marketing strategies (Euromonitor International, 2012a; WFDSA, 2012; TDSA, 2012; Yodprutikarn, 2012).

The concept of CSR refers to the organization's activities and commitments relating to the recognition of its response to society or jointly with a stakeholder in its activities (Arendt & Brettel, 2010; Blombäck & Scandelius, 2013; Brown & Dacin, 1997). It is committed to improving the business with regards to the existence of the diligent community and meticulously matching with the existing resources of the organization (Gallego-Àlavarez et al., 2010; Haigh & Brubaker, 2010; Luo & Bhattacharya, 2006; Sen & Bhattacharya, 2001).

The CSR activities that help to build a corporate image are also signalling a specific positioning for its resources and the quality of its products/services (Kotler & Lee, 2005). However, CSR can influence consumer perceptions about the positioning of its corporate image. Thus, direct selling companies could offer the CSR programs that are a commitment function of moral, ethical and social responsibility which relates between an organization and their stakeholders such as customers, communities, employees, suppliers, investors, and government (Arendt & Brettel, 2010; Blombäck & Scandelius, 2013; Maignan & Ferrell, 2001; Roberts et al., 2007).

As a result, The CSR is also a popular marketing tool that direct selling companies use to establish a corporate image to the widespread for example Amway, Nu Skin, and Avon. The direct selling companies must pay attention to CSR activities and have a commitment to social responsibility to create a positive image that consumers are able to recognize. Moreover, the CSR activities that help to build a positive attitude are also signaling a specific positioning for its resources and the corporate. Consequently, CSR can influence consumer's attitude perceptions about the positioning of its corporate image.

CSR activities in existing direct selling companies such as Amway is one of the world's leading direct selling companies operating in over 80 countries around the world. As business expanded, we have connected with people by offering them the opportunity to experience the business potential of our quality products. In this regard, our vision of building a brighter future by Helping People Live Better Lives

is reflected today. The latest, Amway launched One by One: World of Wisdorm campaign for the children and youth (Amway, 2012).

On the other hand, Nu Skin presented Nu Skin's "force for good" culture which helps to unite its family of distributors, customers and employees in innovative efforts that multiply our ability to nourish and uplift children around the world. The company accomplishes this through the unique combination of social business and charitable activities. The innovative Nourish the Children social enterprise initiative provides millions of life-saving meals for the world's malnourished children, and the non-profit Nu Skin Force for Good Foundation provides grants to improve the lives of children by offering hope for a life free from disease, illiteracy and poverty. Moreover, in the current year, Nu Skin distributors and employees feed 60,000 Malawian children every month with VitaMeal, a nutrient-dense maize and soy porridge specifically formulated to provide malnourished children with essential daily nutrients (Nuskin, 2012).

Hence, direct selling companies need to proactively manage stakeholder concern with regard to ethical, social and environmental phenomena for the benefit of corporations through the CSR activities which will help to build the direct selling companies image also signal a specific positioning for its resources and the quality of its products or services.

6.3.1.3 Trust and Corporate Image (H1-5)

Trust is one of the most important factor for corporate image and the outcome of my study will provide empirical evidence for the direct effect of trust on the corporate image in the direct selling setting. It is found to have a positive significant relation (β = 0.307, C.R. = 3.161, p = 0.002). Thus, the hypothesis H1-5 is supported that differs from the past study done by Siva and Alwi (2008), it has shown not to support this finding in the non-direct selling setting.

Numerous other studies have understood clearly that the image has a significant influence on consumer trust (Chang, 2013; Ratnasingham, 1998). Customer's trust that is honourable can create a positive corporate image and personality (Andreassen & Lindestad, 1998; Chang, 2013; Chaudhuri & Holbrook, 2001; Haigh & Brubaker, 2010; Omar et al., 2009). On the other hand, several studies in another setting have supported that corporate image influences trust (Chang, 2013; Flavián et al., 2005; Haigh & Brubaker, 2010; Hoq et al., 2010; Lin & Lu, 2010).

In light of increasing trust concerns in direct selling, the current study investigates the direct effect of trust on the corporate image of direct selling in Thailand. The findings indicate trust enhances positive corporate image of direct selling. Requisites for trust in direct selling include the reliability of the corporate image, the performance and demonstrated integrity on the part of the business.

Trust is important for the corporate image of direct selling as key facilitators of successful direct selling and this is increasingly being recognized in academic as well as in practitioner communities. Therefore, direct selling companies seek to build and remain trusting, reliability and create better awareness about their corporate image. It has also been found that trust has a significant influence on the management and the communication of corporate image (Omar et al., 2009). Trust in direct selling includes reliability and integrity on the part of the business. Similarly, a projection for direct selling company's shows perceived value is an essential determinant of purchase behaviour and corporate image (WFDSA, 2012).

Moreover, many researchers studied how trust affects the relationship between distributors and consumer in the direct selling situation, as this is a valuable contribution to knowledge in the domain of distributors and consumer relationship (Merriless & Miller, 1999; Young & Albaum, 2003). Accordingly, the results of this study show that most of the respondents (57.7%) purchased direct selling products from salesperson or distributors.

In recent times, direct selling appears to arise from distribution of new technological and violence occur more in the competition of new channels for doing business such as web site and e-shopping. Hence, researchers have been examining predictors that are related to customers' purchasing decision in direct selling. The manner of corporate image and trust are mostly related which confirms that the reliability of the product and the organization will give trust to consumers when making a purchase.

Then, direct selling companies seek to build trust, reliability and create better awareness about their corporate image.

Hence, trust is an important ingredient in the relationship between customers and direct selling companies and ultimately will help to develop the corporate image of direct selling companies in Thailand.

6.3.1.4 Attitude and Corporate Image (H1-6)

Attitude towards the direct selling company is an individual's overall influence and reaction. The usage of attitude in direct selling activities and the attitude towards a corporate image model is especially suitable for measuring attitudes toward a corporation (Martínez & Pina, 2010).

Empirical evidence from this study shows that the direct relationship between attitude and corporate image is found to be positive and significant (β = 0.455, C.R. = 3.830, p < 0.001). Thus, the hypothesis H1-6 is supported in this study. Previous studies in non-direct selling setting has shown support to this finding (Brown & Dacin, 1997; Creyer & Ross, 1997; Ellen et al., 2002; Karaosmanoglu et al., 2011; Martínez & Pina, 2010; Sen & Bhattacharya, 2001). It means that the more favourable the customer's attitude towards the direct selling companies, the more the feel good factor for their direct selling corporate image.

This study shows that in general, the corporate image is determined by a significant direct effect of attitude that forms the attitude towards a corporate image model and this is especially suitable for measuring attitudes toward a corporation. Attitude towards a corporation can be customers' learned tendencies to evaluate corporate image in a consistently favourable or unfavourable way; that is, customers' evaluation of a particular corporate image on an overall basis from poor to excellent (Brown & Dacin, 1997; Karaosmanoglu et al., 2011; Martínez & Pina, 2010).

Conversely to that, the past study represented that the corporate image is based on non-rational and emotional reasons along with rational assessments that stakeholders hold over time (Matínez & Pina, 2010). Thus, one could assume that an individual's attitude has a connection to the direct selling company, which in turn will also have an influence on the image they form about that direct selling company.

Consumer attitudes can have an immense effect on the direct selling corporate image which is also affected by each interaction between stakeholder (e.g. as employees, salesperson) and external audiences (e.g. as consumer, distributors, community members). The action and statements of high supervisors or managers also has an impact on the corporate image of a direct selling company.

Hence, direct selling needs to create and maintain a positive attitude towards the corporate image (TDSA, 2011). This leads to the premise that direct selling business may be considered as an antecedent of the corporate image. Thus, it is most important for the direct selling company to build up the positive attitude towards

corporate image (Lin & Lu, 2010) and direct selling companies could offer marketing strategy for consumers who have a positive attitude towards the corporate image in their direct selling companies.

6.3.2 Insignificant Direct Effect on Corporate Image

The final generated model produces two insignificant direct effects on corporate image that are brand architecture and perceived value. It denotes that hypothesis H1-1 and H1-2 are rejected. The discussions of these results are presented next.

6.3.2.1 Brand Architecture and Corporate Image (H1-1)

Accordingly, the outcome of this study provides empirical evidence for the direct influence of brand architecture on corporate image that it is found to be insignificant related (β = 0.042, C.R. = 1.014, p = 0.310). Thus, the hypothesis H1-1 is not supported, as it shows brand architecture does not relate to corporate image in direct selling. The finding is unlike past studies, in which the relationship between brand architecture and corporate image that had been investigated was found to have a significant and positive relation (Bravo et al., 2012; Brunsϕ & Grunert, 2009; Martenson, 2007; Pina et al., 2006; Porter & Claycomb, 1997). Those studies were proposed in non-direct selling sectors.

On the other hand, despite the growing importance of branding in retailing, its focus is mainly on optimizing assortments (Balmer & Gray, 2003). Little is known on the

customer's perceptions and feelings about the brand architecture for direct selling. The perspective of consumers about the importance of brand architecture in the organization must be applied properly. Brand architecture is a leading information tool within the enterprise to the general public or target group to recognize and understand correctly whatever that is directly related to the corporate image (Brunsϕ & Grunert, 2009; Matínez & Pina, 2010).

The brand architecture is not supported because direct selling companies launch multi brand products (Amway, Skyline, Nu Skin) which leads to customer confusion. However, the brand architecture is not important in the purchase decision and has no effect on the corporate image of direct selling companies. The present study shows that a major reason of purchasing is a higher quality product (26.7%) and ease of purchase (24.7%). Most of the direct selling customers purchased direct selling products from salesperson (57.7%). It justifies and confirms that the brand architecture does not support the effect on corporate image in the direct selling setting. The customer seems to tolerate multi brand in direct selling probably became direct selling companies could be their avenue to get new innovation which are not found in the retail market. Thus, brand architecture is not important in the purchase decision of the direct selling customer because they concentrate on higher quality products, and the salesperson is crucial to a purchase decision of a direct selling customer.

Furthermore, many direct selling companies including multi-level marketing (MLM) enterprises and single level marketing (SLM) likely focus on a brand strategy to be

able to offer different product positioning with various price ranges to target wider groups of consumers. More exports, particularly of premium products are expected to capture consumers with higher purchasing power whilst enhancing the company image.

Successful direct selling companies have increasing numbers of their own outlets as well as a greater presence via other retail channels and they are likely to be able to create strong brand awareness of direct selling brands amongst mass consumers (Amway, Better Way, and Nu skin). These direct selling companies have attached strong attention towards their brand communication, particularly with the present strategy on behalf of their brands. In recent years, the brand is a potential strategy for direct selling companies that lead them to their goal for success in their business (Amway, 2012; Edwards et al., 2010; Euromonitor International, 2012a; TDSA, 2012).

Many direct selling companies focus on multi-brand strategy, offer different product positioning in various price ranges to target a wider group of consumers, which affect corporate image. Direct selling companies must focus on building the brand and better image of the company. Offering more products, particularly premium products, can attract consumers with higher purchasing power, and hence, enhance the company's image. Thus, this finding shows inconsistent result that brand architecture does not have a significant relationship with corporate image and the cause of this may be due to the fact that little is known on customers' perceptions and feelings about the brand architecture of direct selling (Brunsø & Grunert, 2009) while the impact brand architecture has on corporate image has not been conducted

comprehensively in prior academic researches. The perspective of consumers about the importance of brand architecture in the organization must be continuously applied properly in the future study.

6.3.2.2 Perceived Value and Corporate Image (H1-2)

Theoretically, perceived value is an important predictor used in evaluating its significant effect on corporate image (Barich & Kotler, 1991). Many researchers have found that perceived value has a positive impact on corporate image (Chang, 2013; Edward & Sahadev, 2011; Nguyen & LeBlanc, 1998; Ryu et al., 2012; Vahie & Paswan, 2006).

Similarly, perceived value appointed to the corporate image is a projection for a direct selling company to show support for the corporation or brand (Chang, 2013; Ryu et al., 2012). It is a consumer's narrative opinion about the corporation of their choice in which the corporate image is considered. Thus, it is a sound notion that customers perceived value relates to the corporate image of the organization.

However the outcome of this study provides that perceived value is non- significant with the corporate image ($\beta = 0.019$, C.R. = -0.263, p = 0.793), which is supported by a study conducted by Andreassen and Lindestad (1998). In direct selling, customers will purchase a product based on separate favourites. Customers with various cultural backgrounds will evaluate based on the impact of their own consumption behaviours.

Conversely, perceptions of customer in value have long been essential in evaluating determinants of purchase behaviour and product choice (WFDSA, 2012). Perceived value is also a problem when many complaints are made through the internet regarding direct selling products such as legal officials have cautioned people to check prior to determine whether the direct selling companies have legally registered with the Thailand Office of Consumer Protection Board (OCPB), or if complaints had been lodged previously. Many direct selling companies to offer products that are not legitimate (Bangkok Post, 2013). Furthermore, the OCPB admits that some direct selling companies do not conduct their business, according to the registration submitted to the OCPB (OCPB, 2013). Therefore, there is a confusion that arises in the relationship between perceived value and corporate image so it is important to be clear about this and rectify it in future studies.

6.4 To Examine Direct Determinants of Attitude

The direct determinants of attitude that have been specified in the hypothesized model are brand architecture, corporate social responsibility (CSR), internet marketing, trust, and perceived value. The discussion of the results commences from hypothesizes H2-1, H2-2, H2-3, H2-4, and H2-5 that are based on the generate model which achieved the goodness-of-fit (GOF) at $\chi^2 = 132.481$, df = 114, $\chi^2/df = 1.162$, GFI = 0.974, RMSEA = 0.017, p-value = 0.114. The results show two significant determine factors on corporate image (H2-2 and H2-5) and three insignificant factors (H2-1, H2-3 and H2-4).

6.4.1 Significant Direct Effect on Attitude

Theoretically, the generated model of this study shows that there are two significant direct effects on attitude such as perceived value and trust. It denotes H2-2 and H2-5 are supported. The discussions of these results are presented next.

6.4.1.1 Perceived Value and Attitude (H2-2)

The findings of this study show that the relationship between perceived value and attitude's direct effect is found to be positive and significant ($\beta = 0.342$, C.R. $= 5.124$, $p < 0.001$). Hence, the hypothesis H2-2 is supported. Researchers have shown support to this study as four studies have been previously conducted to investigate the linkage between perceived value and attitude among several sectors such as retailing (Diallo et al., 2013), tourism (Mechinda et al., 2009), services industry (Lee, 2012), personal care (Kim & Chung, 2011) and e-shopping (Jayawardhena, 2004).

This study tests the hypothesis (H2-2) that denotes that a perceived value is directly related to the attitude towards direct selling. The findings confirm that direct selling companies which places stronger emphasis on perceived value are more likely to have a favourable attitude toward direct selling rather than those with a weaker emphasis on this perceived value.

However, the influence of perceived value on customer attitude in direct selling has been warranted in light of the attempt to attract direct selling customers by providing

a strong appeal. The design strategies employed by direct selling companies have tended to favour to underling perceived value appointed to consumer attitude (Euromonitor International, 2012). Several past studies have verified this finding that it is a sound notion which perceived value to be an important factor which is related to consumer attitude (Diallo et al., 2013; Jayawardhena, 2004; Kim & Chung, 2011; Lee, 2012; Mechinda et al., 2009).

The results mostly support that giving positive and significant perceived value to their customer would directly enhance positive attitude in any organization doing business or providing services. Nonetheless, the importance of perceived value to ensure a favourable attitude from the customers toward direct selling or other setting cannot be denied. This can be quoted when explaining this linkage in direct selling companies in Thailand. The result is then a wealth investigate of the direct selling industry, which can increase perceived value on attitude toward business.

6.4.1.2 Trust and Attitude (H2-5)

The relationship between trust and attitude was conducted in several settings such as packaged goods (Aurier & Lanauze, 2012), restaurant (Hyun & Han, 2012), retailing (Limbu et al., 2012), tourism (Mechinda et al., 2009) and internet banking (Grabner-Kräuter & Faullant, 2008). In this study, the relationship between trust and the attitude's direct effect is found to be positive and significant ($\beta = 0.605$, C.R. = 8.502, $p < 0.001$) in the direct selling setting. Hence, the hypothesis H2-5 is supported. The past study's findings mostly support positive and significant trust-attitude linkages

(Aurier & Lanauze, 2012; Grabner-Kräuter & Faullant, 2008; Hyun & Han, 2012; Limbu et al., 2012; Mechinda et al., 2009).

Thus, in order to build a positive relationship with consumers and stakeholders, direct selling companies should be constantly seeking to build and retain the trust of the consumer's towards their company. Trust and consumer's attitude in direct selling's relationship will be developed over time and such development is found to have an effect on consumer attitude in the future (Merrilees & Miller, 1999; Poon et al., 2012; Young & Albaum, 2003). Trust is important for direct selling, as it is indicated that higher trust will be given for the situation with a strong consumer attitude and a good corporate relationship (Hunt, 1994; Young, & Albaum, 2003).

The result of this study is consistent with past studies. This implies that the higher the direct selling customer's trust, the positive attitude would be higher towards their direct selling companies. Customers who have trust of direct selling companies are likely to gain a positive attitude from these customers. Thus, trust is an important ingredient in the direct linkage in attitude and ultimately in the development of attitude towards direct selling companies in Thailand.

6.4.2 Insignificant Direct Effect on Attitude

In the revised model, the result suggests three insignificant direct effects on attitude such as brand architecture, internet marketing and corporate social responsibility. It

denotes the hypothesis H2-1, H2-3 and H2-4 are rejected. The discussions of these results are presented next.

6.4.2.1 Brand Architecture and Attitude (H2-1)

Theoretically, the finding of this research provides empirical evidence for the direct effect of brand architecture on attitude. It is found to be not significantly related (β = 0.029, C.R. = 0.620, p = 0.535). Thus, the hypothesis H2-1 is not supported. Previous studies have verified this finding (Martinez & Pina, 2010; Martinez & Polo, 2008) it has inconsistent results because numerous past studies have investigated brand architecture (i.e. Brand, brand image) and found that it has a positive significant relationship on attitude in non-direct selling setting (Dwivedi, 2010; Lin, 2008; Wu & Lu, 2009).

Based on the above, the results show that brand architecture is not related to attitude in terms of the direct selling setting in Thailand, but in several settings that were investigated on found that brand and attitude linkage was significant. Thus, as there are still inconsistent results, the researcher must demonstrate it clearly in the empirical evidence. It shows the customer attitude that does not pay more attention to the brand or customers that may be confused with the branding of each company. The brand architecture does not affect the attitude of the customer as it may not affect the decision to buy. Because direct selling customers do not understand about brand architecture and little is known on the customer's perceptions and feelings about the brand architecture for direct selling. Moreover, direct selling companies

launch multi brand products (Amway, Skyline, Nu Skin) which leads to customer confusion and small direct selling companies focus on selling technique more than brand architecture. Finally, the type of marketing communications in direct selling that concentrate direct marketing programs through direct selling person which is not based on branding.

6.4.2.2 Internet Marketing and Attitude (H2-3)

The relationship between the internet marketing and attitude's direct effect is found to be not significant (β = 0.082, C.R. = 1.554, p = 0.120). Hence, the hypothesis H2-3 is rejected. The two previous studies have investigated the relationship between corporate communications (which is represented by internet marketing in this study) and attitude (Chattananon et al.,2008 and 2007). However, the finding has shown that inconsistent results such as Chattananon et al. (2008) report to have no significant relationship between corporate communications and attitude which is supported in this study.

Conversely, the other study done by Chattananon et al. (2007) found a positive and significant relationship between corporate communications and attitude. Similarly, So et al. (2005) has investigated e-marketing (represented by internet marketing) and the attitude was found to be significantly positive. Hence, this result confirms that internet marketing is not a significant relationship with attitude in Thailand direct selling. Because Thai people use internet for education (search engine), communication (such as social media, email), and entertainment (games, movies

online). Little Thai people use internet for commerce or shopping. Mostly, Thai people do not believe in security system and quality of product in online stores (DSI, 2012; OCPB, 2013). Thus, they do not interest in internet marketing and these have shown inconsistent results and this is the reason given to substantiate that this result has been clearly empirically linked.

6.4.2.3 Corporate Social Responsibility (CSR) and Attitude (H2-4)

The corporate social responsibility (CSR) is a commitment function of moral, ethical and social responsibility which relates between an organization and their stakeholders (Chang, 2009; Chattananon et al., 2007; Kotler & Lee, 2005; Lai et al., 2010; Limbu et al., 2012). Previous studies were conducted in other setting such as retailing (Limbu et al., 2012) and supplement (Chattananon et al., 2007) used different predictor commitments between studies. For example, Limbu et al. (2012) used ethic function while Chattananon et al. (2007) used societal marketing that is represented by CSR for the current study.

The relationship between corporate social responsibility and attitude's direct effect is found to be not significant (β = -0.084, C.R. = -1.631, p = 0.103). Hence, the hypothesis H2-4 is rejected. This result is inconsistent with other past studies such as Limbu et al. (2012), which has investigated the direct relationship between ethic which was represented by corporate social responsibility (CSR) in the current study and the attitude is found to be positive and significant in USA retailing setting. Similarly, while Chattananon et al. (2007) suggest that societal marketing (this study is represented by

CSR) has a positive significance on attitude as a study is conducted on supplement products in Thailand.

Hence, this result confirms that corporate social responsibility and attitude do not have a significant relationship with direct selling in Thailand. This is because very few direct selling companies in Thailand practically implement CSR activities (Yodprutikarn, 2012). Moreover, for those direct selling companies which do not know CSR does not mean that their companies have never involved in social and environmental activities. They are just not aware that the activities are part of the CSR, which encompass is a wide range of activities like good governance, ethical business doing, product liability, donations, and volunteering. These are shown in the inconsistent result which was given to demonstrate that this result has been clearly empirically linked.

6.5 Intervening Effect of Attitude on The Relationship Between Determinants and Corporate Image

As for the mediating effect, attitude is considered as an intervening factor in this research. Very few studies are conducted whereby attitude is placed as a mediating effect on corporate image in the past study (Martínez & Pina, 2010). However, many empirical researches in other settings proposed attitude as an intervening factor of other linkages (Ado-Yobo et al., 2006; Dwivedi, 2010; Jayawardhena, 2004; Lada et al., 2009; Lee, 2012; Lin, 2008; Limbu et al., 2012; Martinez & Pina, 2010; Martinez & Polo, 2008). Attitude mediates between all the linkages to corporate image in the

research framework such as brand architecture, corporate social responsibility (CSR), internet marketing, trust and perceived value. The discussion is based on the generated model that achieved the goodness-of-fit (GOF) of this study model (χ^2 = 132.481, df = 114, χ^2/df = 1.162, GFI = 0.974, RMSEA = 0.017, p-value = 0.114) and these results commenced from hypotheses H3-1, H3-2, H3-3, H3-4, and H3-5.

6.5.1 Mediating Effect of Attitude on the Relationship Between Perceived Value and Corporate Image

The indirect relationship between perceived value and corporate image is fully mediated by attitude ($\Delta\chi^2$ = 0.069, Δdf = 1, Δp = 0.012). It is a substantive improvement in the model fit and it does not have a significant direct effect of the perceived value and corporate image relationship where it is reduced to the point (β = -0.019). Past study has shown support to this finding (Jayawardhena, 2004), especially in the e-shopping setting. Hence, the results could imply that the consumer will continue using the services provided by the direct selling companies mainly due to the effort of the direct selling companies to continually offer value and it is dependent on the perception of what will be and what they will give (Poon et al., 2012). It will be much easier for the direct selling companies to ensure repeated purchases and positive attitude towards the corporate image when they have constant perceived value and relationship with the consumer's attitude. The perceived value is an important factor which indirectly affects the relationship between attitude and corporate image which are keys to success of the direct selling companies.

Based on the results, attitude is fully mediated between perceived value and corporate image due to the reason that direct selling customers are often base the purchase of a product upon how the customer perceives the direct selling company. There are many cases where direct selling customers develop a negative perception of direct consequence of frustration experienced when their direct selling representatives supplying them with a particular product may quit. Contradictory to that, consumers plan to acquire a product through direct selling methods, they examine the perceived value of different options and corporate image which is often a main factor in their selection. Finally, perceived value has been essential in evaluating determinants of purchase behaviour and product choice and direct selling customers purchase a product based on separate favourites and recognizing a good corporate image.

6.5.2 Mediating Effect of Attitude on the Relationship Between Trust and Corporate Image

The relationship between trust and corporate image is partially mediated by attitude ($\Delta\chi^2 = 0.069$, $\Delta df = 1$, $\Delta p = -0.012$). The path estimated for the trust and corporate image is increased ($\beta = 0.307**$) and a significant relationship after the mediator is included. However, the two path estimates between linkages are reduced to point where it still has statistical significance such as trust $\rightarrow$ attitude, and attitude $\rightarrow$ corporate image. Past studies have shown support to this finding (Limbu et al., 2012).

Thus, the results can imply that consumer's attitude will continue to develop trust in the direct selling company and their corporate image. It would also improve the image of direct selling companies. The importance of initiating, building and maintaining trust between the customer and the direct selling company is a key factor in successful direct selling companies (Chang, 2009). Hence, direct selling companies should seek to build and maintain consumer's trust towards their corporate image (Assael, 1998; Omar et al., 2009).

However, the most convincing reason for attitude as a partial intervening effect between trust and corporate image of direct selling companies is because trust is a significant direct effect on corporate image, and attitude. Furthermore, a substantive improvement in model fit and a significant path estimate for the trust and corporate image relationship after attitude is included. This is confirmed by numerous studies which have investigated the role of trust in the context of trust from business-to-consumer in direct selling such as Boripant (2009) proposed that direct personal selling can be successful if it is focused on customer's trust. Young and Albaum (2003) supported that customers will tend to purchase from salesperson or direct selling companies which they trust. However, salespeople and direct selling companies relay positive attitude to customer trust which significantly relates to the corporate image (Omar et al., 2009).

Hence, direct selling companies can concentrate on building and maintaining customers' trust to keep a positive view which can give a good corporate image for direct selling companies. This is due to the fact that trust towards direct selling

companies is dwindling amongst the stakeholders and low levels of trust can encourage regulation in the management and operation of direct selling companies.

6.5.3 Mediating Effect of Attitude on the Relationship Between Brand Architecture and Corporate Image (H3-1)

The relationship between brand architecture and corporate image is not mediated by attitude (($\Delta\chi^2 = 1.023$, $\Delta df = 1$, $\Delta p = 0.000$). Past studies have shown support to this finding (Dwivedi, 2010; Martinez & Polo, 2008). In the revised model, it shows that brand architecture and corporate image do not have a significant direct effect ($\beta = 0.042$) which is being mediated by attitude. While the path estimate between brand architecture $\rightarrow$ attitude is reduced to the point (0.038 ns $\rightarrow$ 0.029 ns) and still not significant after the mediator is included. The other path linkage which is attitude$\rightarrow$corporate image is reduced to point (0.462*** $\rightarrow$ 0.455***) and still significant. This study includes attitude as a new contribution to the model to improve the mediating effect between brand architecture to corporate image. Past studies have also supported to this result (e.g. Dwivedi, 2010; Martinez & Polo, 2008), and also not supported (e. g. Brunsϕ & Grunert, 2009).

The probable reason for the non-intervening effect of attitude is because brand architecture has no direct relationship with corporate image when compared to indirect effect. However, attitude as a mediator between brand architecture and corporate image has not been conducted comprehensively in prior academic research which may be the cause to why little is known on the customer's attitude about brand

architecture of direct selling. Finally, direct selling companies launch multi brand product strategy, for example, Amway, Nu Skin, and Skyline which leads to customer confusion, and little is known on customer's attitude and perceptions about brand architecture and corporate image in direct selling companies. The perspective of consumer attitude about the importance of the linkage between brand architecture and corporate image of direct selling must be continually applied properly in the future study.

6.5.4 Mediating Effect of Attitude on the Relationship Between Internet Marketing and Corporate Image (H3-3)

The relationship between internet marketing and corporate image is not mediated by attitude ($\Delta\chi^2 = 4.505$, $\Delta df = 1$, $\Delta p = -0.035$). A substantive improvement in the model fit and a significant direct effect of the internet marketing and corporate image relationship ($\beta = 0.101^*$) are supported in my first finding. The path estimate between internet marketing and attitude is reduced to a point ($0.107^* \rightarrow 0.082$ ns) and it is not a significant relationship. Thus, internet marketing and corporate image have strong direct effects rather than being mediated by attitude. Past studies have also lent support to this result (Bravo et al., 2012; Yeo & Youssef, 2010) which are not supported by Martinez and Pina (2010).

Based on the results, the two direct effects of corporate image are positive significantly such as internet marketing and attitude, but the direct effect between internet marketing and attitude is insignificant. Internet marketing plays a very

important role in Thailand's direct selling companies, as they provide the corporate image, companies such as Avon and Amway have engage the internet as a leading communication tool for their customers (Euromonitor International, 2012f; TDSA, 2011). The evidence is supported by Plamer and McCole (2000), as they suggest that the internet is created to improve efficiency and integrity of the development of marketing activities. It prepares all organizations, including the direct selling companies with opportunities that otherwise would be unavailable to them. In addition, it is also a channel that can be of convenience to the customers in accessing information about direct selling companies.

Finally, the attitude is not mediated between internet marketing and corporate image because internet marketing and attitude are direct relationship of corporate image. Direct selling companies are embracing internet marketing in order to respond to customer trends and this is done so that they can thrive in a rapidly-changing environment. Internet marketing can allocate actuations between direct selling companies and customer which would typically require human contact and thus enhance corporate image.

6.5.5 Mediating Effect of Attitude on the Relationship Between Corporate Social Responsibility and Corporate Image (H3-4)

The revised model that shows the relationship between corporate social responsibility and corporate image is not mediated by attitude ($\Delta\chi^2 = 10.5$, $\Delta df = 1$, $\Delta p = -0.075$). A substantive improvement can be seen in the model fit and a

significant direct effect of the perceived value and corporate image relationship (β = 0.151**) which supports the earlier finding. However, the path estimate between corporate social responsibility and attitude is increased to point (-0.073 ns → 0.082 ns) and still does not show a significant relationship. Hence, corporate social responsibility and corporate image have strong direct effects rather than being mediated by attitude. Past studies have also lent support to this result (e.g. Lai et al., 2012 and Chang, 2009), and also not supported (e.g. Gallego-Àlavarez et al., 2010).

According to the results, attitude is not mediated between CSR and corporate image because there is growing awareness of the significant effect of CSR in creating positive customer attitude, and influencing their shopping habits and purchasing decisions, and many direct selling companies in Thailand are non committal to this marketing tool.

CSR has been accepted as an emphasis and to become a provider in the widespread (Joyner & Payne, 2002). It is also a popular marketing tool for direct selling companies as they use it to establish a corporate image (Euromonitor International, 2012a). Evidences have supported this result, such as Formbrun and Shanley (1990) suggests that corporate social responsibility is a benefit, which includes enhancement of the corporate image and its importance are determined by perceptions of various stakeholders. Consequently, Kotler and Lee (2005) propose that corporate social responsibility is committed to improving business regardless of the existence of the community with diligence on the existing resources of the organization. Thus, direct

selling companies could concentrate on preparing corporate social responsibility activities to their stakeholders.

6.6 Implication of Study

Several implications of this study are discussed in the following sections such as theoretical implication, managerial implication to the direct selling sector, managerial implication to the general public, and the managerial implication of the government which are presented next.

6.6.1 Theoretical implication

This study empirically tests the direct effects of brand architecture, perceived value, internet marketing, corporate social responsibility, trust and attitude on corporate image. And then it tests the direct effects of five predictors (brand architecture, perceived value, internet marketing, corporate social responsibility, and trust) on the attitude. It also produces results to confirm mediating effects of attitude in the relationship between determinants with corporate image. The suggested corporate image predictor model would enrich the conceptualization of corporate image and its relationships in the context of direct selling in Thailand. Overall, the results are consistent with the hypotheses from the literatures.

