

Evaluating the Impact of Training Quality on Sales Distributors Performance in Multilevel Marketing (MLM) Companies in Ghana.

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 2. Define the main goal, state research questions and choose adequate research methods.
 3. Conduct primary research according to the goal of the work.
 4. Evaluate and interpret the research and answer the research questions.
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ABSTRAKT

Cílem této práce je zhodnotit vliv kvality školení na výkonnost prodejních distributorů v multilevelových marketingových společnostech (MLM) v Ghaně. Úspěch MLM společností v každé zemi do značné míry závisí na efektivitě a výkonnosti jejich prodejních distributorů. Práce je rozdělena do tří částí: teoretické, praktické části a návrhu projektu. V teoretické části je proveden přehled relevantní literatury s cílem vysvětlit všechny klíčové aspekty marketingové komunikace pro plné pochopení výsledků výzkumu. Praktická část podává důkladnou analýzu dat shromážděných pro tento výzkum, aby bylo dosaženo cíle práce, kterým je odhalit, že existuje pozitivní korelace mezi kvalitním školením distributorů prodeje a zvýšenou výkonností prodeje a zvýšenou spokojeností distributorů. V závěru projektové části je navržen vývoj komplexního a praktického rámce zdokonaleného školení pro zvýšení výkonnosti distributorů ve společnosti Tianshi Ghana.

Klíčová slova: Kvalita školení, Víceúrovňový marketing, Distributoři, Prodejní školení, Výkonnost prodeje, Síťový marketing, Přímý prodej, Ghana.

ABSTRACT

The aim of the thesis is to evaluate the impact of Training Quality on Sales Distributors Performance in Multilevel Marketing (MLM) Companies in Ghana. MLM companies' success in any country relies heavily on the efficiency and effectiveness of their sales distributors. The thesis is divided into three sections: theoretical, practical part, and project proposal. The theoretical part reviews the relevant literature to explain all the key aspects of marketing communication to fully understand the findings of the research. The practical part gives a thorough analysis of the data collected for this research to achieve the goal of the thesis to reveal that there is a positive correlation between high quality training of sales distributors and enhanced sales performance and an increased distributor satisfaction. Finally, the project part proposes the development of a comprehensive and practical training improved framework to enhance distributor performance at Tianshi Ghana.

Keywords: Training Quality, Multi-level marketing, Sales Distributors, Sales Training, Distributors Sales Performance, Network Marketing, Direct Selling, Ghana.

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I hereby declare that the print version of my master's thesis and the electronic version of my thesis deposited in the IS/STAG system are identical.

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INTRODUCTION

Multilevel Marketing (MLM) has emerged as a significant business model in various economies, including Ghana, where it offers individuals opportunities for entrepreneurship and income generation. MLM operates on the principle of direct selling, where individuals earn commissions not only from their sales but also from the sales made by their recruits, creating a hierarchical structure of distributors. This model has gained traction due to its low entry barriers and the potential for high returns, particularly in developing countries where traditional employment opportunities may be limited Bosley et al. (2019). However, the success of MLM companies heavily relies on the performance of their sales distributors, which is influenced by various factors, including the quality of training provided to them.

The quality of training in MLM is paramount, as it equips distributors with the necessary skills and knowledge to effectively sell products and recruit new members. Research indicates that well-structured training programs can significantly enhance distributor performance by improving their sales techniques, product knowledge, and understanding of the MLM business model (Makore et al., 2023). Conversely, inadequate training can lead to poor performance, high turnover rates, and dissatisfaction among distributors, ultimately affecting the overall success of the MLM company (Makore et al., 2023).

Moreover, the dynamics of the MLM environment necessitate continuous training and support. Distributors often face challenges such as market competition, consumer scepticism, and the need for effective communication skills to persuade potential recruits (Radhakrishnan & Aithal, 2024). Therefore, MLM companies must invest in high-quality training programs that not only address these challenges but also adapt to the evolving market landscape. This is particularly important in Ghana, where cultural factors and consumer behaviour may differ from those in other regions, necessitating tailored training approaches (Franco & González-Pérez, 2017).

Additionally, the relationship between training quality and distributor performance is further complicated by external factors such as market conditions and the level of support from upline distributors. Research has shown that the perceived quality of training programs can influence distributors' motivation and commitment to the MLM business, which in turn affects their performance (Reingewertz, 2021). Thus, understanding the nuances of training quality and its impact on distributor performance is essential for MLM companies seeking to optimize their operations and enhance distributor satisfaction.

In conclusion, the success of MLM companies in Ghana is intricately linked to the quality of training provided to their sales distributors. As the MLM landscape continues to evolve, it is imperative for companies to prioritize effective training programs that empower distributors to thrive in a competitive environment. This study aims to evaluate the impact of training quality on sales distributors' performance in MLM companies in Ghana, contributing valuable insights to both academic literature and practical applications within the industry.

I THEORETICAL PART

1 MARKETING COMMUNICATION

Marketing communication is a critical element of a firm's overall strategy, as it integrates various promotional tools to build brand identity, engage consumers, and drive sales (Kotler & Keller, 2016). Effective communication requires a comprehensive approach that not only involves traditional advertising and public relations but also leverages digital media channels to ensure that the message reaches the target audience in an engaging and measurable manner (Belch & Belch, 2018). Research indicates that integrated marketing communication (IMC) strategies, which coordinate the use of multiple communication channels, lead to stronger brand equity and higher levels of consumer loyalty (Keller, 2013).

Marketing communication encompasses a broad array of activities and strategies that organizations employ to convey messages about their products and services to consumers. This multifaceted approach plays a crucial role in shaping consumer perceptions, building brand awareness, and ultimately driving sales.

Successful message transfers can be demonstrated by the number of potential customers who are willing to pay for the offered value (for example, a product or service). To measure the success rate of marketing communications, or messages transmitted from the company to customers, the firm quantifies profits paid for products. Business results guide marketing (Kotler & Keller, 2014; Chernev, 2018).

Marketing communication helps create awareness of a brand and its offerings, making it easier for consumers to recognize and remember the brand, by conveying persuasive messages, marketing communication influence consumer attitudes and behaviours, encouraging them to make purchases (Bahşi & Budak, 2020). Engagement with consumers through various communication channels fosters relationships and builds trust, which can lead to customer loyalty. In a crowded marketplace, effective marketing communication helps a brand stand out by highlighting unique selling propositions and benefits (Kerdpitak, 2021).

Furthermore, the rise of digital platforms has revolutionized marketing communication. Companies are increasingly utilizing social media, email marketing, content marketing, and search engine optimization to engage with consumers (Mutiah et al., 2023). Advancements in digital technology have transformed the marketing communication landscape by enabling firms to engage in a two-way dialogue with consumers, personalize messages, and track campaign performance in real time (Shimp, 2010). The effective use of storytelling and emotional appeals in advertising has also been shown to enhance consumer engagement and influence purchasing behaviour, as narratives help

consumers connect with brands on a personal level (Escalas & Bettman, 2005). In addition, understanding the socio-cultural context of the target market is essential, as cultural factors and consumer perceptions significantly shape how marketing messages are received and interpreted (De Mooij, 2010). Digital marketing allows for targeted messaging and real-time interaction, making it a powerful tool for reaching specific audiences.

Despite the advancements in marketing communication, companies face several challenges like information overload through the abundance of information available online for consumers making them have difficulty in processing some marketing messages, leading to confusion and disengagement. With evolving consumer preferences, companies now must continuously adapt their marketing communication strategies to remain relevant and appealing. In doing all these, companies must navigate various regulations governing advertising and marketing practices, which can vary by region and industry (Rizaldi et al., 2021).

A robust marketing communication strategy integrates diverse media channels and employs data-driven insights to craft messages that resonate with consumers, ultimately enhancing brand value and competitive advantage.

1.1 Marketing Communication Tools for Multilevel Marketing Companies

Marketing communication tools play a crucial role in the success of multi-level marketing (MLM) by facilitating the dissemination of brand messages, coordinating distributor activities, and fostering both consumer and network engagement. Integrated Customer Relationship Management (CRM) systems, for example, allow MLM companies to maintain a centralized database that tracks distributor performance, customer interactions, and campaign effectiveness, thereby ensuring consistent messaging across all channels (Belch & Belch, 2018). Social media platforms and mobile applications further enhance this process by enabling real-time communication and interactive content delivery, which are essential for building trust and promoting the unique value propositions of MLM products (Kotler & Keller, 2016).

Marketing communication tools are essential for Multilevel Marketing (MLM) companies as they facilitate the promotion of products, enhance brand visibility, and foster relationships with consumers. These tools encompass various strategies and channels that MLM companies can leverage to effectively reach their target audiences.

In addition to digital tools, webinars, video conferencing, and online training modules being widely used to support distributor recruitment and continuous education/ training. These interactive platforms help ensure that distributors are well-informed about product features and marketing

strategies they need to equip themselves with, and it provides a venue for sharing best practices and success stories (Blanchard, 1993). Data analytics integrated within these communication tools allow companies to monitor key performance indicators and tailor communication strategies to meet the evolving needs of both the market and the distributor network (Shimp, 2010).

Moreover, the effective use of storytelling and emotional appeals in marketing communications has been shown to significantly influence consumer behaviour by creating a personal connection between the brand and its target audience (Escalas & Bettman, 2005). In the context of MLM, where success stories often hinges on interpersonal relationships, such narrative techniques not only drive product sales but also reinforce the social networks upon which the MLM business model relies (Gregor & Wadlewski, 2013).

The integration of advanced digital tools, interactive training methods, and data-driven strategies in marketing communication is essential for sustaining the growth of MLM organizations. These tools not only facilitate effective communication and network coordination but also enhance distributor performance and ultimately contribute to a robust and competitive business model.

1.1.1 Direct Marketing

Direct marketing a fundamental component of marketing communication for MLM companies. It involves reaching out directly to potential customers through various channels, including email, phone calls, and face-to-face interactions. According to Matviiets & Kipen (2021), direct marketing is defined as an interactive marketing system that uses one or more advertising tools to elicit a measurable response from consumers. This approach allows MLM companies to build personal relationships with customers, which is crucial in a business model that relies heavily on trust and personal endorsements.

1.1.2 Personal Selling

Personal selling remains a critical aspect of marketing communication in MLM. Distributors often rely on their interpersonal skills to promote products and recruit new members. This face-to-face interaction allows for personalized communication, enabling distributors to address consumer concerns and highlight product benefits effectively. The effectiveness of personal selling in MLM is supported by the notion that consumers are more likely to trust recommendations from individuals they know.

1.1.3 Word-of-Mouth Marketing

Word-of-mouth (WOM) marketing is a powerful tool for MLM companies, as it relies on personal recommendations from satisfied customers and distributors. Research indicates that customers linked to a prior customer are significantly more likely to purchase a product. MLM companies can encourage WOM marketing by incentivizing distributors to share their experiences and success stories, thereby leveraging the power of personal endorsements to attract new customers.

1.1.4 Social Media Marketing

Social media platforms have become vital marketing communication tools for MLM companies. The active implementation of internet technologies and social networks has significantly changed the marketing landscape, providing businesses with opportunities to engage with consumers in real-time (Grimov, 2019). MLM companies utilize platforms such as Facebook, Instagram, and Twitter to share product information, success stories, and promotional content. This engagement not only enhances brand visibility but also fosters community building among distributors and customers.

1.1.5 Public Relations

Public relations (PR) plays a significant role in shaping the public perception of MLM companies. Effective PR strategies help manage the reputation of MLM organizations, particularly in addressing scepticism and negative perceptions associated with the industry. By engaging in community outreach, sponsoring events, and participating in charitable activities, MLM companies can enhance their image and build goodwill among consumers.

1.2 Marketing Communication Mix Utilized by Multi level Companies

The marketing communication mix is a crucial framework for Multilevel Marketing (MLM) companies, which enables them to effectively engage with consumers, build brand awareness, and drive sales. It blends traditional personal selling with modern digital strategies to reach and engage with both customers and potential distributors. It encompasses various tools and strategies that these companies leverage to communicate their value propositions persuasively.

1.2.1 Advertising

Advertising a basic component of the marketing communication mix for MLM companies. It involves the paid promotion of products through various media channels, including television, radio, print, and digital platforms. Successful MLM companies often invest in advertising campaigns to increase brand visibility and attract potential customers. Research indicates that advertising plays a significant role in enhancing familiarity with a brand and positively influencing consumer attitudes, which can

ultimately lead to increased sales (Abdillah & Sumarlan, 2023). Effective advertising strategies help MLM companies differentiate themselves in a competitive market. The strategies used include:

Digital Marketing: The rise of digital marketing has transformed the marketing communication landscape for MLM companies. Online platforms such as social media, search engines, websites and Search Engine Optimization (SEO), provide opportunities for targeted advertising. Successful MLM companies leverage their digital platforms to engage with consumers, share product information, and promote their brand. The ability to reach a broader audience through these digital channels enhances their effectiveness of their marketing communication efforts (Yuniarti et al., 2024).

Television and Radio Advertising: Traditional media channels such as television and radio remain effective for reaching a broader audience. MLM companies often create engaging commercials that highlights their product benefits and success stories of their distributors and customers, thereby attracting potential customers and recruits (Ruiz et al., 2016).

Influencer Marketing: Influencer marketing has emerged as another powerful tool for MLM companies, particularly in the digital age. Collaboration with social media influencers, MLM companies have been able to increase their reach and credibility to promote products and engage with target audiences. Influencers that provide authentic testimonials and endorsements, significantly impact consumer perceptions and drive sales (Rahman, 2024). This has allowed MLM companies to tap into niche markets and connect with consumers on a more personal level.



Figure 1 Cristiano Ronaldo as brand ambassador for Herbalife (<https://herbal-nutrition.fr/en/blogs>)

1.2.2 Personal Selling and Face-to-Face Communication

MLM companies rely heavily on personal selling, which is the cornerstone of their business model. It involves direct interaction between distributors and consumers. Distributors are trained to leverage personal networks like family, friends, and community contacts, to build trust and directly communicate product benefits. Distributors are trained to develop a deep knowledge of products and

effective selling techniques, which enables them to offer personalized sales processes tailored to individual customer needs (Gregor & Wadlewski, 2013).

High levels of customer service and systematic customer follow-up not only enhance sales conversion rates but also help build long-term relationships, address consumer concerns, provide personalized product recommendations, and brand loyalty, which are essential for sustaining recruitment efforts and repeat purchases (Belch & Belch, 2018). This personal interaction not only facilitates immediate sales but also fosters long-term relationships that are crucial for recruitment and repeat business (Kotler & Keller, 2016). The effectiveness of personal selling in MLM is supported by the notion that consumers are more likely to trust recommendations from individuals they know (Dimitrijević et al., 2023).

1.2.3 Sales Promotion

Sales promotions are short-term incentives designed to encourage immediate purchases or engagement. MLM companies often utilize various promotional strategies, such as discounts, free samples, and limited time offers, to stimulate sales among their distributors and attract new customers. These promotions create a sense of urgency and encourage consumers to try products they may not have considered otherwise (Rico et al., 2023). For instance, consumers are more likely to try new products when they are offered at a discounted price or as part of a promotional bundle (Pradita & Kusworo, 2024). By effectively implementing sales promotions, MLM companies boost sales and enhance customer loyalty.

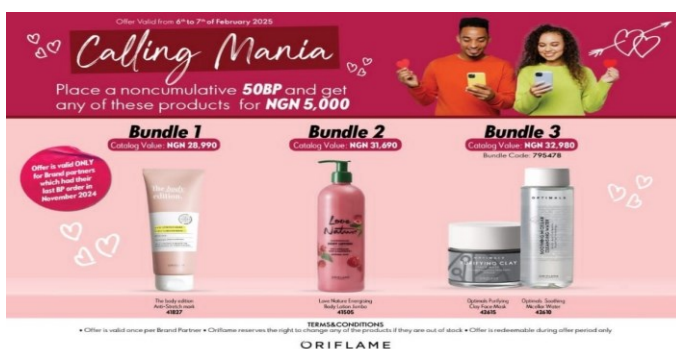


Figure 2: A sales promotion offer by Oriflame (<https://www.facebook.com/photo>)

1.2.4 Direct Marketing

In addition to face-to-face interactions, MLM firms extensive use of direct marketing tools such as email campaigns, SMS messaging, and social media platforms enabling their distributors to deliver personalized messages, showcase product testimonials, and share success stories. The use of social media not only increases reach but also provides an interactive platform where distributors can build

online communities, share content, and reinforce brand credibility (Belch & Belch, 2018; Escalas & Bettman, 2005). This channel facilitates two-way communication, enabling immediate feedback and adjustments to the marketing strategy (Shimp, 2010).



Figure 3: Facebook page of Edmark International(<https://www.facebook.com/myedmarker/>)

1.2.5 Public Relations

Public relations (PR) is an essential tool for managing the reputation of MLM companies. Effective PR strategies can help build trust and credibility among consumers, particularly in an industry often scrutinized for its practices. MLM companies can engage in community outreach, sponsor events, and participate in charitable activities to enhance their public image and foster goodwill (Abdillah & Sumarlan, 2023). By maintaining a positive reputation, MLM companies can improve consumer acceptance and loyalty.



Figure 4: Tiens Ghana visit to Dzorwulu Special School(<https://www.instagram.com/p/>)

1.2.6 Training and Incentive Programs

An integral part of the communication mix is the robust internal training and incentive programs offered by MLM companies. Regular webinars, video conferencing, and in-person training sessions are used to educate distributors on product features, sales techniques, and ethical marketing practices. Incentive programs ranging from bonuses and rewards to recognition at events, further motivate

distributors to align with the company's communication and sales strategies, thereby reinforcing the overall marketing message (Shimp, 2010).



Figure 5: Five (5) Star Training being done by Tiens Ghana(<https://www.instagram.com/p>)

1.2.7 Promotional Events and Big Business Shows (BBS)

MLM companies often organize promotional events, seminars, and big business shows that serve as both training platforms and sales accelerators. These events are designed to create a sense of community among distributors, provide live product demonstrations, and generate excitement around the brand. Such gatherings play a vital role in reinforcing the company's message and facilitating direct interactions among stakeholders (Gregor & Wadlewski, 2013). Promotional events and sample tests enable prospective customers to experience products in an interactive setting, while pop-up stores and community engagement events create localized, immersive brand experiences that reinforce the company's message.



Figure 6:Tiens Ghana 2025 BBS (<https://www.instagram.com>)

1.3 Integrated Marketing Communications (IMC)

Integrated Marketing Communications (IMC) is a holistic approach that emphasizes the importance of delivering a consistent message across multiple channels. Successful MLM companies implement IMC strategies to ensure that all marketing efforts work together harmoniously, enhancing the overall

effectiveness of their communication (Silalahi, 2021). By coordinating advertising, personal selling, sales promotions, and public relations, MLM companies can create a unified brand message that resonates with consumers.

The marketing communication mix utilized by MLM companies is a hybrid strategy that combines personal selling, digital engagement, direct marketing, and incentive-based training. This integrated approach has helped to build trust, foster interpersonal relationships, and ultimately drive both product sales and distributor recruitment, despite the inherent challenges of operating in a network-driven environment. As the landscape continues to evolve with digital transformation, companies that embrace integrated marketing communication strategies will be better positioned to thrive in the competitive MLM environment.

2 MULTI LEVEL MARKETING (MLM)

Multi-Level Marketing (MLM) is a distinctive form of direct selling characterized by a tiered structure where agents or distributors sell products directly to consumers, they often leverage personal networks and word-of-mouth strategies. This model allows individuals to earn bonuses/commissions not only from their direct sales but also from the sales made by recruits they bring into the business, creating a multi-tiered compensation system (Makore et al., 2023; Bäckman & Hanspal, 2018). Common products marketed through MLM include nutritional supplements, cosmetics, and household items, which are often promoted based on personal testimonials and the perceived quality of the products (Makore et al., 2023; Oloveze et al., 2021).