The results can give impetus to improving corporate image of the direct selling sector. The determinants of corporate image are mostly to create and maintain for

customers, and must be a priority agenda for most direct selling companies due to stiff competition and economic situational instability locally and globally. This study intends to develop a model to improve the corporate image of direct selling companies by looking into the determinants (attitude, trust, perceived value, internet marketing, corporate social responsibility and brand architecture).

The findings of direct and indirect impact of the determinants of corporate image have supported significant and positive relationship linkages to four hypotheses suggested and two linkages have not supported. Also the results of the direct effect on attitude have two linkages to support significant and positive relationship and three linkages have not supported. These results would increase the empirical literature in direct selling's marketing and related discipline. The direction of the relationship in this study has verified and extended the theoretical consistency that exists in the previous literatures.

Methodological contribution has given directions and new validation to the existing instruments used to measure each variable in this study. This study used the structural equation modeling (SEM) method and by using this, a few advantages could be derived such as a strict examination and testing of the measurements through confirmatory factor analysis (CFA), goodness of fit models is achievable for generalization, complex research model with multiple dependents and mediators could easily be tested, and causal relationship could be established.

A corporate image model provides the conceptual framework which is developed based on previous research finding and suggestions. The research model of this study's first attempt is based on the dimension of corporate image which utilize Smith's corporate image model (Smith, 1993). The data has been analysed using structural equation modeling (SEM) analysis and the result is more concrete and robust. The data are collected from three sectors (Government Organizations, Universities, and Banks) in Thailand because it represents the three zones in Thailand (Northern, Central, and Southern) for manageability. Thus, the three sectors are then specified so as to cover the three zones in Thailand. This study has added to the number of Thai empirical research in direct selling setting or its relate disciplines. It has also increased the evidence of new knowledge on the corporate image paradigm.

6.6.2 Managerial Implication to Direct Selling Sector

The finding can improve consumer confidence and create a positive attitude towards direct selling. It can indicate the way direct selling companies organize to improve positive attitude amongst their customers. Direct selling companies can benefit by gaining new insights into corporate image factors which are the most important to direct selling customers. It can be concluded from the findings that internet marketing, corporate social responsibility, trust and attitude are all salient factors for ensuring corporate image. Brand architecture and perceived value are nonsignificant relationship with the corporate image of direct selling companies in Thailand.

292

The significant predictors of corporate image could indicate the way forward to improve and maintain a corporate image amongst customers of direct selling. The improvement of internet marketing, corporate social responsibility, trust and attitude are created and maintained for customers must be a priority agenda for most direct selling companies due to stiff competition and economic situational instability locally and globally. However, the results of this study suggest that the significant predictors of attitude (such as perceived value, trust) can indicate the way direct selling companies work to improve positive attitude amongst direct selling company customers. Moreover, this study shows that brand architecture, internet marketing, and CSR are nonsignificant relationship with direct selling customers' attitude toward the direct selling companies in Thailand.

The direct selling companies can better handle competition and increase the sales, which can significantly improve the corporate image. The findings can give new ideas for handing competition and negative attitudes. The improvement of the determinants (internet marketing, corporate social responsibility, trust and attitude) is created and maintained for customers, and must be a priority agenda for most direct selling companies due to stiff competition and economic situational instability locally and globally.

Based on the results, direct selling companies can benefit from incorporating the use of the internet marketing which can be allocated actuations between direct selling companies and their customers that would typically require human contact in enhancing the corporate image. Subsequently, direct selling companies need to

proactively manage stakeholder concern with regard to the CSR activities which can help to build the direct selling companies image.

However, the finding on trust in the model would show evidence of its significant direct effect on both the attitude and the corporate image as it is very important for direct selling companies in relation to the unique Thai culture in the prevention of illegal and fraudulent direct selling activities. If customers have been too trusting in direct selling activities, they will have a positive attitude towards the company. Of course it will then result in having a significant effect on the corporate image. Trust is an important ingredient it the relationship between direct selling company and their customers and ultimately can help to develop the corporate image of direct selling companies in Thailand. Finally, corporate image and positive attitudes are important factors for direct selling companies to perform better in future

6.6.3 Managerial Implication to General Public

The direct selling customers need to be informed and need to have knowledge regarding fraudulent direct selling activities, which will give customers a negative attitude toward direct selling. However, the customer attitude is important for the direct selling companies to ensure good corporate image. Thus, customers need to be able to bargain for good trust and efficient marketing activities such as in internet marketing and corporate social responsibility from the direct selling companies.

The usage of attitude in direct selling activities and the attitude toward corporate image is especially suitable for measuring customers' attitude towards direct selling companies. The customers' attitude toward an organization is intimately connected to the corporate image which is the overall results of the interaction between customer and direct selling companies. It reflects not only feelings and attitudes but also ideas, impressions, beliefs and maintaining good customer relations. In addition, the corporate image can increase satisfaction and add value during the consumption of direct selling products and services.

Futhermore, customers need to be able to bargain for a good image of direct selling. The usage of attitude in direct selling activities and the attitude toward corporate image is especially suitable for measuring customers' attitude towards direct selling companies. The customers' attitude toward an organization is intimately connected to the corporate image which is the overall results of the interaction between customer and direct selling companies.

Based on the finding, direct selling customers determine the significant direct relationship with the corporate image of direct selling company such as internet marketing, corporate social responsibility, trust and attitude. Hence, these factors can affect the purchasing decisions of direct selling customers and their customer's attitudes are a significant relationship with perceived value and trust.

However, the finding suggests the CSR can help to build a corporate image of the direct selling company in Thailand that are a commitment function of ethical, moral

and social responsibility which relates between the direct selling companies and their stakeholders such as customers, salespersons, employees, and owners. It can create positive customer attitude and influencing their shopping habits and purchasing decisions of the direct selling sector in Thailand.

6.6.4 Managerial Implication to the Government

The government needs to be aware of direct selling customer's requirements for consumer protection. Direct selling in Thailand is considered as one of the most effective marketing approach in the country that attracts quite a number of entrepreneurs. The government has decided that it needs to protect the consumers through the enactment of legal direct selling companies and the rights of the consumers. Trust is of utmost importance for both customers and direct selling companies.

However, the government also needs to be aware of a good corporate image in direct selling, and promoting consumer awareness and understanding of the direct sales system through positive customer attitude towards direct selling companies. The results could give direction in policy making towards the betterment of the direct selling industry. Direct selling is important to the Thai economy and is linked with the economic crime.

Legal officials have cautioned people or consumer to check prior to investing, and to determine whether the direct selling companies have legally registered with the

government officers, or if complaints had been lodged previously. The government must protect about pyramid schemes and internet fraud which can be the main cause of bad direct selling corporate image that might threaten their legitimate business.

Thus, the corporate image of direct selling companies must be well developed. The direct selling companies need to monitor and regulated these companies to prevent ambiguity and ensure illegal banking activities do not happen. With the advancement of web sites and other internet facilities, direct selling need to change their outlook to follow the current trends and invest more in internet marketing. The direct selling sector is consumer's concern and the government has a major role in regulating these companies for the sake of the general public and the country.

To recapitulate, the finding of this study has a meaningful contribution to direct selling practitioners, the Thai government, academicians and the general public in Thailand.

6.7 Limitation of Study

Even though this study seeks to highly contribute in the areas explore and examine, however the following limitations cannot be avoided as enumerated below.

Firstly, since this study was conducted in a direct selling setting and in certain geographic areas in Thailand, thus caution should be taken when generalizing the results to other non-direct selling setting.

Secondly, the cross sectional study of corporate image in direct selling companies could only reflect on the results concerning corporate image. Therefore, the longitudinal study might yield satisfactory results.

Thirdly, care has been taken to select the respondents by proportional stratified random sampling. However, as this study is dealing with actual direct selling customers, difficulties that arise when dealing with sample respondents are noted.

Finally, almost of the results is a concern because the present study focus on the context and content. When this study is used in another context or with some present different content, the results might differ.

6.8 Recommendation for Research

Due to the aforesaid limitations, the following recommendations for future research are suggested.

Firstly, research should be conducted to cover a larger population or the country as a whole so that the results can be generalized to the entire population. Likewise, industry limitation can be remedied by including other industrial settings such as banking, retailing, hospitality business, tourism, e-commerce, health care, education, etc.

Secondly, future studies should add value to represent knowledge in this area by incorporating more variables such as category fit (Martinez & Pina, 2010), service

quality (Nguyen & LeBlanc, 1998; Souiden et al., 2006), customer satisfaction (Nguyen & LeBlanc, 1998; Souiden et al., 2006), customer loyalty (Andreassen & Lindestad, 1998) as direct antecedents of corporate image to ensure a more holistic model.

Thirdly, more empirical studies should be conducted in utilizing other conceptual basis in future research such as the image theory which was propounded by Beach (Beach, 1990), theory of planned behaviour (TPB) (Chiou & Shen, 2006; Eisingerich & Bell, 2007) and the three stages of the corporate image model (Shee & Abratt, 1989).

Finally, stakeholders of direct selling companies such as salesperson, employees, and community members should be used in future research in spite of some unwillingness from the informants to cooperate in data collection. Real situation behavioural perceptions are very much needed in today's research venture. Their invaluable input will give a much more realistic and authentic scenario of the current happenings in the marketing and consumer attitude research.

6.9 Conclusion

This study has achieved its objectives by identifying the demographic profiles of direct selling customers in the three sectors that were specified so as to cover in three zones (Northern, Central, and Southern, and it represents the three sectors such as government organizations, universities, and banks) in Thailand. The study has tested

the direct effect of corporate image and attitude, and tested attitude as a mediator between all linkages in the research framework.

The findings of this study have found four predictors are the salient factors for the determinant of assurance in corporate image such as internet marketing, corporate social responsibility, trust and attitude. On the other hand, the results found two underlying salient predictor factors that predict customer attitude such as perceived value and trust. Although the testing on mediating effect found that attitude is to be considered as a full mediator for linkages between perceived value and corporate image, therefore the relationship between trust and corporate image is partially mediated by attitude.

Attitude on the other hand, is a partial mediator as it is used to test for linkages between trust and corporate image. However, the attitude is not a mediator for the three linkages with corporate image, namely brand architecture, internet marketing and corporate social responsibility. This study is based upon the grounds that attitude towards corporate image is an essential element for the success in ongoing direct selling companies and also considering several factors as the determinants, which will all contribute to the enhancement of the corporate image among the direct selling companies.

As a conclusion, this study is very important for the direct selling companies to improve corporate image, and the government also to give direction in policy making towards the betterment of the direct selling industry. Moreover, this study informs

customers about good trust and efficient marketing activities such as in internet marketing and corporate social responsibility from the direct selling companies, and create a positive attitude toward direct selling companies.

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APPENDICES

APPENDIX A:

Pilot Test Questionnaire (English)

QUESTIONNAIRE

PART 1: General Data

Please make a tick ✓ in the best box according to your information

Code	Data
A1	Gender ☐ Male ☐ Female
A2	Age ☐ < 18 years ☐ 18-25 years ☐ 26-30 years ☐ 31-35 years ☐ 36-40 years ☐ 41-45 years ☐ 46-50 years ☐ 51-55 years ☐ 56-60 years ☐ more than 60 years
A3	Marital status ☐ Single ☐ Married ☐ Other
A4	Education ☐ Secondary Level ☐ Bachelor Degree ☐ Master Degree ☐ PhD Degree
A5	Organization ☐ Government Organization ☐ University ☐ Bank ☐ Other
A6	Income ☐ Less than 10,000 baht ☐ 10,000-15,000 baht ☐ 15,001-20,000 baht ☐ 20,001-25,000 baht ☐ more than 25,000 baht

PART 2: Direct selling General Data

Please make a tick ✓ in the best box according to your information

Code	Data
B1	How long have you been customer in direct selling ☐ < 1 year ☐ 1-2 years ☐ 2-3 years ☐ 3-4 years ☐ 4-5 years ☐ more than 5 years
B2	Name of direct selling companies that I buy from ☐ Amway ☐ Nu Skin ☐ Skyline ☐ Unicity ☐ Aimstar ☐ Join & Coin ☐ Zulian ☐ Avon ☐ Neo Life ☐ Better way ☐ Kangzen-Kenko ☐ Other………………………..
B3	Type of products that I brought from direct selling companies ☐ Cosmetics and personal cares ☐ Clothing ☐ Electrical and electronic equipment ☐ Food and drink ☐ Supplements ☐ Household care ☐ Books and education supplies ☐ Other………………………..
B4	How do you buy the direct selling products ☐ Online ☐ Salesperson ☐ Outlet ☐ Direct Mail ☐ Other………………………….
B5	The reason for buying the direct selling products ☐ High quality products ☐ Special discounts ☐ Ease of purchase ☐ A variety of products ☐ Good services ☐ Fair price ☐ Other……
B6	Amount of purchase the direct selling products ☐ Less than 500 baht ☐ 501-1,000 baht ☐ 1,001-1,500 baht ☐ 1,501-2,000 baht ☐ 2,001-2,500 baht ☐ more than 2,500 baht
B7	Frequency of purchase ☐ 1-2 weeks/time ☐ 3-4 week/time ☐ more than a month/time

PART 3: Information of attitude towards direct selling corporate image

Please read the following statements and circle only one number which best reflects your opinion.

Code	STATEMENT	Level						
		1	2	3	4	5	6	7
		Strongly Disagree	Disagree	Somewhat Disagree	Somewhat agree	Agree	Very agree	Most agree
Brand Architecture: Lai et. al. (2010)(Adopt 2 item),Martínez & Pina (2010)(Adopt 4 items)								
BA1	I buy from a well-known direct selling company.	1	2	3	4	5	6	7
BA2	The brand of direct selling company has a personality.	1	2	3	4	5	6	7
BA3	It is a brand of direct selling company that does not disappoint its customers.	1	2	3	4	5	6	7
BA4	The brand of direct selling company is much consolidated in the market.	1	2	3	4	5	6	7
BA5	The brand of direct selling company is interesting.	1	2	3	4	5	6	7
BA6	I can recognize the brand of direct selling company.	1	2	3	4	5	6	7
Corporate Social Responsibility: Lai et. al. (2010)(Adopt 5 items), Chang (2009)(Adopt 1 items), Self developed (1 item)								
CSR1	The direct selling company positively participates in public activities	1	2	3	4	5	6	7
CSR2	The direct selling company emphasizes the rights of customers	1	2	3	4	5	6	7
CSR3	The direct selling company is very concerned with the local community	1	2	3	4	5	6	7
CSR4	The direct selling company is very concerned with environment protection	1	2	3	4	5	6	7
CSR5	The direct selling company is very concerned with customers' benefits.	1	2	3	4	5	6	7
CSR6	The direct selling company emphasizes on goodwill and morality	1	2	3	4	5	6	7
CSR7	CSR activities of the direct selling company are various	1	2	3	4	5	6	7
Perceived Value: Vahie & Paswan (2006) (Adopt 3 items),Puncheva-Michelotti & Michelotti (2010)(Adopt 3 items), Self developed (1 item)								
PV1	The prices at my most frequented direct selling outlets are fair	1	2	3	4	5	6	7
PV2	I can purchase products for less at my most frequented direct selling outlets	1	2	3	4	5	6	7
PV3	The direct selling products, compared to others, can save me money	1	2	3	4	5	6	7
PV4	The direct selling company provides excellent value to its customers	1	2	3	4	5	6	7
PV5	The direct selling company offers high quality products and services	1	2	3	4	5	6	7
PV6	The direct selling company develops innovative products and services	1	2	3	4	5	6	7
PV7	The direct selling company products are expensive	1	2	3	4	5	6	7

Code	STATEMENT	Level						
		1	2	3	4	5	6	7
		Strongly Disagree	Disagree	Somewhat Disagree	Somewhat agree	Agree	Very agree	Most agree
Internet Marketing: Cho & Park (2001)(Adopt 5 items)Kim & Kim (2003)(Adopt 1 item) Self developed (1 item)								
IM1	The information provided by the internet direct selling company is easy to understand.	1	2	3	4	5	6	7
IM2	The information provided by the internet direct selling company is easy to use.	1	2	3	4	5	6	7
IM3	The information provided by internet direct selling company is protected by privacy act.	1	2	3	4	5	6	7
IM4	The internet marketing of direct selling is reliable	1	2	3	4	5	6	7
IM5	The direct selling company's web site is informative and nicely designed	1	2	3	4	5	6	7
IM6	The internet marketing of direct selling is inspect and update information	1	2	3	4	5	6	7
IM7	I am reliable on payment system of the internet direct selling company	1	2	3	4	5	6	7
Trust: Flavián et. al., (2005) (Adopt 5 items) Hog et. al. (2010)(Adopt 2 items)								
TST1	I trust the direct selling company	1	2	3	4	5	6	7
TST2	I feel that I can rely on the direct selling company to serve well	1	2	3	4	5	6	7
TST3	I believe that the direct selling company is honest	1	2	3	4	5	6	7
TST4	I trust the billing system	1	2	3	4	5	6	7
TST5	The direct selling company is reliable because it is mainly concerned with the customer's interests	1	2	3	4	5	6	7
TST6	The direct selling company keeps its promises	1	2	3	4	5	6	7
TST7	I believe that the direct selling company will satisfy my needs with understanding	1	2	3	4	5	6	7
Attitude: Taib et. al. (2008)(Adopt 2 items), Lada et. al. (2009)(Adopt 2 items), Guenzi et. al (2009)(Adopt 3 item)								
ATT1	Engaging in direct selling company is equitable	1	2	3	4	5	6	7
ATT2	Engaging in direct selling company as a share owner is rewarding	1	2	3	4	5	6	7
ATT3	Choosing the direct selling company is a good idea.	1	2	3	4	5	6	7
ATT4	I like to choose direct selling products.	1	2	3	4	5	6	7
ATT5	I feel comfortable with the direct selling company	1	2	3	4	5	6	7
ATT6	The communication of direct selling company is complete	1	2	3	4	5	6	7
ATT7	The direct selling representative has my interest in mind	1	2	3	4	5	6	7

Code	STATEMENT	Level						
		1 Strongly Disagree	2 Disagree	3 Somewhat Disagree	4 Somewhat agree	5 Agree	6 Very agree	7 Most agree
Corporate Image: Souiden et. al. (2006)(Adopt 4 items),Yeo & Youssef (2010)(Adopt 3 items)								
CM1	The direct selling company is pioneering	1	2	3	4	5	6	7
CM2	The direct selling company is self-confident	1	2	3	4	5	6	7
CM3	The direct selling company does business in an ethical way	1	2	3	4	5	6	7
CM4	The direct selling company is responsive to consumers	1	2	3	4	5	6	7
CM5	The direct selling company in general has a clean reputation	1	2	3	4	5	6	7
CM6	The direct selling company's overall image is favorable	1	2	3	4	5	6	7
CM7	Many people are impressed with the direct selling company	1	2	3	4	5	6	7

APPENDIX B:

Pilot Test Questionnaire (Thai)

แบบสอบถาม

การกำหนดภาพลักษณ์องค์กรของธุรกิจขายตรง

ตอนที่ 1: ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

กรุณาทำเครื่องหมาย ✔ **ลงใน** ☐ **ตามข้อมูลของท่าน**

CODE

A1	**เพศ** ☐ ชาย ☐ หญิง
A2	**อายุ** ☐ น้อยกว่า 18 ปี ☐ 18-25 ปี ☐ 26-30 ปี ☐ 31-35 ปี ☐ 36-40 ปี ☐ 41-45 ปี ☐ 46-50 ปี ☐ 51-55 ปี ☐ 56-60 ปี ☐ มากกว่า 60 ปี
A3	**สถานภาพสมรส** ☐ โสด ☐ สมรส ☐ อื่นๆ………………………………………
A4	**การศึกษา** ☐ ต่ำกว่าปริญญาตรี ☐ ปริญญาตรี ☐ ปริญญาโท ☐ ปริญญาเอก
A5	**หน่วยงานที่สังกัด** ☐ หน่วยงานรัฐ/รัฐวิสาหกิจ ☐ หน่วยงานมหาวิทยาลัย ☐ ธนาคาร ☐ อื่นๆ
A6	**รายได้ต่อเดือน** ☐ น้อยกว่า 10,000 บาท ☐ 10,000-15,000 บาท ☐ 15,001-20,000 บาท ☐ 20,001-25,000 บาท ☐ มากกว่า 25,000 บาท

ตอนที่ 2: พฤติกรรมทั่วไปเกี่ยวกับธุรกิจขายตรง

กรุณาทำเครื่องหมาย ✓ ลงใน ☐ ตามข้อมูลของท่าน

CODE

B1	**ระยะเวลาที่ท่านซื้อสินค้าจากธุรกิจขายตรง** ☐ น้อยกว่า 1 ปี ☐ 1-2 ปี ☐ 2-3 ปี ☐ 3-4 ปี ☐ 4-5 ปี ☐ มากกว่า 5 ปี
B2	**ท่านซื้อสินค้าจากบริษัทขายตรงใด** ☐ แอมเวย์ ☐ นูสกิน ☐ กิฟฟารีน ☐ ยูนิซิตี้ ☐ เอมสตาร์ ☐ จอยแอนด์คอยน์ ☐ ซูเลียน ☐ เอวอน ☐ นีโอไลฟ์ ☐ เบทเตอร์เวย์ (มิสทีน) ☐ คังเซน เคนโก ☐ อื่นๆ(ระบุ)..…...........
B3	**ประเภทสินค้าที่ท่านซื้อจากบริษัทขายตรง** ☐ เครื่องสำอาง/เครื่องใช้ส่วนบุคคล ☐ เสื้อผ้าและเครื่องแต่งกาย ☐ เครื่องใช้ไฟฟ้าและอุปกรณ์อิเลคทรอนิกส์ ☐ ผลิตภัณฑ์อาหารและเครื่องดื่มทั่วไป☐ ผลิตภัณฑ์เสริมอาหาร ☐ ผลิตภัณฑ์ในครัวเรือน ☐ หนังสือและอุปกรณ์การเรียน ☐ อื่นๆ(ระบุ)…………..…..................…..........
B4	**ท่านซื้อสินค้าจากบริษัทขายตรงวิธีใด** ☐ ทางอินเตอร์เน็ต ☐ ตัวแทนขายตรง ☐ ศูนย์จำหน่ายสินค้า ☐ ทางไปรษณีย์ ☐ อื่นๆ(ระบุ)..…..................….............
B5	**เหตุผลที่ท่านซื้อสินค้าจากบริษัทขายตรง** ☐ สินค้ามีคุณภาพสูง ☐ มีส่วนลดพิเศษ ☐ มีความสะดวกในการสั่งซื้อ ☐ สินค้ามีความหลากหลาย ☐ มีการบริการที่ดี ☐ ราคายุติธรรม ☐ อื่นๆ(ระบุ)...…...................….............
B6	**จำนวนเงินโดยเฉลี่ยที่ท่านซื้อแต่ละครั้ง** ☐ น้อยกว่า 500 บาท ☐ 501-1,000 บาท ☐ 1,001-1,500 บาท ☐ 1,501-2,000 บาท ☐ 2,001-2,500 บาท ☐ มากกว่า 2,500 บาท
B7	**ความถี่ในการซื้อโดยเฉลี่ย** ☐ 1-2 สัปดาห์ต่อครั้ง ☐ 3-4 สัปดาห์ต่อครั้ง

337

	☐ มากกว่า 1 เดือนต่อครั้ง

ตอนที่ 3: ข้อมูลเกี่ยวกับทัศนคติที่มีต่อภาพลักษณ์องค์กรของธุรกิจขายตรง

โปรดทำเครื่องหมาย ◯ ลงในช่องหมายเลขที่ตรงกับความคิดเห็นของท่านมากที่สุด

Code	รายละเอียด	ระดับความคิดเห็น						
		1	2	3	4	5	6	7
		ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วยมาก	ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยมาก	เห็นด้วยอย่างยิ่ง
สถาปัตยกรรมตราสินค้า								
BA1	ท่านเลือกซื้อสินค้าจากบริษัทขายตรงที่มีชื่อเสียงเป็นที่รู้จัก	1	2	3	4	5	6	7
BA2	ตราสินค้าของบริษัทขายตรงที่ท่านเลือกมีลักษณะเฉพาะ	1	2	3	4	5	6	7
BA3	ตราสินค้าของบริษัทขายตรงสามารถสร้างความเชื่อมั่นให้กับท่านได้	1	2	3	4	5	6	7
BA4	ตราสินค้าของบริษัทขายตรงที่ท่านเลือกซื้อเป็นตราในดวงใจของท่าน	1	2	3	4	5	6	7
BA5	ตราสินค้าของบริษัทขายตรงมีความน่าสนใจ	1	2	3	4	5	6	7
BA6	ตราสินค้าของบริษัทขายตรงสามารถสร้างการรับรู้ที่ดีให้แก่ท่านได้	1	2	3	4	5	6	7
ความรับผิดชอบต่อสังคม								
CSR1	บริษัทขายตรงเข้าร่วมกิจกรรมสาธารณะอย่างจริงจัง	1	2	3	4	5	6	7
CSR2	บริษัทขายตรงให้ความสำคัญด้านสิทธิมนุษยธรรมแก่ลูกค้า	1	2	3	4	5	6	7
CSR3	บริษัทขายตรงมีส่วนร่วมในการดูแลชุมชนและท้องถิ่น	1	2	3	4	5	6	7
CSR4	บริษัทขายตรงมีส่วนร่วมในการอนุรักษ์สิ่งแวดล้อม	1	2	3	4	5	6	7
CSR5	บริษัทขายตรงห่วงใยสิทธิผลประโยชน์ของลูกค้า	1	2	3	4	5	6	7
CSR6	บริษัทขายตรงให้ความสำคัญด้านคุณธรรมและจริยธรรม	1	2	3	4	5	6	7
CSR7	กิจกรรมเพื่อสังคมของบริษัทขายตรงมีความหลากหลาย	1	2	3	4	5	6	7
การรับรู้ถึงมูลค่า								
PV1	ราคาสินค้าที่บริษัทขายตรงนำเสนอมีความเป็นธรรม	1	2	3	4	5	6	7
PV2	ท่านสามารถซื้อสินค้าจากบริษัทขายตรงได้ในราคาพิเศษ	1	2	3	4	5	6	7
PV3	เมื่อเทียบราคาสินค้าระหว่างธุรกิจอื่นๆ กับบริษัทขายตรงทำให้ท่านประหยัดเงินได้มากกว่า	1	2	3	4	5	6	7
PV4	บริษัทขายตรงนำเสนอผลประโยชน์พิเศษที่คุ้มค่าแก่ท่าน	1	2	3	4	5	6	7
PV5	บริษัทขายตรงนำเสนอสินค้าและบริการที่มีคุณภาพสูง	1	2	3	4	5	6	7
PV6	บริษัทขายตรงมีการพัฒนาด้านนวัตกรรมของผลิตภัณฑ์และบริการอย่างต่อเนื่อง	1	2	3	4	5	6	7
PV7	สินค้าและบริการของบริษัทขายตรงมีราคาแพง	1	2	3	4	5	6	7

Code	รายละเอียด	ระดับความคิดเห็น

		1	2	3	4	5	6
		ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	ไม่แน่ใจ	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างมาก

การตลาดอินเตอร์เน็ต

Code		1	2	3	4	5	6
IM1	ข้อมูลที่นำเสนอผ่านอินเตอร์เน็ตของบริษัทขายตรงสามารถเข้าใจได้ง่าย	1	2	3	4	5	6
IM2	ข้อมูลของบริษัทขายตรงที่นำเสนอผ่านอินเตอร์เน็ตสามารถนำไปใช้ประโยชน์ได้ง่าย	1	2	3	4	5	6
IM3	ข้อมูลของบริษัทขายตรงที่นำเสนอผ่านอินเตอร์เน็ตมีความถูกต้องตามกฎหมาย	1	2	3	4	5	6
IM4	ข้อมูลทางอินเตอร์เน็ตของบริษัทขายตรงมีความน่าเชื่อถือ	1	2	3	4	5	6
IM5	เว็บไซต์ของบริษัทขายตรงมีการให้ข้อมูลและออกแบบอย่างสวยงาม	1	2	3	4	5	6
IM6	ข้อมูลที่นำเสนอผ่านอินเตอร์เน็ตของบริษัทขายตรงมีการตรวจสอบและปรับปรุงข้อมูลอย่างทันสมัย	1	2	3	4	5	6
IM7	ท่านเชื่อมั่นในระบบการจ่ายเงินผ่านอินเตอร์เน็ตของบริษัทขายตรง	1	2	3	4	5	6

ความเชื่อมั่น

Code		1	2	3	4	5	6
TST1	ท่านเชื่อมั่นในภาพลักษณ์ของบริษัทขายตรง	1	2	3	4	5	6
TST2	ท่านรู้สึกว่าบริษัทขายตรงมีการให้บริการที่ดี	1	2	3	4	5	6
TST3	ท่านเชื่อว่าบริษัทขายตรงมีความซื่อสัตย์	1	2	3	4	5	6
TST4	ท่านเชื่อว่าบริษัทขายตรงสามารถตอบสนองความต้องการที่แท้จริงของท่านได้	1	2	3	4	5	6
TST5	บริษัทขายตรงน่าเชื่อถือเพราะมุ่งเน้นความสำคัญด้านผลประโยชน์ของลูกค้า	1	2	3	4	5	6
TST6	ท่านเชื่อว่าบริษัทขายตรงรักษาคำมั่นสัญญา	1	2	3	4	5	6
TST7	ท่านเชื่อมั่นว่าบริษัทขายตรงจะสร้างความพึงพอใจให้แก่ท่าน	1	2	3	4	5	6

		ระดับความคิดเห็น						
		1	2	3	4	5	6	7
Code	**รายละเอียด**	ไม่เห็นด้วยอย่างยิ่งที่สุด	ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างยิ่ง	เห็นด้วยอย่างยิ่งที่สุด
ทัศนคติ								

ATT1	บริษัทขายตรงมีความเป็นธรรมและเสมอภาค	1	2	3	4	5	6	7
ATT2	บริษัทขายตรงเปรียบลูกค้าเหมือนเป็นหุ้นส่วนบริษัท	1	2	3	4	5	6	7
ATT3	การเลือกซื้อสินค้าจากบริษัทขายตรงเป็นความคิดที่ดี	1	2	3	4	5	6	7
ATT4	ท่านชอบซื้อสินค้าจากบริษัทขายตรง	1	2	3	4	5	6	7
ATT5	บริษัทขายตรงให้ความสะดวกสบายแก่ท่าน	1	2	3	4	5	6	7
ATT6	การสื่อสารข้อมูลของบริษัทขายตรงมีความชัดเจน ครบถ้วน	1	2	3	4	5	6	7
ATT7	ท่านชื่นชมในตัวของนักขายตรง	1	2	3	4	5	6	7

ภาพลักษณ์องค์กร

CM1	บริษัทขายตรงเป็นธุรกิจแนวใหม่และมีการพัฒนาอย่างต่อเนื่อง	1	2	3	4	5	6	7
CM2	บริษัทขายตรงมีความมั่นคงและเป็นเอกลักษณ์	1	2	3	4	5	6	7
CM3	บริษัทขายตรงเป็นธุรกิจที่ดำเนินกิจการตามแนวคุณธรรมและมีจรรยาบรรณ	1	2	3	4	5	6	7
CM4	บริษัทขายตรงเปิดรับและตอบสนองต่อผู้บริโภคทุกระดับชั้น	1	2	3	4	5	6	7
CM5	บริษัทขายตรงมีชื่อเสียงในทางที่ดี	1	2	3	4	5	6	7
CM6	ภาพลักษณ์โดยรวมของบริษัทขายตรงเป็นที่ชื่นชอบของท่าน	1	2	3	4	5	6	7
CM7	คนส่วนมากรู้สึกประทับใจในบริษัทขายตรง	1	2	3	4	5	6	7

ขอบคุณสำหรับความอนุเคราะห์ *ขอให้ทุกท่านใช้ชีวิตอย่างสนุกและมีความสุขนะครับ*

APPENDIX C:

Actual Questionnaire (English)

QUESTIONNAIRE

PART 1: General Data

Please make a tick ✓ in the best box according to your information

Code	Data
A1	Gender ☐ Male ☐ Female
A2	Age ☐ < 18 years ☐ 18-25 years ☐ 26-30 years ☐ 31-35 years ☐ 36-40 years ☐ 41-45 years ☐ 46-50 years ☐ 51-55 years ☐ 56-60 years ☐ more than 60 years
A3	Marital status ☐ Single ☐ Married ☐ Other
A4	Education ☐ Secondary Level ☐ Bachelor Degree ☐ Master Degree ☐ PhD Degree
A5	Organization ☐ Government Organization ☐ University ☐ Bank ☐ Other
A6	Income ☐ Less than 10,000 baht ☐ 10,000-15,000 baht ☐ 15,001-20,000 baht ☐ 20,001-25,000 baht ☐ more than 25,000 baht

PART 2: Direct selling General Data

Please make a tick ✓ in the best box according to your information

Code	Data
B1	How long have you been customer in direct selling ☐ < 1 year ☐ 1-2 years ☐ 2-3 years ☐ 3-4 years ☐ 4-5 years ☐ more than 5 years
B2	Name of direct selling companies that I buy from ☐ Amway ☐ Nu Skin ☐ Skyline ☐ Unicity ☐ Aimstar ☐ Join & Coin ☐ Zulian ☐ Avon ☐ Neo Life ☐ Better way ☐ Kangzen-Kenko ☐ Other………………………..
B3	Type of products that I brought from direct selling companies ☐ Cosmetics and personal cares ☐ Clothing ☐ Electrical and electronic equipment ☐ Food and drink ☐ Supplements ☐ Household care ☐ Books and education supplies ☐ Other………………………..
B4	How do you buy the direct selling products ☐ Online ☐ Salesperson ☐ Outlet ☐ Direct Mail ☐ Other……………………….
B5	The reason for buying the direct selling products ☐ High quality products ☐ Special discounts ☐ Ease of purchase ☐ A variety of products ☐ Good services ☐ Fair price ☐ Other……
B6	Amount of purchase the direct selling products ☐ Less than 500 baht ☐ 501-1,000 baht ☐ 1,001-1,500 baht ☐ 1,501-2,000 baht ☐ 2,001-2,500 baht ☐ more than 2,500 baht
B7	Frequency of purchase ☐ 1-2 weeks/time ☐ 3-4 week/time ☐ more than a month/time

PART 3: Information of attitude towards direct selling corporate image

Please read the following statements and circle only one number which best reflects your opinion.