One of the defining features of MLM is its reliance on a non-salaried sales force, where distributors operate as independent contractors. This structure enables them to earn income through various means, including commissions, bonuses, and discounts on products purchased at wholesale prices (Bäckman & Hanspal, 2018). The success of MLM companies is often linked to the number of active distributors and the volume of product sales generated through these networks. As more individuals join and utilize the products, the overall business volume tends to increase, which is a critical indicator of an MLM's success (Selamet et al., 2023).

However, MLMs are frequently scrutinized due to their resemblance to pyramid schemes, which are illegal in many jurisdictions. The legitimacy of MLM practices is often questioned, particularly when companies focus more on recruitment than on actual product sales ("Multi-Level Marketing Scams", 2021; Ezekiel & Toba, 2020). In South Africa, for instance, MLMs are legal, provided they adhere to regulations that ensure tangible goods or services are sold through their networks (Ezekiel & Toba, 2020). This regulatory framework aims to differentiate legitimate MLM operations from fraudulent schemes that primarily profit from recruitment rather than product sales.

Moreover, the perception of MLMs can be heavily influenced by social stigma and negative media coverage, which can impact consumer trust and distributor recruitment efforts. Studies have shown that negative narratives surrounding MLMs can deter potential recruits and affect the overall market dynamics (Fu, 2022; Elmira & Rofiah, 2024). Despite these challenges, MLM continues to attract millions globally, with estimates suggesting that around 128 million individuals were involved in network marketing as of 2021 (Makore et al., 2023; This widespread participation underscores the complex interplay between marketing strategies, consumer behaviour, and the socio-economic factors that drive individuals to engage in MLM activities.

MLM represents a unique intersection of direct selling and network marketing, characterized by its multi-tiered compensation structure and reliance on personal networks for product distribution. Multilevel Marketing (MLM) is characterized by several key features that distinguish it from traditional sales models. These features contribute to the unique operational dynamics of MLM and its appeal to potential distributors.

Network-Based Sales Model

The network-based sales model is a fundamental characteristic of MLM. In this model, individuals, referred to as distributors, earn bonuses/commissions not only from their direct sales but also from the sales generated by their recruits. This creates a hierarchical structure where each distributor can build their own network of salespeople, thereby amplifying their earning potential. The effectiveness of this model relies heavily on the ability of distributors to recruit and train new members, which in turn affects the overall performance of the MLM organization Reingewertz (2021).

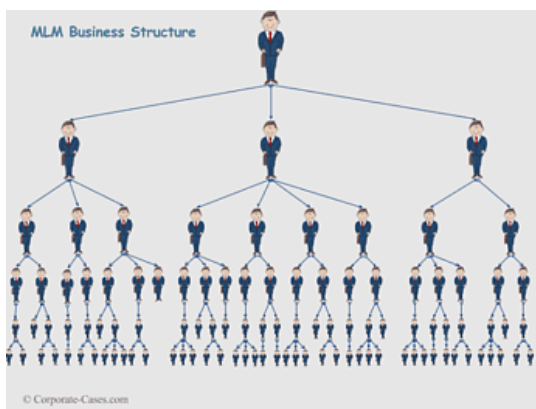


Figure 7: The structure of MLM network (<https://www.anyrgb.com/en-clipart-naqjj>)

Product Range

MLM companies typically offer a diverse range of products, which can include health and wellness products, beauty products, household goods, and more. This extensive product range allows distributors to cater to various consumer needs and preferences, enhancing their ability to make sales. The flexibility in product offerings is important for attracting a broad customer base and maintaining distributor engagement (Gitonga & Kilonzo, 2018). Furthermore, the perceived quality and uniqueness of these products can significantly influence consumer purchasing decisions and distributor motivation (Makore et al., 2023).

Low Initial Investment

One of the appealing aspects of MLM is the low initial investment required to join. Unlike traditional business models that may necessitate substantial capital for inventory or storefronts, MLM typically

allows individuals to start their business with minimal financial commitment. This accessibility makes MLM an attractive option for many aspiring entrepreneurs, particularly in developing economies where financial resources may be limited (Franco & González-Pérez, 2017). The low barrier to entry encourages a diverse range of participants, contributing to the rapid growth of MLM networks.

Entrepreneurial Approach

MLM fosters an entrepreneurial mindset among its distributors. Distributors are encouraged to treat the MLM activities as a business, taking initiative in sales, marketing, and recruitment efforts. This entrepreneurial approach not only empowers distributors to develop their business acumen but also promotes self-motivation and resilience in the face of challenges (Liang, 2024). Distributors are often responsible for their own success, which can lead to a strong sense of ownership and commitment to their MLM venture. The entrepreneurial orientation is further enhanced by training programs that focus on developing essential skills such as communication, negotiation, and relationship building (Liang, 2023).

These key features collectively contribute to its appeal and operational success. Understanding these characteristics is essential for evaluating the impact of training quality on distributor performance within the MLM framework.

2.1 Compensation Model of Multilevel Marketing

The compensation model in Multilevel Marketing (MLM) is a critical component that determines how distributors earn income through their sales activities and recruitment efforts. This model is designed to incentivize distributors at various levels of the hierarchy, promoting both individual performance and network growth. Understanding the intricacies of the MLM compensation model is essential for evaluating its effectiveness and the motivations it creates among distributors.

Structure of the Compensation Model

The MLM compensation model typically features a multi-tiered structure where distributors earn bonuses/commissions based on their direct sales and a percentage of the sales made by their recruits, often referred to as their "downline." This hierarchical compensation system encourages distributors to not only sell products but also to actively recruit new members into the network. As distributors build their downlines, they can earn additional bonuses and commissions, creating a potential for

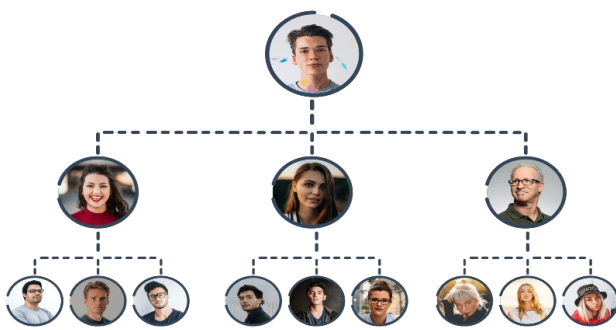


Figure 10: The Matrix Plan (<https://www.epixelmlmsoftware.com/blog/types-of-mlm-compensation-plans>)

Each of these plans has its advantages and disadvantages, influencing distributor motivation and performance in different ways.

Impact on Distributor Motivation

The compensation model plays a significant role in shaping distributor motivation and engagement. Research indicates that a well-structured compensation plan can enhance distributor satisfaction and retention by providing clear financial incentives for performance (Gitonga & Kilonzo, 2018). Distributors who perceive the compensation model as fair and rewarding are more likely to remain active and committed to their MLM business. Conversely, if distributors feel that the compensation structure is overly complex or inequitable, it can lead to frustration and disengagement (Dada, 2021).

Moreover, the potential for residual income, earnings generated from the sales of recruits even after the initial effort has been expended, can be a powerful motivator for distributors. This aspect of the compensation model aligns with the entrepreneurial mindset fostered by MLM, as distributors are encouraged to build and nurture their networks over time (Costa & Silva, 2024).

The compensation model in MLM is a complex and multifaceted system that significantly influences distributor performance and motivation. Understanding the various types of compensation plans, their impact on distributor engagement, and the associated challenges is essential for evaluating the effectiveness of MLM companies and their training programs.

2.2 Training for Sales Distributors in MLMs

Training is a fundamental component of Multilevel Marketing (MLM) that significantly influences the performance and success of sales distributors. Effective training programs equip distributors with the necessary knowledge, skills, and confidence to excel in their roles, thereby enhancing their ability to sell products and recruit new members. This section discusses the importance of training for sales

distributors in MLM, the types of training offered, and the impact of training quality on distributor performance.

2.2.1 Importance of Training in MLM

Training plays a critical role in the MLM business model, as it directly affects distributor performance and retention. Research indicates that well-structured training programs can lead to improved sales outcomes and higher levels of distributor satisfaction (Magnotta et al., 2020). Distributors who receive comprehensive training are better positioned to understand the products they sell, develop effective sales techniques, and navigate the complexities of the MLM structure. Training fosters a sense of accountability among distributors, as those who participate in trainings are more likely to apply what they have learned in the field, leading to increased sales efforts and overall performance (Magnotta et al., 2020).

Training is essential for building the confidence of new distributors. Many individuals entering the MLM industry may lack prior sales experience or knowledge of the products they are selling. Effective training programs can help bridge this knowledge gap, providing distributors with the tools they need to succeed. This is particularly important in the context of MLM, where success is often contingent upon the ability to recruit new members and build a robust sales network (Gaedke-Merzhäuser et al., 2021).

2.2.2 Types of Training Offered In MLMs

MLM companies typically offer various types of training to their distributors, including:

Product Knowledge and Value Proposition: Distributors must develop an in-depth understanding of the company's products or services. Training in product knowledge not only familiarizes them with features and benefits but also enables them to articulate a compelling value proposition to potential customers. This type of training focuses on educating distributors about the features, benefits, and uses of the products they sell. A thorough understanding of the product is crucial for effective sales and customer engagement (Lofthouse & Storr, 2020).

Sales Techniques and Relationship Management: Training programs often include modules on effective sales techniques, including communication skills, negotiation strategies, and closing techniques. Effective training programs emphasize modern sales techniques that go beyond traditional door-to-door selling. Distributors are trained in relationship marketing, which involves using personal networks and digital platforms to generate leads and close sales. These skills are

essential for distributors to successfully engage with potential customers and recruits (Ponce et al., 2023).

Recruitment and Leadership Development: Since the MLM compensation model rewards distributors for expanding their downline, training often includes modules on recruitment strategies and leadership. Distributors learn how to identify potential recruits, present the business opportunity ethically, and provide mentorship to new members. Structured training in leadership not only enhances team performance but also contributes to reducing turnover, as well-trained distributors are better equipped to manage challenges in recruitment and retention (Gregor & Wadlewski, 2013).

Ethics, Compliance, and Legal Considerations: Given the fine line between legitimate MLM practices and pyramid schemes, training programs must also address these legal and ethical standards. Distributors receive guidance on compliance with regulatory requirements, transparent disclosure of earnings potential, and adherence to the company's code of conduct. Emphasizing ethical behaviour is crucial for protecting both the individual distributor and the broader reputation of the MLM firm (Dąbek, 2012; Taylor, 2011).

Digital Literacy and Social Media Marketing: In the evolving landscape of direct selling, many MLM companies are increasingly investing in digital training. Distributors are taught how to leverage social media, email marketing, and online networking to reach broader audiences and manage their personal brands. Digital literacy training enhances their ability to operate in an increasingly competitive market where online presence is a significant determinant of success (Otto, 2004).

Customer Success Stories and Testimonials: Incorporating real-life customer success stories and testimonials into training sessions serves as powerful social proof. These narratives demonstrate the tangible benefits of effective selling and ethical practices, thereby inspiring distributors and reinforcing the credibility of the product (Gregor & Wadlewski, 2013).

2.2.3 Implementation and Delivery Methods of the Training

Training programs in MLM organizations are typically delivered through a combination of in-person seminars and workshops, webinars, online learning modules, and hands-on mentoring. Many companies also utilize role-playing exercises and simulated sales environments to reinforce learning and build confidence among distributors. These interactive methods not only enhance learning but also foster a sense of community among distributors, which is vital for building a supportive network within the MLM structure. Distributors who perceive their training as valuable and relevant are more likely to remain engaged and committed to their MLM business. Conversely, inadequate training can

result in confusion, frustration, and ultimately, high turnover rates among distributors (Kopaničáková & Krause, 2021).

Training is a vital element of the MLM business model that significantly influences the performance and success of sales distributors and the companies. By providing comprehensive and high-quality training programs, MLM companies can empower their distributors to excel in their roles, ultimately contributing to the overall success of the organization.

2.3 PERFORMANCE ANALYTICS TOOL IN MLMs

Performance analytics tools are essential for Multilevel Marketing (MLM) companies and their distributors, as they provide insights into sales performance, recruitment effectiveness, and overall business health. These tools enable MLM organizations to track key performance indicators (KPIs), identify areas for improvement, and make data-driven decisions to enhance distributor performance and satisfaction.

2.3.1 Importance of Performance Analytics in MLM

Performance analytics play a crucial role in the success of MLM companies by allowing them to monitor the effectiveness of their sales strategies and training programs. By analysing data related to distributor performance, companies can identify trends and patterns that inform their business strategies. For instance, understanding which products are selling well and which distributors are performing best can help MLM companies optimize their inventory and marketing efforts Reingewertz (2021). Furthermore, performance analytics can assist in evaluating the impact of training quality on distributor success, providing valuable feedback for continuous improvement (Makore et al., 2023).

2.3.2 Key Functionalities and Metrics

Performance analytics tools in MLM are designed to aggregate data from various sources within the organization and present it through intuitive dashboards. Common metrics tracked include Personal Sales Volume (PSV), Downline Sales Volume (DSV), Average Order Value (AOV), conversion rates, and distributor retention and churn rates (Gregor & Wadlewski, 2013). These indicators not only measure individual distributor productivity but also capture the overall health and growth of the network.

Advanced platforms integrate predictive analytics and machine learning algorithms to forecast sales trends and identify potential areas for improvement. For example, tools that leverage artificial

intelligence can analyse historical data to predict future recruitment trends or sales declines, enabling proactive adjustments in training, compensation, and support strategies (Rahwan et al., 2014)

2.4 MULTILEVEL MARKETING IN GHANA

Multi-level marketing (MLM) in Ghana has emerged as a distinctive business model that plays a dual role in the local economy, both as a distributor of health products and as an informal mechanism for economic and social empowerment. In the Ghanaian context, MLM companies market a diverse range of health products, from dietary supplements to wellness formulations, which they present as transformative and essential for improving quality of life. According to Droney (2016), this integration into the local health market is not merely a commercial strategy but also a response to systemic gaps in formal healthcare services, thereby positioning MLMs as pivotal players in the informal economy.

The MLM industry in Ghana has experienced notable growth in recent years, driven by the desire for financial independence among many Ghanaians. The low barriers to entry associated with MLM make it an attractive option for individuals seeking alternative income sources, particularly in a country where traditional employment opportunities may be limited (Oloveze et al., 2021). The appeal of MLM lies not only in the potential for high earnings but also in the flexibility it offers, allowing individuals to work at their own pace and on their own terms.

Empirical studies reveal that consumer motivation to engage with MLM schemes in Ghana is multifaceted. Oloveze et al. (2021) report that individuals are drawn to these models by the promise of wealth, enhanced social status, and improved personal health, factors that are deeply intertwined with broader socio-economic aspirations in emerging markets. Distributors are often trained to position themselves as informal health experts, using the materials and promotional strategies provided by MLM companies to cultivate trust and credibility within their communities. This dual incentive, financial reward coupled with social recognition, has been a key driver behind the rapid expansion of MLM enterprises in Ghana.

The rise of social media and digital marketing has facilitated the expansion of MLM networks in Ghana. Distributors can leverage platforms such as Facebook, Instagram, and WhatsApp to reach a broader audience, promote products, and recruit new members (Oloveze et al., 2021). This digital transformation has enabled MLM companies to tap into previously inaccessible markets, enhancing their growth potential.

Several socio-economic factors contribute to the success of MLM in Ghana. The increasing urbanization and the emergence of a youthful population seeking entrepreneurial opportunities have created a fertile ground for MLM activities (Asiama & Amoah, 2019). The economic challenges faced by many Ghanaians, including high unemployment rates and inflation, have driven individuals to explore alternative income-generating avenues. MLM provides a viable solution for those looking to supplement their income or achieve financial independence, particularly in a context where traditional job security is often elusive (Asiama & Amoah, 2019).

However, the rapid proliferation of MLMs in Ghana also raises significant ethical and regulatory concerns. Critics argue that while these companies are marketed as legitimate business ventures, their heavy reliance on recruitment networks and sales creates a blurred boundary between genuine direct selling and pyramid schemes. Droney (2016) emphasizes that this ambiguity can lead to the exploitation of close personal relationships, as distributors are often encouraged to recruit friends and family, thereby perpetuating a cycle of dependency and potential financial loss. Moreover, the opaque nature of income claims, and hidden contractual clauses further complicates the regulatory landscape, challenging authorities to distinguish between entrepreneurial innovation and predatory practices (Droney, 2016; Oloveze et al., 2021).

Considering these dynamics, the MLM industry in Ghana represents a complex interplay between opportunity and risk. On one hand, MLMs offer a platform for individual empowerment and alternative income generation, particularly in contexts where conventional employment opportunities are limited. On the other hand, they introduce vulnerabilities related to consumer protection and ethical business practices. As academic discourse on the subject continues to evolve, future research should focus on developing robust regulatory frameworks that safeguard consumer interests while acknowledging the socio-economic benefits that MLMs can provide (Droney, 2016; Oloveze et al., 2021)

2.5 CHALLENGES FACED BY THESE MLMS AND THEIR DISTRIBUTORS IN GHANA

MLM companies operating in Ghana, face a variety of challenges that impact their operations and the success of their sale distributors. Understanding these challenges is crucial for evaluating the sustainability of MLM as a business model in the Ghanaian context

2.5.1 Market Saturation and Competition

One of the primary challenges faced by MLM companies in Ghana is market saturation. As more individuals join MLM networks, the potential customer base becomes increasingly limited, leading to intense competition among distributors. This saturation results in diminishing returns for existing distributors, as they struggle to find new customers and recruits. The competition makes it difficult for new entrants to establish themselves and achieve sustainable sales, leading to high turnover rates and dissatisfaction among distributors.

2.5.2 High Distributor Turnover and Recruitment Difficulties

Recruitment is a cornerstone of the MLM business model; however, this process can be fraught with difficulties. Distributors often encounter scepticism from potential recruits and customers regarding the legitimacy of the MLM model. Negative perceptions and misconceptions about MLM, often fuelled by reports of fraudulent practices and pyramid schemes, deter individuals from joining or purchasing products of these companies. This scepticism hinders distributors' ability to effectively communicate the benefits of their business model and products, impacting their recruitment efforts and overall performance.

High turnover rates among distributors, which are partly due to unrealistic income expectations and the challenges inherent in direct selling. Recruiting and retaining motivated distributors is essential for growth but remains a persistent challenge. The emphasis on recruitment over product sales can lead to disillusionment and attrition among participants.

2.5.3 Product Pricing and Quality Concerns

To support the multi-tiered commission structure, MLM products are often priced higher than comparable items in the market. This overpricing makes it difficult for distributors to sell products, especially when consumers can find similar goods at lower prices elsewhere. Additionally, questions about product quality and efficacy further hinder sales efforts and damage companies' reputation.

2.5.4 Financial Strain and Hidden Costs

Distributors often face financial strain due to initial investments in starter kits, training materials, and ongoing expenses related to marketing and product purchases. These costs do accumulate over time, leading to financial difficulties, especially when sales do not meet expectations. The pressure to maintain Distributor Sale volume quotas results in distributors purchasing products for personal use, further exacerbating financial burdens.

2.5.5 Training and Support Deficiencies

Effective training and support are essential for the success of MLM distributors. However, many MLM companies in Ghana fail to provide adequate training programs, leaving distributors ill-equipped to navigate the complexities of sales and recruitment. Insufficient training leads to poor performance, as distributors will lack the necessary skills and knowledge to succeed in a competitive environment. Furthermore, the absence of ongoing support do result in feelings of isolation and frustration among distributors, contributing to high attrition rates within the network.

While MLM companies in Ghana offer significant opportunities for income generation and entrepreneurship, they also face a range of challenges that do impact their success. Addressing these challenges through effective training, ethical practices, and regulatory compliance is essential for fostering a sustainable MLM environment. By understanding the dynamics of these challenges, MLM companies can better support their distributors and enhance their overall performance in the Ghanaian market.

2.5.6 Regulatory Environment for MLMs in Ghana

The regulatory environment surrounding MLM in Ghana is another critical factor influencing its operation. While there are no specific laws governing MLM practices, the general legal framework for business operations applies. This lack of clear regulation create uncertainty for both MLM companies and their distributors, as they navigate the complexities of compliance and consumer protection (Adabor & Buabeng, 2020).

Regulatory scrutiny also arises from concerns of the legitimacy of MLM practices, particularly in relation to income claims and recruitment strategies. MLM companies must prioritize transparency and ethical practices to build trust with their distributors and consumers, thereby ensuring the long-term sustainability of their operations (Tham-Agyekum et al., 2021).

2.5.7 The Future of MLMs in Ghana

The future of MLM in Ghana appears promising, given the increasing interest in entrepreneurship and the high potential for digital marketing to expand its reach. However, for MLM companies to thrive, they must address the challenges faced by their distributors, including training deficiencies, and regulatory concerns. By investing in comprehensive training programs, fostering a supportive community, and adhering to ethical practices, MLM companies can enhance distributor performance and contribute to the overall growth of the industry in Ghana.

3 METHODOLOGY

This chapter will discuss how the mixed-methods approach, by combining both qualitative and quantitative methodologies to gather comprehensive data on the impact of training quality on distributor performance.

3.1 Main Goal

The main goal of this thesis is to evaluate the impact of training quality on the performance of sales distributors in Tianshi Ghana a multilevel company. This goal aims to provide insights that can help Tianshi Ghana enhance their training programs and improve distributor performance.

Sub-Goals

To achieve the main goal, the research will focus on the following sub-goals:

- To evaluate the existing training programs offered by Tianshi Ghana.
- To find out the factors affecting training quality in Tianshi Ghana.
- To evaluate the relationship between training quality and how it affects distributor sales performance.

3.2 Research Questions

The research main goal will be guided by the following questions:

RQ1: What are the current training programs offered by Tianshi Ghana, and how do distributors perceive their quality?

RQ2: What are the factors affecting the Training Quality in Tianshi Ghana?

RQ3: How does the quality of training affect distributors sales performance in Tianshi Ghana?

3.3 Research Methods: A Mix Of Qualitative And Quantitative

A mixed-methods research design will be employed, using both quantitative and qualitative approaches to provide a comprehensive understanding of the issue. The quantitative component will involve a survey of a purposive sample of Tianshi Ghana sales distributors in Ghana. The survey instrument will include structured questionnaires designed to capture data on training quality and its effects on sales performance.

In parallel, the qualitative component will consist of structured interviews with key stakeholders, including senior distributors, Education Manager of Tianshi Ghana, Country and City Lectures and some company executives. These interviews aim to explore in-depth perceptions of training efficacy, challenges in training implementation, and the contextual factors influencing the success of MLM training programs. Thematic analysis will be employed to identify recurring themes and insights that complement the quantitative findings (Mensah & Owusu, 2018).

The quantitative data will be analysed by using a Microsoft Excel software to test the variables related to the impact of training quality on performance. Descriptive statistics will provide an overview of the training practices and performance levels, while inferential statistics will help determine the strength and nature of the relationships between variables. Qualitative data will be coded and analysed to extract themes and patterns that offer contextual depth to the survey findings (Boateng, 2020).

3.4 Sampling Techniques

To evaluate the impact of training quality on the performance of sales distributors in multi-level marketing (MLM) companies in Ghana, it was important to use a rigorous sampling technique. The study utilized a combination of stratified random sampling and purposive sampling methods to ensure a comprehensive and representative sample of MLM distributors under Tianshi Ghana

Stratified Random Sampling technique was used for the quantitative, stratification ensured that there was variations within the subgroups, and they were adequately captured, which enhanced the generalizability of the results (Creswell, 2014).

Purposive Sampling was used to select participants who provided rich, in-depth insights into the training quality and its effects on their sales performance. This technique enabled in identifying individuals (distributors) who have extensive experience with Tianshi Ghana's training. Under this technique, snowball sampling, was also used to identify further potential participants through recommendations from initial interviewees, this helped to have diverse perspectives included in the study (Palinkas et al., 2015)

These complementary techniques allowed the study to be able to gather quantitative data that is statistically representative while also obtaining qualitative insights that highlighted the nuances of training effectiveness and distributors sales performance. The mixed-methods sampling techniques strengthened the research design by combining survey data with in depth interview narratives.

3.5 Data Collection Methods and Analysis

3.5.1 Survey Questionnaire

The data was collected through an online questionnaire using Microsoft Survey forms. An online questionnaire was used to allow respondents complete the questionnaire without the researcher's personal involvement or influence. Respondents are more likely to share the truth as the online survey gives them anonymity and confidentiality.

The questionnaire has four sections. Section 1 to find out more about their demographic characteristics such as age, gender, educational level, year of experience in the company. Section 2 (RQ1) dealt with Current Training Programs offered in the company, the type of questions used was a Likert scale, and open-ended questions. Section 3(RQ2) dealt with Factors Affecting Training Quality in the company, the questions used was a Likert Scale, and open-ended questions. Section 4 (RQ3) dealt with the Impact of Training Quality on Sales Performance by distributors. It's questions also used the Likert Scale and open-ended questions. The 5-point Likert scale was used to assess respondents' agreement with statements ranging from "Not at all Important" and "Extremely Important", "Strongly Disagree" and "Strongly Agree."

A total of 203 participants responded to the questionnaire online. The data was collected from 1.03.2023 to 27.03.2023. All 203 of the answered questionnaires was deemed valid. The survey was conducted through sharing the link to some top distributors of the Tianshi Ghana company who also passed it along to their downlines and colleagues they work with and with the Education Manager of Tianshi Ghana through WhatsApp. Analyses, both descriptive and exploratory, were performed on the data with Microsoft Excel.

3.5.2 In depth Interview

To provide contextual insights that complement the quantitative data. In depth interviews was used to explore some selected distributors of the company personal experiences with training, motivations, performance challenges, and perceived effectiveness of training programs.

The questionnaire was divided into 3 sections. In section 1(RQ1), it dealt with the Current Training Programs being offered to them, how they would rate it based on the content, delivery and materials being used and given them. In section 2 (RQ2), Factors Affecting Training Quality, this was to find out if there was any challenges or gaps in the training programs and ways, they thought it could be solved. In Section 3 (RQ3), the Impact of the trainings on their Sales Performance, this was

to help know the longevity of the trainings and the skills acquired how its impacting their sales and the future of it in the company.

The data collected was transcribed, and analysed, which allowed for the identification of recurring themes and patterns that explained how training influences distributor performance and some challenges being encountered. The analysis of the qualitative data revealed the richer, multifaceted nature of the data gained, which the surveys questionnaires was not able to give.

3.6 Significance of the Research

This research is to contribute to both academic knowledge and practical applications in the field of multi-level marketing (MLM) in emerging markets such as Ghana. First, by evaluating the impact of training quality on sales distributor performance, the research has addressed a gap in the literature on MLM operating particularly in the context of Ghana, where few studies have rigorously examined how training interventions affect distributor outcomes (Agyemang, Osei, & Boateng, 2017)

Secondly, the research offers insights into the components of effective training, such as Product Knowledge, Sales Techniques, Training Delivery, and Compliance with the Training, which are effective in enhancing distributor performance, to provide comprehensive and practical training improvement framework recommendations for MLM companies seeking to optimize their training programs (Kotler & Keller, 2016)

Furthermore, this research use of mixed-methods approach, which combines quantitative surveys and qualitative interviews, contributes to methodological advancements in the evaluation of training quality within MLM contexts. The integration of statistical analysis offers a comprehensive understanding of the underlying factors influencing distributor success and informs the development of more effective training strategies (Creswell, 2014; Palinkas et al., 2015).

From a practical perspective, the findings will be valuable to industry stakeholders, including MLM companies, distributors, by highlighting the key drivers of distributor performance and identifying areas for improvement in training programs. This can lead to enhanced distributor retention, improved Sales Performance, and ultimately, a more sustainable business model in the Ghanaian MLM sector (Boateng, 2020).

Finally, by shedding light on the challenges and opportunities inherent in training for MLM distributors, this research has the potential to inform broader discussions on workforce development and consumer protection in similar emerging market contexts.

3.7 Delimitations

The delimitations of this study are defined by several boundaries that frame the scope and focus of the research. First, the study is geographically confined to Ghana, specifically examining the experiences of distributors within Tianshi Ghana. As such, the findings may not be generalizable to MLM companies in other countries or regions (Agyemang, Osei, & Boateng, 2017).

Secondly, the research exclusively investigates the impact of training quality on distributor performance, deliberately excluding other factors such as compensation models, market saturation, or broader economic influences. This focus allows for an in-depth analysis of training as a singular variable affecting performance but also limits the scope to one aspect of the MLM business model (Kotler & Keller, 2016).

Third, the study utilizes a mixed-methods design, combining cross-sectional survey data with in-depth interviews. This design captures a snapshot of distributor perceptions and performance at a specific point in time and therefore does not account for longitudinal changes or trends over an extended period (Creswell, 2014; Palinkas et al., 2015).

Fourth, the research sample is limited to active Tianshi Ghana distributors who are currently engaged in the training programs. This choice excludes former or inactive distributors, which might provide additional insights into challenges faced over time but helps maintain a focused dataset for analysis (Mensah & Owusu, 2018).

Finally, while every effort is made to ensure robust data collection and analysis, the reliance on self-reported data through surveys and interviews may introduce biases and subjectivity, which is a common limitation in studies of this nature (Hair et al., 2010).

II PRACTICAL PART

4 MULTI LEVEL COMPANIES OPERATING IN GHANA

Multilevel Marketing (MLM) has become a prominent business model in Ghana, with several companies establishing operations to tap into the growing demand for entrepreneurial opportunities. These companies offer a range of products and services, leveraging the MLM structure to incentivize distributors to sell and recruit others. Below, we discuss some of the notable MLM companies operating in Ghana and their respective offerings.

Tiens Group (Tianshi Ghana)

A notable player in the Multilevel Marketing (MLM) landscape in Ghana, recognized for its diverse range of health and wellness products. Founded in 1995 in China, Tiens Group has expanded its operations globally, including a significant presence in Ghana. The company operates on a direct selling model, allowing individuals to become distributors and earn income through product sales and recruitment of new members.

Tiens Group has positioned itself as a key player in the Ghanaian MLM market, leveraging its global experience and established reputation. The company's growth in Ghana can be attributed to several factors, including the increasing demand for health and wellness products, the rise of entrepreneurship among Ghanaians, and the effectiveness of its marketing strategies (Iddrisu, 2022).

Moreover, Tiens Group has adapted its product offerings and marketing approaches to align with local consumer preferences, which has facilitated its penetration into the Ghanaian market. By focusing on community engagement and building trust with consumers, Tiens Group has successfully differentiated itself from competitors (Moussa & Bans-Akutey, 2023).

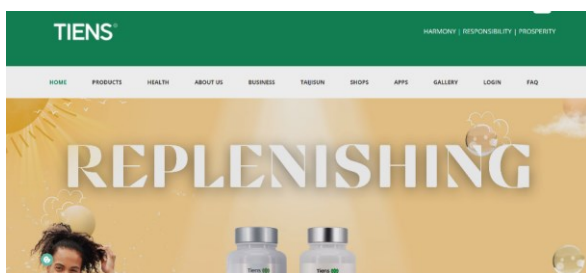


Figure 11: Tiens Ghana Website (<https://www.tiensghana.com/>)

Herbalife Ghana

Herbalife Ghana, as a regional arm of the global Herbalife Nutrition brand, has strategically adapted its multi-level marketing approach to the unique cultural and economic context of Ghana. Established as part of Herbalife's global expansion, Herbalife Ghana focuses on promoting nutritional

supplements and weight management products through an extensive network of independent distributors.

Herbalife offers a diverse range of products that cater to health and wellness needs. Its product line includes nutritional shakes, dietary supplements, protein bars, and personal care items. The flagship product, the Herbalife Formula 1 Nutritional Shake Mix, is designed to provide essential nutrients and support weight management goals. Herbalife emphasizes the use of high-quality ingredients and scientific research in developing its products, which enhances its credibility among health-conscious consumers in Ghana. The company's products are designed to support weight management, enhance energy levels, and improve overall health, making them appealing to a broad customer base.

Herbalife operates on a traditional MLM business model, the dual incentive structure encourages distributors to actively promote products while expanding their network. The company provides comprehensive training and resources to its distributors, focusing on product knowledge, sales techniques, and marketing strategies. This emphasis on training is crucial in a competitive market like Ghana, where effective communication and customer engagement can significantly impact distributor success.

Herbalife has positioned itself as a key player in Ghana's MLM market, leveraging its global experience and established reputation. The company's growth can be attributed to several factors, including the increasing awareness of health and wellness among Ghanaians and the rising demand for high-quality nutritional supplements. The focus on product efficacy and scientific backing has resonated well with consumers, further driving the company's success in the region.

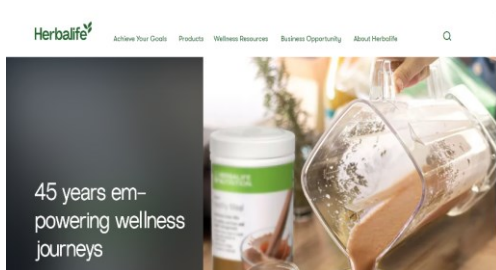


Figure 12: Herbalife No.1 Product (<https://www.herbalife.com/en-gh>)

Forever Living Ghana

Forever Living Products another prominent multi-level marketing (MLM) company that specializes in aloe vera-based health and wellness products. Founded in 1978 by Rex Maughan in Scottsdale, Arizona, the company has grown into a global enterprise with a presence in over 160 countries (Kotler & Keller, 2016).

Its product portfolio includes dietary supplements, personal care items, and cosmetics, all of which are marketed through a network of independent distributors. The company's flagship products are based on aloe vera, which is known for its numerous health benefits, including anti-inflammatory and antioxidant properties. The product line includes aloe vera gels, nutritional supplements, weight management products, and cosmetics, all designed to promote overall health and well-being (Oloveze et al., 2021). The emphasis on natural ingredients and holistic health solutions resonates well with the increasing health consciousness among Ghanaians, making Forever Living a popular choice among some consumers.

The marketing communication strategy of Forever Living Products is multifaceted. It employs digital and traditional channels to create brand awareness and facilitate distributor engagement. For instance, the company leverages social media platforms, influencer endorsements, and direct email campaigns to reach a diverse audience (Escalas & Bettman, 2005). Furthermore, the use of personal selling, where distributors offer personalized consultations and product demonstrations, has been instrumental in building consumer trust and loyalty (Kotler & Keller, 2016).



Figure 13: Forever Living Profile (<https://foreverliving.com/gha/en-us/home>)

Max International Ghana

Another well-known player in the Multilevel Marketing (MLM) sector in Ghana, recognized for its focus on health and wellness products. Established in 2007, Max International has expanded its operations globally, with a significant presence in Ghana, where it has successfully tapped into the growing demand for nutritional supplements and wellness solutions.

Their flagship products include formulations designed to support cellular health, boost energy levels, and enhance immune function. The company's products are often based on scientific research, which adds credibility and appeal to health-conscious consumers in Ghana Jang et al. (2019).

Max International operates on a traditional MLM business model, allowing individuals to become distributors and earn income through product sales and recruitment of new members. The compensation plan is structured to reward distributors for their sales volume and the sales generated

by their downline, creating multiple income streams. This dual incentive structure encourages distributors to not only sell products but also to actively recruit and support new members in their networks (Yulianto et al., 2023).

Max International has positioned itself as a key player in Ghana's MLM market, leveraging its global experience and established reputation. The company's growth can be attributed to several factors, including the increasing awareness of health and wellness among Ghanaians and the rising demand for high-quality nutritional supplements. The focus on product efficacy and scientific backing has resonated well with consumers, further driving the company's success in the region (Abekah-Nkrumah et al., 2018).

The company's focus on training and community engagement has contributed to its growth and success. However, challenges such as market saturation and regulatory scrutiny require ongoing adaptation and strategic planning. As the MLM landscape continues to evolve, Max International's ability to address these challenges will be crucial for its sustained success in Ghana.

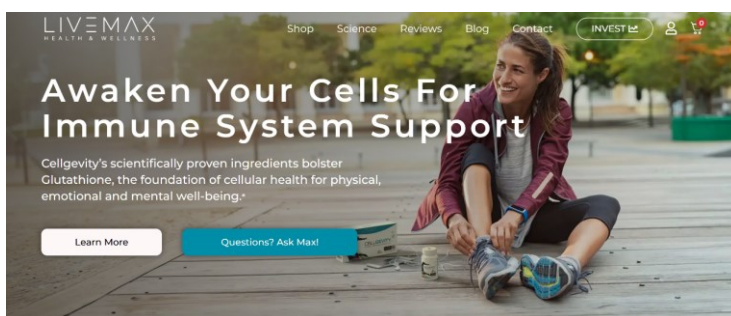


Figure 14: Max International Website (<https://www.livemax.com>)

Longrich Bioscience

Longrich Bioscience another prominent multi-level marketing company that has distinguished itself in the health, beauty, and personal care sectors through continuous innovation and strategic market expansion. Founded in China in the mid-1980s, Longrich Bioscience has built a diverse product portfolio that ranges from skincare and cosmetics to nutritional supplements and household products. The company's business model integrates advanced research and development with a robust multi-level distribution network, enabling it to penetrate both domestic and international markets effectively (Kotler & Keller, 2016). It has expanded its operations globally, including a strong presence in Ghana, where it has successfully tapped into the growing demand for natural health solutions and personal care products.

Longrich operates on a traditional MLM business model, allowing individuals to become distributors and earn income through product sales and recruitment of new members. The compensation plan is

structured to reward distributors for their sales volume and the sales generated by their downline, creating multiple income streams.

Longrich Bioscience's success is underpinned by its innovative product development, sophisticated supply chain management, and an integrated marketing communication strategy that combines digital tools with traditional personal selling techniques. This multifaceted approach has enabled the company to expand its market share while adapting to local consumer preferences, illustrating the critical role of marketing communication in the multi-level marketing industry

Despite its successes, Longrich, like other MLM companies in Ghana, faces challenges such as market saturation and scepticism surrounding MLM practices. The increasing number of distributors can lead to heightened competition, making it difficult for new entrants to establish themselves. Moreover, negative perceptions of MLM, often fuelled by reports of fraudulent practices, can deter potential recruits and customers, impacting overall growth.



Figure 15: Longrich Ghana Business page (<https://www.longrichghana.gonlinesites.com/>)

QNET Ghana

QNET Ghana has emerged as a significant player in Ghana's multi-level marketing (MLM) industry, operating as the regional arm of QNET International. It is recognized for its diverse range of products that span from health supplements to luxury goods. Established in 1998, QNET has expanded its operations globally, including a significant presence in Ghana, where it has successfully tapped into the growing demand for quality consumer products.

QNET offers a wide array of products, including nutritional supplements, personal care items, home care products, and luxury goods. The company emphasizes the use of high-quality ingredients and innovative formulations, appealing to health-conscious consumers. Notable products include dietary

supplements designed to support overall health, energy boosters, skincare products, and wellness solutions that cater to various consumer needs.

QNET has positioned itself as a key player in Ghana's MLM market, leveraging its global experience and established reputation. The company's growth can be attributed to several factors, including the increasing awareness of health and wellness among Ghanaians and the rising demand for high-quality consumer products.

Despite its innovative approach, QNET Ghana has faced controversy and regulatory scrutiny. Critics argue that its recruitment-focused compensation structure resembles pyramid schemes, where most distributors earn little to no profit while significant income is concentrated among a small number of top-level participants (Boateng, 2020; Muncy, 2004). This raises important ethical and economic questions about the sustainability and consumer protection implications of MLM practices in Ghana.