Code	STATEMENT	Strongly Disagree (1)	Disagree (2)	Somewhat Disagree (3)	Somewhat agree (4)	Agree (5)	Very agree (6)	Most agree (7)
Brand Architecture: Lai et. al. (2010)(Adopt 2 item),Martínez & Pina (2010)(Adopt 3 items)							
BA1	I buy from a well-known direct selling company.	1	2	3	4	5	6	7
BA2	The brand of direct selling company has a personality.	1	2	3	4	5	6	7
BA3	It is a brand of direct selling company that does not disappoint its customers.	1	2	3	4	5	6	7
BA4	The brand of direct selling company is much consolidated in the market.	1	2	3	4	5	6	7
BA5	The brand of direct selling company is interesting.	1	2	3	4	5	6	7
Corporate Social Responsibility: Chang (2009)(Adopt 1 items),Lai et. al. (2010)(Adopt 5 items)							
CSR1	The direct selling company positively participates in public activities	1	2	3	4	5	6	7
CSR2	The direct selling company emphasizes the rights of customers	1	2	3	4	5	6	7
CSR3	The direct selling company is very concerned with the local community	1	2	3	4	5	6	7
CSR4	The direct selling company is very concerned with environment protection	1	2	3	4	5	6	7
CSR5	The direct selling company is very concerned with customers' benefits.	1	2	3	4	5	6	7
CSR6	The direct selling company emphasizes on goodwill and morality	1	2	3	4	5	6	7
Perceived Value: Vahie & Paswan (2006) (Adopt 3 items),Puncheva-Michelotti & Michelotti (2009)(Adopt 2 items)							
PV1	The prices at my most frequented direct selling outlets are fair	1	2	3	4	5	6	7
PV2	I can purchase products for less at my most frequented direct selling outlets	1	2	3	4	5	6	7
PV3	The direct selling products, compared to others, can save me money	1	2	3	4	5	6	7
PV4	The direct selling company provides excellent value to its customers	1	2	3	4	5	6	7
PV5	The direct selling company offers high quality products and services	1	2	3	4	5	6	7
Internet Marketing: Cho & Park (2001)(Adopt 4 items)Kim & Kim (2003)(Adopt 1 item)							
IM1	The information provided by the internet direct selling company is easy to understand.	1	2	3	4	5	6	7
IM2	The information provided by the internet direct selling company is easy to use.	1	2	3	4	5	6	7
IM3	The information provided by internet direct selling company is protected by privacy act.	1	2	3	4	5	6	7
IM5	The direct selling company's web site is informative and nicely designed	1	2	3	4	5	6	7
IM6	The internet marketing of direct selling is inspect and update information	1	2	3	4	5	6	7

Code	STATEMENT	Level						
		1	2	3	4	5	6	7
		Strongly Disagree	Disagree	Somewhat Disagree	Somewhat agree	Agree	Very agree	Most agree
Trust: Flavián et. al., (2005) (Adopt 5 items) Hog et. al. (2010)(Adopt 2 items)								
TST1	I trust the direct selling company	1	2	3	4	5	6	7
TST2	I feel that I can rely on the direct selling company to serve well	1	2	3	4	5	6	7
TST3	I believe that the direct selling company is honest	1	2	3	4	5	6	7
TST4	I trust the billing system	1	2	3	4	5	6	7
TST5	The direct selling company is reliable because it is mainly concerned with the customer's interests	1	2	3	4	5	6	7
TST6	The direct selling company keeps its promises	1	2	3	4	5	6	7
Attitude: Taib et. al. (2008)(Adopt 2 items), Lada et. al. (2009)(Adopt 2 items), Guenzi et. al (2009)(Adopt 1 item)								
ATT1	Engaging in direct selling company is equitable	1	2	3	4	5	6	7
ATT2	Engaging in direct selling company as a share owner is rewarding	1	2	3	4	5	6	7
ATT3	Choosing the direct selling company is a good idea	1	2	3	4	5	6	7
ATT4	I like to choose direct selling product	1	2	3	4	5	6	7
ATT6	The communication of direct selling company is complete	1	2	3	4	5	6	7
Corporate Image: Souiden et. al. (2006)(Adopt 5 items),Yeo & Youssef (2010)(Adopt 3 items)								
CM1	The direct selling company is pioneering	1	2	3	4	5	6	7
CM2	The direct selling company is self-confident	1	2	3	4	5	6	7
CM3	The direct selling company does business in an ethical way	1	2	3	4	5	6	7
CM4	The direct selling company is responsive to consumers	1	2	3	4	5	6	7
CM5	The direct selling company in general has a clean reputation	1	2	3	4	5	6	7
CM6	The direct selling company's overall image is favorable	1	2	3	4	5	6	7

APPENDIX D:

Actual Questionnaire (Thai)

แบบสอบถาม

การกำหนดภาพลักษณ์องค์กรของธุรกิจขายตรง

ตอนที่ 1: ข้อมูลทั่วไปของผู้ตอบแบบสอบถาม

กรุณาทำเครื่องหมาย ✔ ลงใน ☐ ตามข้อมูลของท่าน

CODE

A1	**เพศ** ☐ ชาย ☐ หญิง
A2	**อายุ** ☐ น้อยกว่า 18 ปี ☐ 18-25 ปี ☐ 26-30 ปี ☐ 31-35 ปี ☐ 36-40 ปี ☐ 41-45 ปี ☐ 46-50 ปี ☐ 51-55 ปี ☐ 56-60 ปี ☐ มากกว่า 60 ปี
A3	**สถานภาพสมรส** ☐ โสด ☐ สมรส ☐ อื่นๆ……………………………………
A4	**การศึกษา** ☐ ต่ำกว่าปริญญาตรี ☐ ปริญญาตรี ☐ ปริญญาโท ☐ ปริญญาเอก
A5	**หน่วยงานที่สังกัด** ☐ หน่วยงานรัฐ/รัฐวิสาหกิจ ☐ หน่วยงานมหาวิทยาลัย ☐ ธนาคาร ☐ อื่นๆ
A6	**รายได้ต่อเดือน** ☐ น้อยกว่า 10,000 บาท ☐ 10,000-15,000 บาท ☐ 15,001-20,000 บาท ☐ 20,001-25,000 บาท ☐ มากกว่า 25,000 บาท

ตอนที่ 2: พฤติกรรมทั่วไปเกี่ยวกับธุรกิจขายตรง

กรุณาทำเครื่องหมาย ✔ ลงใน ☐ ตามข้อมูลของท่าน

CODE

B1	**ระยะเวลาที่ท่านซื้อสินค้าจากธุรกิจขายตรง** ☐ น้อยกว่า 1 ปี ☐ 1-2 ปี ☐ 2-3 ปี ☐ 3-4 ปี ☐ 4-5 ปี ☐ มากกว่า 5 ปี
B2	**ท่านซื้อสินค้าจากบริษัทขายตรงใด** ☐ แอมเวย์ ☐ นูสกิน ☐ กิฟฟารีน ☐ ยูนิซิตี้ ☐ เอมสตาร์ ☐ จอยแอนด์คอยน์ ☐ ซูเลียน ☐ เอวอน ☐ นีโอไลฟ์ ☐ เบทเตอร์เวย์ (มิสทีน) ☐ คังเซน เคนโก ☐ อื่นๆ(ระบุ)………………………………………………..………
B3	**ประเภทสินค้าที่ท่านซื้อจากบริษัทขายตรง** ☐ เครื่องสำอาง/เครื่องใช้ส่วนบุคคล ☐ เสื้อผ้าและเครื่องแต่งกาย ☐ เครื่องใช้ไฟฟ้าและอุปกรณ์อิเลคทรอนิกส์ ☐ ผลิตภัณฑ์อาหารและเครื่องดื่มทั่วไป☐ ผลิตภัณฑ์เสริมอาหาร ☐ ผลิตภัณฑ์ในครัวเรือน ☐ หนังสือและอุปกรณ์การเรียน ☐ อื่นๆ(ระบุ)…………..…….…………………
B4	**ท่านซื้อสินค้าจากบริษัทขายตรงวิธีใด** ☐ ทางอินเตอร์เน็ต ☐ ตัวแทนขายตรง ☐ ศูนย์จำหน่ายสินค้า ☐ ทางไปรษณีย์ ☐ อื่นๆ(ระบุ)………………………………………..……………….……
B5	**เหตุผลที่ท่านซื้อสินค้าจากบริษัทขายตรง** ☐ สินค้ามีคุณภาพสูง ☐ มีส่วนลดพิเศษ ☐ มีความสะดวกในการสั่งซื้อ ☐ สินค้ามีความหลากหลาย ☐ มีการบริการที่ดี ☐ ราคายุติธรรม ☐ อื่นๆ(ระบุ)……………………………………………..………
B6	**จำนวนเงินโดยเฉลี่ยที่ท่านซื้อแต่ละครั้ง** ☐ น้อยกว่า 500 บาท ☐ 501-1,000 บาท ☐ 1,001-1,500 บาท ☐ 1,501-2,000 บาท ☐ 2,001-2,500 บาท ☐ มากกว่า 2,500 บาท
B7	**ความถี่ในการซื้อโดยเฉลี่ย** ☐ 1-2 สัปดาห์ต่อครั้ง ☐ 3-4 สัปดาห์ต่อครั้ง

ตอนที่ 3: ข้อมูลเกี่ยวกับทัศนคติที่มีต่อภาพลักษณ์องค์กรของธุรกิจขายตรง

โปรดทำเครื่องหมาย ◯ ลงในช่องหมายเลขที่ตรงกับความคิดเห็นของท่านมากที่สุด

Code	รายละเอียด	ระดับความคิดเห็น						
		1	2	3	4	5	6	7
		ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วย	ไม่เห็นด้วยเล็กน้อย	ปานกลาง	เห็นด้วยเล็กน้อย	เห็นด้วย	เห็นด้วยอย่างยิ่ง
สถาปัตยกรรมตราสินค้า								
BA1	ท่านเลือกซื้อสินค้าจากบริษัทขายตรงที่มีชื่อเสียงเป็นที่รู้จัก	1	2	3	4	5	6	7
BA2	ตราสินค้าของบริษัทขายตรงที่ท่านเลือกมีลักษณะเฉพาะ	1	2	3	4	5	6	7
BA3	ตราสินค้าของบริษัทขายตรงสามารถสร้างความเชื่อมั่นให้กับท่านได้	1	2	3	4	5	6	7
BA4	ตราสินค้าของบริษัทขายตรงที่ท่านเลือกซื้อเป็นตราในดวงใจของท่าน	1	2	3	4	5	6	7
BA5	ตราสินค้าของบริษัทขายตรงมีความน่าสนใจ	1	2	3	4	5	6	7
ความรับผิดชอบต่อสังคม								
CSR1	บริษัทขายตรงเข้าร่วมกิจกรรมสาธารณะอย่างจริงจัง	1	2	3	4	5	6	7
CSR2	บริษัทขายตรงให้ความสำคัญด้านสิทธิมนุษยธรรมแก่ลูกค้า	1	2	3	4	5	6	7
CSR3	บริษัทขายตรงมีส่วนร่วมในการดูแลชุมชนและท้องถิ่น	1	2	3	4	5	6	7
CSR4	บริษัทขายตรงมีส่วนร่วมในการอนุรักษ์สิ่งแวดล้อม	1	2	3	4	5	6	7
CSR5	บริษัทขายตรงห่วงใยสิทธิผลประโยชน์ของลูกค้า	1	2	3	4	5	6	7
CSR6	บริษัทขายตรงให้ความสำคัญด้านคุณธรรมและจริยธรรม	1	2	3	4	5	6	7
การรับรู้ถึงมูลค่า								
PV1	ราคาสินค้าที่บริษัทขายตรงนำเสนอมีความเป็นธรรม	1	2	3	4	5	6	7
PV2	ท่านสามารถซื้อสินค้าจากบริษัทขายตรงได้ในราคาพิเศษ	1	2	3	4	5	6	7
PV3	เมื่อเทียบราคาสินค้าระหว่างธุรกิจอื่นๆ กับบริษัทขายตรงทำให้ท่านประหยัดเงินได้มากกว่า	1	2	3	4	5	6	7
PV4	บริษัทขายตรงนำเสนอผลประโยชน์พิเศษที่คุ้มค่าแก่ท่าน	1	2	3	4	5	6	7
PV5	บริษัทขายตรงนำเสนอสินค้าและบริการที่มีคุณภาพสูง	1	2	3	4	5	6	7

Code	รายละเอียด	ระดับความคิดเห็น					
		1	2	3	4	5	6
		ไม่เห็นด้วยอย่างยิ่ง	ไม่เห็นด้วยอย่างมาก	ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยอย่างมาก
การตลาดอินเตอร์เน็ต							
IM1	ข้อมูลที่นำเสนอผ่านอินเตอร์เน็ตของบริษัทขายตรงสามารถเข้าใจได้ง่าย	1	2	3	4	5	6
IM2	ข้อมูลของบริษัทขายตรงที่นำเสนอผ่านอินเตอร์เน็ตสามารถนำไปใช้ประโยชน์ได้ง่าย	1	2	3	4	5	6
IM3	ข้อมูลของบริษัทขายตรงที่นำเสนอผ่านอินเตอร์เน็ตมีความถูกต้องตามกฎหมาย	1	2	3	4	5	6
IM5	เว็บไซต์ของบริษัทขายตรงมีการให้ข้อมูลและออกแบบอย่างสวยงาม	1	2	3	4	5	6
IM6	ข้อมูลที่นำเสนอผ่านอินเตอร์เน็ตของบริษัทขายตรงมีการตรวจสอบและปรับปรุงข้อมูลอย่างทันสมัย	1	2	3	4	5	6
ความเชื่อมั่น							
TST1	ท่านเชื่อมั่นในภาพลักษณ์ของบริษัทขายตรง	1	2	3	4	5	6
TST2	ท่านรู้สึกว่าบริษัทขายตรงมีการให้บริการที่ดี	1	2	3	4	5	6
TST3	ท่านเชื่อว่าบริษัทขายตรงมีความซื่อสัตย์	1	2	3	4	5	6
TST4	ท่านเชื่อว่าบริษัทขายตรงสามารถตอบสนองความต้องการที่แท้จริงของท่านได้	1	2	3	4	5	6
TST5	บริษัทขายตรงน่าเชื่อถือเพราะมุ่งเน้นความสำคัญด้านผลประโยชน์ของลูกค้า	1	2	3	4	5	6
TST6	ท่านเชื่อว่าบริษัทขายตรงรักษาคำมั่นสัญญา	1	2	3	4	5	6

Code	รายละเอียด	ระดับความคิดเห็น						
		1	2	3	4	5	6	7

		ไม่เห็นด้วยมากที่สุด	ไม่เห็นด้วยมาก	ไม่เห็นด้วย	ปานกลาง	เห็นด้วย	เห็นด้วยมาก	เห็นด้วยมากที่สุด
ทัศนคติ								
ATT1	บริษัทขายตรงมีความเป็นธรรมและเสมอภาค	1	2	3	4	5	6	7
ATT2	บริษัทขายตรงเปรียบลูกค้าเหมือนเป็นหุ้นส่วนบริษัท	1	2	3	4	5	6	7
ATT3	การเลือกซื้อสินค้าจากบริษัทขายตรงเป็นความคิดที่ดี	1	2	3	4	5	6	7
ATT4	ท่านชอบซื้อสินค้าจากบริษัทขายตรง	1	2	3	4	5	6	7
ATT6	การสื่อสารข้อมูลของบริษัทขายตรงมีความชัดเจน ครบถ้วน	1	2	3	4	5	6	7
ภาพลักษณ์องค์กร								
CM1	บริษัทขายตรงเป็นธุรกิจแนวใหม่และมีการพัฒนาอย่างต่อเนื่อง	1	2	3	4	5	6	7
CM2	บริษัทขายตรงมีความมั่นคงและเป็นเอกลักษณ์	1	2	3	4	5	6	7
CM3	บริษัทขายตรงเป็นธุรกิจที่ดำเนินกิจการตามแนวคุณธรรมและมีจรรยาบรรณ	1	2	3	4	5	6	7
CM4	บริษัทขายตรงเปิดรับและตอบสนองต่อผู้บริโภคทุกระดับชั้น	1	2	3	4	5	6	7
CM5	บริษัทขายตรงมีชื่อเสียงในทางที่ดี	1	2	3	4	5	6	7
CM6	ภาพลักษณ์โดยรวมของบริษัทขายตรงเป็นที่ชื่นชอบของท่าน	1	2	3	4	5	6	7

ขอบคุณสำหรับความอนุเคราะห์ *ขอให้ทุกท่านใช้ชีวิตอย่างสนุกและมีความสุขนะครับ*

APPENDIX E:

Global Statistical Report-2012

Global Sales and Direct Selling Community - 2012

Published 6-24-2013

Regional Sales

Europe, 16%
Africa / Middle East, 1%
Asia/Pacific, 44%
Americas, 40%

Top 10 Global Markets

Other, 24%
United States, 19%
Germany, 2%
Russia, 3%
Malaysia, 3%
France, 3%
Mexico, 4%
Korea, 8%
Brazil, 9%
China, 12%
Japan, 14%
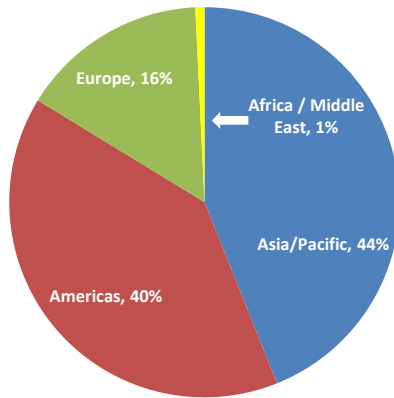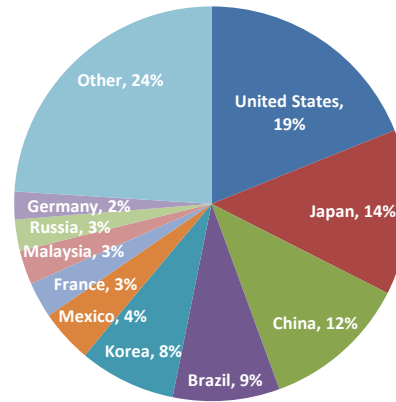
Global Industry: $166,876 (US$ millions), Up 5.4%

Region/Country		2012 Retail Sales		% Sales Change (YOY) in Constant US$ (5)		Size of Direct Selling Community
		Local Currency (millions)	US$ (millions)			
Global		na	166,876	5.4%	▲	89,675,927
Asia/Pacific		na	73,276	4.4%	▲	46,090,251
Australia	(1)	1,457	1,508	4.0%	▲	390,000
China	(2)	126,000	19,962	13.5%	▲	na
Hong Kong	(1)	4,132	533	20.0%	▲	301,118
India		56,189	1,051	22.6%	▲	4,853,232
Indonesia	(2)	10,212,000	1,088	11.0%	▲	9,240,000
Japan		1,812,000	22,710	-4.8%	▼	3,380,000
Korea		14,952,123	13,273	4.3%	▲	4,954,959
Malaysia		14,415	4,667	7.0%	▲	4,750,000
New Zealand		257	208	10.4%	▲	93,972
Philippines		42,683	1,011	31.3%	▲	3,049,000
Singapore		459	367	11.3%	▲	393,930
Taiwan		87,755	2,976	0.6%	▲	2,660,000
Thailand		91,600	2,947	7.0%	▲	10,900,000
Vietnam		6,049,618	292	12.0%	▲	1,124,040
Other Asia/Pacific	(2)	na	683	5.1%	▲	na
Africa/Middle East		na	1,260	4.4%	▲	na
Africa		na	1,099	4.7%	▲	na
South Africa	(1)	6,513	793	3.8%	▲	1,011,489
Other Africa	(2)	na	306	7.0%	▲	na
Middle East		na	161	2.8%	▲	na
Israel	(2)	200	52	0.9%	▲	25,988
Other Middle East	(2)	na	109	3.8%	▲	na
Americas		na	66,448	7.9%	▲	31,192,151
North America		na	33,854	5.6%	▲	16,612,880
Canada		2,222	2,224	1.0%	▲	712,880
United States		31,630	31,630	5.9%	▲	15,900,000

Region/Country		2012 Retail Sales		% Sales Change (YOY) in Constant US$ (5)		Size of Direct Selling Community
		Local Currency (millions)	US$ (millions)			
South & Central America		na	32,594	10.4%	▲	14,579,271
Argentina		7,530	1,660	12.5%	▲	650,000
Bolivia	(1)	1,992	288	23.0%	▲	276,137
Brazil		28,537	14,604	13.1%	▲	6,687,898
Chile		240,540	494	5.0%	▲	351,370
Colombia		5,378,614	2,993	7.6%	▲	1,477,517
Ecuador		800	800	14.3%	▲	835,000
Mexico		95,515	7,253	7.0%	▲	1,649,202
Peru	(1)	3,572	1,354	11.2%	▲	420,000
Uruguay	(2)	1,562	77	4.0%	▲	70,821
Venezuela		9,895	2,307	6.8%	▲	1,233,000
Central America/Caribbean	(2)(3)	na	740	5.0%	▲	928,326
Other South & Central America	(2)	na	23	15.0%	▲	na
Europe		na	25,892	2.2%	▲	11,356,048
Western Europe		na	17,743	1.3%	▲	2,574,043
Austria	(2)	182	234	-3.2%	▼	14,162
Belgium		133	171	4.0%	▲	17,239
Denmark	(2)	305	53	-7.0%	▼	64,449
Finland		178	229	7.7%	▲	78,100
France		3,850	4,949	4.1%	▲	521,000
Germany	(2)(4)	2,975	3,824	0.8%	▲	287,185
Greece	(1)	136	175	0.1%	▲	270,301
Ireland		53	68	5.2%	▲	20,150
Italy		2,304	2,962	-4.9%	▼	473,718
Luxembourg		42	53	3.7%	▲	2,700
Netherlands		102	131	3.1%	▲	46,120
Norway		815	140	13.7%	▲	100,000
Portugal	(1)	100	128	-3.1%	▼	85,620
Spain	(5)	493	634	-8.9%	▼	72,258
Sweden		2,370	350	-8.8%	▼	88,800
Switzerland	(2)	435	464	1.0%	▲	12,241
United Kingdom		2,000	3,160	7.2%	▲	420,000
Other Western Europe	(2)	na	19	-5.0%	▼	na
Central & Eastern Europe		na	8,149	4.3%	▲	8,782,005
Bulgaria	(1)	129	84	11.2%	▲	134,501
Croatia		261	45	-48.8%	▼	32,650
Czech Republic	(1)	5,974	305	1.8%	▲	255,786
Estonia	(1)	29	37	35.6%	▲	22,000
Hungary		52,233	232	26.2%	▲	479,964
Latvia	(1)	19	35	18.7%	▲	31,200
Lithuania		291	108	12.6%	▲	75,500
Poland		2,650	814	9.9%	▲	897,500
Romania	(1)	970	280	9.2%	▲	303,542
Russia		131,516	4,264	4.1%	▲	4,305,033
Slovakia	(1)	108	139	16.3%	▲	137,441
Slovenia		14	17	-20.6%	▼	16,642
Turkey	(1)	1,305	727	3.4%	▲	828,762
Ukraine	(1)	5,955	745	-0.9%	▼	1,261,484
Other Central & Eastern Europe	(2)	na	316	-1.3%	▼	na

©Copyright WFDSA 2013   na = not available
- Sales figures are expressed at Estimated Retail level and exclude Value Added Tax.
- Figures are based on the entire industry (i.e., both member and non-member companies) unless otherwise noted.
- This year for the first time, sales figures for 2011 and 2012 are expressed in US Constant Dollars to exclude the impact of foreign exchange and ensure comparability. Average annual exchange rates for 2012 from the International Monetary Fund have been used to convert both 2011 and 2012 data from local currency to US dollars.
- The Direct Selling Community includes individuals who are career minded entrepreneurs building their own businesses ... or part-time entrepreneurs earning extra income. All enjoy significant discounts on products. In fact, some choose only to enjoy and use the products and not to sell at all.

(1) Figures are based only on DSA member companies.
(2) Source: WFDSA research estimate.
(3) Central America/Caribbean includes the Dominican Republic, Costa Rica, El Salvador, Guatemala, Honduras, Nicaragua and Panama.
(4) The German DSA (Bundesverband Direktvertrieb Deutschland) commissioned University of Mannheim to conduct research; results were received after the WFDSA publication deadline. The Mannheim study shows €17.4 billion in turnover including VAT, based on a broader definition of Direct Selling than that used by WFDSA.
(5) In Spain, only those who pursue direct selling as a full-time or part-time business are counted. In 2012, there were 72,258 Business Builders (designated in Spanish by the English term "Business Builders" or *impulsores de negocio*).

APPENDIX F:

Asia Internet Use

ASIA INTERNET USE, POPULATION DATA AND FACEBOOK STATISTICS

ASIA	Population (2012 Est.)	Internet Users, (Year 2000)	Internet Users 30-June-2012	(% Population)	Users % Asia	Facebook 30-Sept-2012
Afganistan	30,419,928	1,000	1,520,996	5.0 %	0.1 %	331,720
Armenia	2,970,495	30,000	1,800,000	60.6 %	0.2 %	335,480
Azerbaijan	9,493,600	12,000	4,746,800	50.0 %	0.4 %	896,980
Bangladesh	161,083,804	100,000	8,054,190	5.0 %	0.7 %	2,987,820
Bhutan	716,896	500	150,548	21.0 %	0.0 %	79,060
Brunei Darussalem	408,786	30,000	318,900	78.0 %	0.0 %	253,140
Cambodia	14,952,665	6,000	662,840	4.4 %	0.1 %	662,840
China *	1,343,239,923	22,500,000	538,000,000	40.1 %	50.0 %	611,640
Georgia	4,570,934	20,000	1,300,000	28.4 %	0.1 %	829,260
Hong Kong *	7,153,519	2,283,000	5,329,372	74.5 %	0.5 %	4,037,620
India	1,205,073,612	5,000,000	137,000,000	11.4 %	11.4 %	56,698,300
Indonesia	248,645,008	2,000,000	55,000,000	22.1 %	5.1 %	47,539,220
Japan	127,368,088	47,080,000	101,228,736	79.5 %	9.4 %	15,691,380
Kazakhstan	17,522,010	70,000	7,884,905	45.0 %	0.7 %	596,080
Korea, North	24,589,122	--	--	--	--	n/a
Korea, South	48,860,500	19,040,000	40,329,660	82.5 %	3.7 %	9,434,920
Kyrgystan	5,496,737	51,600	2,194,400	39.9 %	0.2 %	91,460
Laos	6,586,266	6,000	592,764	9.0 %	0.1 %	224,720
Macao *	578,025	60,000	366,510	63.4 %	0.0 %	210,720
Malaysia	29,179,952	3,700,000	17,723,000	60.7 %	1.6 %	13,078,320
Maldives	394,451	6,000	134,860	34.2 %	0.0 %	134,860
Mongolia	3,179,997	30,000	635,999	20.0 %	0.1 %	438,940
Myanmar	54,584,650	1,000	534,930	1.0 %	0.0 %	n/a
Nepal	29,890,686	50,000	2,690,162	9.0 %	0.2 %	1,828,700
Pakistan	190,291,129	133,900	29,128,970	15.3 %	2.7 %	7,227,780
Philippines	103,775,002	2,000,000	33,600,000	32.4 %	3.1 %	29,657,780
Singapore	5,353,494	1,200,000	4,015,121	75.0 %	0.4 %	2,869,300
Sri Lanka	21,481,334	121,500	3,222,200	15.0 %	0.3 %	1,395,660
Taiwan	23,234,936	6,260,000	17,530,000	75.4 %	1.6 %	12,242,200
Tajikistan	7,768,385	2,000	1,012,220	13.0 %	0.1 %	39,460
Thailand	67,091,089	2,300,000	20,100,000	30.0 %	1.9 %	16,834,140

Timor-Leste	1,143,667	0	**10,293**	0.9 %	0.0 %	n/a
Turkmenistan	5,054,828	2,000	**252,741**	5.0 %	0.0 %	8,200
Uzbekistan	28,394,180	7,500	**8,575,042**	30.2 %	0.8 %	145,260
Vietnam	91,519,289	200,000	**31,034,900**	33.9 %	2.9 %	7,876,200
TOTAL ASIA	**3,922,066,987**	**114,304,000**	**1,076,681,059**	**27.5 %**	**100 %**	**235,989,160**

NOTES: (1) The Asian Internet Statistics were updated for June 30, 2012. (2) The Facebook subscriber data was updated for September 30, 2012. (3) CLICK on each country name to see detailed data for individual countries and regions. (4) The demographic (population) numbers are based mainly on data contained in Census Bureau. (5) The usage numbers come from various sources, mainly from data published by Nielsen Online , ITU , and other trustworthy sources. (6) Data may be cited, giving due credit and establishing an active link to Internet World Stats. (7) For navigation help, definitions and methodology, see the site surfing guide . (*) China figures do not include SAR Hong Kong, SAR Macao nor Taiwan, which are reported separately for statistical purposes. Copyright © 2012, Miniwatts Marketing Group . All rights reserved worldwide.

APPENDIX G:

Fact Sheet Direct Selling Thailand

FACT SHEET
Global Direct Selling

wfDSA

2011 Global Retail Sales: USD $153,727 million

Direct Selling	Global Sales Force

Direct Selling

- The marketing of consumer products or services direct to the consumer …
- … by an independent sales person who represents a direct selling company.
- Direct sales are generally conducted in a home or a workplace … away from a permanent bricks & mortar retail setting.
- Today, direct selling also takes advantage of social media and word-of-mouth marketing techniques.

Global Sales Force

The 91.5 million Direct Sellers who represent Direct Selling companies around the world are:
- *Career-minded entrepreneurs* who build their own businesses marketing the products/services of a Direct Selling company with which they have an agreement or contract … or p*art-time micro-entrepreneurs* who earn extra income by doing so.
- *Those seeking new skills*, who join for the training and re-training
- *Those seeking new contacts, greater self-esteem*, and *those who want to give back to the community* through the many Direct Selling social responsibility initiatives.

Of this diverse group, many were customers of the products/services prior to becoming a company representative. As Direct Sellers, all enjoy significant discounts and in fact, some choose only to enjoy and use the discounted products and decide not to sell them at all.

Sales by Product Category

Clothing & Accessories 9%; Cosmetics & Personal Care 30%; Home Care 2%; Household Goods & Durables 16%; Wellness 25%; Books, Toys, Stationery, Etc. 3%; Foodstuff & Beverages 2%; Home Improvement 3%; Utilities 2%; Financial Services 3%; Other 5%

Sales by Compensation Plan

Other 2%; Single Level 42%; Multi-level 56%

Sales by Sales Method

Other 3%; Party Plan / Groups 20%; Person to Person 77%

Note: Sales figures are expressed at estimated retail level and exclude VAT. Annual average exchange rates for 2011 from the International Monetary Fund were used to convert local currency to US dollars. Percentages may not sum to 100% due to rounding.

2011 United States Retail Sales: USD $29,870 million

Direct Selling	United States Sales Force

Direct Selling

- The marketing of consumer products or services direct to the consumer …
- … by an independent sales person who represents a direct selling company.
- Direct sales are generally conducted in a home or a workplace … away from a permanent bricks & mortar retail setting.
- Today, direct selling also takes advantage of social media and word-of-mouth marketing techniques.
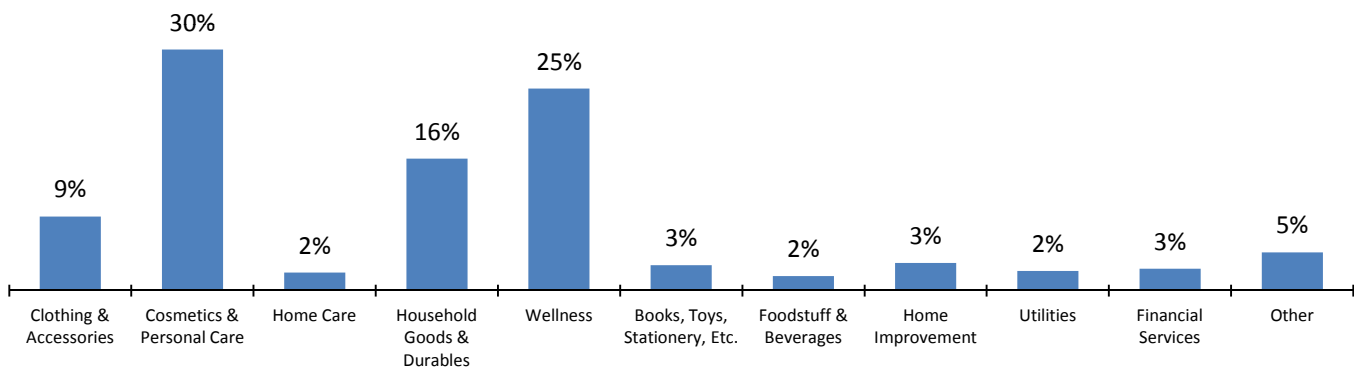
United States Sales Force

The 15.6 million Direct Sellers who represent Direct Selling companies in the United States are:
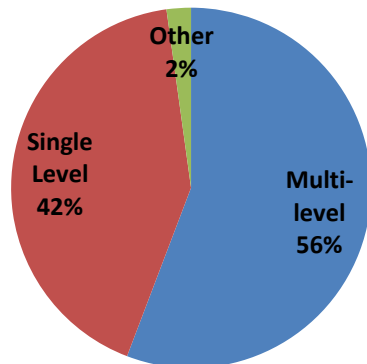- *Career-minded entrepreneurs* who build their own businesses marketing the products/services of a Direct Selling company with which they have an agreement or contract … or *part-time micro-entrepreneurs* who earn extra income by doing so.
- *Those seeking new skills*, who join for the training and re-training
- *Those seeking new contacts, greater self-esteem*, and *those who want to give back to the community* through the many Direct Selling social responsibility initiatives.

Of this diverse group, many were customers of the products/services prior to becoming a company representative. As Direct Sellers, all enjoy significant discounts and in fact, some choose only to enjoy and use the discounted products and decide not to sell them at all.
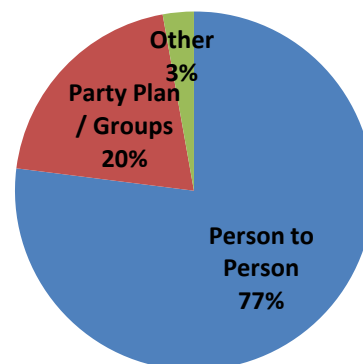
Sales by Product Category

Category	Percentage
Clothing & Accessories	12%
Cosmetics & Personal Care	18%
Home Care	1%
Household Goods & Durables	20%
Wellness	24%
Books, Toys, Stationery, Etc.	2%
Foodstuff & Beverages	2%
Home Improvement	0%
Utilities	7%
Financial Services	10%
Other	3%

Sales by Compensation Plan

- Single Level 5%
- Multi-level 96%

Sales by Sales Method

- Other 4%
- Party Plan / Groups 31%
- Person to Person 65%

Note: Figures are based on the entire industry (i.e., DSA member and non-member companies) unless otherwise noted. Sales figures are expressed at estimated retail level and exclude VAT. Annual average exchange rates for 2011 from the International Monetary Fund were used to convert local currency to US dollars. Percentages may not sum to 100% due to rounding.

FACT SHEET
Direct Selling: Japan

wfDSA

2011 Japan Retail Sales: LC 1,904,000 / USD $23,857 million

Direct Selling	Japan Sales Force

Direct Selling

- The marketing of consumer products or services direct to the consumer …
- … by an independent sales person who represents a direct selling company.
- Direct sales are generally conducted in a home or a workplace … away from a permanent bricks & mortar retail setting.
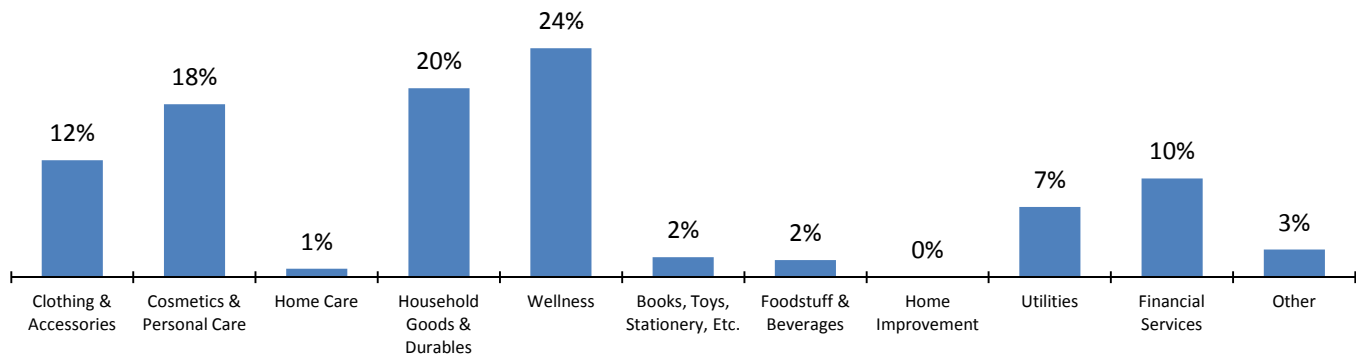- Today, direct selling also takes advantage of social media and word-of-mouth marketing techniques.

Japan Sales Force

The 3.4 million Direct Sellers who represent Direct Selling companies in Japan are:
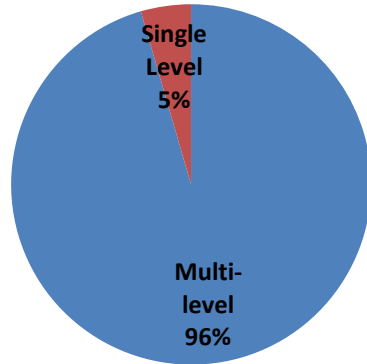- *Career-minded entrepreneurs* who build their own businesses marketing the products/services of a Direct Selling company with which they have an agreement or contract … or p*art-time micro-entrepreneurs* who earn extra income by doing so.
- *Those seeking new skills*, who join for the training and re-training
- *Those seeking new contacts, greater self-esteem*, and *those who want to give back to the community* through the many Direct Selling social responsibility initiatives.

Of this diverse group, many were customers of the products/services prior to becoming a company representative. As Direct Sellers, all enjoy significant discounts and in fact, some choose only to enjoy and use the discounted products and decide not to sell them at all.
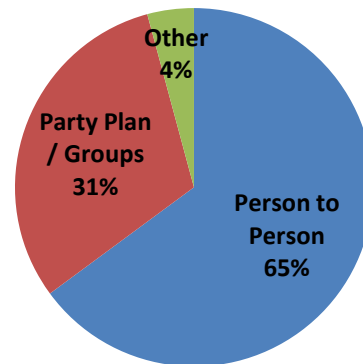
Sales by Product Category

- Clothing & Accessories: 5%
- Cosmetics & Personal Care: 30%
- Home Care: 0%
- Household Goods & Durables: 21%
- Wellness: 28%
- Books, Toys, Stationery, Etc.: 3%
- Foodstuff & Beverages: 0%
- Home Improvement: 5%
- Utilities: 0%
- Financial Services: 0%
- Other: 8%

Sales by Compensation Plan

- Other 12%
- Multi-level 36%
- Single Level 52%

Sales by Sales Method

- Party Plan / Groups 0%
- Other 7%
- Person to Person 94%

Note: Figures are based on the entire industry (i.e., DSA member and non-member companies) unless otherwise noted. Sales figures are expressed at estimated retail level and exclude VAT. Annual average exchange rates for 2011 from the International Monetary Fund were used to convert local currency to US dollars. Percentages may not sum to 100% due to rounding. The following figures are based only on DSA member companies: sales by product, compensation plan and sales method.

FACT SHEET
Direct Selling: Korea

2011 Korea Retail Sales: LC 14,335,618 / USD $12,935 million

Direct Selling

- The marketing of consumer products or services direct to the consumer …
- … by an independent sales person who represents a direct selling company.
- Direct sales are generally conducted in a home or a workplace … away from a permanent bricks & mortar retail setting.
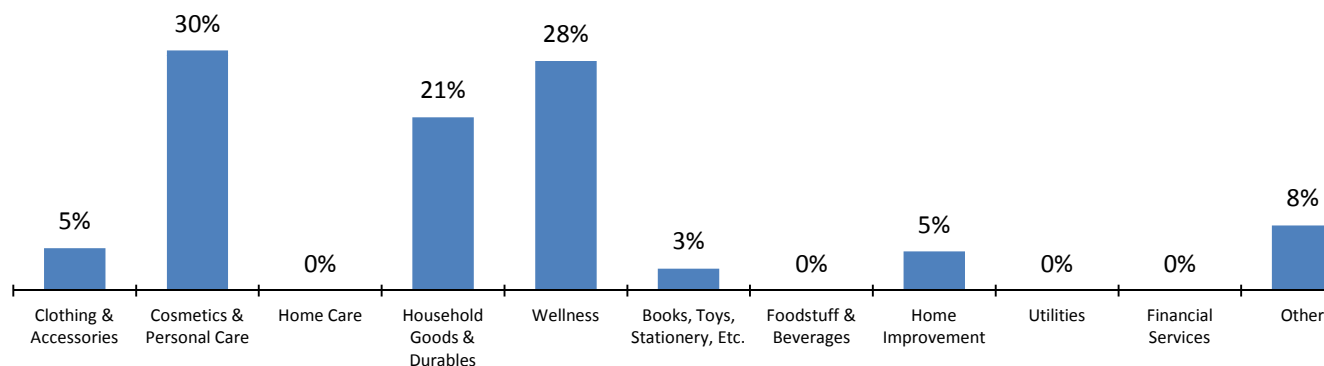- Today, direct selling also takes advantage of social media and word-of-mouth marketing techniques.

Korea Sales Force

The 4.2 million Direct Sellers who represent Direct Selling companies in Korea are:
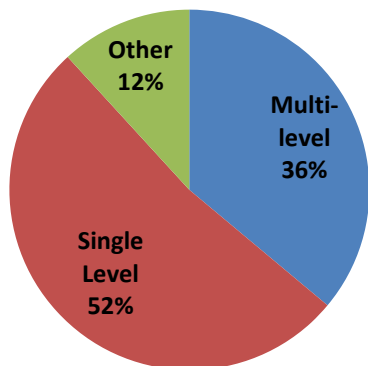- *Career-minded entrepreneurs* who build their own businesses marketing the products/services of a Direct Selling company with which they have an agreement or contract … or *part-time micro-entrepreneurs* who earn extra income by doing so.
- *Those seeking new skills*, who join for the training and re-training
- *Those seeking new contacts, greater self-esteem*, and *those who want to give back to the community* through the many Direct Selling social responsibility initiatives.

Of this diverse group, many were customers of the products/services prior to becoming a company representative. As Direct Sellers, all enjoy significant discounts and in fact, some choose only to enjoy and use the discounted products and decide not to sell them at all.
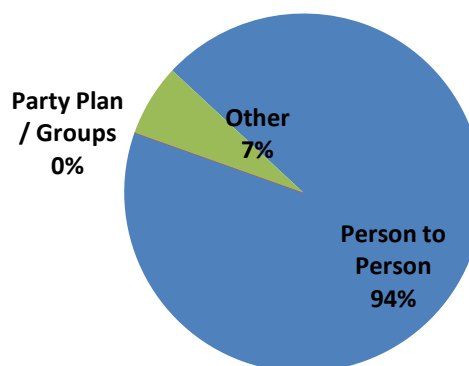
Sales by Product Category

Clothing & Accessories	Cosmetics & Personal Care	Home Care	Household Goods & Durables	Wellness	Books, Toys, Stationery, Etc.	Foodstuff & Beverages	Home Improvement	Utilities	Financial Services	Other
0%	26%	1%	10%	38%	9%	0%	0%	0%	0%	16%

Sales by Compensation Plan

Multi-level 28%
Single Level 72%

Sales by Sales Method

Party Plan / Groups 25%
Person to Person 75%

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Note: Figures are based on the entire industry (i.e., DSA member and non-member companies) unless otherwise noted. Sales figures are expressed at estimated retail level and exclude VAT. Annual average exchange rates for 2011 from the International Monetary Fund were used to convert local currency to US dollars. Percentages may not sum to 100% due to rounding. The following figures are based only on DSA member companies: sales by product, compensation plan and sales method.

2011 Brazil Retail Sales: LC 20,029 / USD $11,972 million

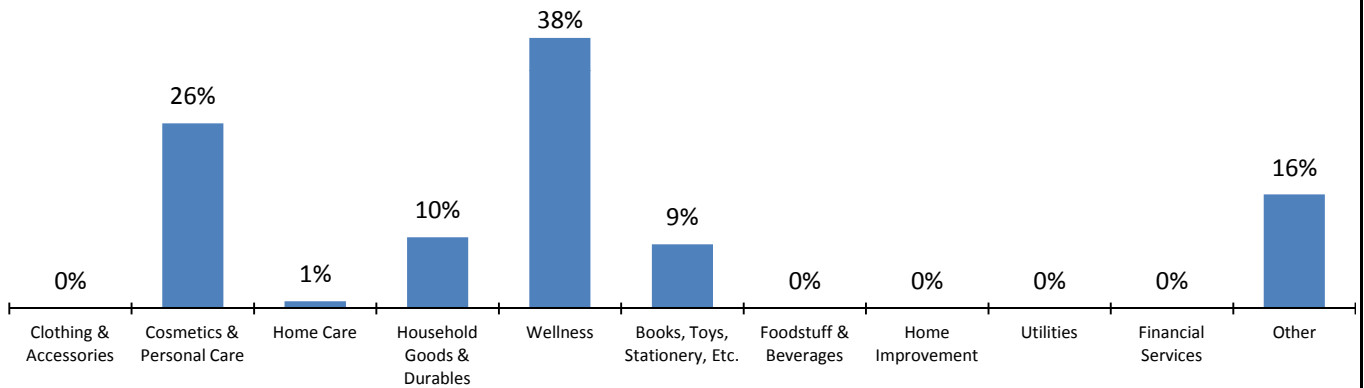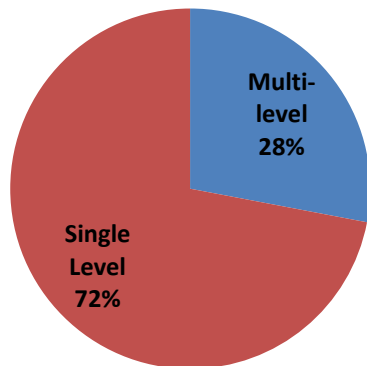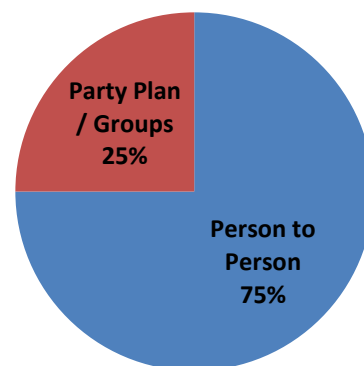| Direct Selling	Brazil Sales Force
•The marketing of consumer products or services direct to the consumer … •… by an independent sales person who represents a direct selling company. •Direct sales are generally conducted in a home or a workplace … away from a permanent bricks & mortar retail setting. •Today, direct selling also takes advantage of social media and word-of-mouth marketing techniques.	The 2.8 million Direct Sellers who represent Direct Selling companies in Brazil are: •*Career-minded entrepreneurs* who build their own businesses marketing the products/services of a Direct Selling company with which they have an agreement or contract … or *part-time micro-entrepreneurs* who earn extra income by doing so. •*Those seeking new skills*, who join for the training and re-training •*Those seeking new contacts, greater self-esteem*, and *those who want to give back to the community* through the many Direct Selling social responsibility initiatives. Of this diverse group, many were customers of the products/services prior to becoming a company representative. As Direct Sellers, all enjoy significant discounts and in fact, some choose only to enjoy and use the discounted products and decide not to sell them at all.

Sales by Product Category*

Data not available

Sales by Compensation Plan	Sales by Sales Method
Multi-level 8% Single Level 92%	Data not available

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Note: Figures are based on the entire industry (i.e., DSA member and non-member companies) unless otherwise noted. Sales figures are expressed at estimated retail level and exclude VAT. Annual average exchange rates for 2011 from the International Monetary Fund were used to convert local currency to US dollars. Percentages may not sum to 100% due to rounding. The following figures are based only on DSA member companies: sales by compensation plan.

2011 Mexico Retail Sales: LC 78,400 / USD $6,311 million

Direct Selling

- The marketing of consumer products or services direct to the consumer …

- … by an independent sales person who represents a direct selling company.

- Direct sales are generally conducted in a home or a workplace … away from a permanent bricks & mortar retail setting.

- Today, direct selling also takes advantage of social media and word-of-mouth marketing techniques.

Mexico Sales Force

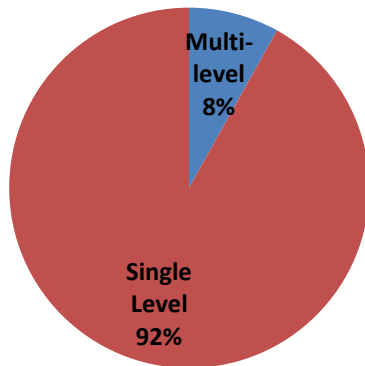The 2.2 million Direct Sellers who represent Direct Selling companies in Mexico are:

- **Career-minded entrepreneurs** who build their own businesses marketing the products/services of a Direct Selling company with which they have an agreement or contract … or **part-time micro-entrepreneurs** who earn extra income by doing so.
- **Those seeking new skills**, who join for the training and re-training
- **Those seeking new contacts, greater self-esteem**, and **those who want to give back to the community** through the many Direct Selling social responsibility initiatives.

Of this diverse group, many were customers of the products/services prior to becoming a company representative. As Direct Sellers, all enjoy significant discounts and in fact, some choose only to enjoy and use the discounted products and decide not to sell them at all.

Sales by Product Category

Category	Percentage
Clothing & Accessories	31%
Cosmetics & Personal Care	42%
Home Care	0%
Household Goods & Durables	6%
Wellness	21%
Books, Toys, Stationery, Etc.	0%
Foodstuff & Beverages	0%
Home Improvement	0%
Utilities	0%
Financial Services	0%
Other	0%

Sales by Compensation Plan

- Multi-level 38%
- Single Level 62%

Sales by Sales Method

- Party Plan / Groups 10%
- Person to Person 90%

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2011 France Retail Sales: LC 3,700 / USD $5,139 million

Direct Selling	France Sales Force

Direct Selling

- The marketing of consumer products or services direct to the consumer …
- … by an independent sales person who represents a direct selling company.
- Direct sales are generally conducted in a home or a workplace … away from a permanent bricks & mortar retail setting.
- Today, direct selling also takes advantage of social media and word-of-mouth marketing techniques.
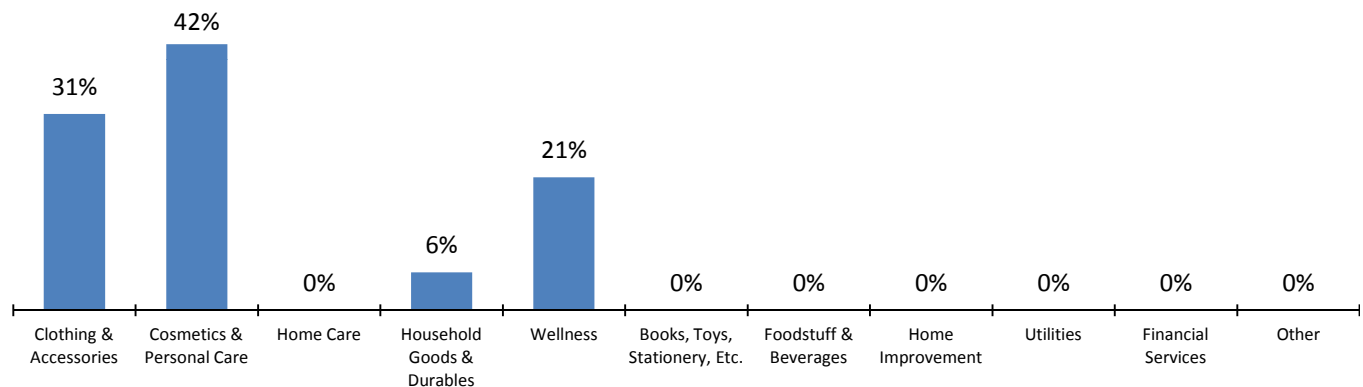
France Sales Force

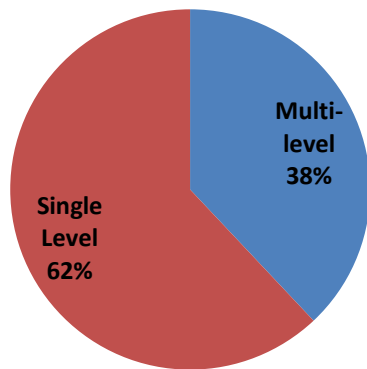The 0.5 million Direct Sellers who represent Direct Selling companies in France are:
- *Career-minded entrepreneurs* who build their own businesses marketing the products/services of a Direct Selling company with which they have an agreement or contract … or p*art-time micro-entrepreneurs* who earn extra income by doing so.
- *Those seeking new skills*, who join for the training and re-training
- *Those seeking new contacts, greater self-esteem*, and *those who want to give back to the community* through the many Direct Selling social responsibility initiatives.

Of this diverse group, many were customers of the products/services prior to becoming a company representative. As Direct Sellers, all enjoy significant discounts and in fact, some choose only to enjoy and use the discounted products and decide not to sell them at all.

Sales by Product Category

Clothing & Accessories	Cosmetics & Personal Care	Home Care	Household Goods & Durables	Wellness	Books, Toys, Stationery, Etc.	Foodstuff & Beverages	Home Improvement	Utilities	Financial Services	Other
8%	11%	5%	19%	8%	2%	2%	40%	5%	0%	0%

Sales by Compensation Plan

Multi-level 18%
Single Level 82%

Sales by Sales Method

Party Plan / Groups 36%
Person to Person 64%

Note: Figures are based on the entire industry (i.e., DSA member and non-member companies) unless otherwise noted. Sales figures are expressed at estimated retail level and exclude VAT. Annual average exchange rates for 2011 from the International Monetary Fund were used to convert local currency to US dollars. Percentages may not sum to 100% due to rounding. The following figures are based only on DSA member companies: sales by product, compensation plan and sales method.

FACT SHEET
Direct Selling: Germany

2011 Germany Retail Sales: LC 2,695 / USD $3,743 million

Direct Selling	Germany Sales Force

Direct Selling

- The marketing of consumer products or services direct to the consumer …
- … by an independent sales person who represents a direct selling company.
- Direct sales are generally conducted in a home or a workplace … away from a permanent bricks & mortar retail setting.
- Today, direct selling also takes advantage of social media and word-of-mouth marketing techniques.

Germany Sales Force

The 0.3 million Direct Sellers who represent Direct Selling companies in Germany are:
- *Career-minded entrepreneurs* who build their own businesses marketing the products/services of a Direct Selling company with which they have an agreement or contract … or *part-time micro-entrepreneurs* who earn extra income by doing so.
- *Those seeking new skills*, who join for the training and re-training
- *Those seeking new contacts, greater self-esteem*, and *those who want to give back to the community* through the many Direct Selling social responsibility initiatives.

Of this diverse group, many were customers of the products/services prior to becoming a company representative. As Direct Sellers, all enjoy significant discounts and in fact, some choose only to enjoy and use the discounted products and decide not to sell them at all.
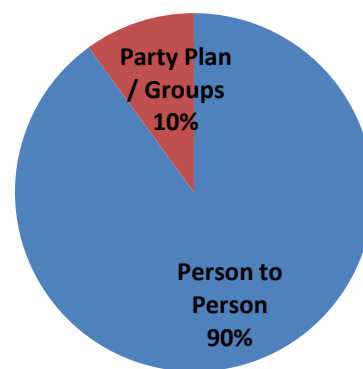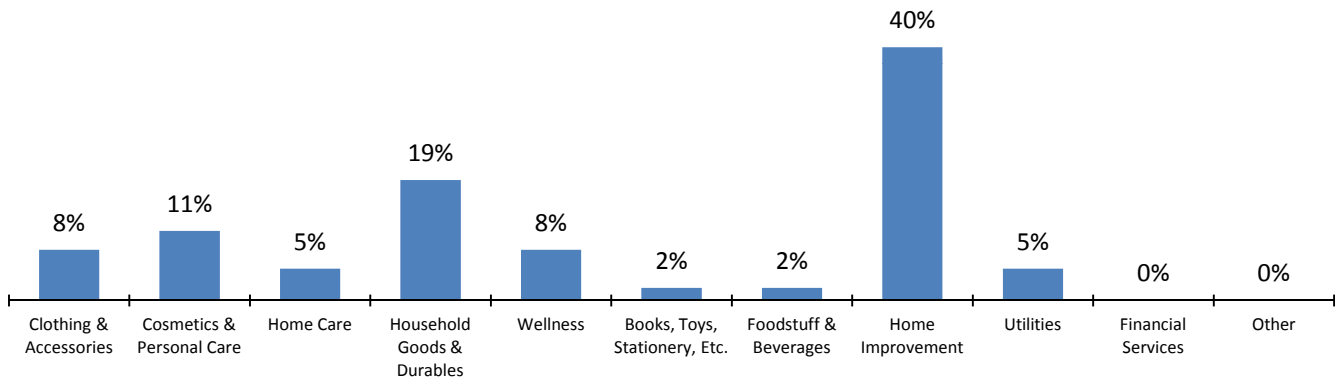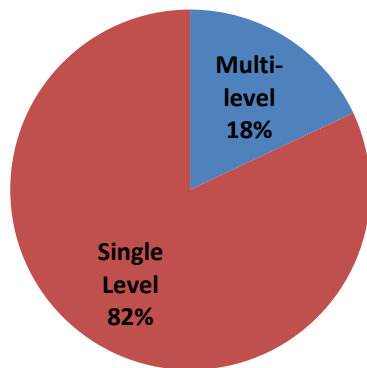
Sales by Product Category

Category	Percentage
Clothing & Accessories	2%
Cosmetics & Personal Care	19%
Home Care	5%
Household Goods & Durables	34%
Wellness	11%
Books, Toys, Stationery, Etc.	8%
Foodstuff & Beverages	7%
Home Improvement	10%
Utilities	4%
Financial Services	0%
Other	1%

Sales by Compensation Plan

- Multi-level 37%
- Single Level 63%

Sales by Sales Method

- Other 1%
- Party Plan / Groups 52%
- Person to Person 48%

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Note: Figures are based on the entire industry (i.e., DSA member and non-member companies) unless otherwise noted. Sales figures are expressed at estimated retail level and exclude VAT. Annual average exchange rates for 2011 from the International Monetary Fund were used to convert local currency to US dollars. Percentages may not sum to 100% due to rounding.

FACT SHEET
Direct Selling: Russia

2011 Russia Retail Sales: LC 105,448 / USD $3,589 million

Direct Selling

- The marketing of consumer products or services direct to the consumer …
- … by an independent sales person who represents a direct selling company.
- Direct sales are generally conducted in a home or a workplace … away from a permanent bricks & mortar retail setting.
- Today, direct selling also takes advantage of social media and word-of-mouth marketing techniques.

Russia Sales Force

The 4.1 million Direct Sellers who represent Direct Selling companies in Russia are:
- *Career-minded entrepreneurs* who build their own businesses marketing the products/services of a Direct Selling company with which they have an agreement or contract … or p*art-time micro-entrepreneurs* who earn extra income by doing so.
- *Those seeking new skills*, who join for the training and re-training
- *Those seeking new contacts, greater self-esteem*, and *those who want to give back to the community* through the many Direct Selling social responsibility initiatives.