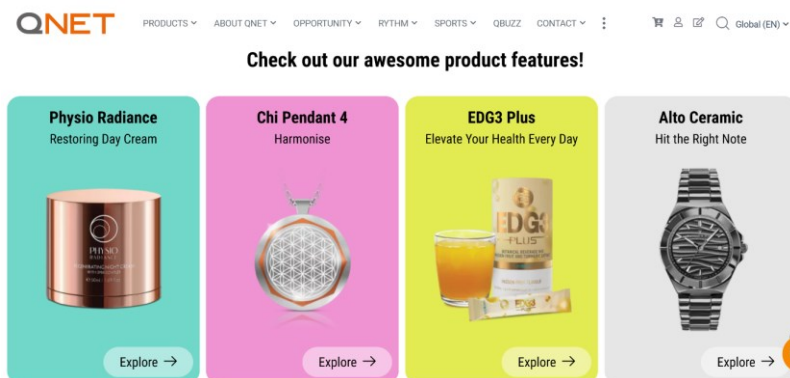


Figure 16: Some products of Qnet (<https://www.qnet.net/>)

Oriflame Ghana

Oriflame Ghana represents the regional adaptation of the global Oriflame brand, a leader in beauty and personal care products operating under a multi-level marketing (MLM) model. The company offers a wide array of cosmetics, skincare, and personal care products. Oriflame business model encourages distributors to sell products directly to consumers while also recruiting new members to grow their networks. The company provides training and marketing materials to support its distributors, helping them to effectively promote their products and achieve their sales targets.



Figure 17: Some products of Oriflame (<https://oriflamehubghana.com/>)

Edmark International

A notable player in the Multilevel Marketing (MLM) sector in Ghana, recognized for its focus on health and wellness products. Founded in 1984 in Malaysia, where it has successfully tapped into the growing demand for nutritional supplements and wellness solutions.

Edmark International specializes in a variety of health and wellness products, including dietary supplements, herbal products, and functional foods. The company emphasizes the use of natural ingredients and innovative formulations, appealing to health-conscious consumers seeking effective solutions for their wellness needs. Notable products include weight management supplements, energy boosters, and herbal teas, all designed to promote overall health and well-being (Oloveze et al., 2021).

The company's focus on training and community engagement has contributed to its growth and success. However, challenges such as market saturation and regulatory scrutiny require ongoing adaptation and strategic planning.

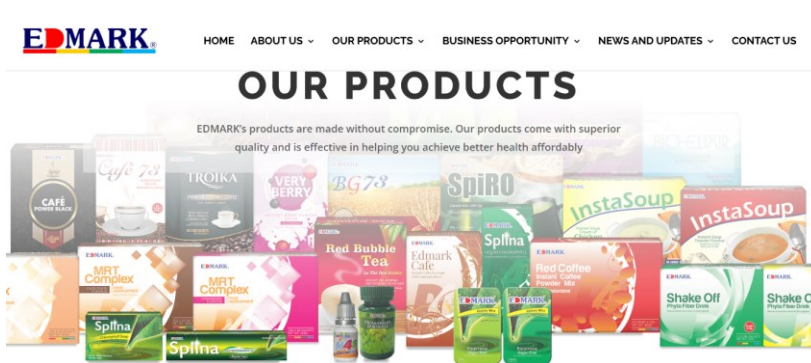


Figure 18: Products of Edmark (<https://edmarker.com/our-products/>)

The MLM landscape in Ghana is characterized by a diverse range of companies offering various products and services. These companies leverage the MLM structure to incentivize distributors, providing them with opportunities for income generation and entrepreneurship. While the potential for success exists, distributors must navigate challenges such as market saturation and consumer

scepticism. By focusing on effective training and support, MLM companies can enhance distributor performance and contribute to the overall growth of the industry in Ghana.

4.1 TIANSHI (TIENS) GROUP

Tiens Group is a prominent multinational enterprise in the multi-level marketing (MLM) sector, originally founded in China in 1995. The company has built a diverse portfolio that spans health supplements, beauty products, and household items, and it operates in over 190 countries and regions. Tiens Group's business model relies on an extensive network of independent distributors, who use both traditional face-to-face selling and digital marketing tools to promote the brand's products. This dual-channel approach enables the company to adapt its marketing communication strategies to various cultural contexts, ensuring that its messaging resonates with local consumers (Kotler & Keller, 2016).

Academic studies have highlighted that Tiens Group's success is underpinned by its strategic emphasis on personalized customer engagement and its ability to leverage network effects in global markets (Zhang & Li, 2019). In emerging markets like Ghana, for example, Tiens Group has tailored its product offerings to meet local health, and wellness needs while also investing in training and support programs for its distributors. This localized adaptation not only helps in building consumer trust but also drives distributor commitment in markets characterized by tight-knit social networks (Mensah & Owusu, 2018).

However, like many MLM companies, Tiens Group faces significant challenges. Regulatory scrutiny and market saturation remain persistent issues, as the model's heavy reliance on recruitment can lead to diminished earnings for most distributors over time (Chen, 2017). Critics also point out that the potential for unethical practices, such as exaggerated income claims and overemphasis on recruitment, can tarnish the company's reputation and hinder long-term sustainability. Addressing these challenges requires continuous innovation in both product development and marketing communication, as well as robust compliance measures to maintain consumer confidence (Huang & Li, 2018).

Tiens Group exemplifies the dynamic potential and inherent challenges of MLM enterprises in today's global market. Its ability to integrate adaptive marketing strategies with localized business practices has enabled it to achieve substantial growth, yet the ongoing issues of regulatory compliance and market saturation will continue to shape its future trajectory.



Figure 19: Tians Group International Website (<https://www.tiens.com.cn>)

4.2 Tianshi Group Ghana Presence in Ghana

Tianshi Ghana, a subsidiary of the global Tianshi Group, entered the Ghanaian market in the early 2000s as part of the company's strategic expansion into emerging economies. Recognizing the growing demand for affordable health and wellness solutions in Ghana, Tianshi Ghana adapted its product portfolio, primarily focusing on nutritional supplements and personal care items, to meet local consumer needs. Drawing on its parent company's extensive experience, Tianshi Ghana customized its marketing communication strategies to align with Ghanaian cultural norms, thereby ensuring that its messaging resonated with the target audience (Agyemang, Osei, & Boateng, 2017)

Upon its market entry, Tianshi Ghana established regional hubs and training centres that played a pivotal role in building a robust network of independent distributors. These hubs served not only as centres for product launches and promotional events but also as vital venues for distributor training. By providing comprehensive training programs in product knowledge, sales techniques, and customer engagement, the company empowered its distributors to effectively communicate product benefits and foster trust within their communities (Adu-Gyamfi & Owusu, 2018). Furthermore, Tianshi Ghana has now leveraged digital tools, such as social media platforms, mobile applications, to support a blended communication strategy that integrates traditional face-to-face selling with modern, outreach efforts (Mensah & Owusu, 2018).

Operationally, Tianshi Ghana has focused on transparency and regulatory compliance to mitigate common challenges associated with the multi-level marketing (MLM) model, such as market saturation and ethical concerns. The company's investment in advanced digital infrastructure and data analytics has enabled real-time monitoring of distributor performance, facilitating continuous improvement in marketing strategies and distributor support (Boateng, 2020). This adaptive approach has not only helped in consolidating Tianshi Ghana's market presence but has also contributed to its competitive advantage by ensuring that the product offerings and distributor practices remain aligned with both consumer expectations and local regulatory frameworks.

4.2.1 Product Portfolio

Tianshi Ghana's product portfolio primarily focuses on health and wellness products that are tailored to the local market. The company offers a range of nutritional supplements, weight management solutions, and personal care items designed to meet the specific health needs and lifestyle preferences of Ghanaian consumers. These products are positioned as high-quality and affordable, which has resonated well with local communities (Agyemang, Osei, & Boateng, 2017). The product offerings include:

Nutritional Supplements	Personal Care Items	Weight Management Solutions
Tianshi Super Calcium Powder for Children	TIANSHI Antilipemic Tea	TIANSHI Slimming Tea
Tianshi Lecithin + Calcium Capsules	TIANSHI Cordy Cafe (with and without sugar)	
TIANSHI Beneficial Capsules	TIANSHI UniMan Capsules	
TIANSHI Chitosan Capsules	TIANSHI UniWoman Capsules	
TIANSHI Cordyceps Capsules		
TIANSHI Grape Seed Extract Capsules		
TIANSHI Nutrient Calcium Powder II		
TIANSHI Spirulina Capsules		
TIANSHI Vitality Soft gels		
TIANSHI Zinc Capsules		

Table 1: Product Offering by Tiens Ghana

Source: the webpage of Tiens Ghana (<https://www.tiensghana.com/>)

By leveraging locally relevant product formulations, Tianshi Ghana has managed to build consumer trust and differentiate its offerings in a competitive market.



Figure 20: Product Portfolio of Tiens Ghana(<https://www.tiensghana.com/products categories>)

4.2.2 Business Model and Compensation Plan

Tianshi Ghana operates on a classic traditional multi-level marketing (MLM) model. Independent distributors are recruited to sell the company's products and, in turn, earn commissions not only from their direct sales but also from the sales generated by the distributors they recruit. This dual-revenue structure is designed to incentivize both personal selling and network expansion. The compensation plan typically involves a commission-based system augmented by performance bonuses and incentive programs that reward recruitment efforts. Such a model encourages a strong distributor network; however, it also means that the bulk of earnings is often concentrated at the top of the hierarchy, leaving many participants with modest returns (Belch & Belch, 2018; Kotler & Keller, 2016).

The 7 different commissions are briefly summarized:

1. Commissions paid weekly to pay for your current job:

- Sponsor bonus
- Development bonus
- Coaching Bonus

2. Monthly commissions that you can use to build long-term wealth and a steady income:

- Sales bonus
- Excellence bonus (Regional Dividend Share)
- Honorary bonus + Special Award bonuses

Figure 21: Compensation Plan of Tiens Ghana (<https://www.tiensghana.com/>)

4.2.3 Market Position and Growth

Since its entry into the Ghanaian market in the early 2010s, TIANSHI Ghana has steadily built a robust presence, particularly in the health and wellness sector. The company's success is largely attributable to its strategic adaptation of global MLM practices to fit local cultural and economic conditions. Establishing regional hubs and training centres has enabled Tianshi Ghana to provide comprehensive distributor training and support, which, in turn, drives both product sales and network growth. Digital marketing tools, such as social media engagement, mobile applications, and email campaigns have further amplified its market reach, helping the company to maintain a competitive edge in an increasingly dynamic market (Mensah & Owusu, 2018; Adu-Gyamfi & Owusu, 2018).

START YOUR OWN BUSINESS

Have you enjoyed our products and are ready to explore what more TIENS can offer? Become a business partner, gradually increase product discounts and benefit from better purchase price. Want more benefits? Set your small business with TIENS and build your own sales network and benefit from their purchases as well.

Why become a TIENS business partner?

- Your permanent discount starts at 20%;
- 7 different types of commissions paid out on weekly or monthly bases;
- Sales bonus from your network sublines is limits free;
- You are master of your time & schedule;
- No hidden volumes obligations;
- Virtual office – work from anywhere with internet access using our mobile app Vshare or laptop;
- Country is no limit, with us you can build international team easily;
- Once needed, your business can be inherited by your close relative;
- With us you have strong, international partner backing you up;
- We support you with professional trainings and educational tools;
- You are free to join our multiple incentive programs, such as travel vouchers and cash awards and use dedicated tools to grow your business;

Figure 22: How to be a Distributor of Tiens Ghana (<https://www.tiensghana.com/>)

Tianshi Ghana has carved a niche in the Ghanaian MLM market by offering a localized range of health and wellness products and leveraging an MLM business model that emphasizes both direct sales and recruitment. While the company has achieved notable market growth through innovative training and digital marketing strategies, it continues to face challenges such as market saturation, high distributor turnover, negative public perceptions, and regulatory pressures, all of which will shape its future trajectory in Ghana.

5 RESEARCH RESULTS, FINDINGS AND ANALYSIS

This chapter includes Current Training Programs (RQ1), Factors Affecting Training Quality (RQ2) and Impact of Training Quality on Sales Performance (RQ3). It analysis the results of 203 respondents and Microsoft Excel software was used to analyse the results.

5.1 Demographic Composition of Respondents

Characteristics	Category	Number	Percentage
Gender	Male	97	47.8%
	Female	106	52.2%
Age	Under 25	54	
	26-35	73	
	36-44	61	
	45-54	7	
	55 and above	8	
Educational Level	Secondary or lower	45	
	Some College/diploma	62	
	Bachelor's degree	77	
	Postgraduate/Masters	19	
Yeas of Experience	Less than one year	57	
	1-3 Years	62	
	4-5 Years	68	
	Over 5 Years	16	
Primary Region of Operation	Urban	96	
	Semi-Urban	73	
	Rural	34	

Table 2: Demographic Characteristics of Respondents

Source: Own Research, 2025

5.1.1 Gender Distribution

The gender distribution of respondents shows a relatively balanced participation, with a slight female majority. Out of a total of 203 respondents, 106 (52.2%) identified as female, while 97 (47.8%) identified as male. This near-equitable gender representation is significant in the context of multi-level marketing (MLM), a sector known for providing flexible income opportunities that attract both men and women, albeit often skewed toward female participants in many markets.

Tianshi Ghana appears to reflect a progressive trend in gender inclusivity, indicating that both men and women are equally engaged in distributor roles. The gender balance also enhances the credibility of the study findings, as it reduces potential gender bias in perceptions of training quality, organizational structure, and sales performance.

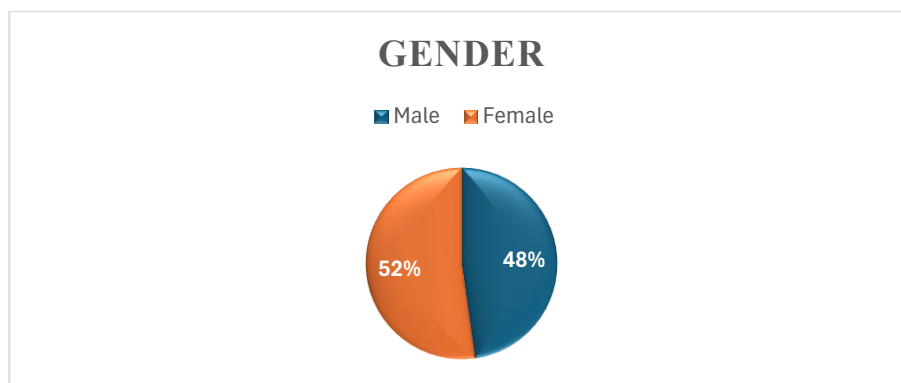


Figure 23: Gender Demographics

Source: Own Research, 2025

5.1.2 Age Distribution

The age distribution reveals that Tianshi Ghana's distributor network is predominantly youthful. The largest age group represented is 26–35 years, with 73 respondents (36%), followed closely by the 36–44 category with 61 respondents (30%). The Under 25 group also constitutes a notable portion, with 54 individuals (27%). Collectively, these figures demonstrate that over 90% of respondents are under the age of 45, indicating a predominantly young and economically active population.

This demographic structure aligns with broader patterns observed in MLM businesses, which often attract younger participants seeking entrepreneurship opportunities outside the formal labour market. For Tianshi Ghana, this implies that training and development programs should be tailored to suit the learning preferences and digital familiarity of a younger workforce. Additionally, the age profile

suggests a strong potential for long-term distributor engagement, provided that the organization continues to invest in skill-building and motivational strategies.

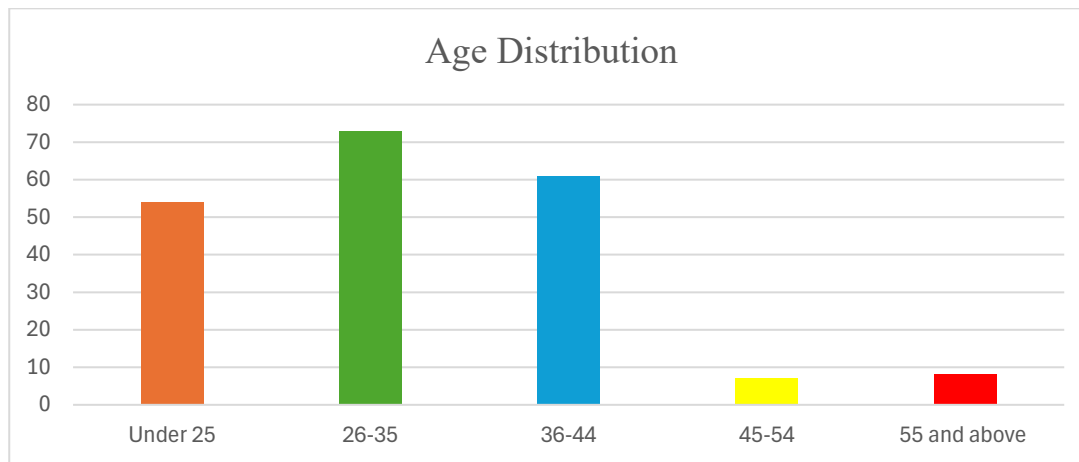


Figure 24: Age Distribution

Source: Own Research, 2025

5.1.3 Educational Background

The educational qualifications of the respondents provide critical insight into the human capital driving Tianshi Ghana's network marketing model. According to the survey results, the distributor base is notably well-educated, with the majority possessing tertiary-level credentials.

Out of 203 respondents, 77 (38%) reported holding a Bachelor's degree, making it the most prevalent educational level. This is followed by 62 (30.5%) respondents with some college education or a diploma, and 19 (9.4%) with postgraduate or master's degrees. Meanwhile, 45 (22.2%) of the respondents indicated their highest qualification as secondary education.

This educational distribution highlights two key insights. First, the MLM opportunity offered by Tianshi Ghana appeals to a broad range of educational backgrounds, indicating the accessibility and inclusivity of the platform. Second, the high proportion of tertiary-educated individuals suggests that the company attracts participants who likely possess analytical, interpersonal, and communication skills that can enhance their performance as distributors.

Moreover, this profile may influence the effectiveness of training programs and digital tools. A more educated distributor base may adapt more quickly to new technologies, engage in self-directed learning, and contribute to organizational feedback and development. Therefore, Tianshi Ghana's educationally diverse workforce should be viewed as a strategic asset that supports the scalability and sustainability of its operations.

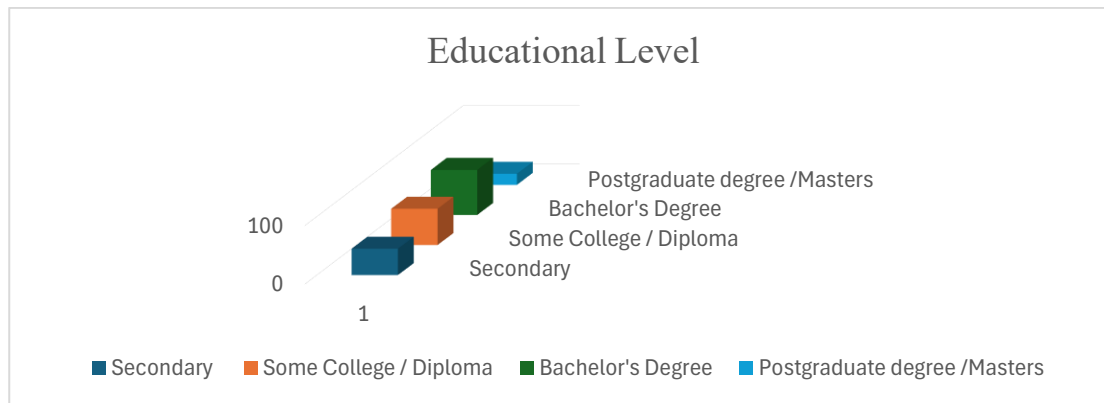


Figure 25: Educational Level

Source: Own Research,2025

5.1.4 Years of Experience

The findings on distributors' years of experience with Tianshi Ghana reveal a relatively balanced mix of new and seasoned participants. The largest group, comprising 68 respondents (33.5%), reported having 4–6 years of experience. This is closely followed by 62 respondents (30.5%) in the 1–3 years range and 57 (28.1%) with less than one year of experience. Only 16 respondents (7.9%) reported having over 6 years of experience.