Of this diverse group, many were customers of the products/services prior to becoming a company representative. As Direct Sellers, all enjoy significant discounts and in fact, some choose only to enjoy and use the discounted products and decide not to sell them at all.
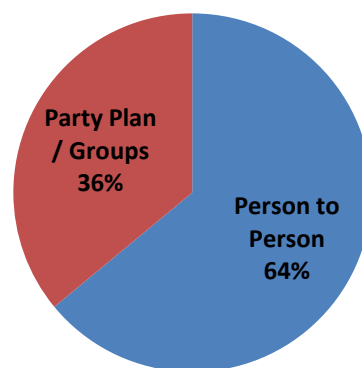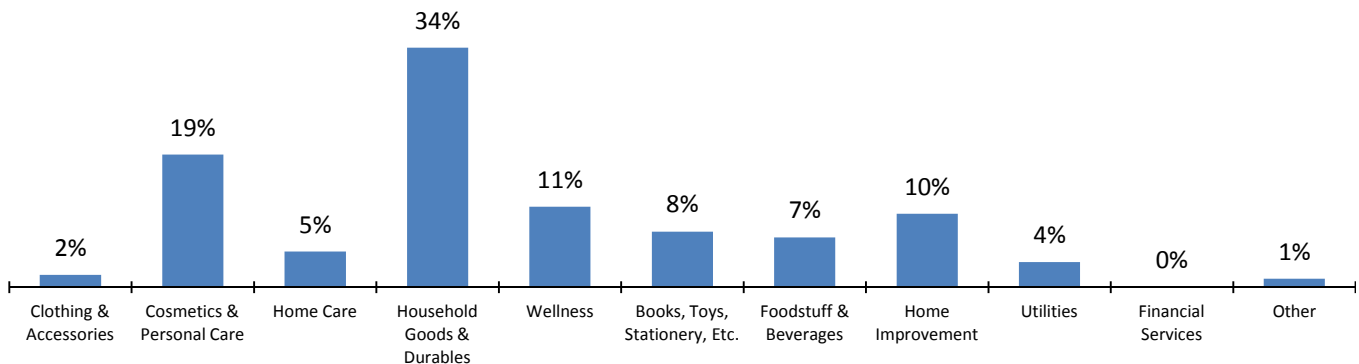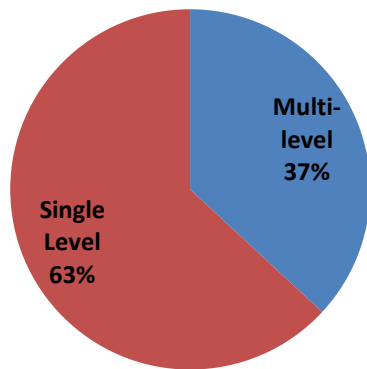
Sales by Product Category

Category	Percentage
Clothing & Accessories	8%
Cosmetics & Personal Care	70%
Home Care	6%
Household Goods & Durables	6%
Wellness	9%
Books, Toys, Stationery, Etc.	0%
Foodstuff & Beverages	0%
Home Improvement	0%
Utilities	0%
Financial Services	0%
Other	1%

Sales by Compensation Plan

Single Level 0%
Multi-level 100%

Sales by Sales Method

Party Plan / Groups 15%
Person to Person 85%

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FACT SHEET
Direct Selling: Italy

wfDSA

2011 Italy Retail Sales: LC 2,422 / USD $3,364 million

Direct Selling

- The marketing of consumer products or services direct to the consumer …
- … by an independent sales person who represents a direct selling company.
- Direct sales are generally conducted in a home or a workplace … away from a permanent bricks & mortar retail setting.
- Today, direct selling also takes advantage of social media and word-of-mouth marketing techniques.

Italy Sales Force

The 0.4 million Direct Sellers who represent Direct Selling companies in Italy are:
- *Career-minded entrepreneurs* who build their own businesses marketing the products/services of a Direct Selling company with which they have an agreement or contract … or p*art-time micro-entrepreneurs* who earn extra income by doing so.
- *Those seeking new skills*, who join for the training and re-training
- *Those seeking new contacts, greater self-esteem*, and *those who want to give back to the community* through the many Direct Selling social responsibility initiatives.

Of this diverse group, many were customers of the products/services prior to becoming a company representative. As Direct Sellers, all enjoy significant discounts and in fact, some choose only to enjoy and use the discounted products and decide not to sell them at all.
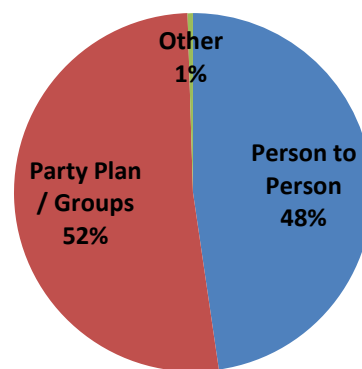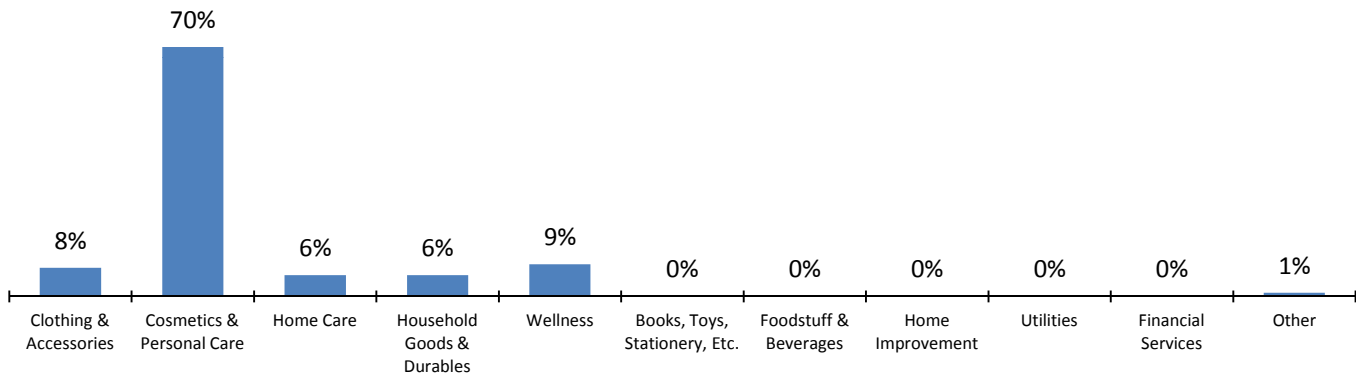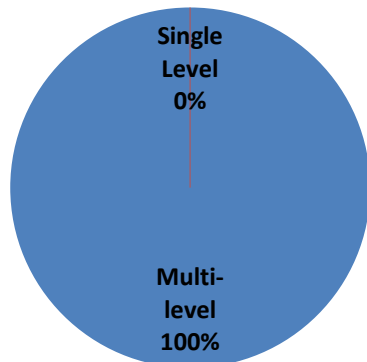
Sales by Product Category

Category	%
Clothing & Accessories	0%
Cosmetics & Personal Care	26%
Home Care	11%
Household Goods & Durables	14%
Wellness	18%
Books, Toys, Stationery, Etc.	3%
Foodstuff & Beverages	14%
Home Improvement	10%
Utilities	2%
Financial Services	0%
Other	3%

Sales by Compensation Plan

Multi-level 35%
Single Level 65%

Sales by Sales Method

Party Plan / Groups 35%
Person to Person 66%

Note: Figures are based on the entire industry (i.e., DSA member and non-member companies) unless otherwise noted. Sales figures are expressed at estimated retail level and exclude VAT. Annual average exchange rates for 2011 from the International Monetary Fund were used to convert local currency to US dollars. Percentages may not sum to 100% due to rounding. The following figures are based only on DSA member companies: sales by product, compensation plan and sales method.

FACT SHEET
Direct Selling: Malaysia

2011 Malaysia Retail Sales: LC 8,900 / USD $2,908 million

Direct Selling

- The marketing of consumer products or services direct to the consumer …
- … by an independent sales person who represents a direct selling company.
- Direct sales are generally conducted in a home or a workplace … away from a permanent bricks & mortar retail setting.
- Today, direct selling also takes advantage of social media and word-of-mouth marketing techniques.

Malaysia Sales Force

The 7.4 million Direct Sellers who represent Direct Selling companies in Malaysia are:
- *Career-minded entrepreneurs* who build their own businesses marketing the products/services of a Direct Selling company with which they have an agreement or contract … or p*art-time micro-entrepreneurs* who earn extra income by doing so.
- *Those seeking new skills*, who join for the training and re-training
- *Those seeking new contacts, greater self-esteem*, and *those who want to give back to the community* through the many Direct Selling social responsibility initiatives.

Of this diverse group, many were customers of the products/services prior to becoming a company representative. As Direct Sellers, all enjoy significant discounts and in fact, some choose only to enjoy and use the discounted products and decide not to sell them at all.
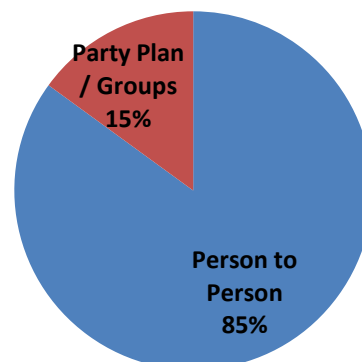
Sales by Product Category

Clothing & Accessories	Cosmetics & Personal Care	Home Care	Household Goods & Durables	Wellness	Books, Toys, Stationery, Etc.	Foodstuff & Beverages	Home Improvement	Utilities	Financial Services	Other
7%	23%	1%	22%	34%	2%	6%	0%	0%	0%	5%

Sales by Compensation Plan

Single Level 5%
Multi-level 95%

Sales by Sales Method

Party Plan / Groups 0%
Person to Person 100%

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Note: Figures are based on the entire industry (i.e., DSA member and non-member companies) unless otherwise noted. Sales figures are expressed at estimated retail level and exclude VAT. Annual average exchange rates for 2011 from the International Monetary Fund were used to convert local currency to US dollars. Percentages may not sum to 100% due to rounding. The following figures are based only on DSA member companies: sales by product, compensation plan and sales method.

FACT SHEET
Direct Selling: Venezuela

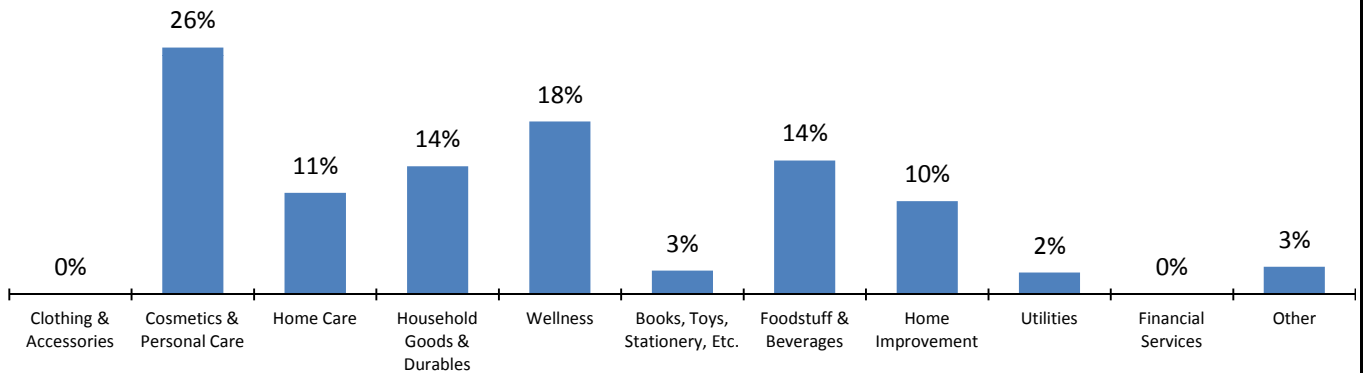## 2011 Venezuela Retail Sales: LC 12,384 / USD $2,887 million

Direct Selling

- The marketing of consumer products or services direct to the consumer …
- … by an independent sales person who represents a direct selling company.
- Direct sales are generally conducted in a home or a workplace … away from a permanent bricks & mortar retail setting.
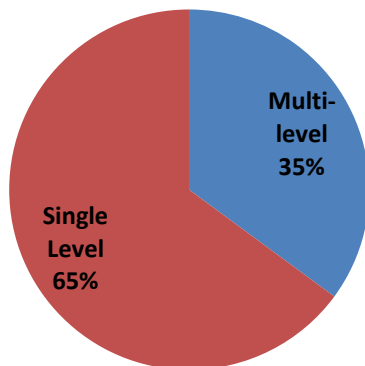- Today, direct selling also takes advantage of social media and word-of-mouth marketing techniques.

Venezuela Sales Force

The 1.2 million Direct Sellers who represent Direct Selling companies in Venezuela are:
- *Career-minded entrepreneurs* who build their own businesses marketing the products/services of a Direct Selling company with which they have an agreement or contract … or p*art-time micro-entrepreneurs* who earn extra income by doing so.
- *Those seeking new skills*, who join for the training and re-training
- *Those seeking new contacts, greater self-esteem*, and *those who want to give back to the community* through the many Direct Selling social responsibility initiatives.

Of this diverse group, many were customers of the products/services prior to becoming a company representative. As Direct Sellers, all enjoy significant discounts and in fact, some choose only to enjoy and use the discounted products and decide not to sell them at all.
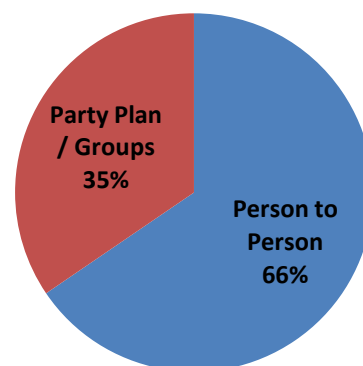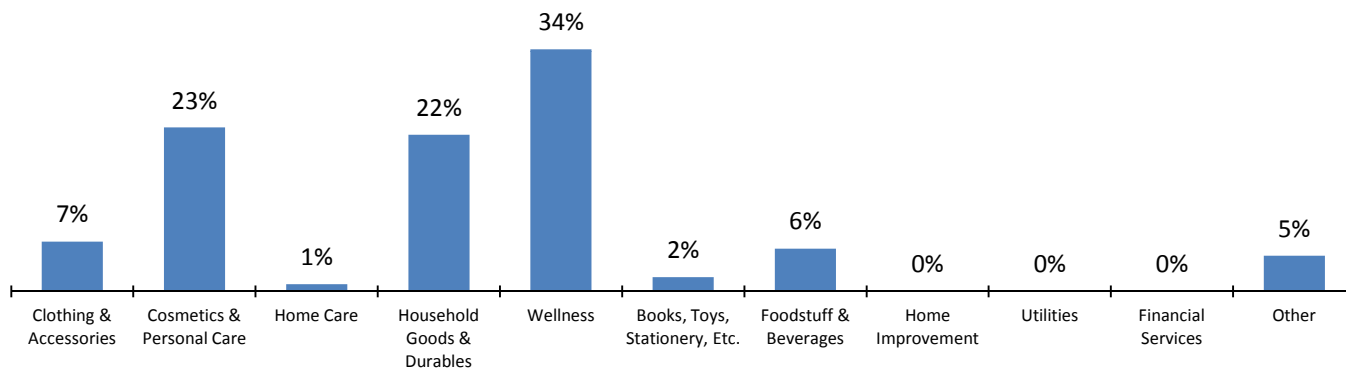
Sales by Product Category

Category	Percentage
Clothing & Accessories	17%
Cosmetics & Personal Care	46%
Home Care	8%
Household Goods & Durables	15%
Wellness	13%
Books, Toys, Stationery, Etc.	1%
Foodstuff & Beverages	0%
Home Improvement	0%
Utilities	0%
Financial Services	0%
Other	0%

Sales by Compensation Plan

Multi-level 20%
Single Level 80%

Sales by Sales Method

Data not available

Note: Figures are based on the entire industry (i.e., DSA member and non-member companies) unless otherwise noted. Sales figures are expressed at estimated retail level and exclude VAT. Annual average exchange rates for 2011 from the International Monetary Fund were used to convert local currency to US dollars. Percentages may not sum to 100% due to rounding. The following figures are based only on DSA member companies: sales by product and sales by compensation plan.

FACT SHEET
Direct Selling: Taiwan

2011 Taiwan Retail Sales: LC 83,600 / USD $2,845 million

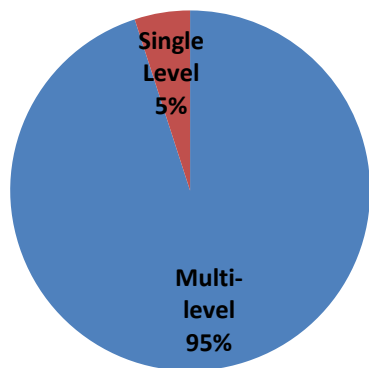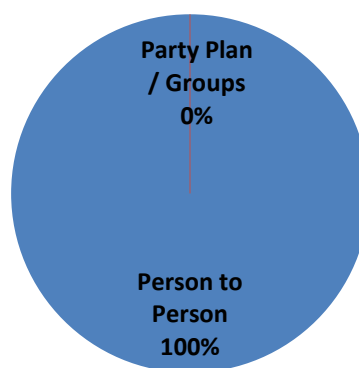| Direct Selling	Taiwan Sales Force
•The marketing of consumer products or services direct to the consumer … •… by an independent sales person who represents a direct selling company. •Direct sales are generally conducted in a home or a workplace … away from a permanent bricks & mortar retail setting. •Today, direct selling also takes advantage of social media and word-of-mouth marketing techniques.	The 4.7 million Direct Sellers who represent Direct Selling companies in Taiwan are: •*Career-minded entrepreneurs* who build their own businesses marketing the products/services of a Direct Selling company with which they have an agreement or contract … or p*art-time micro-entrepreneurs* who earn extra income by doing so. •*Those seeking new skills*, who join for the training and re-training •*Those seeking new contacts, greater self-esteem*, and *those who want to give back to the community* through the many Direct Selling social responsibility initiatives. Of this diverse group, many were customers of the products/services prior to becoming a company representative. As Direct Sellers, all enjoy significant discounts and in fact, some choose only to enjoy and use the discounted products and decide not to sell them at all.

Sales by Product Category

Category	%
Clothing & Accessories	4%
Cosmetics & Personal Care	16%
Home Care	7%
Household Goods & Durables	6%
Wellness	59%
Books, Toys, Stationery, Etc.	1%
Foodstuff & Beverages	2%
Home Improvement	0%
Utilities	0%
Financial Services	0%
Other	5%

Sales by Compensation Plan

Single Level 0%

Multi-level 100%

Sales by Sales Method

Party Plan / Groups 0%

Person to Person 100%

Note: Figures are based on the entire industry (i.e., DSA member and non-member companies) unless otherwise noted. Sales figures are expressed at estimated retail level and exclude VAT. Annual average exchange rates for 2011 from the International Monetary Fund were used to convert local currency to US dollars. Percentages may not sum to 100% due to rounding.

2011 Canada Retail Sales: LC 2,200 / USD $2,222 million

Direct Selling	Canada Sales Force

Direct Selling

•The marketing of consumer products or services direct to the consumer …

•… by an independent sales person who represents a direct selling company.

•Direct sales are generally conducted in a home or a workplace … away from a permanent bricks & mortar retail setting.

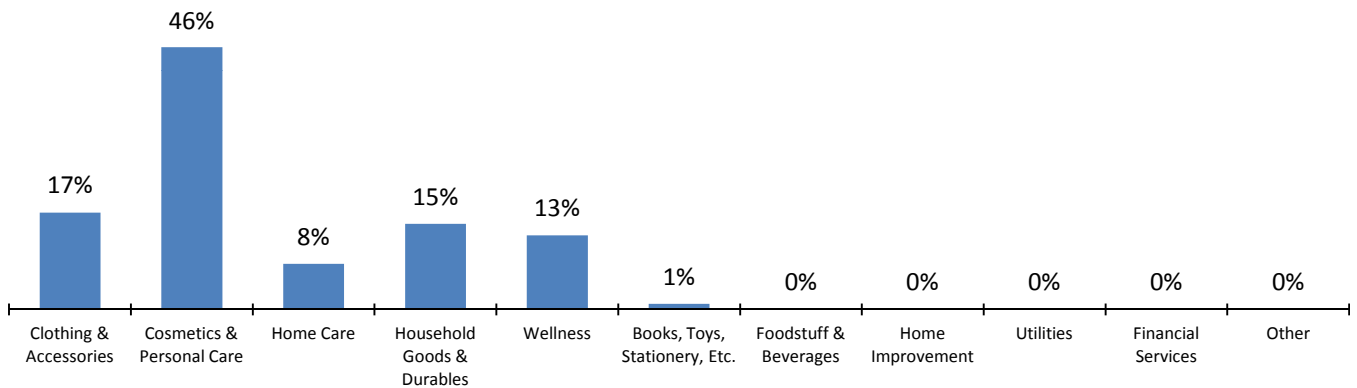•Today, direct selling also takes advantage of social media and word-of-mouth marketing techniques.

Canada Sales Force

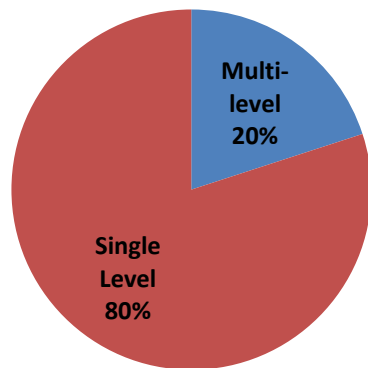The 0.7 million Direct Sellers who represent Direct Selling companies in Canada are:
•*Career-minded entrepreneurs* who build their own businesses marketing the products/services of a Direct Selling company with which they have an agreement or contract … or p*art-time micro-entrepreneurs* who earn extra income by doing so.
•*Those seeking new skills*, who join for the training and re-training
•*Those seeking new contacts, greater self-esteem*, and *those who want to give back to the community* through the many Direct Selling social responsibility initiatives.
Of this diverse group, many were customers of the products/services prior to becoming a company representative. As Direct Sellers, all enjoy significant discounts and in fact, some choose only to enjoy and use the discounted products and decide not to sell them at all.

Sales by Product Category

Clothing & Accessories 21%
Cosmetics & Personal Care 19%
Home Care 2%
Household Goods & Durables 23%
Wellness 25%
Books, Toys, Stationery, Etc. 0%
Foodstuff & Beverages 10%
Home Improvement 0%
Utilities 0%
Financial Services 0%
Other 0%

Sales by Compensation Plan

Single Level 17%
Multi-level 83%

Sales by Sales Method

Other 3%
Party Plan / Groups 53%
Person to Person 44%

Note: Figures are based on the entire industry (i.e., DSA member and non-member companies) unless otherwise noted. Sales figures are expressed at estimated retail level and exclude VAT. Annual average exchange rates for 2011 from the International Monetary Fund were used to convert local currency to US dollars. Percentages may not sum to 100% due to rounding. The following figures are based only on DSA member companies: sales; sales force size; and sales by product, compensation plan and sales method.

FACT SHEET
Direct Selling: Thailand

2011 Thailand Retail Sales: LC 65,000 / USD $2,132 million

Direct Selling

- The marketing of consumer products or services direct to the consumer …
- … by an independent sales person who represents a direct selling company.
- Direct sales are generally conducted in a home or a workplace … away from a permanent bricks & mortar retail setting.
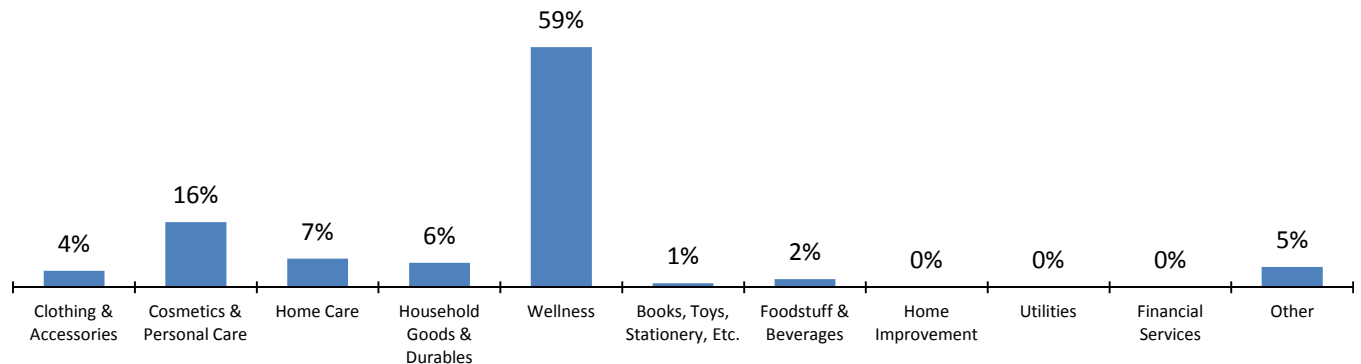- Today, direct selling also takes advantage of social media and word-of-mouth marketing techniques.

Thailand Sales Force

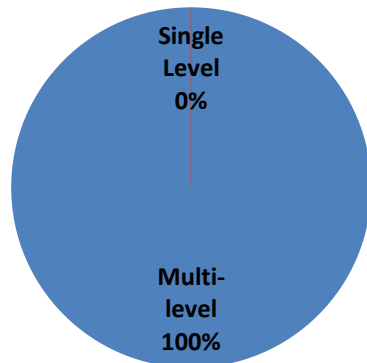The 15.6 million Direct Sellers who represent Direct Selling companies in Thailand are:
- *Career-minded entrepreneurs* who build their own businesses marketing the products/services of a Direct Selling company with which they have an agreement or contract … or p*art-time micro-entrepreneurs* who earn extra income by doing so.
- *Those seeking new skills*, who join for the training and re-training
- *Those seeking new contacts, greater self-esteem*, and *those who want to give back to the community* through the many Direct Selling social responsibility initiatives.

Of this diverse group, many were customers of the products/services prior to becoming a company representative. As Direct Sellers, all enjoy significant discounts and in fact, some choose only to enjoy and use the discounted products and decide not to sell them at all.
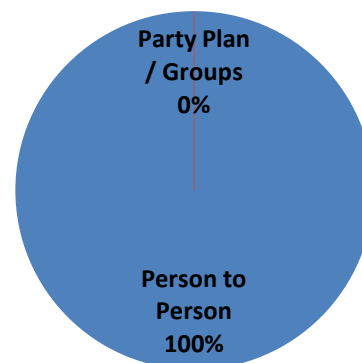
Sales by Product Category

Category	Percentage
Clothing & Accessories	5%
Cosmetics & Personal Care	38%
Home Care	4%
Household Goods & Durables	8%
Wellness	33%
Books, Toys, Stationery, Etc.	5%
Foodstuff & Beverages	2%
Home Improvement	0%
Utilities	0%
Financial Services	0%
Other	6%

Sales by Compensation Plan

Single Level 11%
Multi-level 89%

Sales by Sales Method

Other 5%
Party Plan / Groups 36%
Person to Person 59%

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Note: Figures are based on the entire industry (i.e., DSA member and non-member companies) unless otherwise noted. Sales figures are expressed at estimated retail level and exclude VAT. Annual average exchange rates for 2011 from the International Monetary Fund were used to convert local currency to US dollars. Percentages may not sum to 100% due to rounding. The following figures are based only on DSA member companies: sales by product, compensation plan and sales method.

FACT SHEET
Direct Selling: Colombia

2011 Colombia Retail Sales: LC 3,706,462 / USD $2,006 million

Direct Selling

- The marketing of consumer products or services direct to the consumer …
- … by an independent sales person who represents a direct selling company.
- Direct sales are generally conducted in a home or a workplace … away from a permanent bricks & mortar retail setting.
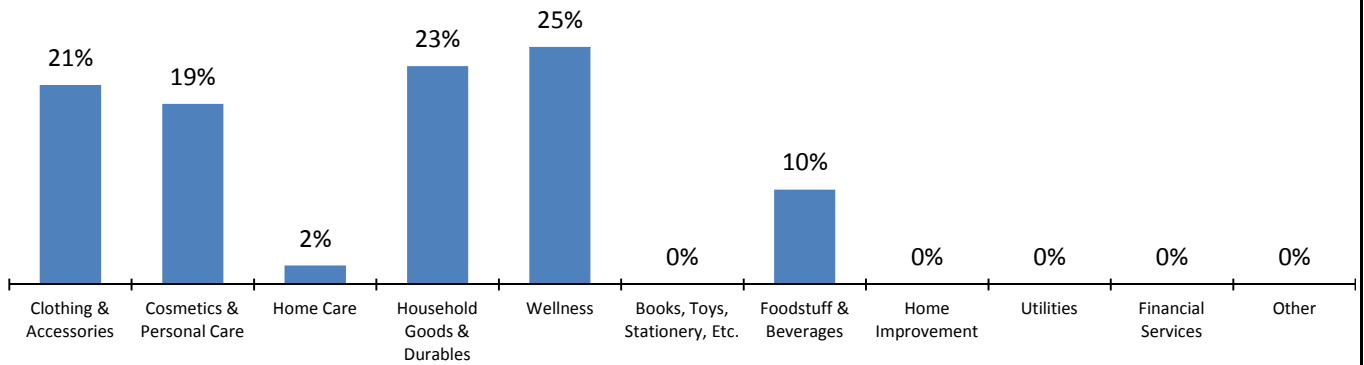- Today, direct selling also takes advantage of social media and word-of-mouth marketing techniques.

Colombia Sales Force

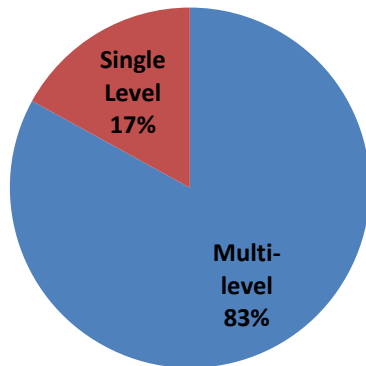The 1.2 million Direct Sellers who represent Direct Selling companies in Colombia are:
- *Career-minded entrepreneurs* who build their own businesses marketing the products/services of a Direct Selling company with which they have an agreement or contract … or p*art-time micro-entrepreneurs* who earn extra income by doing so.
- *Those seeking new skills*, who join for the training and re-training
- *Those seeking new contacts, greater self-esteem*, and *those who want to give back to the community* through the many Direct Selling social responsibility initiatives.

Of this diverse group, many were customers of the products/services prior to becoming a company representative. As Direct Sellers, all enjoy significant discounts and in fact, some choose only to enjoy and use the discounted products and decide not to sell them at all.
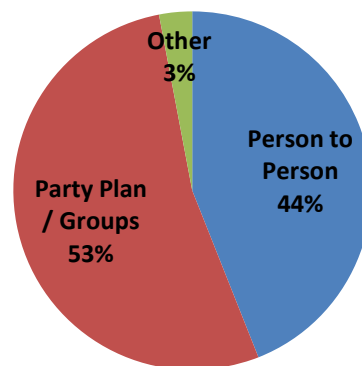
Sales by Product Category

Clothing & Accessories	Cosmetics & Personal Care	Home Care	Household Goods & Durables	Wellness	Books, Toys, Stationery, Etc.	Foodstuff & Beverages	Home Improvement	Utilities	Financial Services	Other
23%	59%	1%	5%	10%	0%	2%	0%	0%	0%	0%

Sales by Compensation Plan

Single Level 46%

Multi-level 54%

Sales by Sales Method

Party Plan / Groups 14%

Person to Person 86%

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Note: Figures are based on the entire industry (i.e., DSA member and non-member companies) unless otherwise noted. Sales figures are expressed at estimated retail level and exclude VAT. Annual average exchange rates for 2011 from the International Monetary Fund were used to convert local currency to US dollars. Percentages may not sum to 100% due to rounding. The following figures are based only on DSA member companies: sales force size and sales by product, compensation plan and sales method.

2011 United Kingdom Retail Sales: LC 1,176 / USD $1,884 million

Direct Selling	United Kingdom Sales Force

Direct Selling

- The marketing of consumer products or services direct to the consumer …

- … by an independent sales person who represents a direct selling company.

- Direct sales are generally conducted in a home or a workplace … away from a permanent bricks & mortar retail setting.

- Today, direct selling also takes advantage of social media and word-of-mouth marketing techniques.
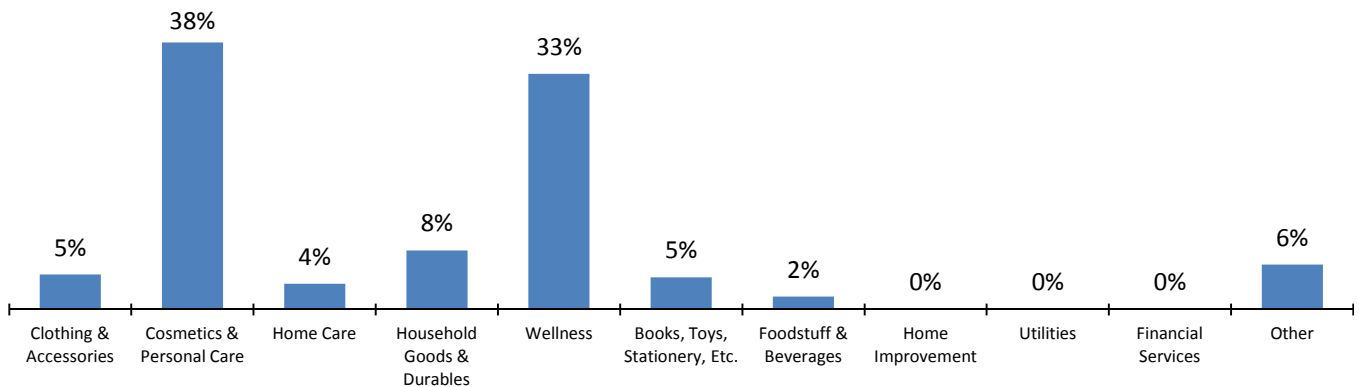
United Kingdom Sales Force

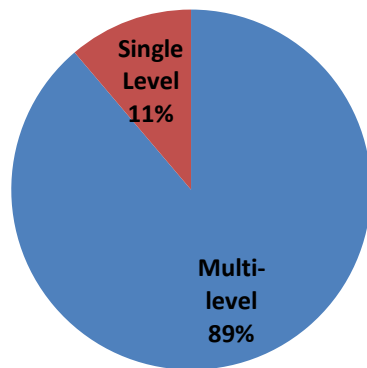The 0.4 million Direct Sellers who represent Direct Selling companies in the United Kingdom:
- *Career-minded entrepreneurs* who build their own businesses marketing the products/services of a Direct Selling company with which they have an agreement or contract … or *part-time micro-entrepreneurs* who earn extra income by doing so.
- *Those seeking new skills*, who join for the training and re-training
- *Those seeking new contacts, greater self-esteem*, and *those who want to give back to the community* through the many Direct Selling social responsibility initiatives.

Of this diverse group, many were customers of the products/services prior to becoming a company representative. As Direct Sellers, all enjoy significant discounts and in fact, some choose only to enjoy and use the discounted products and decide not to sell them at all.
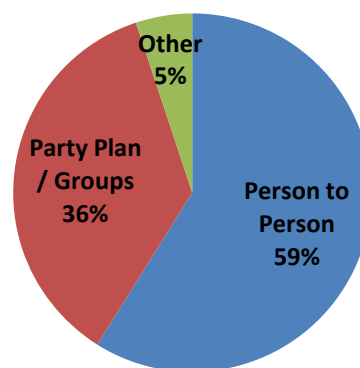
Sales by Product Category

Clothing & Accessories 10%, Cosmetics & Personal Care 22%, Home Care *, Household Goods & Durables 17%, Wellness 38%, Books, Toys, Stationery, Etc. 11%, Foodstuff & Beverages 0%, Home Improvement 0%, Utilities 3%, Financial Services 0%, Other *

Sales by Compensation Plan	Sales by Sales Method

Single Level 10% / Multi-level 90%

Party Plan / Groups 28% / Person to Person 72%

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Note: Figures are based on the entire industry (i.e., DSA member and non-member companies) unless otherwise noted. Sales figures are expressed at estimated retail level and exclude VAT. Annual average exchange rates for 2011 from the International Monetary Fund were used to convert local currency to US dollars. Percentages may not sum to 100% due to rounding. The following figures are based only on DSA member companies: sales by product, compensation plan and sales method.

*Home care products are included in the category of Household Goods & Durables, and financial services are included in the category of Utilities.

2011 Argentina Retail Sales: LC 6,692 / USD $1,628 million

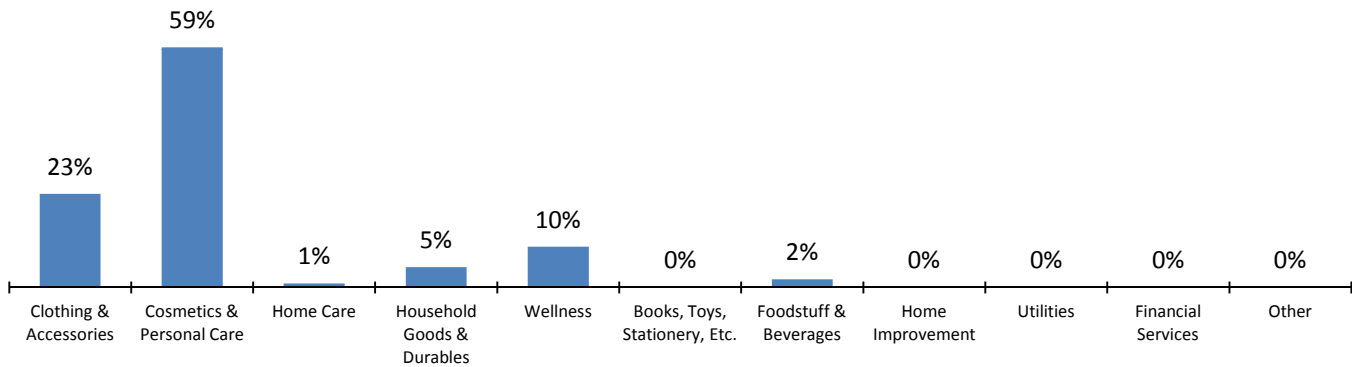| Direct Selling	Argentina Sales Force

Direct Selling

- The marketing of consumer products or services direct to the consumer …
- … by an independent sales person who represents a direct selling company.
- Direct sales are generally conducted in a home or a workplace … away from a permanent bricks & mortar retail setting.
- Today, direct selling also takes advantage of social media and word-of-mouth marketing techniques.
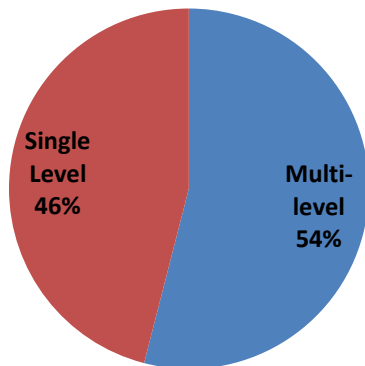
Argentina Sales Force

The 0.6 million Direct Sellers who represent Direct Selling companies in Argentina are:
- *Career-minded entrepreneurs* who build their own businesses marketing the products/services of a Direct Selling company with which they have an agreement or contract … or p*art-time micro-entrepreneurs* who earn extra income by doing so.
- *Those seeking new skills*, who join for the training and re-training
- *Those seeking new contacts, greater self-esteem*, and *those who want to give back to the community* through the many Direct Selling social responsibility initiatives.

Of this diverse group, many were customers of the products/services prior to becoming a company representative. As Direct Sellers, all enjoy significant discounts and in fact, some choose only to enjoy and use the discounted products and decide not to sell them at all.
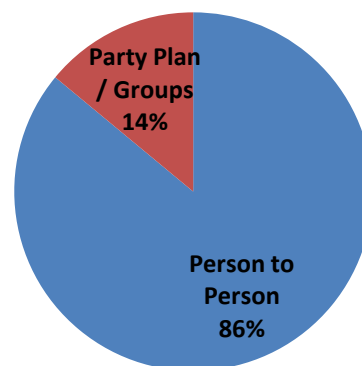
Sales by Product Category

Clothing & Accessories 20%
Cosmetics & Personal Care 59%
Home Care 0%
Household Goods & Durables 18%
Wellness 3%
Books, Toys, Stationery, Etc. 0%
Foodstuff & Beverages 0%
Home Improvement 0%
Utilities 0%
Financial Services 0%
Other 0%

Sales by Compensation Plan

Multi-level 12%
Single Level 88%

Sales by Sales Method

Party Plan / Groups 13%
Person to Person 87%

Note: Figures are based on the entire industry (i.e., DSA member and non-member companies) unless otherwise noted. Sales figures are expressed at estimated retail level and exclude VAT. Annual average exchange rates for 2011 from the International Monetary Fund were used to convert local currency to US dollars. Percentages may not sum to 100% due to rounding. The following figures are based only on DSA member companies: sales by product, compensation plan and sales method.

2011 Australia Retail Sales: LC 1,401 / USD $1,446 million

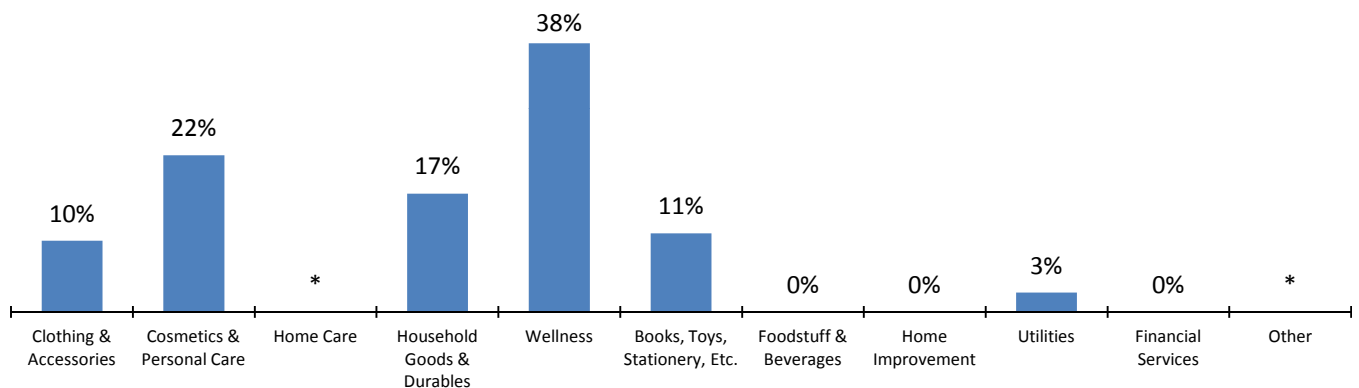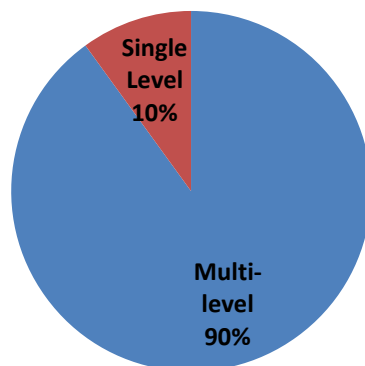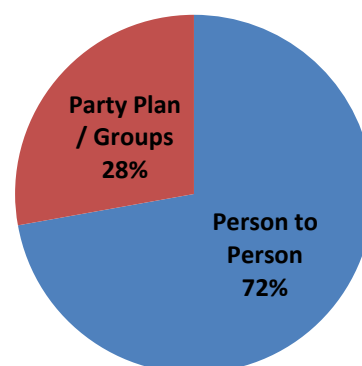| Direct Selling	Australia Sales Force
•The marketing of consumer products or services direct to the consumer … •… by an independent sales person who represents a direct selling company. •Direct sales are generally conducted in a home or a workplace … away from a permanent bricks & mortar retail setting. •Today, direct selling also takes advantage of social media and word-of-mouth marketing techniques.	The 0.4 million Direct Sellers who represent Direct Selling companies in Peru are: •*Career-minded entrepreneurs* who build their own businesses marketing the products/services of a Direct Selling company with which they have an agreement or contract … or *part-time micro-entrepreneurs* who earn extra income by doing so. •*Those seeking new skills*, who join for the training and re-training •*Those seeking new contacts, greater self-esteem*, and *those who want to give back to the community* through the many Direct Selling social responsibility initiatives. Of this diverse group, many were customers of the products/services prior to becoming a company representative. As Direct Sellers, all enjoy significant discounts and in fact, some choose only to enjoy and use the discounted products and decide not to sell them at all.

Sales by Product Category

Clothing & Accessories	Cosmetics & Personal Care	Home Care	Household Goods & Durables	Wellness	Books, Toys, Stationery, Etc.	Foodstuff & Beverages	Home Improvement	Utilities	Financial Services	Other
7%	28%	9%	8%	28%	3%	6%	0%	0%	0%	11%

Sales by Compensation Plan	Sales by Sales Method
Single Level 5% Multi-level 95%	Other 5% Party Plan / Groups 49% Person to Person 46%

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Note: Figures are based on the entire industry (i.e., DSA member and non-member companies) unless otherwise noted. Sales figures are expressed at estimated retail level and exclude VAT. Annual average exchange rates for 2011 from the International Monetary Fund were used to convert local currency to US dollars. Percentages may not sum to 100% due to rounding. The following figures are based only on DSA member companies: sales; sales force size; and sales by product, compensation plan and sales method.

FACT SHEET
Direct Selling: Peru

2011 Peru Retail Sales: LC 3,213 / USD $1,167 million

Direct Selling

- The marketing of consumer products or services direct to the consumer …
- … by an independent sales person who represents a direct selling company.
- Direct sales are generally conducted in a home or a workplace … away from a permanent bricks & mortar retail setting.
- Today, direct selling also takes advantage of social media and word-of-mouth marketing techniques.
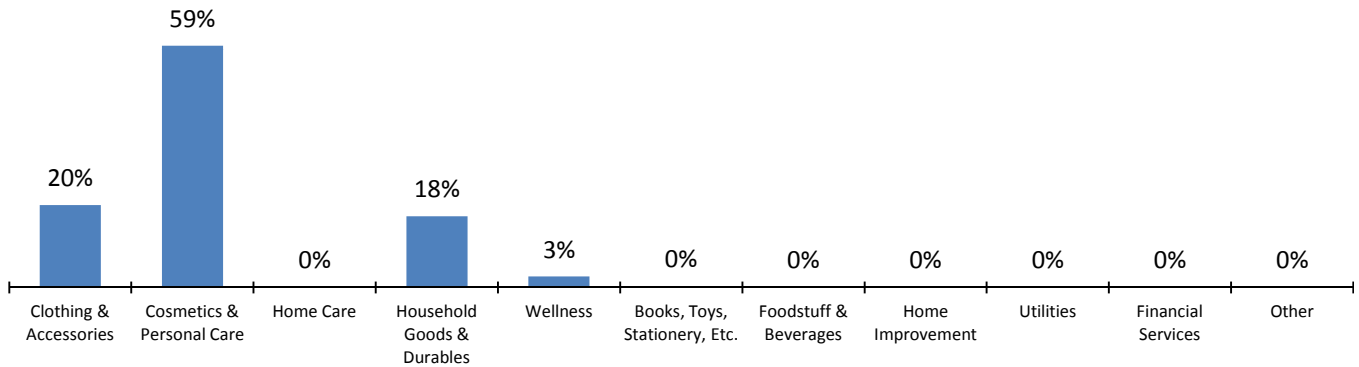
Peru Sales Force

The 0.4 million Direct Sellers who represent Direct Selling companies in Peru are:
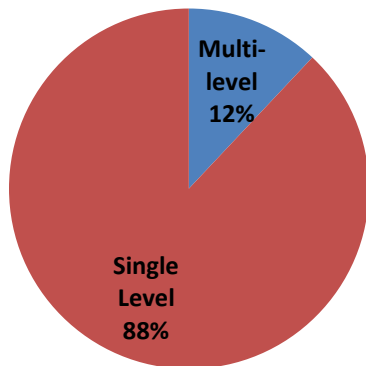- *Career-minded entrepreneurs* who build their own businesses marketing the products/services of a Direct Selling company with which they have an agreement or contract … or p*art-time micro-entrepreneurs* who earn extra income by doing so.
- *Those seeking new skills*, who join for the training and re-training
- *Those seeking new contacts, greater self-esteem*, and *those who want to give back to the community* through the many Direct Selling social responsibility initiatives.

Of this diverse group, many were customers of the products/services prior to becoming a company representative. As Direct Sellers, all enjoy significant discounts and in fact, some choose only to enjoy and use the discounted products and decide not to sell them at all.
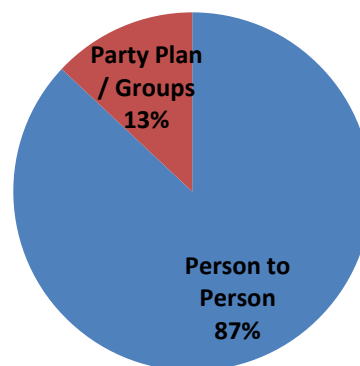
Sales by Product Category

Clothing & Accessories	Cosmetics & Personal Care	Home Care	Household Goods & Durables	Wellness	Books, Toys, Stationery, Etc.	Foodstuff & Beverages	Home Improvement	Utilities	Financial Services	Other
29%	36%	2%	11%	19%	3%	0%	0%	0%	0%	0%

Sales by Compensation Plan

Multi-level 21%

Single Level 79%

Sales by Sales Method

Party Plan / Groups 10%

Person to Person 90%

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Note: Figures are based on the entire industry (i.e., DSA member and non-member companies) unless otherwise noted. Sales figures are expressed at estimated retail level and exclude VAT. Annual average exchange rates for 2011 from the International Monetary Fund were used to convert local currency to US dollars. Percentages may not sum to 100% due to rounding. The following figures are based only on DSA member companies: sales force size and sales by product, compensation plan and sales method.

FACT SHEET
Direct Selling: Turkey

2011 Turkey Retail Sales: LC 1,942 / USD $1,159 million

Direct Selling	Turkey Sales Force

Direct Selling

- The marketing of consumer products or services direct to the consumer …
- … by an independent sales person who represents a direct selling company.
- Direct sales are generally conducted in a home or a workplace … away from a permanent bricks & mortar retail setting.
- Today, direct selling also takes advantage of social media and word-of-mouth marketing techniques.
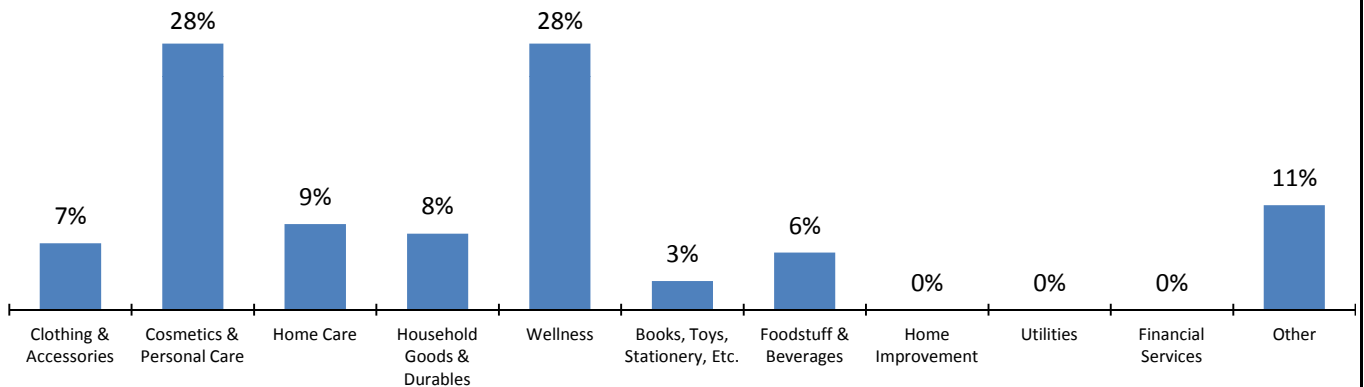
Turkey Sales Force

The 1.2 million Direct Sellers who represent Direct Selling companies in Turkey are:
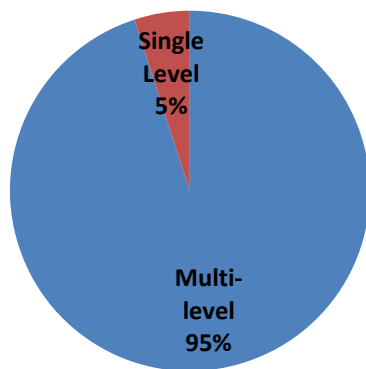- *Career-minded entrepreneurs* who build their own businesses marketing the products/services of a Direct Selling company with which they have an agreement or contract … or *part-time micro-entrepreneurs* who earn extra income by doing so.
- *Those seeking new skills*, who join for the training and re-training
- *Those seeking new contacts, greater self-esteem*, and *those who want to give back to the community* through the many Direct Selling social responsibility initiatives.

Of this diverse group, many were customers of the products/services prior to becoming a company representative. As Direct Sellers, all enjoy significant discounts and in fact, some choose only to enjoy and use the discounted products and decide not to sell them at all.
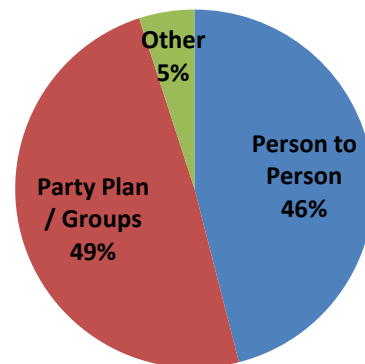
Sales by Product Category

Clothing & Accessories	Cosmetics & Personal Care	Home Care	Household Goods & Durables	Wellness	Books, Toys, Stationery, Etc.	Foodstuff & Beverages	Home Improvement	Utilities	Financial Services	Other
0%	75%	10%	5%	10%	0%	0%	0%	0%	0%	0%

Sales by Compensation Plan

Single Level 10%
Multi-level 90%

Sales by Sales Method

Party Plan / Groups 2%
Person to Person 98%

Note: Figures are based on the entire industry (i.e., DSA member and non-member companies) unless otherwise noted. Sales figures are expressed at estimated retail level and exclude VAT. Annual average exchange rates for 2011 from the International Monetary Fund were used to convert local currency to US dollars. Percentages may not sum to 100% due to rounding. The following figures are based only on DSA member companies: sales by product, compensation plan and sales method.

2011 Indonesia Retail Sales: LC 9,200,000 / USD $1,049 million

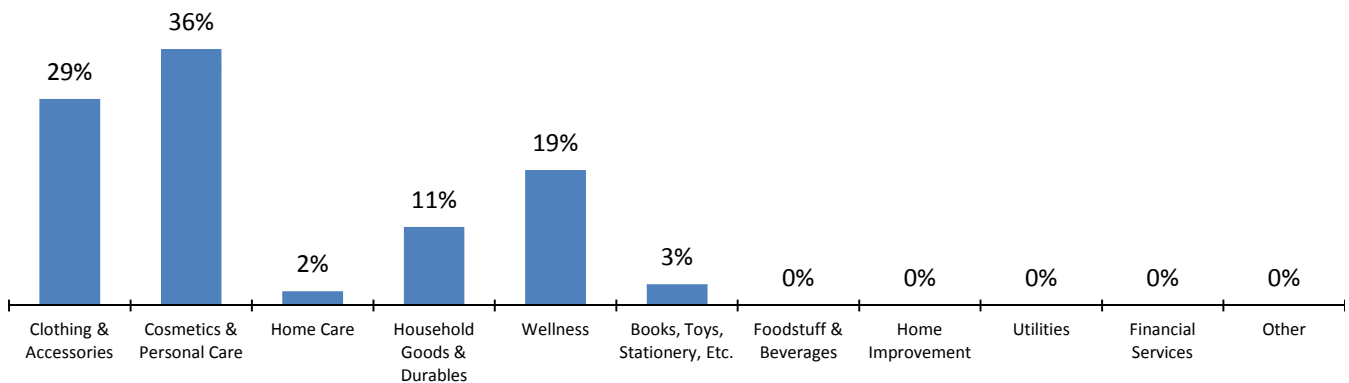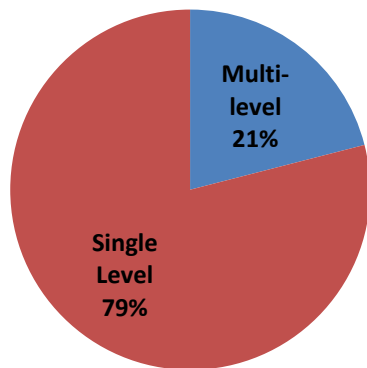| Direct Selling	Indonesia Sales Force
• The marketing of consumer products or services direct to the consumer … • … by an independent sales person who represents a direct selling company. • Direct sales are generally conducted in a home or a workplace … away from a permanent bricks & mortar retail setting. • Today, direct selling also takes advantage of social media and word-of-mouth marketing techniques.	The 8.3 million Direct Sellers who represent Direct Selling companies in Indonesia are: • **Career-minded entrepreneurs** who build their own businesses marketing the products/services of a Direct Selling company with which they have an agreement or contract … or **part-time micro-entrepreneurs** who earn extra income by doing so. • **Those seeking new skills**, who join for the training and re-training • **Those seeking new contacts, greater self-esteem**, and **those who want to give back to the community** through the many Direct Selling social responsibility initiatives. Of this diverse group, many were customers of the products/services prior to becoming a company representative. As Direct Sellers, all enjoy significant discounts and in fact, some choose only to enjoy and use the discounted products and decide not to sell them at all.

Sales by Product Category

Data not available

Sales by Compensation Plan	Sales by Sales Method
Data not available	Data not available

Note: Figures are based on the entire industry (i.e., DSA member and non-member companies) unless otherwise noted. Sales figures are expressed at estimated retail level and exclude VAT. Annual average exchange rates for 2011 from the International Monetary Fund were used to convert local currency to US dollars. Percentages may not sum to 100% due to rounding.

APPENDIX H:

Pilot Factor Analysis

Pilot Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.926
Bartlett's Test of Sphericity	Approx. Chi-Square	3658.760
	df	351
	Sig.	.000

Descriptive Statistics

	Mean	Std. Deviation	Analysis N
BA1	4.92	1.160	165
BA2	4.75	1.146	165
BA3	4.94	1.267	165
BA4	4.37	1.185	165
BA5	4.56	1.186	165
CSR1	4.30	1.128	165
CSR2	4.41	1.184	165
CSR3	4.21	1.204	165
CSR4	4.35	1.188	165
CSR5	4.44	1.246	165
CSR6	4.44	1.246	165
PV1	4.27	1.181	165
PV2	4.52	1.161	165
PV3	4.21	1.237	165
PV4	4.38	1.145	165
PV5	4.60	1.162	165
IM1	4.40	.955	165
IM2	4.44	1.008	165
IM3	4.34	1.085	165
IM5	4.50	.941	165
IM6	4.56	.933	165
TST1	4.44	1.014	165
TST2	4.58	.976	165
TST3	4.41	1.047	165
TST4	4.35	1.041	165
TST5	4.30	1.117	165
TST6	4.28	1.085	165

Total Variance Explained

Comp onent	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumula tive %
1	12.702	47.044	47.044	12.702	47.044	47.044	5.324	19.718	19.718
2	2.784	10.312	57.357	2.784	10.312	57.357	4.523	16.751	36.469
3	1.949	7.218	64.575	1.949	7.218	64.575	3.551	13.151	49.620
4	1.438	5.328	69.903	1.438	5.328	69.903	3.317	12.287	61.907
5	1.000	3.706	73.608	1.000	3.706	73.608	3.159	11.702	73.608
6	.893	3.309	76.917						
7	.635	2.352	79.269						
8	.582	2.156	81.425						
9	.490	1.815	83.240						
10	.453	1.677	84.916						
11	.422	1.563	86.479						
12	.379	1.404	87.884						
13	.368	1.365	89.248						
14	.354	1.310	90.558						
15	.330	1.222	91.780						
16	.285	1.055	92.835						
17	.253	.937	93.772						
18	.223	.825	94.596						
19	.221	.819	95.415						
20	.198	.733	96.148						
21	.188	.698	96.846						
22	.181	.670	97.515						
23	.155	.574	98.090						
24	.152	.564	98.654						
25	.140	.517	99.171						
26	.114	.424	99.595						
27	.109	.405	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix(a)

	Component				
	1	2	3	4	5
CSR3	.826				
CSR4	.822				
CSR1	.818				
CSR5	.795	.352			
CSR2	.785				
CSR6	.771				
TST6		.790			
TST3		.785			
TST2		.755	.334		
TST1		.709	.357		
TST5		.698			.446
TST4		.692			
IM1			.782		
IM2			.724		
IM5	.327		.698	.302	
IM3		.385	.671		
IM6	.435		.662		
BA2				.810	
BA5				.805	
BA3				.802	
BA4				.725	
BA1				.593	
PV3					.744
PV4					.735
PV5					.684
PV1	.411	.392			.580
PV2	.469	.339			.522

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
a Rotation converged in 6 iterations.

Descriptive Statistics

	Mean	Std. Deviation	Analysis N
ATT1	4.16	1.084	165
ATT2	4.39	1.252	165
ATT3	4.32	.975	165
ATT4	4.02	1.239	165
ATT6	4.29	.956	165
CM1	4.79	1.239	165
CM2	4.54	1.192	165
CM3	4.37	.983	165
CM4	4.60	1.173	165
CM5	4.26	.993	165
CM6	4.28	1.039	165

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.905
Bartlett's Test of Sphericity	Approx. Chi-Square	1418.403
	df	55
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	6.795	61.774	61.774	6.795	61.774	61.774	4.029	36.625	36.625
2	1.080	9.817	71.591	1.080	9.817	71.591	3.846	34.966	71.591
3	.772	7.020	78.611						
4	.604	5.491	84.102						
5	.389	3.532	87.635						
6	.353	3.210	90.844						
7	.260	2.367	93.211						
8	.222	2.017	95.228						
9	.203	1.846	97.074						
10	.192	1.744	98.818						
11	.130	1.182	100.000						

Extraction Method: Principal Component Analysis.