This distribution indicates a stable recruitment and retention trend, with a notable presence of mid-level experience suggesting maturity and institutional knowledge among distributors. However, the high number of new entrants also underscores the need for continuous and adaptive training systems to support onboarding and early-stage development.

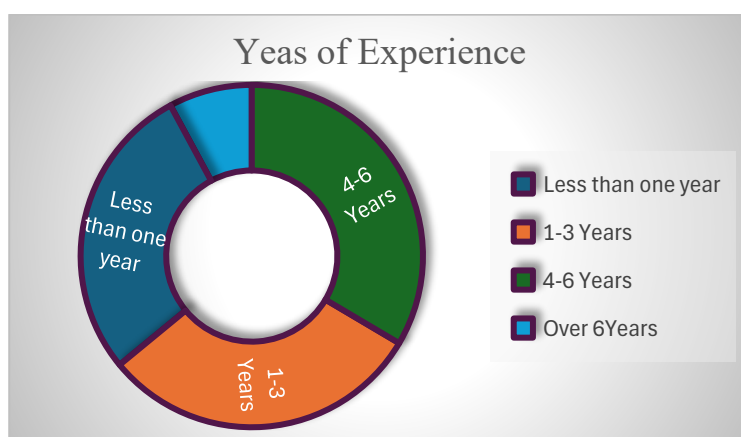


Figure 26: Years of Experience

Source: Own Research,2025

5.1.5 Primary Region of Operations

The regional distribution of respondents suggests that Tianshi Ghana's operations are concentrated in more densely populated areas. Urban regions account for the highest number of distributors with 96 respondents (47.3%), followed by semi-urban regions with 73 respondents (36%), and rural areas with 34 respondents (16.7%).

This regional spread has significant implications for marketing communication, logistics, and training delivery. Urban and semi-urban regions may offer better infrastructure for face-to-face and digital training sessions, while rural areas may require more targeted outreach and adapted support mechanisms. It also reflects the socioeconomic reach of Tianshi Ghana's business model, showing strong penetration in more economically active zones.

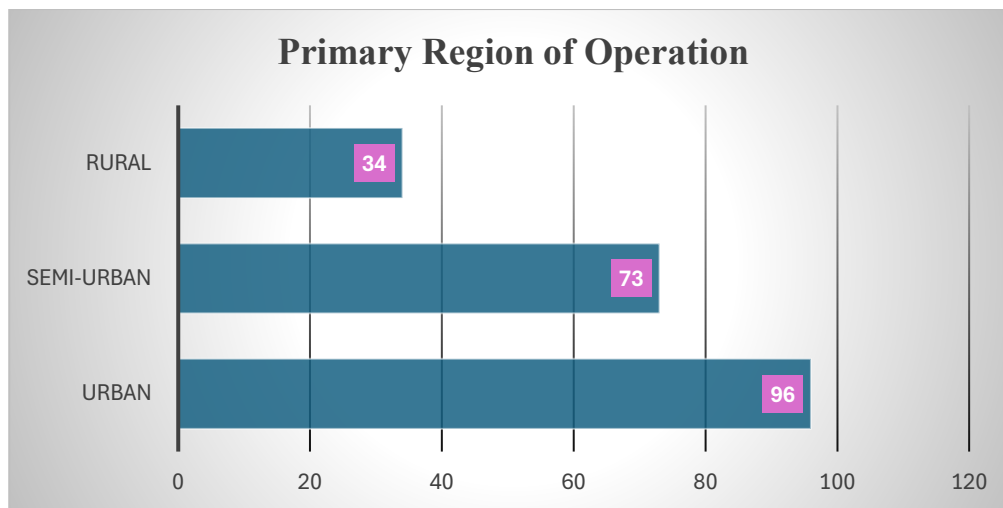


Figure 27: Region of Operation

Source: Own Research, 2025

5.2 Evaluation of the Survey Questionnaire

This chapter discusses the main findings from the quantitative analysis. The discussion is structured around the three-core research questions and highlights strategic implications for enhancing training programs at Tianshi Ghana.

5.2.1 Current Training Programs (RQ1)

The survey results pertaining to the Current Training Programs at Tianshi Ghana reveal a generally positive perception among distributors. Respondents were asked to evaluate the training based on their experiences, and their responses were categorized along a Likert scale from "Strongly Disagreed" to "Strongly Agreed."

Based on the question, *‘The structure and organization of Tianshi Ghana's training programs effectively support my role as a distributor.’* 39.4% of the respondent Strongly agreed the current training offered by Tianshi Ghana supports their role as a distributor with 23.2% of the respondent Agreeing to the same effect. This showed that cumulatively 62.5% of the respondent showed how well received the current training offered by Tianshi Ghana was by its distributors.

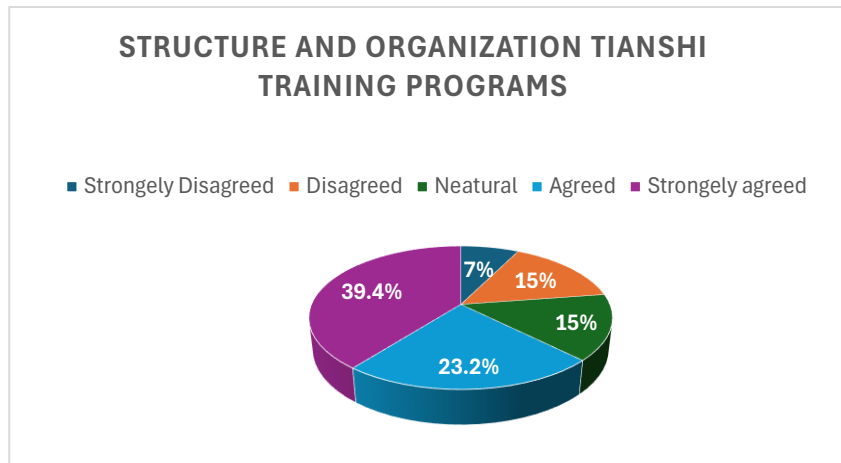


Figure 28: Structure and Organization of Tianshi Training Programs

Source, Own Research 2025

The question *‘The content of the training programs is relevant to my daily sales and recruitment activities.’* was asked to ascertain how the respondents viewed the trainings being given to them and it was found that cumulatively 92% of the respondents agreed that the contents of the trainings were relevant to their daily sales and recruitment activities. To know what these contents was the question *‘In your own words, please list the types of training programs you have participated in at Tianshi Ghana.’* was asked and almost all the respondents answered with

- *Products training, skills training, business development training, leadership training*
- *Training of Trainers (TTC), Lecturers Training, Big Business Seminars (BBS), Leadership Training*
- *Product training and Personal development training*
- *Product Knowledge Training, NDO, Beginners Training, 3 Days Camp Training, Lecturers Training.*
- *Attitude training and How to handle rejection and challenges.*
- *Leadership Training.*
- *Dream board or vision board training*

- *General training*
- *3days camping, NDO, Target Foundation Level Training.*
- *Lecturers training camp*

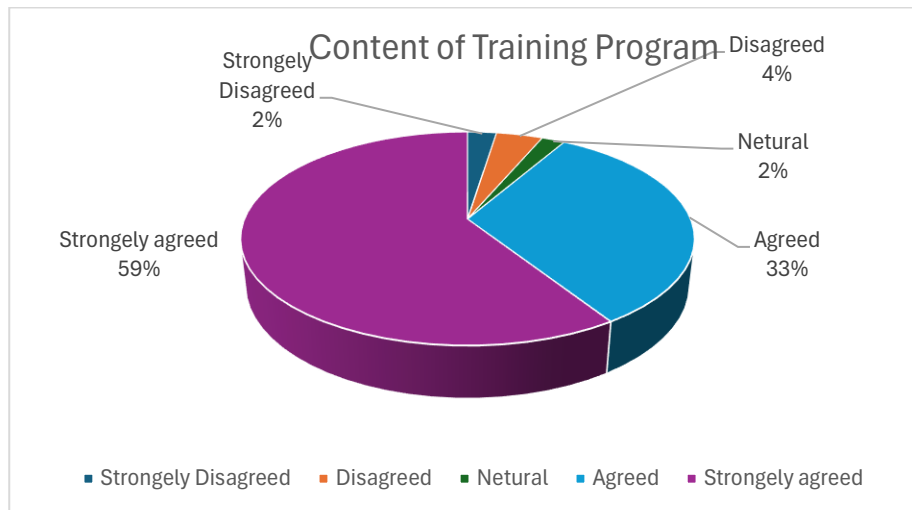


Figure 29: Content of Training Programs

Source: Own Research 2025

Based on the question '*The training is delivered in an engaging and interactive manner*'. It shows that Tianshi Ghana's current training and how it is delivered connects well with the distributors and supports their activities as such.

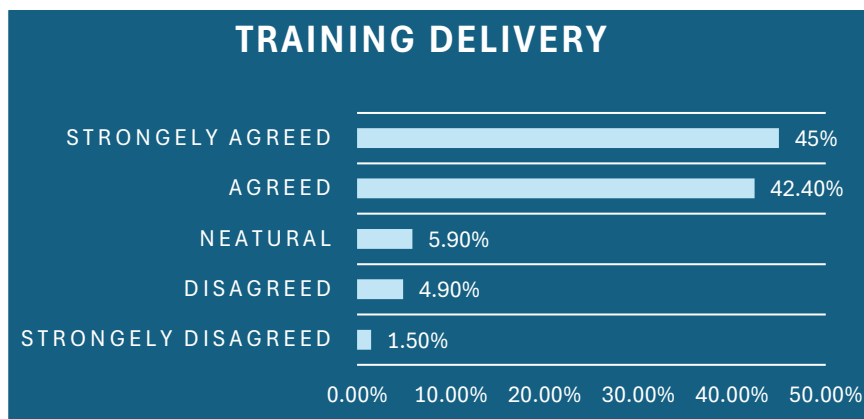


Figure 30: Training Delivery

Source: Own Research 2025

An important observation was also noted based on the question; '*How frequently do you attend training programs?*', 60.6% of the respondents said they had monthly meetings with 33.5% of the respondents saying they attended weekly meetings which shows that the distributors are regular participants of trainings organised by the company and as a MLM company it needs its distributors

to have a strong adherence to attending training as these trainings are a continuous and evolving structure.

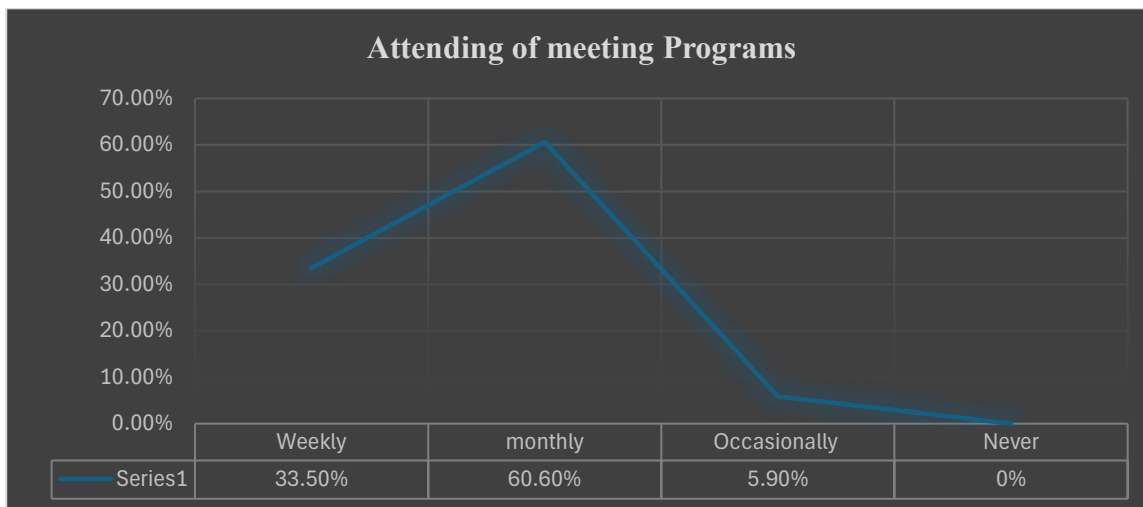


Figure 31: Attendance of Meetings

Source: Own Research 2025

When respondents were asked '*Overall, I am satisfied with the quality of training offered by Tianshi Ghana.*' 49.3% of the respondents agreed that they were satisfied with the training they were receiving by the company but there was 5.4 of respondents who disagreed that they weren't satisfied with the training being provided.



Figure 32: Overall Satisfaction with Training Programs

Source: Own Research, 2025

The analysis revealed that Tianshi Ghana's training programs in most ways do align with their distributors needs with it being delivered to them in an engaging manner, but not on a regular basis as 60.6% of the respondents said these trainings occurred monthly. The trainings appears to the goals of most of the respondents as cumulatively 92% of them agreed that they were relevant to them.

However, marginal dissatisfaction shows the need for management to monitor, collect feedback, and develop new adaptive trainings to ensure long-term training effectiveness.

5.2.2 Factors Affecting Training Quality (RQ2)

To perceive the effectiveness of the trainings being done, some factors were highlighted to know how the respondents will as either Not at all Important or Extremely Important using the Likert 5-point Scale.

Two of the important factors which a Trainers Competence and Communicating effectively, 87% of the respondents deemed it important for the Trainer to be competent while 93.2% of them also deemed it important for the Trainers to communicate effectively during trainings and actively engage and involve them in these trainings. Salas et al. (2012), argues that a trainer's credibility enhances both the learner's trust and learning outcomes.

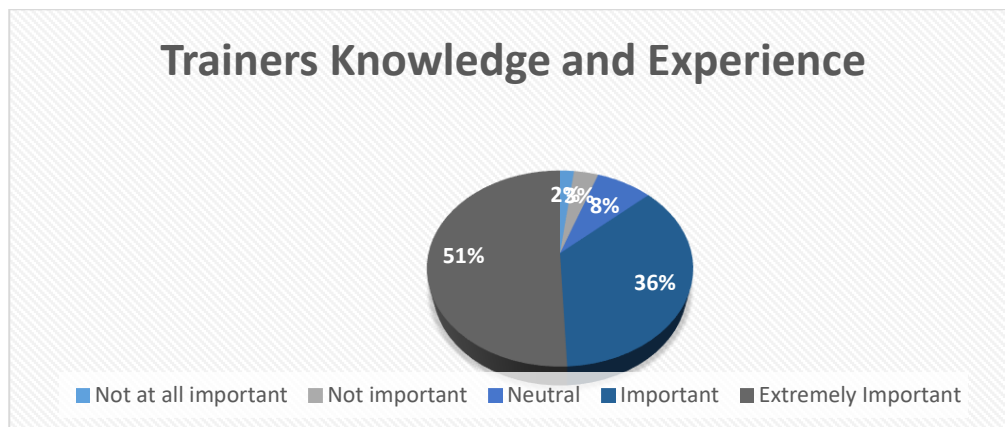


Figure 33: Trainers Knowledge and Experience

Source: Own Research, 2025

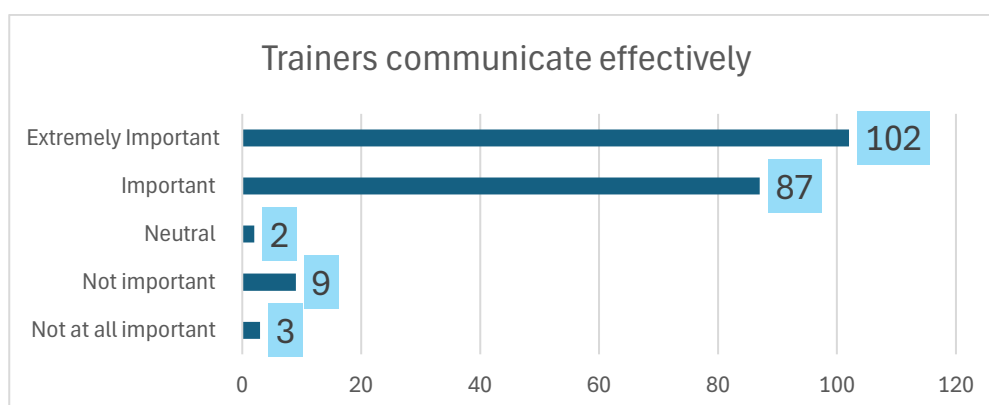


Figure 34: Trainers Communication effectively

Source: Own Research, 2025

While in RQ1, we found out that the respondents deemed the trainings they are receiving relevant, we wanted to also know how current and consistent these trainings were so the question '*Relevance*

and up-to-datedness of the training content' was asked because in the field of health and wellness, content is fast and dynamic and if your trainings don't show this then you are lagging behind which won't be helpful to the company's distributors as they rely on the knowledge gotten from these trainings out there to sell their products and recruit new members. 51% of the respondents agreed that it was extremely important for the content of the training to be current and relevant to the environment they are in as Tianshi Ghana is a multinational company. Consistent revisions and update to training content are necessary to keep the distributors updated about new products, market trends, and new recruitment strategies.

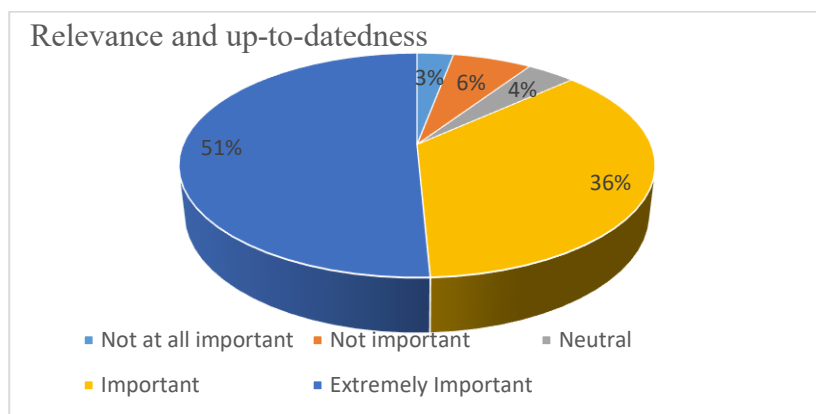


Figure 35: Relevance and Up-to-datedness

Source: Own Research,2025

Another factor which was Infrastructure that was considered and was asked as a multiple question was the *'Availability of training resources and materials (e.g., manuals, videos, mobile apps)'* and *'Technological support and digital tools integrated into the training.'* it became known that the 112 of the respondents attached a high importance to there being availability of training materials and resources which are relevant to their trainings while 54% of them deemed it Extremely important to integrate technical and digital support to make the trainings effective. These findings supports the Situated Learning Theory (Lave & Wenger, 1991), which posits that learning is most effective when supported by relevant tools and within a real-world context.

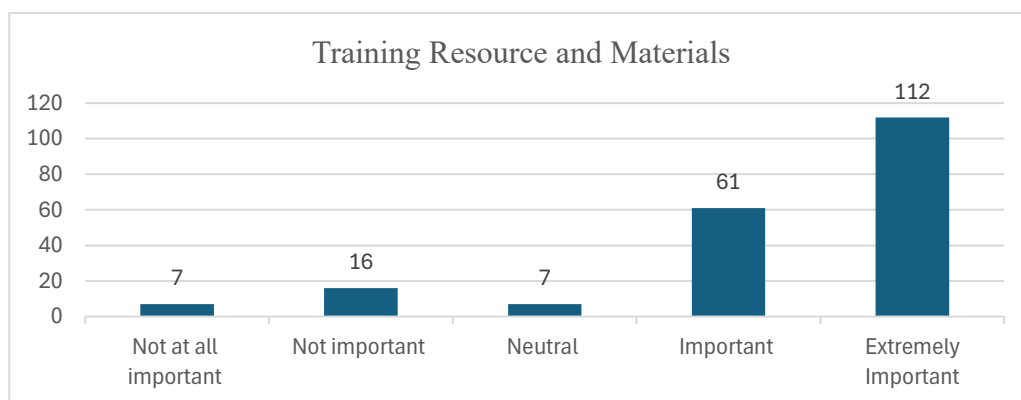


Figure 36: Training Resource and Materials

Source: Own Research, 2025

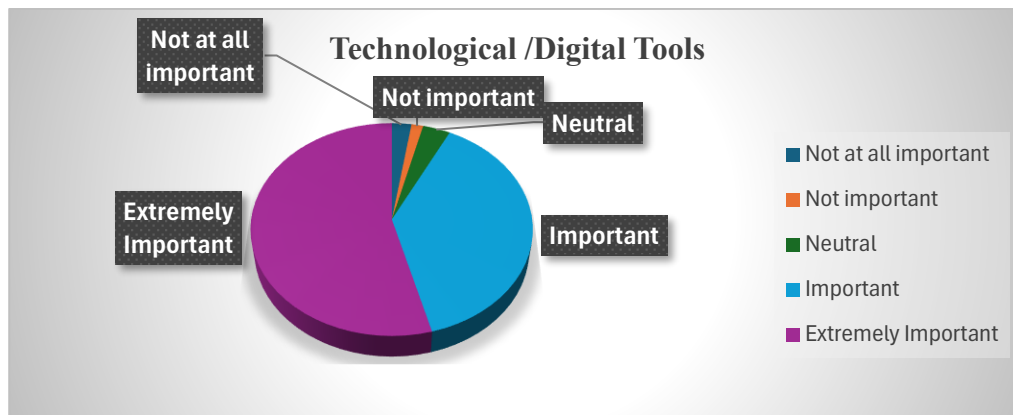


Figure 37: Technological and Digital Tools

Source: Own Research, 2025

Another factor that affect the training quality is Managements involvement and support in these trainings thus, the question '*Does management support and follow-up after training sessions*', showed that 98 out of the 203 respondents saw it as important for Management to have a follow up plan after training to ascertain if trainings given to distributors are being well utilised and followed.

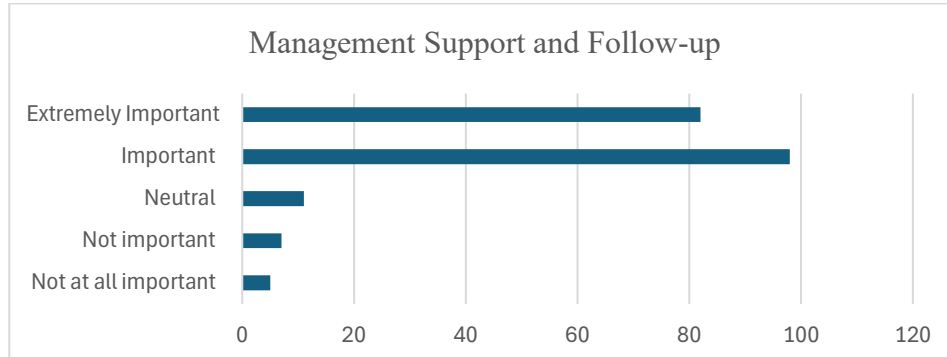


Figure 38: Management Support and Follow-Up

Source: Own Research,2025

To find out if there was other factors that wasn't considered the respondents were asked to '*Identify any other factors that you believe affect the quality of training at Tianshi Ghana and what improvements would you suggest enhancing the training quality provided.*

- *Language barrier*
- *Training Allowance Incentive, Quarterly Tiens Training Camps, Providing branding support to the shops, making use of online tools especially our own online meeting centre called V-meeting.*

- *Inconvenience of distance to the training ground, Not being time conscious.*
- *Absence of training on how to navigate the v-share*
- *Inadequate Trainers*

While these other factors were given, some of the improvements suggested by the respondents included:

- *Highly qualified individuals to be recruited into the training process.*
- *There should lecturer field visitation and monitoring to enable some lecturers improve upon their competence*
- *More Camps on experiments of products.*
- *Using of local language should be encouraged to reach everyone*
- *It's to have each shop having the same training at the same time.*
- *Consistency*
- *More of listening to the views of the trainees*
- *Since it is a network marketing, there should be a training on digital marketing*
- *More training should be done focusing more on the rural areas where they are lacking some of the amenities, such as internet.*
- *Technology tools should always be included to enhance the quality of training*

While some of the respondents shared these opinions some of them also felt no improvements were need based on these comments:

- *So far so good*
- *All is going well so far*

5.2.3 Impact of Training Quality on Sales Performance (RQ3)

The third part of the survey was to provide evidence supporting a positive correlation between training and its impact on performance among distributors. The 5-point Likert scale was used to determine how strongly the respondents agreed or disagreed on the Impact of training quality and its effects on their performances.

The question, *'The training I received has positively influenced my ability to sell products effectively.'* was asked to know respondents opinions about this correlation and among the 203

respondents, cumulatively 189 of them agreed that the training the company had provided to the had helped them in being able to sell products to clients in the market.



Figure 39: Ability to sell products

Source: Own Research, 202

This supports the idea that training is not merely a procedural but a strategic instrument which the distributors in Tianshi Ghana needs to support their business. Only 3 respondents (1.5%) strongly disagreed and 7 (3.4%) disagreed, while 4 (1.9%) held a neutral stance, which showed a variability in the training effectiveness for some of the distributors of the company, which could be due to differences in their learning preferences or pace.

Tianshi Ghana relies on their distributors to be able to recruit new members and retain them and for most of these distributors they would need training on how to have interpersonal relationships with the people they are recruiting so the question '*The training I received has enhanced my ability to recruit and retain new distributors.*' While 174 (86%) of the respondents agreed that through trainings given to them they had being able to recruit and retain new distributors, 29 (14%) of the respondents disagreed to this notion or were neutral about with this it could be deduced that the trainings being given to the respondents in the company is impacting their performance as distributors.

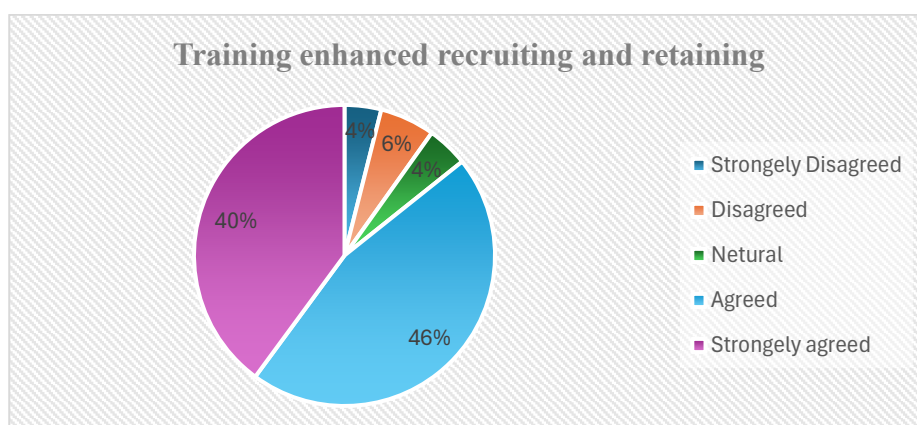


Figure 40: Training enhancing Recruitment and Retaining of new members

Source: Own Research, 2025

To be able to draw a link between the quality of training the distributors are receiving based on the sales they are making at the end of the month, the respondents were asked, ***‘There is a direct link between the quality of training and my monthly sales performance.’***

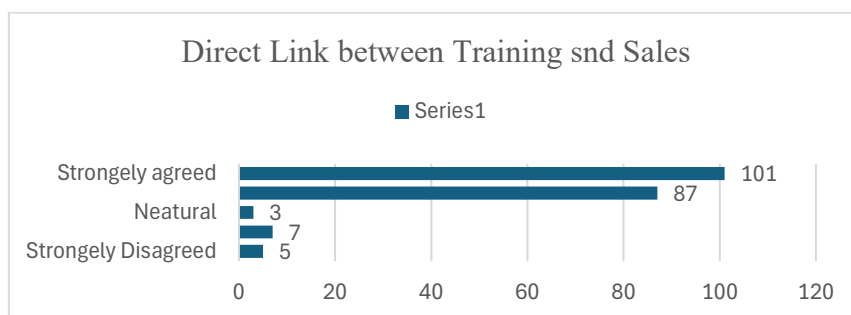


Figure 41: Direct Link between Training and Monthly Sales

and if the quality of the training had helped them to over some the challenges, they during customer engagements and sales with the question being, ***‘Training has helped me overcome challenges in customer engagement and follow-up.’***

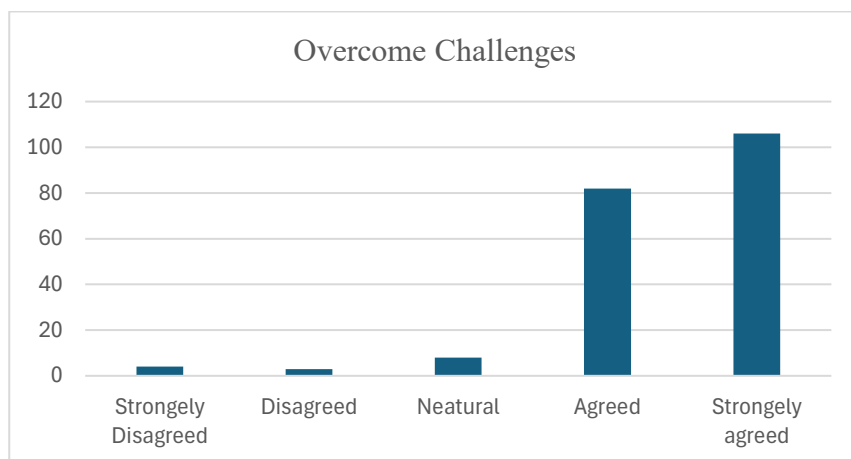


Figure 42: Overcome Challenges with Customers

Source: Own Research, 2025

Both questions was able to let us know that when an MLM company has an effective training program it has a direct positive on its distributors sales and recruitment opportunities while maintaining good interpersonal relationships as the distributors use direct selling to promote and sell their products. From the data gotten, 101 (49.7%) of the respondents strongly agreed that the quality of the training

they got directly linked to an improved sales for them at the end of the month, while cumulatively in the second question 188 (92%) of the respondents agreed that this same training was able to help them overcome challenges they were facing with some of their customers.

To know other areas of improvements these respondents can link their training to they were asked the question '*Please describe in detail how improvements in training have affected your sales performance.*' and these are some of the responses

- *Not a direct impact on sales but development in knowledge*
- *Through the training, I have been able to improve upon my communication skills, develop more knowledge about the product, and prospecting techniques as well. This aid me to prospects more individuals to patronize our products, hence increasing my sales performance.*
- *Consistency to do my work.*
- *It increases self confidence*
- *I'm able to convince people into buying the products.*
- *Improve product knowledge and handling of customer.*
- *The training has given me more information knowledge and skills that has helped me to achieve my targeted sales.*
- *I had no knowledge about the products when I started the business until I started attending the products training and there has been massive growth.*
- *Gain more knowledge in talking to people, build my confidence level.*
- *It has skyrocketed our monthly and yearly sales as well as increased new distributors and retention rate.*

Based on these responses they gave a follow-up question to delve into the thought process was asked which is *How would you describe the relationship between training and your ability to meet monthly sales targets?* and their responses were:

- *Effectively*
- *Very interdependent*
- *I applied what I have been thought from the training and it's producing wonderful results*

- *It helps cos it motivates you to push hard towards your target month*
- *Very crucial*
- *PERFECT*
- *Positive relationship*
- *The Trainings serves as guidelines. Training help me be equipped and the information provided by the training helps me server my client better which in turn foster sales.*
- *More room for improvement*
- *Positive and Beneficial Relationship*

To know if there were gaps the respondents or distributors felt the company wasn't fulfilling the question '*What additional training elements do you believe could further enhance your performance as a distributor?*' These were some of their responses

- *Trainings on some concise updates on the brief introduction to physiology and human anatomy*
- *Digital marketing*
- *Some materials to be reading from time to time.*
- *More training on digital skills using Artificial Intelligence*
- *By organizing frequent trainings on products and real-life health challenges.*
- *I think there should be a platform that will equip us with digital marketing skills. This will enhance our ability to prospect more customers which will contribute to the overall performance of the business and the distributors as well*
- *Communication Skills*
- *Yoga expert*
- *Overcoming fear*
- *Customer service and Improving distributor selling techniques. "*

As MLM relies heavily on their distributors initiative and self-drive to sell the company's products, these findings have made to clear that the distributors need additional quality trainings from the company to be able to compete successfully out there as the market is saturated. An effective training not only equip the distributors with knowledge of the products, but it also teaches them how to

communicate, persuade, and have entrepreneurial skills which are essential in making them a long-term success in the business.

5.3 Description of the In-depth Interview

The qualitative aspect of the thesis research was done to complement the survey data by providing a multifaceted understanding of how training quality influences sales performance, skills development, and overall business growth. With the use of Purposive sampling, Two initial participants were interviewed and through them using the snowball sampling additional three participants were identified to be interviewed.

The interviews were done through Zoom and were recorded after it was transcribed, analysed and used to supplement the finding from the Survey questionnaire within the Tianshi distributor network.

5.3.1 RQ1: Current Training Programs

Participant 1: Mr. Louis Whyte

Mr. Whyte described his initial training experience with Tianshi Ghana as both great and very educative because he did not have any idea about multi-level marketing. He was introduced to the company through a friend who was already a member of the Tianshi Ghana. This informal introduction led him to attend NDO, that is New Distributor Orientation, which provided him with Knowledge about what Multi level marketing is and the initial business he had to know as a new potential distributor of the company. During his initial phase, he was introduced to the business model of Tianshi Ghana and what he had to do as a first-time distributor to climb the ladder. Years down the line he has continued to participate in various training like a) Product Knowledge, b) Sales Techniques, and c) Customer Relationship Management and many more and they have helped equipped him and his team members with the necessary skills to effectively market and sell Tianshi products while fostering strong relationships with their customers.

In terms of the overall quality of the training received, Mr. Whyte rated it as 95%, which is high. He based this rating on the content was not only being relevant but also practical, especially ones being thought of by the current Education Manager and they are easy to replicate in market to sell their products. The delivery of the training sessions was particularly noteworthy; facilitators employed a mix of lectures, interactive discussions, and hands-on activities that kept participants engaged.

Among the various training sessions he attended, Mr. Whyte found the Sales Techniques and Product Knowledge to be the most beneficial as he is able to use them to sell his products to meet his monthly targets. He attributed this to the practical exercises that allowed participants to role-play different sales scenarios, which helped him develop confidence in his selling abilities. Furthermore, the

feedback provided by trainers during these sessions was invaluable, as it offered insights into their strengths and areas for improvement. Overall, Mr. Whyte's initial and continuous training experience with Tianshi Ghana's has significantly impacted his professional development and sales performance and he is currently one of their City Lecturers.

Participant 2: Mrs. Martha Gligbeh.

Mrs. Gligbeh recounted her initial training experience with Tianshi Ghana as an overwhelming but pivotal moment in her decision to being a distributor for Tianshi Ghana. She also didn't know anything about Network marketing during her first meeting but after a couple of meetings she was placed in a training group according to her rank then and she was able to keep pace and pick up the needed knowledge she needed to be a distributor. Over the years she has participated in several training programs "Health and Wellness Education," "Marketing Strategies," Training of the trainers and "Team Building."

When evaluating the overall quality of the training, Abena rated it as excellent. She highlighted the depth of content provided in each module, which was backed by scientific research. The delivery of the training was also commendable; trainers utilized a variety of teaching methods, including group discussions, and multimedia presentations, which catered to different learning styles with visual aids that reinforce the training they are doing.

Mrs. Gligbeh identified "Product Knowledge" as the most beneficial training for her always. To her, it always deepens her understanding of the old and current products and equipped with this knowledge she can recruit and educate potential customers effectively. The interactive nature of the session, which included role-playing and group activities, fostered a collaborative learning environment that encouraged participants to share their insights and experiences. As a result, Mrs. Gligbeh feels confident always in her ability to communicate the benefits of Tianshi products to her existing and new customers.

Participant 3: Mr. Abukari Yusif.

Mr. Yusif. shared that his initial experience with Tianshi Ghana he will call it preparation meeting opportunity. He had been married for about 5yrs without a child and was looking for solutions, so he was introduced to Tianshi Ghana and on that day they were having Product Knowledge Training which he joined. He purchased the products after the training and within seven weeks his wife was pregnant and that was his motivation to become a distributor of the company. Intrigued by the personal benefit he had gained, and he was convinced he could use it to help others. Mr. Yusif decided to enroll in the trainings being offered by the company at the time. He participated in training courses such as "Product Knowledge and Demonstration ," and "Networking Strategies." These trainings

empowered him with the skills necessary to succeed in the competitive market of health and wellness products.

In terms of the overall quality of the training, Mr. Yusif rated it as very good. He appreciated the comprehensive nature of the content, which are both informative and actionable. The delivery of the training sessions was engaging, with trainers encouraging active participation and fostering an open dialogue among participants. Mr. Yusif also noted that the training materials were well-structured, allowing for retention of information.

Mr. Yusif says he found the "Product Knowledge and Demonstration" training to be the most beneficial. He says it keeps him well informed to be able to sell his products and teach his team members he recruits. Mr. Yusif acknowledged that skills gained through the training translate into tangible results, as he has over the years successfully expanded his customer base and improved his sales performance and built a strong team from it

Participant 4: Ms. Abigail Takyiwaa

Ms Abigail. described her initial training experience with Tianshi Ghana as a journey of self-discovery and empowerment. She was introduced to the training programs through some distributors of the company who came to sell the products to her, through their testimonials, she was intrigued by their positive experiences, and she decided to enroll and participated in the trainings available. Over the years she has being in trainings like "Leadership Development," "Product Knowledge," and "Sales Techniques These trainings have enhanced her personally and professionally and equipping her with the skills she needs to lead and inspire her team members.

When assessing the overall quality of the training, Ms. Abigail rated it as outstanding. She praised the content for its relevance and applicability to real-life situations, emphasizing that the training was not merely theoretical but grounded in practical application. The delivery of the training was exceptional, with trainers utilizing a variety of methods, including role-playing, and group projects, to engage participants actively. The training materials were also well-crafted, featuring engaging visuals and comprehensive resources that supported the learning objectives.

Ms. Abigail highlighted "Leadership Development" training as the most beneficial training session for her. These training courses provide her with valuable insight into effective leadership styles and strategies for motivating her team members to reach set targets. The interactive nature of the session, which included group discussions and peer feedback, fosters a supportive environment where participants can share their experiences and learn from one another. As a result, Ms Abigail feels equipped to take on leadership roles in the company and inspire others and her team members to achieve their goals.

Participant 5: Mr. Oforisa Larbi

Mr. Larbi recounted his initial training experience with Tianshi Ghana was New Distributors Orientation (NDO) and it developed him personally as far as multi-level marketing is concerned. He says it gave him the development and experience needed to survive in this network marketing business. He was introduced to the company, and it is training programs through a family member who was already involved with the company. Eager to learn more, Mr. Larbi enrolled and participated in different training courses, including "Marketing of the products," "New Recruit Prospecting," 'Building of a Team' and "Customer Service Excellence." These modules were designed to provide participants with the skills necessary to thrive in a rapidly changing business environment.