APPENDIX I:

Normal Q-Q Plots

Appendix Normal Q-Q Plots

Normal Q-Q Plot of BA1

Normal Q-Q Plot of BA2

Normal Q-Q Plot of BA3

Normal Q-Q Plot of BA4

Normal Q-Q Plot of BA5

Normal Q-Q Plot of CSR1

Normal Q-Q Plot of CSR2

Normal Q-Q Plot of CSR3

Normal Q-Q Plot of CSR4

Normal Q-Q Plot of CSR5

Normal Q-Q Plot of CSR6
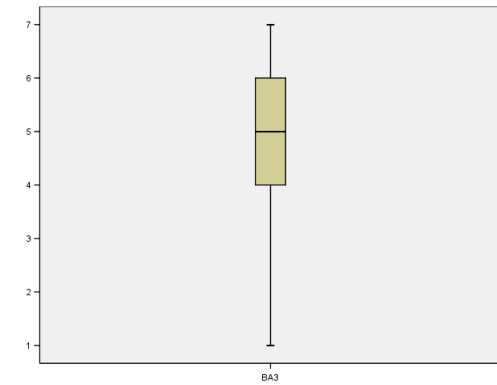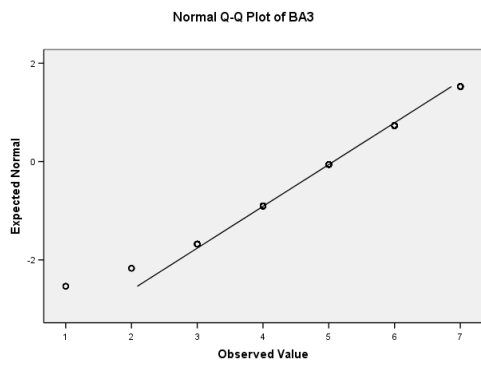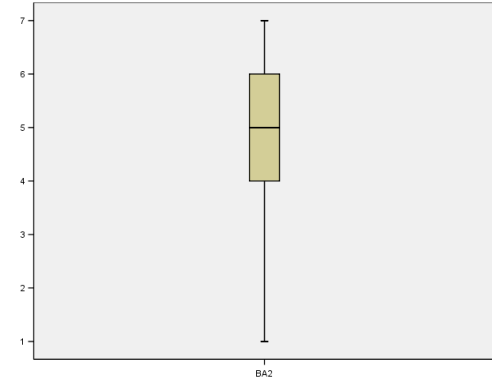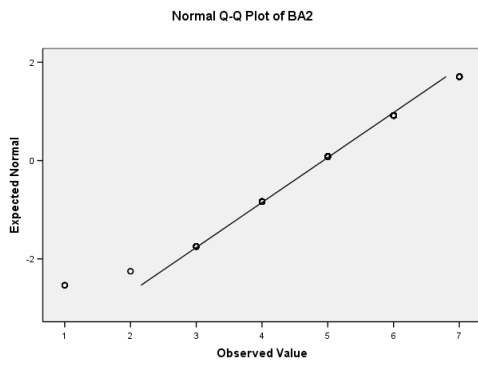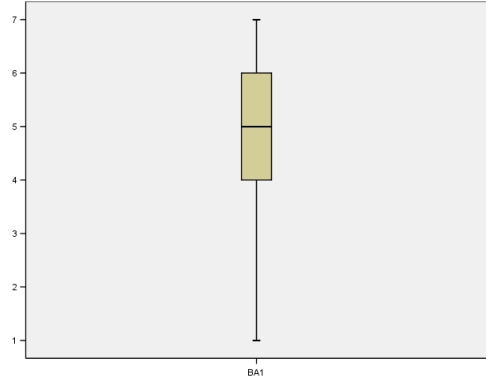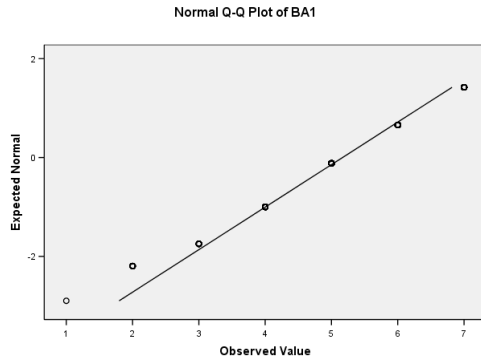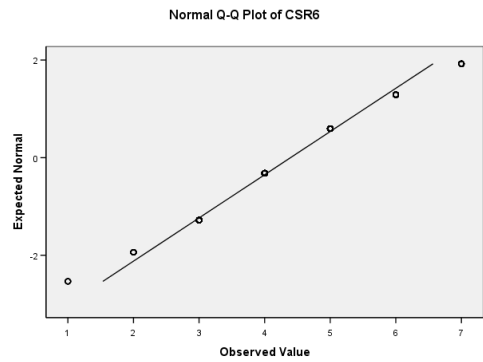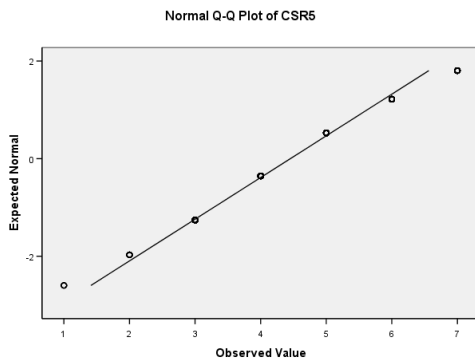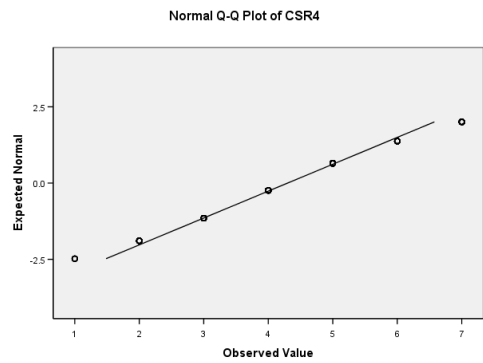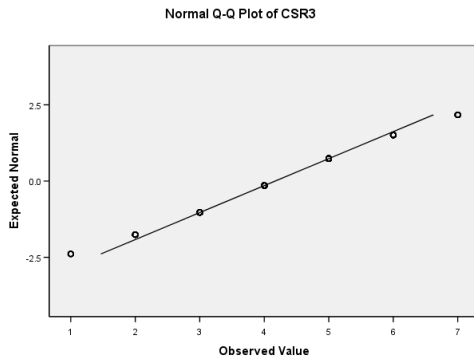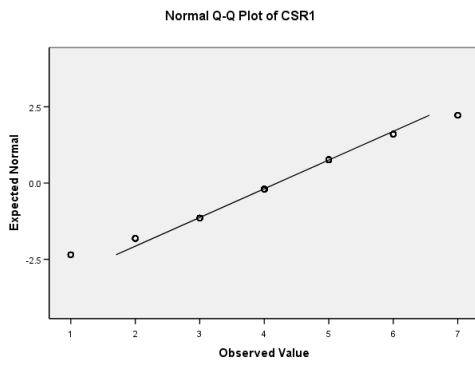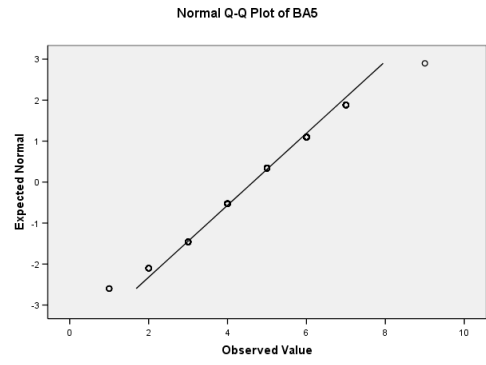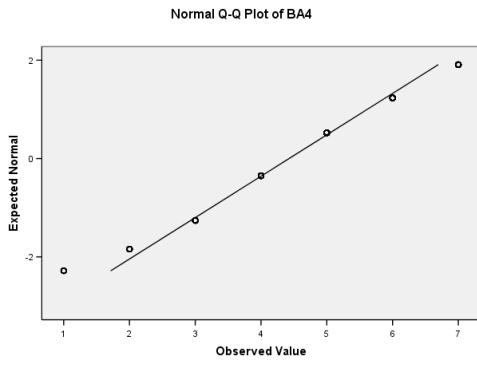
Normal Q-Q Plot of PV1
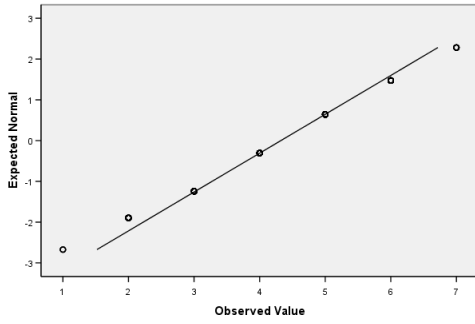
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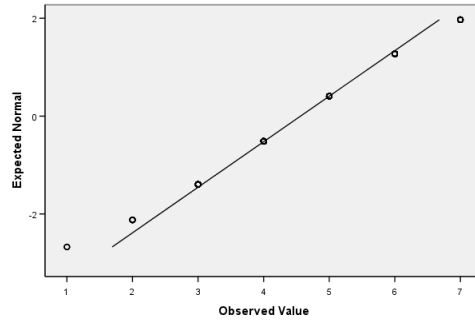
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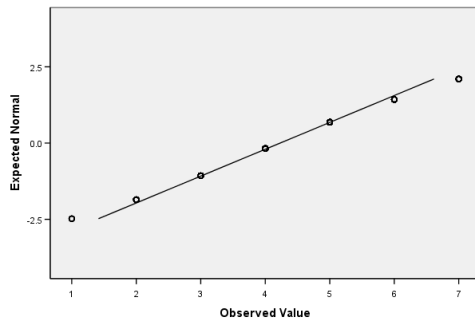
Normal Q-Q Plot of PV4
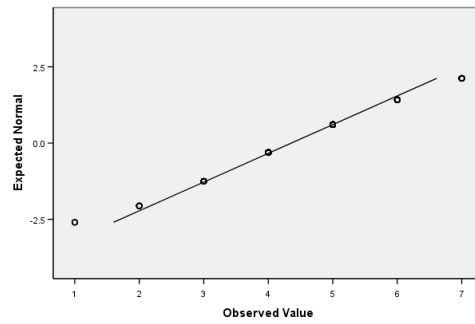
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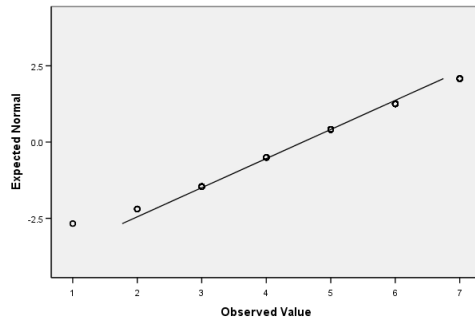
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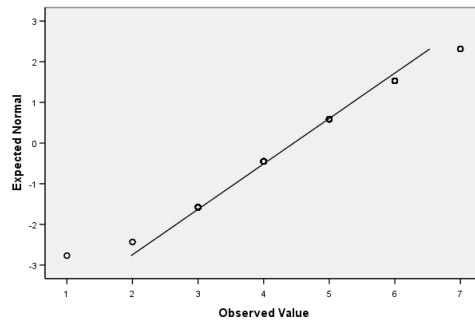
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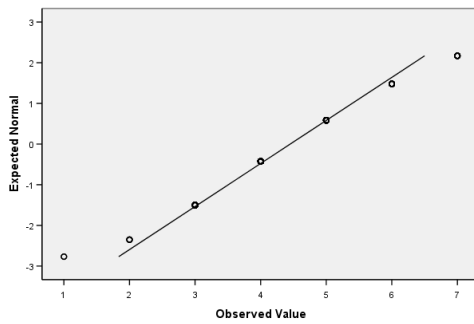
Normal Q-Q Plot of IM3

368
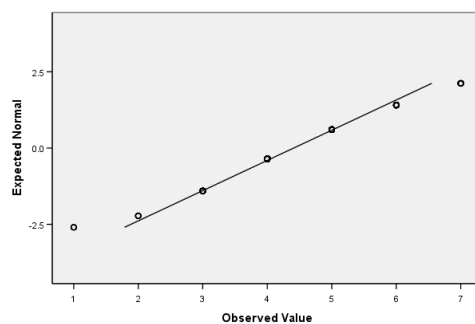
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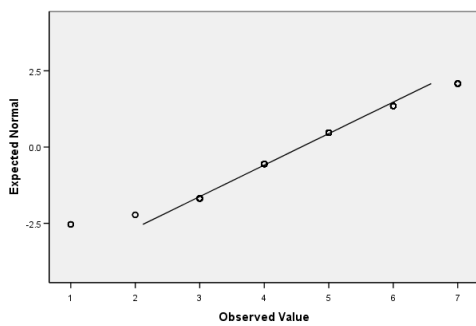
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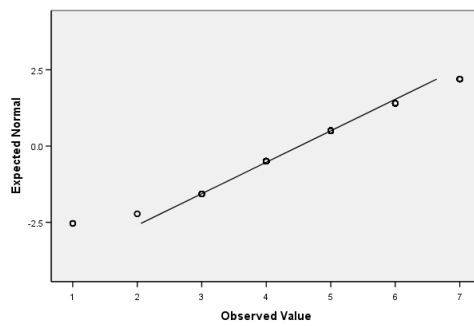
Normal Q-Q Plot of TST1
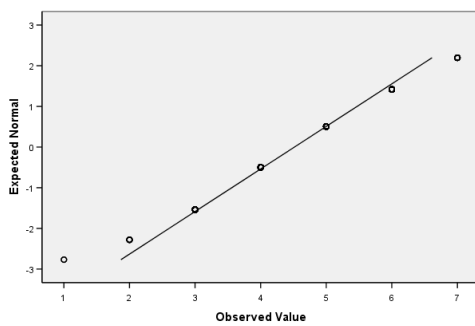
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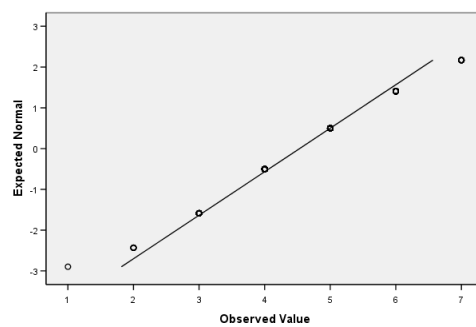
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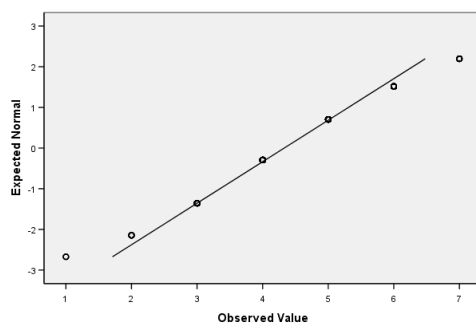
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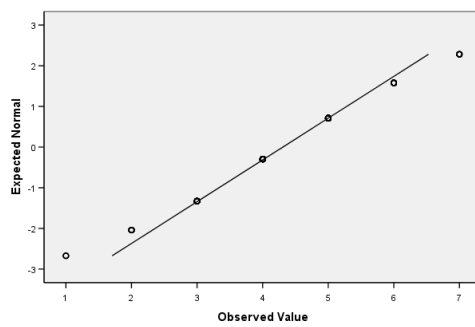
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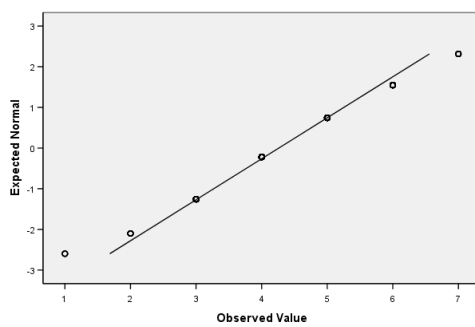
Normal Q-Q Plot of TST6

369
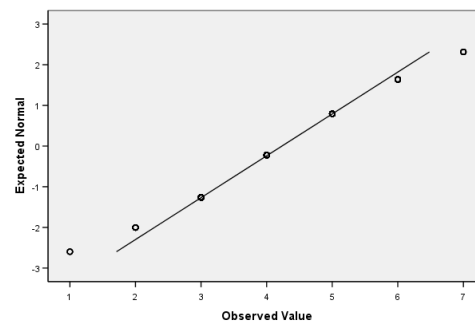
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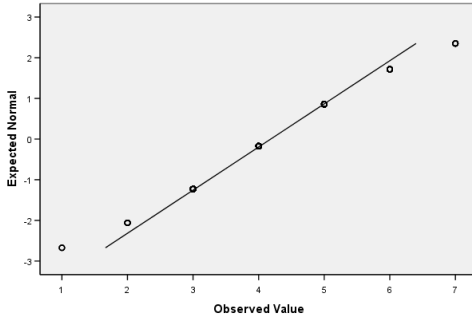
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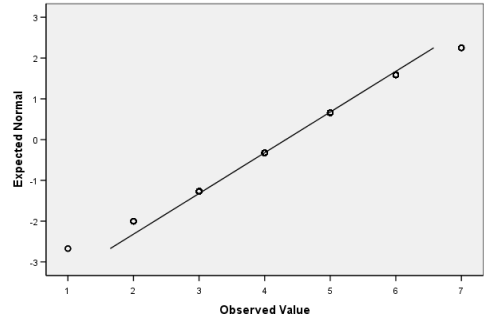
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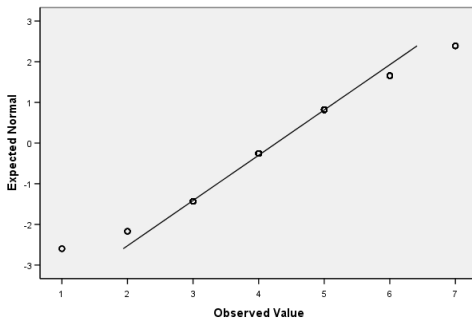
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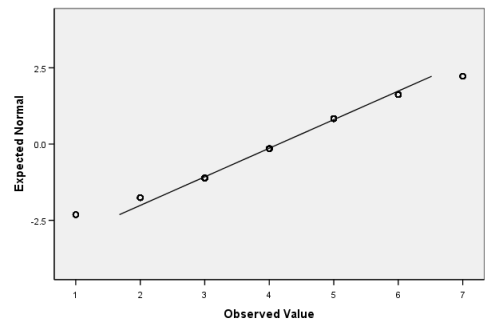
Normal Q-Q Plot of ATT5
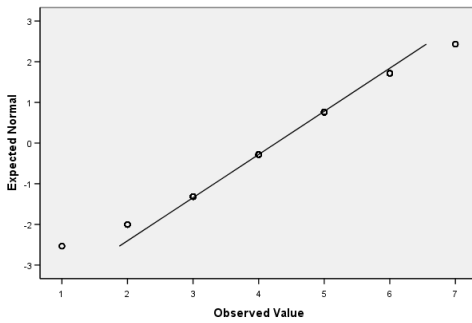
Normal Q-Q Plot of CM1
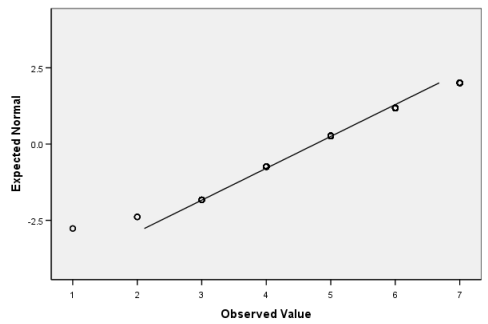
Normal Q-Q Plot of CM2
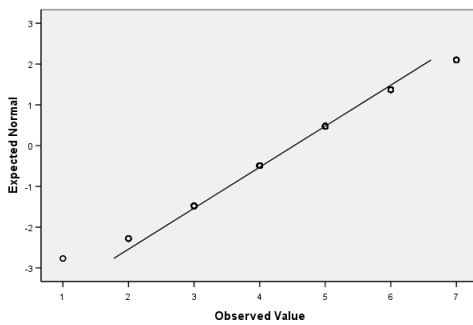
Normal Q-Q Plot of CM3
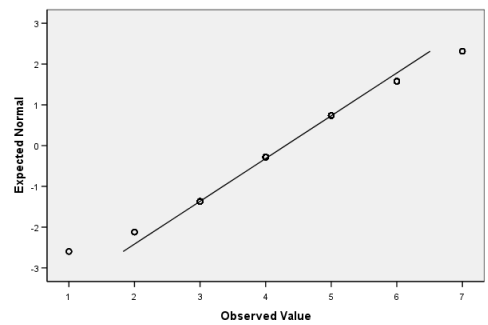
Normal Q-Q Plot of CM4
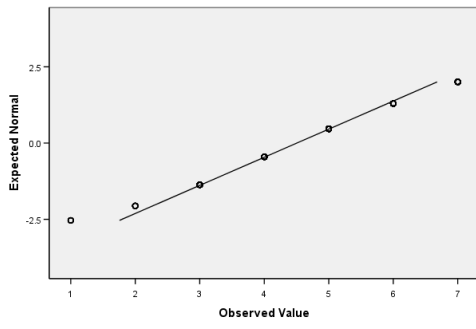
Normal Q-Q Plot of CM5
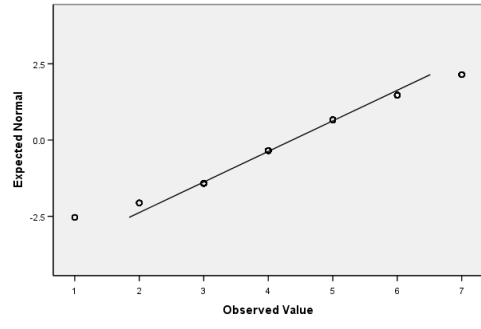
Normal Q-Q Plot of CM6
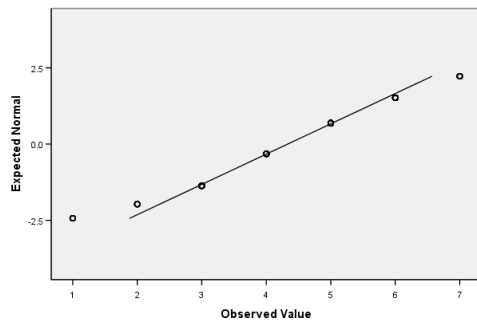
APPENDIX J:

MSA Independent Variables

The Measure of Sampling Adequacy

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.949
Bartlett's Test of Sphericity	Approx. Chi-Square	9916.593
	df	351
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	12.306	45.577	45.577	12.306	45.577	45.577	4.635	17.168	17.168
2	2.181	8.078	53.655	2.181	8.078	53.655	4.303	15.937	33.105
3	1.733	6.419	60.074	1.733	6.419	60.074	3.353	12.420	45.526
4	1.288	4.772	64.846	1.288	4.772	64.846	3.287	12.176	57.701
5	1.160	4.297	69.143	1.160	4.297	69.143	3.089	11.441	69.143
6	.849	3.143	72.285						
7	.634	2.348	74.633						
8	.543	2.011	76.644						
9	.535	1.981	78.626						
10	.503	1.861	80.487						
11	.478	1.770	82.257						
12	.454	1.681	83.937						
13	.410	1.517	85.455						
14	.402	1.490	86.945						
15	.370	1.372	88.316						
16	.362	1.340	89.656						
17	.334	1.238	90.894						
18	.325	1.203	92.097						
19	.320	1.184	93.281						
20	.290	1.072	94.353						
21	.274	1.014	95.367						
22	.253	.938	96.305						
23	.237	.876	97.181						
24	.225	.832	98.013						
25	.200	.740	98.753						
26	.180	.667	99.420						
27	.157	.580	100.000						

Extraction Method: Principal Component Analysis.

Component Matrix(a)

	Component				
	1	2	3	4	5
TBA1	.369	.608	.233	-.019	.108
TBA2	.488	.578	.267	-.100	.020
TBA3	.546	.546	.326	-.172	-.008
TBA4	.572	.450	.232	-.079	-.124
TBA5	.612	.429	.230	-.063	-.229
TCSR1	.653	-.309	.344	.140	-.093
TCSR2	.754	-.275	.306	.097	-.112
TCSR3	.716	-.322	.375	.117	-.111
TCSR4	.732	-.334	.333	.106	-.113
TCSR5	.760	-.293	.315	.018	-.068
TCSR6	.750	-.336	.274	.033	-.100
TPV1	.700	-.161	-.045	-.235	.287
TPV2	.663	-.135	.010	-.203	.448
TPV3	.666	-.117	-.029	-.258	.465
TPV4	.706	-.123	-.072	-.219	.350
TPV5	.737	.048	-.039	-.189	.182
TIM1	.631	.103	-.161	.493	.154
TIM2	.661	.129	-.203	.457	.141
TIM3	.683	.112	-.220	.259	.081
TIM4	.634	.164	-.164	.386	.096
TIM5	.658	.113	-.193	.358	.092
TTST1	.736	.162	-.247	-.094	-.155
TTST2	.715	.061	-.311	-.072	-.272
TTST3	.753	-.096	-.310	-.152	-.216
TTST4	.737	-.018	-.328	-.168	-.206
TTST5	.724	-.076	-.297	-.207	-.202
TTST6	.714	-.087	-.344	-.178	-.262

Extraction Method: Principal Component Analysis.
a 5 components extracted.

Rotated Component Matrix(a)

	Component				
	1	2	3	4	5
TBA1	-.020	-.019	.720	.198	.121
TBA2	.085	.098	.772	.146	.141
TBA3	.162	.134	.806	.082	.177
TBA4	.213	.235	.690	.151	.078
TBA5	.272	.307	.690	.152	.010
TCSR1	.755	.147	.112	.192	.164
TCSR2	.764	.244	.168	.215	.207
TCSR3	.814	.178	.142	.184	.187
TCSR4	.802	.216	.123	.193	.202
TCSR5	.757	.246	.170	.159	.281
TCSR6	.761	.279	.114	.164	.255
TPV1	.310	.320	.121	.163	.645
TPV2	.276	.173	.136	.198	.731
TPV3	.231	.207	.144	.176	.770
TPV4	.264	.299	.135	.209	.684
TPV5	.255	.368	.305	.225	.521
TIM1	.223	.163	.144	.763	.152
TIM2	.196	.221	.164	.762	.168
TIM3	.186	.343	.189	.603	.223
TIM4	.185	.232	.215	.678	.145
TIM5	.203	.274	.175	.665	.175
TTST1	.167	.630	.314	.306	.211
TTST2	.203	.713	.202	.290	.124
TTST3	.278	.736	.099	.227	.246
TTST4	.213	.736	.151	.231	.242
TTST5	.249	.725	.119	.174	.265
TTST6	.240	.769	.085	.192	.207

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
a Rotation converged in 6 iterations.

APPENDIX K:

MSA Dependent Variables

The Measure of Sampling Adequacy (Dependent Variables)

KMO and Bartlett's Test(a)

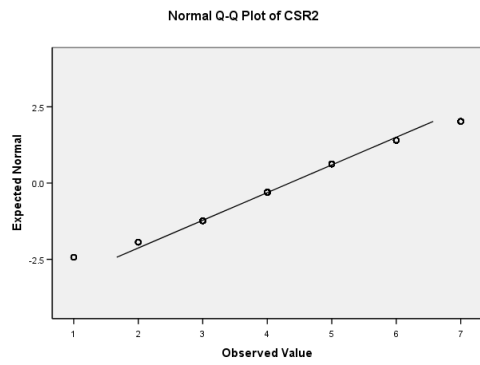| Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.943
Bartlett's Test of Sphericity	Approx. Chi-Square	3795.072
	df	55
	Sig.	.000

a Based on correlations

Total Variance Explained

Component		Initial Eigenvalues(a)			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
		Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Raw	1	.495	59.964	59.964	.495	59.964	59.964	.301	36.488	36.488
	2	.070	8.454	68.418	.070	8.454	68.418	.264	31.930	68.418
	3	.049	5.911	74.329						
	4	.041	4.942	79.271						
	5	.032	3.893	83.164						
	6	.030	3.607	86.771						
	7	.026	3.103	89.874						
	8	.024	2.881	92.755						
	9	.022	2.695	95.450						
	10	.020	2.447	97.897						
	11	.017	2.103	100.000						
Rescaled	1	.495	59.964	59.964	6.610	60.087	60.087	4.078	37.070	37.070
	2	.070	8.454	68.418	.918	8.345	68.432	3.450	31.362	68.432
	3	.049	5.911	74.329						
	4	.041	4.942	79.271						
	5	.032	3.893	83.164						
	6	.030	3.607	86.771						
	7	.026	3.103	89.874						
	8	.024	2.881	92.755						
	9	.022	2.695	95.450						
	10	.020	2.447	97.897						
	11	.017	2.103	100.000						

Extraction Method: Principal Component Analysis.
a When analyzing a covariance matrix, the initial eigenvalues are the same across the raw and rescaled solution.

Component Matrix(a)

	Raw		Rescaled	
	Component		Component	
	1	2	1	2
TATT1	.216	.083	.793	.306
TATT2	.203	.053	.732	.191
TATT3	.205	.100	.766	.373
TATT4	.201	.098	.750	.366
TATT5	.219	.045	.802	.165
TCM1	.188	-.140	.666	-.496
TCM2	.224	-.102	.796	-.362
TCM3	.233	-.019	.853	-.070
TCM4	.207	-.084	.740	-.300
TCM5	.212	-.033	.784	-.124
TCM6	.223	-.005	.827	-.019

Extraction Method: Principal Component Analysis.
a 2 components extracted.

Rotated Component Matrix(a)

	Raw		Rescaled	
	Component		Component	
	1	2	1	2
TATT1	.216	.085	.792	.310
TATT2	.186	.098	.669	.353
TATT3	.219	.065	.816	.242
TATT4	.215	.063	.801	.236
TATT5	.192	.114	.703	.419
TCM1	.044	.230	.156	.816
TCM2	.096	.226	.344	.804
TCM3	.159	.171	.582	.627
TCM4	.096	.201	.343	.721
TCM5	.134	.168	.495	.621
TCM6	.161	.154	.597	.572

Extraction Method: Principal Component Analysis.
 Rotation Method: Varimax with Kaiser Normalization.
a Rotation converged in 3 iterations.