In evaluating the overall quality of the training, Mr. Larbi rated it as the very best. He appreciated the depth and breadth of the content, which was both informative and relevant to his targets as a distributor. The delivery of the training sessions to him is engaging, with trainers employing a variety of teaching methods, including interactive workshops, guest speakers, and Vision board presentations. The training materials such Job Creation, Team Building Creations, My Success Journey, Event Organization and Big Money System help enhance the learning experience for both new and existing distributors

Team Building, Job creation are the most beneficial training courses he attends. These trainings equip him with essential skills for leveraging online platforms to promote Tianshi products effectively and recruit new members to build his team. The hands-on approach, which included practical exercises, always allows him and other distributors to apply their learning immediately. As a result, he feels more confident in his ability to recruit new team members.

5.3.2 RQ2: Factors Affecting Training Quality

Participant 1: Mr. Louis Whyte

He articulated that several critical factors determine the quality of training at Tianshi Ghana. He emphasized the expertise of the trainers as paramount, noting that knowledgeable and experienced facilitators significantly enhance the learning experience. Trainers who possess a deep understanding of the subject matter can effectively convey complex concepts and engage participants in meaningful discussions. Additionally, Mr. Whyte stated the importance of the training content to the participants' roles and the market dynamics. He believes that when the training material is directly applicable to real-world scenarios, it enables greater retention and application of knowledge.

In terms of challenges or gaps in the training programs, Mr. Whyte mentioned that while the initial training programs are adequate, he feels that advanced training programs with more in-depth exploration of specific topics can be the utmost beneficial to distributors. For instance, he noted that

the "Sales Techniques" training can be improved by incorporating more role-playing exercises that reflect current market trends. This would allow participants to practice their skills in a more realistic context and better prepare them for the challenges they may face in the field.

Regarding technological integration, Mr. Whyte expressed mixed feelings. He acknowledged the company's use of its own mobile apps called V- Meeting and V-Moment mobile, WhatsApp to keep in contact with their team members and the use of Zoom and Google Meets for some online training and it enhances the training experience by providing participants with easy access to supplementary materials and ongoing learning opportunities. However, he noted that reliance on technology can detract from the training if not implemented effectively. For example, he experienced instances where technical difficulties (unreliable internet connections) disrupted the flow of the training sessions, leading to frustration among participants. Therefore, he believes that while technology can be a valuable tool, it should be used judiciously and supported by adequate training for both trainers and participants.

Participant 2: Mrs. Martha Gligbeh.

Mrs. Gligbeh identified several critical factors that contribute to the quality of training at Tianshi Ghana. She talked about the importance of trainer expertise, stating that trainers with extensive industry experience and a passion for teaching (Mr Yes/No) can inspire training participants and give them a positive learning environment. Additionally, she highlighted the importance of the training content, saying that when it aligns with distributors' needs and the company's objectives, it is beneficial to help improve the performance of the distributors and the targets of the company. She also pointed out that, when there is follow-up support it reinforces the learning done by the distributors and ensures that they are applying their skills effectively when they are in the market selling products or recruiting new members.

In discussing challenges or gaps in the training programs, she noted that while the foundational training programs like NDO is somewhat strong, there are certain topics which she deems lacks the depth it needs. For example, she feels that the "Customer Relationship Management" training could have included in it more practical exercises to illustrate key concepts. She suggested that incorporating role-playing scenarios can enhance participants' understanding of how to navigate complex customer interactions and build lasting relationships with them.

Mrs. Gligbeh acknowledged the role of technological integration in enhancing the training experience. She mentioned that online platforms like Zoom and Google Meets have made it easier for her and her team members to be part of some trainings they cannot be there physically to partake.

Unfortunately, due to bad internet connections, some days they have difficulties joining these online meetings. But having access to the company's apps like V- Moments allows them to assess some training materials and engage in self- learning. However, she made it known that not all distributors are equally comfortable with using technology, which could create disparities in the training experience. To address this, she recommended providing additional support and resources for those who may struggle with technological tools, ensuring that everyone can benefit from the training.

Participant 3: Mr. Abukari Yusif

Mr. Yusif emphasized that the quality of training at Tianshi Ghana is influenced by several critical factors, including trainer expertise, content relevance, and follow-up support. He stressed that trainers who possess both theoretical knowledge and practical experience can effectively bridge the gap between theory and practice, making the training more impactful. He also noted the importance of content relevance, noting that training materials should be tailored to the specific needs of participants and the evolving market landscape. He also made known that follow-up support, mentorship by some of the top leaders like Mr. Bright Boakye and Mr. Ademan Tetteh encourage the low ranked distributors to keep on their toes.

In terms of challenges or gaps in the training programs, Mr. Yusif expressed concern about the duration of some of the training programs. He noted that some trainings felt rushed, leaving little time for distributors to fully absorb the material or engage in discussions. For instance, he mentioned that trainings like "Networking Strategies" could benefit from a slower pace, where distributors get to practice their networking skills in a more supportive environment. He suggested that incorporating more interactive elements and group activities could enhance participant engagement and retention.

Regarding technological integration, Kofi acknowledged that it plays a significant role in enhancing the training experience. He appreciated the availability of the company's apps like V-share and V-moment, which provide participants with convenient access to training materials and supplementary content. However, he also noted that technological issues, such as connectivity problems or software glitches, do slow them down during training programs.

Participant 4: Ms. Abigail Takyiwaa

Ms. Abigail spoke about several factors that she deemed critical in determining the quality of training at Tianshi Ghana. She emphasized the importance of trainer expertise, stating that trainers who are well-versed in their subject can effectively engage distributors and facilitate meaningful discussions. Additionally, she highlighted the relevance of training content, asserting that it should be aligned with

the distributors' roles and the company's goals. She also noted that follow-up support is essential for reinforcing learning and ensuring that participants can apply their skills effectively in their work.

In discussing challenges or gaps in the training programs, Ms. Abigail mentioned that she felt that "Product Knowledge" trainings could benefit from more practical exercises for distributors to fully absorb all the needed facts they need to sell the company's product in the competitive market. She suggested that incorporating role-playing activities could help participants develop their selling skills in a safe and supportive environment.

Ms. Abigail recognized the role of technological integration in enhancing the training experience. She noted that as she and her team members are not in Accra but based in Kumasi and can't always be present at the company's head office for all trainings through Zoom and Google Meets, they are able to partake in trainings and also assess extra training materials through the company's apps like V-Moment and V-share.

Participant 5: Mr. Oforisa Larbi.

He also emphasized the importance of a trainer's expertise, stating that trainers with the right knowledge and field experience can impact new recruits during NDOs. Additionally, he highlighted the relevance of training contents given to distributors in Ghana since the company is a multinational company asserting that, trainers and management should align the training materials and resources best suited for the Ghana market.

In discussing challenges or gaps in the training programs, Mr. Larbi expressed concern about the inadequate external skilled trainers from the company's headquarter not being more present to check whether trainings being done in Ghana are following the right path. He noted that on the rare occasions that they do show up, training organized are rushed, leaving little room for distributors to absorb the material fully or engage in further discussions and some of these external trainers have language barriers as a problem. For instance, he mentioned that during "New Business Model launch" training only few top distributors are allowed to partake in these trainings and after they are expected to go back and training their team members and other distributors on what they have learned which most often leads to miscommunication among the distributors in the company.

Regarding technological integration, Mr. Larbi appreciated the company's initiative into integrating more technological tools like the V-share and V-moments to equip the distributors with more resources and convenient access.

5.3.3 RQ3: Impact on Sales Performance

Participant 1: Mr. Louis Whyte

Mr. Whyte noted that over the years trainings he has received from Tianshi Ghana has had an impact on his sales and recruitment activities. He shared through these training he has being able to build confidence and is able to approach anyone to share about the products he is selling and even recruit them to join the company. He has been able to develop good "Sales Techniques Skills" which equip him with effective selling and closing strategies that directly impact his sale performance and sales targets of each month.

When asked about the potential for improving upon the current training programs to lead to better sales performance reaching targets for all distributors, Mr. Whyte expressed a strong belief in this possibility. He recommended regular updates to training content and relevance to reflect the latest market trends and consumer behaviors, ensuring that distributors remain competitive in a rapidly evolving landscape. He emphasized that ongoing training is essential for maintaining a high level of performance in an increasingly saturated market.

In balancing the skills acquired through training with external factors such as market saturation and competition, Kwame highlighted the importance of adaptability. He noted that while the trainings provide him with valuable skills, it is crucial for him and his team members to be aware of the market dynamics and are able to adjust that selling strategies accordingly. For instance, he and his team utilize the use of social media platforms to engage potential customers, and it has allowed them to maintain a competitive edge despite the challenges posed by market saturation.

For Mr. Whyte on the long-term success of distributors in Tianshi Ghana, he expressed optimism as he noted that if the company has being able to maintain a presence of over 20 years in Ghana, then they have what it takes to be successful. He believes that high-quality training fosters a culture of continuous improvement and professional development, which is vital for long-term success. He envisions that as training programs evolve to incorporate more digital tools and resources, distributors will be better equipped to navigate the complexities of the market. This evolution will not only enhance individual performance but also contribute to the overall growth and sustainability of Tianshi Ghana as a leading player in the health and wellness industry in Ghana.

Participant 2: Mrs. Martha Gligbeh

Mrs. Gligbeh shared that the quality of training has significantly influenced her weekly and monthly sales and recruitment activities. She recounts that through these trainings, she gained the needed strategies to build rapport with clients and maintain healthy customer relationships. She knows how to turn a challenging interaction with dissatisfied customers into a positive experience, leading to a successful product sale. Showing that effective training can empower distributors to handle difficult situations with confidence and professionalism.

When discussing the potential for improvements in training to lead to better sales outcomes, she recommended that Tianshi Ghana consider offering specialized training sessions focused on emerging trends in the health and wellness market, ensuring that distributors remain informed and competitive.

In using the skills, she has acquired through training with external factors such as market saturation and competition, she stated that, she leverages the unique selling propositions of Tianshi Ghana products and its efficacy which she learned through 'Products Knowledge' to stand out. She noted that while training provides essential skills; by identifying and promoting the unique benefits of Tianshi products, she can differentiate herself from competitors and maintain a steady flow of product sales and this strategic approach allows her to navigate market challenges effectively.

Regarding the overall impact of training quality on the long-term success of distributors in Tianshi Ghana, she believes that high-quality training is foundational to sustainable growth. For her, looking at some top distributors like Mr. Opuni, Madam Georgina Tetteh, Mr. Bright Boakye who through trainings have risen to become successful and consistently stay on top, she knows as distributors become more skilled and knowledgeable, they will be able to meet customer needs and drive their sales. Looking to the future, she envisions that Tianshi Ghana will continue to invest in training initiatives that foster innovation and adaptability, positioning distributors for success in an ever-changing market.

Participant 3: Mr. Abukari Yusif

Mr. Yusif shared that for him, the quality of training is important as it has over the years shaped him and given him skills that have enabled him to always achieve his weekly and monthly sales targets and while being able to constantly recruit new members to enlarge his team. For him and what training he always recommends for his team members is to partake in all shared a specific instance where the "Networking Strategies and Product Knowledge" trainings to be equipped with the needed knowledge to sell and expand their professional network. By applying the techniques learned during training, he successfully connected with several potential clients at a local health fair, resulting in multiple sales

opportunities. This experience underscored the direct correlation between effective training and tangible sales results.

When asked about the potential for improved training to enhance sales efficiency, Kofi expressed a strong belief in the need for continuous improvement. He suggested that Tianshi Ghana should consider implementing feedback mechanisms to gather insights from participants about their training experiences. This feedback could inform the development of more targeted training programs that address specific challenges faced by distributors. Additionally, he recommended incorporating more technology-driven training methods, through the V-share and V-moments apps, to accommodate diverse learning preferences.

In balancing the skills acquired through training with external factors such as market saturation and competition, Mr. Yusif emphasized the importance of innovation. He noted that while training provides essential skills, staying ahead of competitors requires a proactive approach to market trends. By continuously seeking out new opportunities and adapting his sales strategies, he has been able to maintain a competitive edge. This mindset has proven crucial in navigating the challenges posed by a saturated market.

Regarding the overall impact of training quality on the long-term success of distributors in Tianshi Ghana, he expressed optimism about the future. He believes that high-quality training fosters a culture of excellence and accountability among distributors. As training programs evolve to incorporate more advanced techniques and technologies, he envisions that distributors will be better equipped to meet the demands of the market.

Participant 4: Ms. Abigail Takyiwaa

For Ms. Abigail, "Leadership Development" trainings equips her with the skills she needs to lead and motivate her team effectively. In her use of these leadership skills, she has been able to inspire her team to exceed their sales targets every month and each quarter allowing them to earn extra bonuses and during a promotional sales campaign some her team members including herself have won cars and sponsored travel by the company. To her trainings are not only important in developing individual sales skills but also in developing leadership capabilities that drive team performance.

When discussing the potential for improvements in training to lead to better sales outcomes, to her she felt that Tianshi Ghana was already doing what needed to be done for its distributors for them to have better sales in the market.

In balancing the skills acquired through training with external factors such as market saturation and competition, she emphasized the importance of resilience. She noted that while training provides

valuable skills, the ability to adapt to changing market conditions is equally critical. By remaining flexible and open to new strategies, she has been able to navigate challenges posed by competition and maintain her sales performance. This adaptability has proven essential in a dynamic market environment.

For her, long-term success of distributors in Tianshi Ghana, stems from high-quality training which is needed for sustainable growth. Looking to the future, she hopes that Tianshi Ghana will continue to prioritize training initiatives that foster innovation and adaptability, positioning distributors for success in an ever-evolving competitive market landscape.

Participant 5: Mr. Oforisa Larbi.

"Digital Marketing" training provides him with the skills he needs to effectively promote Tianshi products online and recruit new members for the company. By using the strategies he learned during training, he has successfully increased his online sales by at least 30% within a month and continues to grow. His experience shows that there is a direct correlation between effective training and improved sales performance in a digital-first environment.

Expressing his opinions on improvements in training given, he shared a strong belief in the necessity for continuous improvement in all the training. He suggested that Tianshi Ghana should consider incorporating more interactive training methods, such as gamification and simulation exercises, to engage participants and enhance learning retention. Additionally, she recommended regular updates to training content to reflect the latest trends in digital marketing and consumer behaviour.

In balancing the skills acquired through training with external factors such as market saturation and competition, Mr. Larbi emphasized the importance of differentiation. He noted that while training provides essential skills, understanding the unique selling points of Tianshi products is crucial for standing out in a crowded market. By effectively communicating these unique benefits to potential customers, he has been able to maintain a competitive edge and drive sales.

Regarding the overall impact of training quality on the long-term success of distributors in Tianshi Ghana, Nana believes that due to the continuous training Tianshi Ghana provides for its distributors they will continue to exist and be a top leader in the network market in Ghana always seen as the leader with sustainable business models for its distributors.

5.4 Evaluation of the Qualitative findings

From the five participants, it showed a diverse range of experiences and perceptions regarding the training programs offered by Tianshi Ghana. The Participants consistently described their initial

training experiences as transformative. Almost all of the participants entered the business with no prior knowledge of network marketing but due to Tianshi Ghana's New Distributor Orientation (NDO) and continuous trainings, they have gained the needed knowledge and skills on the core MLM principles, sales strategies and good customer relations.

A key theme among the 5 participant was the practicality of training content being given to them. The participants emphasized how trainings equipped them with people skills, product knowledge, and recruitment strategy skills that directly tie into their daily business operations. ***“What changed my game was learning how to talk to people, how to build trust before selling. That training on relationship-building has made me who I am today in this business.” – Mr. Whyte***

Another key element on factor affecting quality to the participants was trainers' expertise, content relevance, and follow-up support by the trainers and management emerged as a critical determinants for effective training. While Tianshi Ghana offers both in-person and online training, Technological limitations like inconsistent internet connectivity in Ghana often affects participation by some distributors during these online training sessions. ***Mrs Gligbeh, who operates from a semi- urban zone, lamented: “My team and I sometimes miss out on Zoom trainings due to internet connectivity issues. It becomes frustrating and we must rely on WhatsApp summaries from other teams to stay updated.”***

The participants mostly praised the structure and frequency of training being done but felt there were some gaps and areas for improvement.

Mrs. Gligbeh argued for continual product knowledge updates training due to evolving products formulations and customer feedback.

Hands-on product experience was another request. Mr. Whyte and Mr Larbi advocated for distributors to have the privilege of testing new products themselves from time to time before their release onto the market to enhance their credibility and selling power.

The participants all acknowledged that there is a direct link between training quality and improved sales performance and recruitment.

“Each month, I do more sales than the last. That's because of the mindset shift I got from one training on doubling my sales,” said Mr. Whyte.

They also made known how it had improved their interpersonal skills, particularly building relationships with their customers and earning their trust, which has resulted in higher retention of both old and new customers and keep their downline members.

On their long-term development and motivation to continue working with Tianshi Ghana, The participants revealed the trainings not only contribute to their immediate performance in the company, but it also serve their long-term distributor development. Them having the opportunities to benefit from some incentives like travel and recognition among their peers also fuels their need for continued engagement.

Mr. Yusif, for example, credits a 3-day training campaign led by Mr. Adman Tetteh (a top distributor for shifting his mindset toward long-term success. He now mentors this to team members and other downline. He had also been selected for international travel incentives, which he attributes directly to Tianshi's trainings he followed and was able to meet his sales targets.

Although the training programs appears to have a significant positive impact on the distributors personal and professional development , Tianshi Ghana still needs a well-structured and sustainable training programme outline with timely feedback to see what works best for each rank of distributors they have and know to responsibly appropriate resources to the needed areas.

5.5 Answering The Research Questions

5.5.1 RQ1: What are the current training programs offered by Tianshi Ghana, and how do distributors perceive their quality?

The current training programs at Tianshi Ghana shows a diverse and layered approach at equipping distributors with the knowledge, skills, and motivation to perform effectively in a competitive market like Ghana. Based on the survey responses, the training programs include Product Knowledge, Business Development Training, Leadership Camps, Training the Trainers (TTT), Big Business Show (BBS), NDOs (New Distributor Orientation), Personal Development Programs, and Attitude-Focused Workshops. These range of training models demonstrates a strategy to cater to both new recruits and experienced distributors, in line with best practices in adult education (Knowles, Holton, & Swanson, 2015).

The data revealed a largely positive assessment of the training offered by Tianshi Ghana in terms of:

Structure and Support: 39.4% of respondents strongly agreed, and 23.2% agreed that the training programs offered do support their roles as distributors. This cumulative 62.5% affirms that the training programs are structurally in line with the distributors responsibilities, reflecting literature that shows that structured onboarding and continuous education as critical success factors in MLMs (Bansal, Giambatista, & Chasteen, 2018).

Content Relevance: 92% of respondents agreed that the training content is relevant to their daily sales and recruitment. Relevance is the foundation of adult learning, as experienced and practical information improves engagement and application. (Illeris, 2009). This proves that effective MLM training should directly correspond to distributors' operational realities (Muncy, 2004).

Delivery Methods of the Trainings: Respondents noted that trainings are delivered in an engaging and interactive manner, interactive trainings sessions enhance participation and knowledge retention (Garrison & Vaughan, 2008).

Frequency of Training: While most distributors attend monthly (60.6%) or weekly (33.5%) sessions, this indicates a moderately strong training culture. However, consistent, ongoing training produces even greater impacts on sales performance and retention (Brinkerhoff & Apking, 2001).

Distributors Overall Satisfaction: 49.3% of the participants agreed they were satisfied with the training, while 5.4% expressed dissatisfaction. The minority view do suggest that while on the whole ,general reception is positive, there is still room for improvement in tailoring content delivery and ensuring sustained effectiveness (Mamun, 2021).

Tianshi Ghana's training programs according to distributors is effective, relevant, and supportive of their sales and recruitment efforts. For the continuous positive trend and to address the dissatisfaction registered, Tianshi Ghana needs to integrate frequent training touchpoints, customized modules, and a formal feedback loop to support continuous improvement (Kotler & Keller, 2016).