APPENDIX L:

EFA AMOS Diagram

The EFA AMOS diagrams

Parameter summary (Group number 1)

	Weights	Covariances	Variances	Means	Intercepts	Total
Fixed	47	0	0	0	0	47
Labeled	0	0	0	0	0	0
Unlabeled	42	10	45	0	0	97
Total	89	10	45	0	0	144

Assessment of normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
TCM6	.000	.996	.154	1.447	-.947	-4.459
TCM5	.000	.996	.201	1.893	-.979	-4.609
TCM4	.001	.989	.059	.555	-1.100	-5.178
TCM3	.000	.998	.188	1.767	-.982	-4.623
TCM2	.000	.994	.065	.614	-1.165	-5.484
TCM1	.000	.990	.106	.999	-1.158	-5.453
TATT5	.000	.998	.051	.480	-1.012	-4.764
TATT4	.002	.996	.017	.157	-.824	-3.881
TATT3	.000	.999	.273	2.569	-.861	-4.056
TATT2	.000	.996	-.007	-.067	-1.092	-5.143
TATT1	.000	.999	.105	.992	-.915	-4.308
TTST6	.000	.998	.114	1.076	-.921	-4.335
TTST5	.001	.997	.165	1.552	-.996	-4.691
TTST4	.000	.997	.116	1.092	-1.003	-4.722

Variable	min	max	skew	c.r.	kurtosis	c.r.
TTST3	.000	.997	.186	1.755	-1.004	-4.728
TTST2	.000	.996	.128	1.202	-1.216	-5.723
TTST1	.000	.995	.094	.890	-1.192	-5.611
TCSR6	.001	.989	.191	1.803	-.953	-4.488
TCSR5	.002	.985	.158	1.488	-1.002	-4.718
TCSR4	.002	.991	.106	.999	-1.014	-4.774
TCSR3	.003	.994	.025	.237	-1.020	-4.802
TCSR2	.001	.992	.091	.854	-1.012	-4.766
TCSR1	.001	.996	.008	.080	-.940	-4.425
TIM5	.000	.995	.134	1.264	-1.175	-5.534
TIM4	.000	.994	.188	1.768	-1.158	-5.453
TIM3	.000	.995	.194	1.828	-1.085	-5.109
TIM2	.000	.997	.134	1.262	-1.170	-5.510
TIM1	.000	.998	.145	1.369	-1.238	-5.829
TPV5	.000	.990	.086	.814	-1.178	-5.547
TPV4	.001	.994	.088	.825	-1.101	-5.182
TPV3	.002	.993	.082	.768	-1.059	-4.985
TPV2	.000	.988	.007	.066	-1.098	-5.170
TPV1	.001	.995	.065	.608	-1.008	-4.747
TBA5	.001	1.000	.136	1.283	-1.165	-5.486
TBA4	.002	.985	.127	1.199	-1.000	-4.707
TBA3	.000	.949	.026	.247	-1.125	-5.298
TBA2	.000	.971	.081	.765	-1.101	-5.184

Variable	min	max	skew	c.r.	kurtosis	c.r.
TBA1	.000	.942	.086	.807	-1.130	-5.321
Multivariate					200.971	42.036

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Attitude	<---	Brand_Architecture	-.034	.050	-.689	.491	par_37
Attitude	<---	Perceived_Value	.229	.059	3.871	***	par_38
Attitude	<---	Internet_Marketing	.128	.051	2.497	.013	par_39
Attitude	<---	CSR	.009	.047	.186	.853	par_40
Attitude	<---	Trust	.687	.063	10.853	***	par_41
Corporate_Image	<---	Brand_Architecture	.133	.043	3.088	.002	par_32
Corporate_Image	<---	Perceived_Value	.007	.052	.131	.896	par_33
Corporate_Image	<---	Internet_Marketing	.094	.044	2.144	.032	par_34
Corporate_Image	<---	CSR	.098	.040	2.468	.014	par_35
Corporate_Image	<---	Trust	.051	.075	.673	.501	par_36
Corporate_Image	<---	Attitude	.485	.085	5.691	***	par_42
TBA1	<---	Brand_Architecture	1.000				
TBA2	<---	Brand_Architecture	1.210	.101	11.978	***	par_1
TBA3	<---	Brand_Architecture	1.368	.107	12.801	***	par_2
TBA4	<---	Brand_Architecture	1.304	.103	12.695	***	par_3
TBA5	<---	Brand_Architecture	1.373	.107	12.864	***	par_4
TPV1	<---	Perceived_Value	1.000				
TPV2	<---	Perceived_Value	.984	.057	17.356	***	par_5
TPV3	<---	Perceived_Value	1.037	.056	18.353	***	par_6
TPV4	<---	Perceived_Value	1.058	.056	18.798	***	par_7

382

			Estimate	S.E.	C.R.	P	Label
TPV5	<---	Perceived_Value	1.005	.057	17.494	***	par_8
TIM1	<---	Internet_Marketing	1.000				
TIM2	<---	Internet_Marketing	1.039	.056	18.461	***	par_9
TIM3	<---	Internet_Marketing	.964	.056	17.062	***	par_10
TIM4	<---	Internet_Marketing	.916	.056	16.325	***	par_11
TIM5	<---	Internet_Marketing	.950	.056	16.814	***	par_12
TCSR1	<---	CSR	1.000				
TCSR2	<---	CSR	1.144	.056	20.374	***	par_13
TCSR3	<---	CSR	1.155	.057	20.292	***	par_14
TCSR4	<---	CSR	1.174	.057	20.760	***	par_15
TCSR5	<---	CSR	1.184	.057	20.926	***	par_16
TCSR6	<---	CSR	1.167	.056	20.860	***	par_17
TTST1	<---	Trust	1.000				
TTST2	<---	Trust	1.028	.055	18.846	***	par_18
TTST3	<---	Trust	1.071	.052	20.430	***	par_19
TTST4	<---	Trust	1.043	.053	19.845	***	par_20
TTST5	<---	Trust	1.041	.053	19.516	***	par_21
TTST6	<---	Trust	1.047	.052	20.123	***	par_22
TATT1	<---	Attitude	1.000				
TATT2	<---	Attitude	.883	.048	18.206	***	par_23
TATT3	<---	Attitude	.954	.045	21.246	***	par_24
TATT4	<---	Attitude	.920	.046	20.129	***	par_25
TATT5	<---	Attitude	.976	.046	21.380	***	par_26
TCM1	<---	Corporate_Image	1.000				
TCM2	<---	Corporate_Image	1.234	.078	15.725	***	par_27
TCM3	<---	Corporate_Image	1.273	.077	16.457	***	par_28

			Estimate	S.E.	C.R.	P	Label
TCM4	<---	Corporate_Image	1.121	.077	14.643	***	par_29
TCM5	<---	Corporate_Image	1.181	.075	15.654	***	par_30
TCM6	<---	Corporate_Image	1.215	.076	16.060	***	par_31

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
Attitude	<---	Brand_Architecture	-.025
Attitude	<---	Perceived_Value	.216
Attitude	<---	Internet_Marketing	.122
Attitude	<---	CSR	.008
Attitude	<---	Trust	.656
Corporate_Image	<---	Brand_Architecture	.120
Corporate_Image	<---	Perceived_Value	.008
Corporate_Image	<---	Internet_Marketing	.111
Corporate_Image	<---	CSR	.109
Corporate_Image	<---	Trust	.060
Corporate_Image	<---	Attitude	.596
TBA1	<---	Brand_Architecture	.569
TBA2	<---	Brand_Architecture	.699
TBA3	<---	Brand_Architecture	.784
TBA4	<---	Brand_Architecture	.772
TBA5	<---	Brand_Architecture	.791
TPV1	<---	Perceived_Value	.762
TPV2	<---	Perceived_Value	.742

384

			Estimate
TPV3	<---	Perceived_Value	.780
TPV4	<---	Perceived_Value	.797
TPV5	<---	Perceived_Value	.748
TIM1	<---	Internet_Marketing	.761
TIM2	<---	Internet_Marketing	.797
TIM3	<---	Internet_Marketing	.741
TIM4	<---	Internet_Marketing	.712
TIM5	<---	Internet_Marketing	.731
TCSR1	<---	CSR	.748
TCSR2	<---	CSR	.846
TCSR3	<---	CSR	.843
TCSR4	<---	CSR	.860
TCSR5	<---	CSR	.866
TCSR6	<---	CSR	.863
TTST1	<---	Trust	.761
TTST2	<---	Trust	.778
TTST3	<---	Trust	.832
TTST4	<---	Trust	.812
TTST5	<---	Trust	.801
TTST6	<---	Trust	.822
TATT1	<---	Attitude	.819
TATT2	<---	Attitude	.712
TATT3	<---	Attitude	.796
TATT4	<---	Attitude	.766
TATT5	<---	Attitude	.800

			Estimate
TCM1	<---	Corporate_Image	.645
TCM2	<---	Corporate_Image	.799
TCM3	<---	Corporate_Image	.848
TCM4	<---	Corporate_Image	.730
TCM5	<---	Corporate_Image	.794
TCM6	<---	Corporate_Image	.821

Covariances: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Brand_Architecture	<-->	Perceived_Value	.019	.002	7.978	***	par_43
Perceived_Value	<-->	Internet_Marketing	.031	.003	10.216	***	par_44
Internet_Marketing	<-->	CSR	.027	.003	9.757	***	par_45
CSR	<-->	Trust	.029	.003	10.243	***	par_46
Brand_Architecture	<-->	Internet_Marketing	.020	.002	8.181	***	par_47
Brand_Architecture	<-->	CSR	.017	.002	7.693	***	par_48
Brand_Architecture	<-->	Trust	.019	.002	8.072	***	par_49
Perceived_Value	<-->	CSR	.031	.003	10.596	***	par_50
Perceived_Value	<-->	Trust	.034	.003	10.882	***	par_51
Internet_Marketing	<-->	Trust	.034	.003	10.654	***	par_52

Correlations: (Group number 1 - Default model)

			Estimate
Brand_Architecture	<-->	Perceived_Value	.548
Perceived_Value	<-->	Internet_Marketing	.693
Internet_Marketing	<-->	CSR	.628
CSR	<-->	Trust	.669
Brand_Architecture	<-->	Internet_Marketing	.579
Brand_Architecture	<-->	CSR	.501
Brand_Architecture	<-->	Trust	.550
Perceived_Value	<-->	CSR	.730
Perceived_Value	<-->	Trust	.765
Internet_Marketing	<-->	Trust	.738

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	97	1704.779	644	.000	2.647
Saturated model	741	.000	0		
Independence model	38	15203.371	703	.000	21.626

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.003	.846	.823	.736
Saturated model	.000	1.000		
Independence model	.034	.115	.067	.109

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.888	.878	.927	.920	.927
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.916	.813	.849
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	1060.779	942.230	1186.963
Saturated model	.000	.000	.000
Independence model	14500.371	14102.657	14904.464

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	3.211	1.998	1.774	2.235
Saturated model	.000	.000	.000	.000
Independence model	28.632	27.308	26.559	28.069

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.056	.052	.059	.002
Independence model	.197	.194	.200	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	1898.779	1914.157	2313.613	2410.613
Saturated model	1482.000	1599.476	4650.993	5391.993
Independence model	15279.371	15285.396	15441.884	15479.884

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	3.576	3.353	3.813	3.605
Saturated model	2.791	2.791	2.791	3.012
Independence model	28.775	28.026	29.536	28.786

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	220	228
Independence model	27	28

APPENDIX M:

Correlation Matrix

Correlation Matrix

		TATT1	TATT2	TATT3	TATT4	TATT5	TCM1	TCM2	TCM3	TCM4	TCM5	TCM6
Correlation	TATT1	1.000	.629	.651	.604	.658	.421	.538	.645	.475	.538	.591
	TATT2	.629	1.000	.574	.502	.525	.424	.512	.582	.478	.487	.534
	TATT3	.651	.574	1.000	.656	.598	.395	.477	.593	.458	.531	.619
	TATT4	.604	.502	.656	1.000	.659	.376	.488	.597	.445	.499	.592
	TATT5	.658	.525	.598	.659	1.000	.472	.580	.635	.532	.559	.603
	TCM1	.421	.424	.395	.376	.472	1.000	.647	.549	.489	.438	.485
	TCM2	.538	.512	.477	.488	.580	.647	1.000	.690	.598	.588	.627
	TCM3	.645	.582	.593	.597	.635	.549	.690	1.000	.598	.675	.665
	TCM4	.475	.478	.458	.445	.532	.489	.598	.598	1.000	.629	.592
	TCM5	.538	.487	.531	.499	.559	.438	.588	.675	.629	1.000	.718
	TCM6	.591	.534	.619	.592	.603	.485	.627	.665	.592	.718	1.000
Sig. (1-tailed)	TATT1		.000	.000	.000	.000	.000	.000	.000	.000	.000	.000
	TATT2	.000		.000	.000	.000	.000	.000	.000	.000	.000	.000
	TATT3	.000	.000		.000	.000	.000	.000	.000	.000	.000	.000
	TATT4	.000	.000	.000		.000	.000	.000	.000	.000	.000	.000
	TATT5	.000	.000	.000	.000		.000	.000	.000	.000	.000	.000
	TCM1	.000	.000	.000	.000	.000		.000	.000	.000	.000	.000
	TCM2	.000	.000	.000	.000	.000	.000		.000	.000	.000	.000
	TCM3	.000	.000	.000	.000	.000	.000	.000		.000	.000	.000
	TCM4	.000	.000	.000	.000	.000	.000	.000	.000		.000	.000
	TCM5	.000	.000	.000	.000	.000	.000	.000	.000	.000		.000
	TCM6	.000	.000	.000	.000	.000	.000	.000	.000	.000	.000	

Anti-image Matrices

		TATT1	TATT2	TATT3	TATT4	TATT5	TCM1	TCM2	TCM3	TCM4	TCM5	TCM6
Anti-image Covariance	TATT1	.389	-.119	-.084	-.032	-.093	.011	-.011	-.054	.014	-.007	-.015
	TATT2	-.119	.511	-.075	-.007	.000	-.028	-.024	-.040	-.044	.003	-.013
	TATT3	-.084	-.075	.416	-.121	-.025	-.011	.027	-.018	.002	-.013	-.065
	TATT4	-.032	-.007	-.121	.431	-.120	.021	.001	-.045	.007	.016	-.049
	TATT5	-.093	.000	-.025	-.120	.399	-.033	-.036	-.023	-.042	-.018	-.013
	TCM1	.011	-.028	-.011	.021	-.033	.547	-.167	-.044	-.051	.025	-.017
	TCM2	-.011	-.024	.027	.001	-.036	-.167	.372	-.084	-.063	-.016	-.051
	TCM3	-.054	-.040	-.018	-.045	-.023	-.044	-.084	.328	-.029	-.082	-.016
	TCM4	.014	-.044	.002	.007	-.042	-.051	-.063	-.029	.490	-.109	-.035
	TCM5	-.007	.003	-.013	.016	-.018	.025	-.016	-.082	-.109	.381	-.134
	TCM6	-.015	-.013	-.065	-.049	-.013	-.017	-.051	-.016	-.035	-.134	.348
Anti-image Correlation	TATT1	.943(a)	-.267	-.209	-.079	-.235	.023	-.029	-.150	.032	-.018	-.041
	TATT2	-.267	.958(a)	-.163	-.016	.001	-.052	-.055	-.098	-.088	.008	-.032
	TATT3	-.209	-.163	.942(a)	-.285	-.062	-.024	.070	-.050	.005	-.032	-.170
	TATT4	-.079	-.016	-.285	.936(a)	-.290	.044	.003	-.121	.014	.040	-.127
	TATT5	-.235	.001	-.062	-.290	.952(a)	-.072	-.094	-.064	-.094	-.046	-.035
	TCM1	.023	-.052	-.024	.044	-.072	.929(a)	-.370	-.104	-.098	.056	-.040
	TCM2	-.029	-.055	.070	.003	-.094	-.370	.929(a)	-.241	-.148	-.043	-.142
	TCM3	-.150	-.098	-.050	-.121	-.064	-.104	-.241	.955(a)	-.073	-.231	-.049
	TCM4	.032	-.088	.005	.014	-.094	-.098	-.148	-.073	.958(a)	-.252	-.085
	TCM5	-.018	.008	-.032	.040	-.046	.056	-.043	-.231	-.252	.926(a)	-.369
	TCM6	-.041	-.032	-.170	-.127	-.035	-.040	-.142	-.049	-.085	-.369	.944(a)

a Measures of Sampling Adequacy(MSA)

APPENDIX N:

CFA AMOS Diagram

Confirmatory Factor Analysis (CFA) AMOS diagrams

Parameter summary (Group number 1)

	Weights	Covariances	Variances	Means	Intercepts	Total
Fixed	27	0	0	0	0	27
Labeled	0	0	0	0	0	0
Unlabeled	22	10	25	0	0	57
Total	49	10	25	0	0	84

Assessment of normality (Group number 1)

Variable	min	max	skew	c.r.	kurtosis	c.r.
TCM6	.000	.996	.154	1.447	-.947	-4.459
TCM4	.001	.989	.059	.555	-1.100	-5.178
TCM3	.000	.998	.188	1.767	-.982	-4.623
TATT4	.002	.996	.017	.157	-.824	-3.881
TATT3	.000	.999	.273	2.569	-.861	-4.056
TTST5	.001	.997	.165	1.552	-.996	-4.691
TTST4	.000	.997	.116	1.092	-1.003	-4.722
TTST3	.000	.997	.186	1.755	-1.004	-4.728
TCSR4	.002	.991	.106	.999	-1.014	-4.774
TCSR3	.003	.994	.025	.237	-1.020	-4.802
TCSR1	.001	.996	.008	.080	-.940	-4.425
TIM2	.000	.997	.134	1.262	-1.170	-5.510
TIM1	.000	.998	.145	1.369	-1.238	-5.829
TPV4	.001	.994	.088	.825	-1.101	-5.182
TPV3	.002	.993	.082	.768	-1.059	-4.985

Variable	min	max	skew	c.r.	kurtosis	c.r.
TBA5	.001	1.000	.136	1.283	-1.165	-5.486
TBA4	.002	.985	.127	1.199	-1.000	-4.707
TBA2	.000	.971	.081	.765	-1.101	-5.184
Multivariate					43.799	18.824

Regression Weights: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Attitude	<---	Brand_Architecture	.026	.041	.620	.535	par_17
Attitude	<---	Perceived_Value	.326	.064	5.124	***	par_18
Attitude	<---	Internet_Marketing	.076	.049	1.554	.120	par_19
Attitude	<---	CSR	-.087	.053	-1.631	.103	par_20
Attitude	<---	Trust	.564	.066	8.502	***	par_21
Corporate_Image	<---	Brand_Architecture	.038	.038	1.014	.310	par_12
Corporate_Image	<---	Perceived_Value	-.019	.071	-.263	.793	par_13
Corporate_Image	<---	Internet_Marketing	.097	.045	2.147	.032	par_14
Corporate_Image	<---	CSR	.162	.051	3.190	.001	par_15
Corporate_Image	<---	Trust	.296	.094	3.161	.002	par_16
Corporate_Image	<---	Attitude	.472	.123	3.830	***	par_22
TBA2	<---	Brand_Architecture	.690	.051	13.563	***	par_1
TBA4	<---	Brand_Architecture	.911	.051	18.012	***	par_2
TBA5	<---	Brand_Architecture	1.000				
TPV3	<---	Perceived_Value	1.000				
TPV4	<---	Perceived_Value	1.049	.059	17.824	***	par_3
TIM1	<---	Internet_Marketing	1.000				
TIM2	<---	Internet_Marketing	1.056	.062	17.145	***	par_4
TCSR1	<---	CSR	1.000				

			Estimate	S.E.	C.R.	P	Label
TCSR3	<---	CSR	1.225	.058	20.998	***	par_5
TCSR4	<---	CSR	1.185	.058	20.552	***	par_6
TTST3	<---	Trust	.968	.046	20.924	***	par_7
TTST4	<---	Trust	.981	.046	21.370	***	par_8
TTST5	<---	Trust	1.000				
TATT3	<---	Attitude	1.041	.052	19.905	***	par_9
TATT4	<---	Attitude	1.000				
TCM3	<---	Corporate_Image	1.030	.047	21.702	***	par_10
TCM4	<---	Corporate_Image	.884	.051	17.285	***	par_11
TCM6	<---	Corporate_Image	1.000				

Standardized Regression Weights: (Group number 1 - Default model)

			Estimate
Attitude	<---	Brand_Architecture	.029
Attitude	<---	Perceived_Value	.342
Attitude	<---	Internet_Marketing	.082
Attitude	<---	CSR	-.084
Attitude	<---	Trust	.605
Corporate_Image	<---	Brand_Architecture	.042
Corporate_Image	<---	Perceived_Value	-.019
Corporate_Image	<---	Internet_Marketing	.101
Corporate_Image	<---	CSR	.151
Corporate_Image	<---	Trust	.307
Corporate_Image	<---	Attitude	.455
TBA2	<---	Brand_Architecture	.597
TBA4	<---	Brand_Architecture	.808

			Estimate
TBA5	<---	Brand_Architecture	.862
TPV3	<---	Perceived_Value	.795
TPV4	<---	Perceived_Value	.835
TIM1	<---	Internet_Marketing	.813
TIM2	<---	Internet_Marketing	.866
TCSR1	<---	CSR	.754
TCSR3	<---	CSR	.902
TCSR4	<---	CSR	.875
TTST3	<---	Trust	.806
TTST4	<---	Trust	.819
TTST5	<---	Trust	.824
TATT3	<---	Attitude	.827
TATT4	<---	Attitude	.793
TCM3	<---	Corporate_Image	.833
TCM4	<---	Corporate_Image	.699
TCM6	<---	Corporate_Image	.820

Covariances: (Group number 1 - Default model)

			Estimate	S.E.	C.R.	P	Label
Brand_Architecture	<-->	Perceived_Value	.027	.003	8.255	***	par_23
Perceived_Value	<-->	Internet_Marketing	.029	.003	8.831	***	par_24
Internet_Marketing	<-->	CSR	.025	.003	8.708	***	par_25
CSR	<-->	Trust	.029	.003	9.903	***	par_26
Brand_Architecture	<-->	Internet_Marketing	.029	.003	8.581	***	par_27
Brand_Architecture	<-->	CSR	.025	.003	8.477	***	par_28
Brand_Architecture	<-->	Trust	.031	.003	9.346	***	par_29
Perceived_Value	<-->	CSR	.029	.003	9.521	***	par_30
Perceived_Value	<-->	Trust	.036	.003	10.554	***	par_31
Internet_Marketing	<-->	Trust	.032	.003	9.703	***	par_32

Squared Multiple Correlations: (Group number 1 - Default model)

	Estimate
Attitude	.810
Corporate_Image	.843
TCM6	.672
TCM4	.489
TCM3	.693
TATT4	.629
TATT3	.684
TTST5	.680
TTST4	.670
TTST3	.650
TCSR4	.766
TCSR3	.814
TCSR1	.569

398

	Estimate
TIM2	.750
TIM1	.662
TPV4	.697
TPV3	.632
TBA5	.744
TBA4	.652
TBA2	.356

Model Fit Summary

CMIN

Model	NPAR	CMIN	DF	P	CMIN/DF
Default model	57	132.481	114	.114	1.162
Saturated model	171	.000	0		
Independence model	18	5778.146	153	.000	37.766

RMR, GFI

Model	RMR	GFI	AGFI	PGFI
Default model	.001	.974	.961	.649
Saturated model	.000	1.000		
Independence model	.033	.220	.128	.197

Baseline Comparisons

Model	NFI Delta1	RFI rho1	IFI Delta2	TLI rho2	CFI
Default model	.977	.969	.997	.996	.997
Saturated model	1.000		1.000		1.000
Independence model	.000	.000	.000	.000	.000

Parsimony-Adjusted Measures

Model	PRATIO	PNFI	PCFI
Default model	.745	.728	.743
Saturated model	.000	.000	.000
Independence model	1.000	.000	.000

NCP

Model	NCP	LO 90	HI 90
Default model	18.481	.000	51.245
Saturated model	.000	.000	.000
Independence model	5625.146	5379.922	5876.705

FMIN

Model	FMIN	F0	LO 90	HI 90
Default model	.249	.035	.000	.097
Saturated model	.000	.000	.000	.000
Independence model	10.882	10.593	10.132	11.067

RMSEA

Model	RMSEA	LO 90	HI 90	PCLOSE
Default model	.017	.000	.029	1.000
Independence model	.263	.257	.269	.000

AIC

Model	AIC	BCC	BIC	CAIC
Default model	246.481	250.712	490.250	547.250
Saturated model	342.000	354.691	1073.306	1244.306
Independence model	5814.146	5815.482	5891.126	5909.126

ECVI

Model	ECVI	LO 90	HI 90	MECVI
Default model	.464	.429	.526	.472
Saturated model	.644	.644	.644	.668
Independence model	10.949	10.488	11.423	10.952

HOELTER

Model	HOELTER .05	HOELTER .01
Default model	561	610
Independence model	17	19
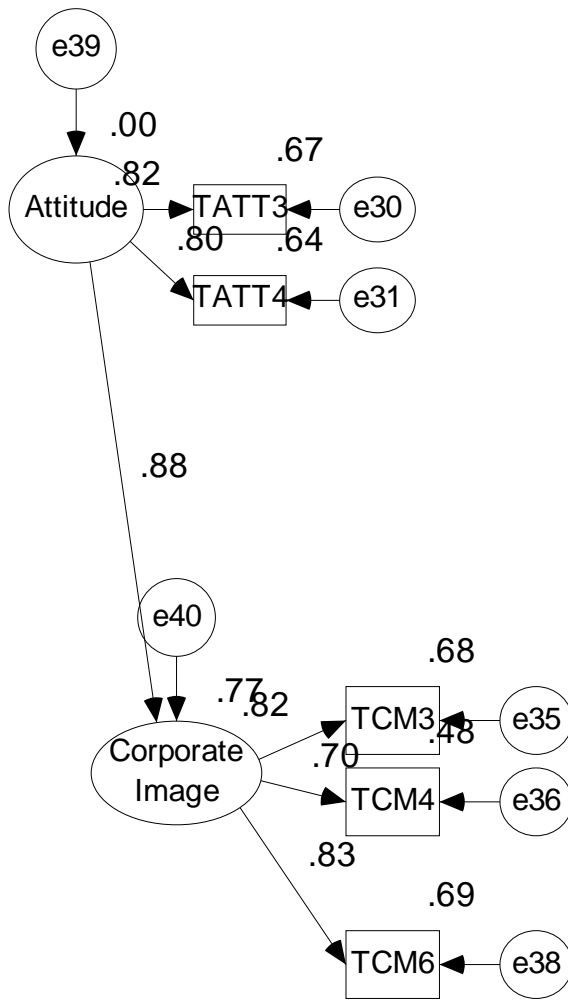
Standardized estimates
Chisquare:14.137
Df:4
Ratio:3.534
P-value:.007
GFI:.990
RMSEA:.069
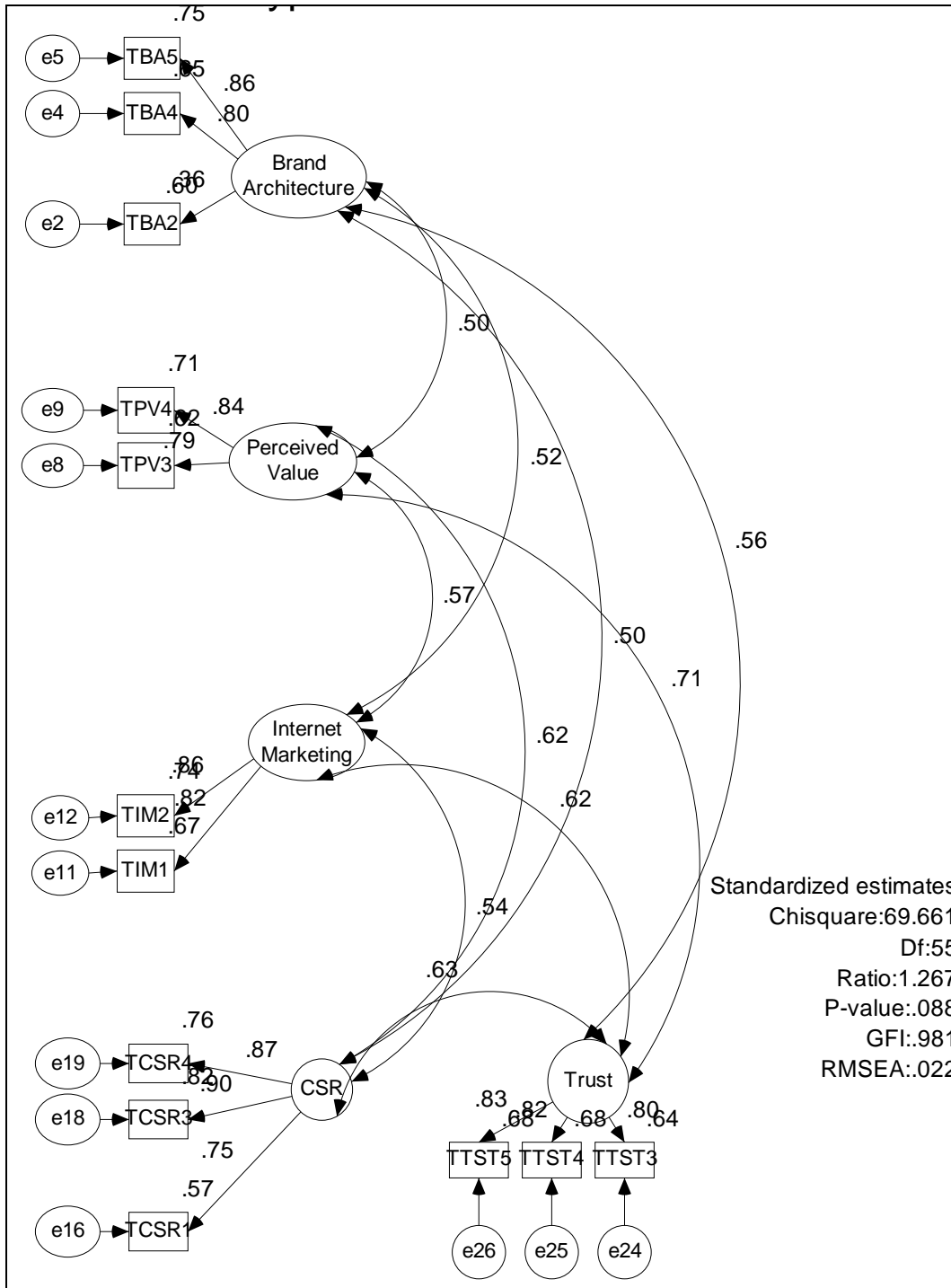
APPENDIX O:

Curriculum Vitae

CURRICULUM VITAE

Name: MR PRASIT RATTANAPHAN

E-mail: prasit_aod@hotmail.com

Occupation: - Director of Communication Office, Hatyai University
                             - Lecturer in Marketing of Hatyai Business School,
                             Hatyai University, Songkhla, Thailand

Address: 52/1 Klongya-Tai Rd., Banpru, Hatyai, Songkhla 90250,
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Education Record: **Bachelor of Business Administration (Major in Marketing)**
                             (1999), Thaksin University, Songkhla, Thailand.
                             Master of Business Administration (MBA)
                             (2003), Prince of Songkla University, Songkhla, Thailand.

Conference Attendance and Presentations:

1. Prasit Rattanaphan and Nik Kamariah Nik Mat (2012), **"The relationship of direct antecedent variables on corporate image of direct selling companies in Thailand"**, **International Conference on Economics, Business and Marketing Management – CEBMM 2012, Singapore.** February 26 - 28, 2012**.**

2. Prasit Rattanaphan (2012), **"Consumer attitudes toward the corporate image of direct selling companies in Thailand"** **International Conference on Psychological Sciences and Behaviors- ICPSB 2012, Hong Kong, June 2-3, 2012.**

3. Prasit Rattanaphan and Nik Kamariah Nik Mat (2012), **"The Predictors of Corporate Image in Direct selling Companies in Thailand"**, **1st Global Conference for Academic Research (GCAR2012), Kuala Lumpur, Malaysia, 08-11 June 2012.**

Publication:

1. Prasit Rattanaphan and Nik Kamariah Nik Mat (2012), **"The relationship of direct antecedent variables on corporate image of direct selling companies in Thailand"**, **International Conference on Economics, Business and Marketing Management – CEBMM 2012, Singapore.** IPEDR vol.29 (2012), IACSIT Press, ISSN 2010-4626, Singapore, pp.11-17.

2. Prasit Rattanaphan (2012), **"**Consumer attitudes toward the corporate image of direct selling companies in Thailand" **International Journal of e-Education, e-Business, e-Management and e-Learning,** vol. 2, no. 4, ISSN: 2010-3654, pp. 290-293**.**

3. Prasit Rattanaphan and Nik Kamariah Nik Mat (2012), **"**The Predictors of Corporate Image in Direct selling Companies in Thailand", **American Journal of Economics**, June 2012, Special Issue, pp. 60-63**.**

Work Record:

1. Part time Lecturer at Faculty of Agro-Industry in Prince of Songkla University, Songkhla, Thailand

2. Part time Lecturer at Rajamangkol Sriwichai University, Songkhla, Thailand

3. Part time Lecturer at Rajabhat Songkhla University, Songkhla, Thailand

4. Part time Lecturer at Thonburi University, Songkhla Campus, Thailand

5. Columnist of newspapers (Siamturakij, The Power Network, Network Monthly)

6. Speaker (in term of marketing, direct sell, services, and branding) for SMEs and Direct Selling Companies.

7. Certificate of Specialist in Marketing from Department of Industrial Promotion, Ministry of Industry, Thailand

8. A Marketing Consultant of SMEs

9. Disc Jockey at FM 91.50 MHz, Metro Hatyai radio

Table 5.15
Confirmatory Factor Analysis (CFA) of all variables

CFA Model Items	Original items	Items remain	CMIN	Df	CMIN/df	p-value	GFI	CFI	TLI	PNFI	RMSEA
Brand Architecture	5	3	537.908	3	179.303	0.000	1.000	1.000	0.000	0.000	0.579
Perceived Value	5	2	308.003	1	308.003	0.000	0.694	0.000	0.000	0.000	0.760
Internet Marketing	5	2	363.772	1	363.772	0.000	0.668	0.000	0.000	0.000	0.827
CSR	6	3	890.770	3	296.923	0.000	1.000	1.000	0.000	0.000	0.747
Trust	6	3	717.211	3	239.070	0.000	1.000	1.000	0.000	0.000	0.670
Attitude	5	2	298.847	1	298.847	0.000	0.699	0.000	0.000	0.000	0.749
Corporate image	6	3	604.029	3	201.343	0.000	1.000	1.000	0.000	0.000	0.614
Measurement all Exo	27	13	69.611	55	1.267	0.088	0.981	0.996	0.994	0.692	0.022
Measurement all Endo	11	5	14.137	4	3.534	0.007	0.990	0.992	0.980	0.396	0.069
Measurement (Exo & Endo)	**38**	**18**	**132.481**	**114**	**1.162**	**0.114**	**0.974**	**0.997**	**0.996**	**0.728**	**0.017**