5.5.2 RQ2: What are the factors affecting the Training Quality in Tianshi Ghana?

Tianshi Ghana's training quality is influenced by, its organizational, and contextual factors. From the survey data and feedback from the distributors, some factors emerged as important to how they perceived the effectiveness of the training programs being offered.

Trainer Competence and Communication Skills: A dominant theme among the respondents' responses was the importance of the trainer's competence and ability to communicate effectively. 87% of the respondents rated the trainer's knowledge and experience as important, while 93.2% highlighted the need for clear communication and interactive delivery during training programs.

Salas et al. (2012), argues that a trainer's credibility and interpersonal delivery do influence learner engagement and retention. Trainers who can simplify complex product knowledge, motivate learners, and relate theory to daily MLM operations are more likely to create lasting educational impact.

Relevance and Up-to-Datedness of Content: With the dynamic nature of the health and wellness industry, the relevance and up-to-datedness of training content is another key factor. 51% of

respondents rated it as “extremely important.” It shows that continuous updates of the content should reflect new product launches, competitive market trends, and emerging recruitment strategies.

Availability of Resources and Technological Tools: Training infrastructure, particularly the availability of manuals, videos, mobile apps, and digital learning platforms, was another significant factor. Many of the respondents (112 individuals) deemed it important that training materials be made consistently available and accessible, while 54% of them stressed the importance of digital integration in the training programs. Fortunately, Tianshi Ghana already has mobile apps like V-meeting, V-share to help bridge gaps for distributors in geographical access areas common in MLM models.

Management Support and Follow-Up: Respondents also emphasized the importance of managerial follow-up and support after training sessions, with 98 out of 203 participants indicating this is important to them. Continuous post-training support will allow for reinforcement, monitoring of skill application, and customized feedback loops. Brinkerhoff and Apking (2001), follow-up mechanisms and management involvement are essential components of high-impact learning environments, particularly in sales-driven organizations.

Logistical and Contextual Barriers: Several respondents also called for standardized training schedules, more frequent product experimentation camps, and increased use of local languages to improve inclusivity.

Suggestions for Improvement: The respondents suggestions reflect a need for both strategic standardization and localized adaptation, which will scale up the training.

Perception of Training Quality Stability: While most respondents expressed the desire for improvement, a few also to them felt the trainings were enough saying “*So far so good,*” “*All is going well*” signalling their satisfaction with the current system.

While the overall perception by the respondents is positive, the data also revealed several areas for strategic improvement to ensure inclusivity, consistency, and long-term sustainable training. If Tianshi Ghana adopts a flexible, feedback-driven framework, it will ensure that training programs remain adaptive, relevant, and performance-enhancing across all their distributor levels.

5.5.3 RQ3: How does the quality of training affect distributors sales performance in Tianshi Ghana?

From the data collected from the survey, responses showed a positive relationship between the quality of training and distributor sales performance at Tianshi Ghana. This is evident in product sales, recruitment success, customer engagement, and personal growth of the distributors.

Training Enhances Product Sales: When respondents were asked whether the training, they received had a positive influence on their ability to sell products, 189 out of 203 respondents (93.1%) agreed, with 49.7% strongly agreeing. This response affirmed the assertion that training is not only an instructional tool but as a strategic driver of business outcomes (Kotler & Keller, 2016). Effective training enables distributors with deep product knowledge, refined communication skills, and the confidence for persuasive selling, which turns into increased monthly sales performance by the distributors.

Training Improves Recruitment and Retention: Tianshi's business model relies heavily on their distributors' ability to recruit and retain new members, making training in interpersonal and leadership skills important. Through the survey, it was revealed that 86% of respondents agreed that training had enhanced their recruitment and retention rates. *"It has skyrocketed our monthly and yearly sales as well as increased new distributors and retention rate."* - noted by one respondent. Distributors who receive real-life, context-relevant training are more capable of navigating the complex social dynamics involved in recruiting and mentoring others (Knowles, Holton, & Swanson, 2015).

Training Supports Customer Engagement and Sales Resilience: 92% of respondents agreed that training has help them overcome some of their challenges in customer engagement and follow-up. This shows that training is an empowering tool for distributors to improve their interpersonal and problem-solving skills, which are important for them in maintaining long-term customer relationships in a competitive market.

Distributors' Reflections Confirm Training's Strategic Value: distributors further confirmed the link between training and sales performance. Many respondents highlighted how training led to improvements in self-discipline, target setting, prospecting techniques, and confidence building, all of which are drivers of consistent performance in MLM settings. As one distributor shared: *"I applied what I have been taught from the training, and it's producing wonderful results."*

Areas for Improvement: While most responses from the respondents were positive, some distributors also suggested for additional training elements that will continue to enhance their performance. These insights showed the need for adaptive, sustainable, and technology-integrated training modules that will solve modern sales challenges and consumer expectations.

The data gathered shows that, the quality of training at Tianshi Ghana does significantly influences their distributors sales performance. Distributors who participate in well-designed, engaging, and up-to-date training programs demonstrated a higher effectiveness in sales, recruitment, and customer service. To sustain this impact, Tianshi Ghana needs to invest in continuous sustainable improved,

technological enhancement, and the inclusion of context-specific content to keep its training programs dynamic and performance-driven.

6 RECOMMENDATIONS

From the quantitative and qualitative data collected through this study, several strategic and operational recommendations are needed to improve the effectiveness, inclusiveness, and long-term sustainable impact of training programs at Tianshi Ghana. These recommendations will address the structural, technological, and contextual factors that have been identified as some of the constraints for distributors development in Tianshi Ghana.

Institutionalize a Continuous Training Framework

While distributors have a general satisfaction with the current training quality, the frequency and consistency of training delivery is still a concern for them. A well-structured and continuous training cycle which will include weekly digital refreshers, monthly in-person meetings, and quarterly skill-development camps should be considered and institutionalized. It will support distributors knowledge retention and use of it.

Strengthen Trainers Capacity and Monitoring

Trainer competency and communication skills were among the most important influences on the effectiveness of training. To address this, Tianshi Ghana should establish a formal Trainer Certification Program that is supplemented by regular performance evaluations, field assessments, and mentorship input. Trainers should be continually updated with new approaches that combine adult learning principles, storytelling, and interactive instruction.

Modernize Content through Real-Time Updates and Market Alignment

To stay competitive in the health and wellness industry, Tianshi Ghana must ensure that training materials reflect current market realities, product advancements, and sales techniques. Creating a Training Curriculum Review Committee will assist standardize and update information on a regular basis. Content should be revised periodically to reflect customer behaviour patterns and internal product improvements.

Develop Localized and Inclusive Training Approaches

To solve accessibility issues like language and distance, the training program should be localized. Materials should be translated into local languages, and regional hubs should be given authority to hold trainings. Offline materials (manuals and videos on USBs) can also be provided in places with limited internet access.

Expand Training Scope to Include Emerging Competencies

Distributors expressed a desire for training beyond standard product and recruitment themes. Digital marketing, artificial intelligence, customer service, human anatomy, wellness practices (for example, yoga), and soft skills (such as communication and public speaking) should all be covered. This

demonstrates a demand for a comprehensive training paradigm that promotes both personal and professional progress.

Formalize Post-Training Support and Feedback Loops

To strengthen the transfer of knowledge into actionable behaviour, Tianshi Ghana should implement a Post-Training Mentorship and Feedback System. This can involve:

- Follow-up calls or check-ins two weeks after training
- Peer mentorship pairings
- Anonymous feedback collection on each training session
- A dashboard to track post-training performance changes

This will also enable continuous monitoring and improvement of training effectiveness.

These proposals are intended to connect Tianshi Ghana's training programs with the changing demands of its distributors and the larger market. Tianshi Ghana can transform its training programs from operational routines to strategic assets by embracing technology, extending material, strengthening feedback systems, and customizing techniques to local settings. Implementing these changes would not only boost individual distributor performance, but will also help the company's competitive position in Ghana's direct selling market.

III PROJECT PART

7 PROPOSAL FOR A COMPREHENSIVE TRAINING PROGRAM

To develop a comprehensive and practical structured communication and training improvement framework to ensure the continuous and sustainable distributor performance at Tianshi Ghana.

7.1 Introduction

To present a comprehensive and practical training improvement framework aiming at improving and enhancing distributors performance at Tianshi Ghana. I will be drawing on both my quantitative and qualitative findings from the research conducted and which is also supported by relevant literature in multi-level marketing (MLM) training and organizational performance, this proposal framework will be designed for implementation within Tianshi Ghana and potentially adapted by other MLMs operating in Ghana.

As it was established in Chapter Five, Research Findings and Analysis, while a majority of distributors rated the existing training programs in Tianshi Ghana positively, there still remained some notable gaps in areas such as Content Relevance, Post-Training Support, And Technological Integration as said by the participants. This chapter will be addressing these gaps by proposing a well-structured approach that will align with the best practices in improving the distributors performance, effective training design (Salas et al., 2012), and MLM performance optimization (Peterson & Albaum, 2007).

7.2 Project Goal and Objective

7.2.1 Project Goal

To develop and implement a sustainable, evidence-based training improvement framework that enhances the sales and recruitment performance of distributors at Tianshi Ghana.

7.2.2 Project Objective

To address the identified gaps found in Training Delivery, Content Relevance, And Technological Access by designing a comprehensive and practical structured communication and training improvement framework that will sustainably boosts distributor competence, confidence, and productivity across all regions of Tianshi Ghana's operation.

- To improve the quality and relevance of training programs.
- To enhance distributor engagement, sales, and retention through skill development.

- To institutionalize a feedback-driven, sustainable training model applicable across not just Tianshi Ghana but other MLM structures.

7.3 The Sustainable Improved Training Framework

7.3.1 Needs-Based Training Design

The Needs-Based Training Design of the improved framework will ensure that Tianshi Ghana's training programs become more learner-centred, contextually relevant, and results-oriented.

The Needs-Based Training Design will focus on customizing training programs to meet the specific needs of most of the distributors and Tianshi Ghana. This is based on Adult Learning Theory by Malcolm Knowles, who emphasizes that adults learn best when training is relevant to their immediate needs, builds on their previous experiences, and has a real-world application. The key points of it include:

- **Self-Directed Learning:** Adults are self-directed and internally motivated, with a strong need to understand the purpose of their learning.
- **Relevance and Application:** Training is most effective when it helps learners solve real problems or perform tasks that matter to them, making the content immediately applicable to their job or personal goals.
- **Engagement and Retention:** Aligning training content with learners' needs and goals enhances engagement and knowledge retention.

For Tianshi Ghana, this needs-based training will be effective in sustaining and improving their now and future outcomes. Tianshi Ghana has diverse distributors, from new recruits to experienced distributors. Tailoring their trainings to address each specific groups challenges, such as prospecting customers, product knowledge, or team leadership, ensures proper relevance and effectiveness.

There have been research that supports the effectiveness of needs-based training. Training Needs Analysis (TNA) has been shown to increase training effectiveness by identifying and addressing learners' specific needs. It allows adult learners' intrinsic motivation, making them feel valued and committed to the organization's goals.

For Tianshi Ghana, where its distributors work for the company due to income opportunities, needs-based training is essential for the distributors. It will ensure that new distributors recruited will receive foundational knowledge and skills, helping them succeed in their role as a new distributor for the company.

7.3.2 Re-designed Modular Training Structures

The training structure will allow for there to be strategic segmentation of content, which will offer great flexibility, personalization of content to suit the needs of present distributors and be scalable. The proposed frame work for Tianshi Ghana will be divided into six thematic modules:

Introduction & Onboarding of New Recruits

This will be re-designed for new distributors, this module will introduce the basic Tianshi's business Philosophy, Compensation Model, Ethical Guidelines, And Key Performance expectations of distributors in the company. It will play the beneficial foundational role in orienting new recruits who often enter the network marketing business with minimal to no prior experience. An added benefit is when most new recruits join the network marketing business because of inadequate onboarding trainings they become overwhelmed and quit the business in a space of 1-3 months. This will help reduce or alleviate this problem

Product Knowledge

For a distributor to thrive and achieve their sales target, they need to be able to sell their products. They can only do this when they have the right and credible information needed to convince customers in the Market. Having a systematic, continuous product knowledge module will build a distributor's confidence and credibility, this module will primarily combine and focus entirely on Tianshi's Product Range (and other additional new products introduced along the line), how products are to be used, the benefits derived from using them, and compliance with regulatory standards in the country. This will help limit some of the false narratives and misinformation spread by some distributors of the company and the products will be used for what they are meant to be used for. In Ghana's MLM industry, these distributors often function as informal health educators, them have the accurate product knowledge understanding is crucial for their success and that of the company.

Recruitment & Retention Strategies

Distributors in Network Marketing uses direct selling to sell their products to their customers and in most cases retain and recruit them as their downline to increase their network line and teams. This re-designed module is to continually equip distributors with all the needed interpersonal and leadership skills they need to build and maintain their relationship with their downlines. This Training Module will be purposefully for teaching all prospecting techniques the distributors will need, team motivation, and strategic communication and tools they need to employ when engaging with customers.

Customer Relationship Management (CRM)

When products are sold each time, a distributor is out in the market, the higher their chances of meeting that targets and earning their bonuses. When distributors know how to professionally sell and deal with their customers, they can instil in the customers loyalty. A CRM-focused training module will centre around trust-building, handling objections from customers, customer loyalty, and after-sales care/ service for these customers to ensure their continuous buying and loyalty to the distributors and the company. In the Ghanaian market, this skill is especially vital for a distributor to make sales often it will be based on the personal trust networks he has formed.

Digital Tools & Mobile App Use

As Ghana becomes increasingly digitized, this module is to support and help distributors in the company be able to use the Company's own mobile apps, fully take advantage of social media tools, and have daily access to their data in the company to track their sale and target performances. Tianshi Ghana already has its own mobile apps which are the V-share, V-Meeting and V-moments. Unfortunately, even though the distributors know about them they don't use it for its full potential and mostly have it as whited elephants on their mobile phones. But through this training module using practical tutorials and demonstrations, the full potential of these apps will be utilised to benefit the distributors. This will allow for the company to not always have to spend extra money to organise in-person meetings but rather schedule them online for every distributor in the different parts of Ghana to benefit and even when not present they still have access to the recorded versions of these trainings. Also it will allow for timely updates to be done to resources in the apps.

Social Media tools like Instagram and Facebook now being heavily utilised by most distributors to reach far and wide customers but not everyone has the knowledge of how to utilise them fully. When distributors are trained well on how to use these tools like how to record a product demonstration while talking about the benefits of the product, they will be able to reach large number of customers at a go.

Personal Branding & Communication Skills

Tianshi Ghana has its brand image that it uses to distinguish itself in the MLM industry in Ghana. Its distributors, however, need to also be able to craft their own personal brand that aligns with the company's values while expressing authenticity. This module will help them develop their skill of public speaking, storytelling, and conflict resolution capabilities to survive in the over-saturated MLM industry.

Developing and systematically following this modular system will allow for training content to be delivered in a sustainable self-paced ,instructor-led format and adaptable based on distributor's experience levels (new, mid-level, advanced).

7.3.3 Integrated Blended Training Delivery

According to Bersin (2004), blended learning improves content retention and learner participation by combining the immediacy and engagement of classroom training with the convenience and scalability of digital tools.

Tianshi Ghana spans across all 16 regions of Ghana, which makes it impossible for every distributor to be present at every meeting each time. For some time now the company try to conduct both online and in person trainings to be able to reach a greater portion of their distributors, but it does not get them the desired effects they want.

To accommodate the diverse geographic and technological realities of their distributors in Ghana, the framework will blend the training model delivery such that it integrates both in-person and digital instruction. This will include:

- Face-to-face workshops and training bootcamps
- Making the company's Mobile platforms and apps user friendly with to all previous and present training contents the distributors need, with micro-courses and exercises to see how they are retaining the knowledge being taught.
- Access to live and recorded webinars hosted by not just the trainers in Ghana but also other experienced trainers from the head office and other countries.
- Almost every Ghanaian with access to WhatsApp use it and an advantage for the distributors is to use it for WhatsApp-based discussion groups and follow-up activities from their leaders and other members of their team and also use to have any questions they have answered in timely manner.

This will allow the company have access to their distributors not close to the head office and monitor their actions, while these distributors also have access to the relevant and updated versions of trainings and information.

7.3.4 Capacity Building for Trainers/Lecturers

For any training system to be successful it needs its facilitators to be experienced and capable. In this component, while Tianshi Ghana consistently appoint new trainers and lecturers so often, most

often it begs the question how trained these trainers are or how experienced are they to be able to train other distributors to be successful. To check the credibility of these trainers being appointed an implementation of a well-structured Trainers Certification will be introduced and added onto the Training of Trainers (TOT) the company already has in place. It will include:

- Bi-annual Trainers evaluations to be conducted by experienced and professional trainers from the company's international head office.
- TOT trainings will now include workshops on facilitation skills, interactive methods, and cross-cultural communication they trainers they utilise in their trainings across the country.
- Peer Assessments and Observation to help critique each other in place they think their colleagues are falling short.
- Certification levels given to them based on experience and feedback from the trained professionals.

Brinkerhoff's (2006) model of high-impact learning, stresses that a trainer's competency is a determinant of a learner's performance. With regular trainer development, it will create consistency and up-to-date practices across regions of Ghana where Tianshi finds itself.

7.3.5 Post-Training Support & Follow-Up

To ensure the effectiveness of all the training being offered to the distributors and keeping them in check, there has to be a post training support structure that will keep the the trainers and the company updated on the distributors and identify areas that needs more attention and resource diversion to keep them up.

Post-training support is important for long-term sustainable behavioural change. Basing on Garrison and Vaughan's (2008) emphasis on sustainable engagement, Tianshi Ghana will be advised to implement a multi-layered support system which will include:

- Mentorship programs: For new distributors joining the company on their own, they will be paired with other senior distributors to act as their guides and show them how the systems work on a day to day and practical ways. Follow them into the field to observe how they conduct their sales and recruit new members.
- Encouraged bi-weekly follow-up calls or SMS to these new distributors and sometime older ones who are falling off and needs the wake-up calls.

- Re-enforced Peer learning groups on platforms like WhatsApp or Telegram to keep up to date with each other and learn from themselves.
- Monthly and Quarterly “Reflection & Strategy” meeting to be held in different part the country that Tianshi Ghana finds itself and not to be limited to just Accra and Kumasi.

These structures will hopefully help to combat skill decay, reinforce accountability, and promote collective learning among the distributors as Ghana is seen as a collectivist social environment, where peer credibility often drives the behaviour of other around them.

7.3.6 Monitoring, Evaluation & Feedback Loop

To ensure a continuous and sustainable improvement in the training framework of Tianshi Ghana, a robust monitoring and evaluation system will have to be put into place to track all the key metrics in play. These include:

- Training completion rates, where survey questions will be given to participants to access their thoughts of the training they had undertaken and what they would want added unto it or taken out of it
- Post-training knowledge assessment scores where participants of the training will have to complete certain exercises and based on their scores it will determine the success of the training they underwent.
- Consistent Sales performance growth (month-on-month) monitoring, if trainings are successful and distributors are using their acquired knowledge to sell the company’s products it would reflect on their sales performance growth.
- Distributor retention and advancement. The number of active distributors and new recruits of Tianshi Ghana will determine the retention rate of the company and if it keeps going up then it is an advantage for them.
- Continuous Feedback from distributors collected quarterly to ascertain what is working for them and what is not. This will help in determining which training module needs to be adjusted and how resource needs to be used accordingly.

Real-time dashboards and structured feedback forms will allow both trainers and management to evaluate the relevance and effectiveness of each training cycle. This feedback loop was based on Kirkpatrick Model for evaluating training impact and its support for strategic decision-making.

7.3.7 Visual Representation of the Framework

It shows the continuous and sustainable nature of the Framework being proposed for Tianshi Ghana and its adaptability by other MLM companies.

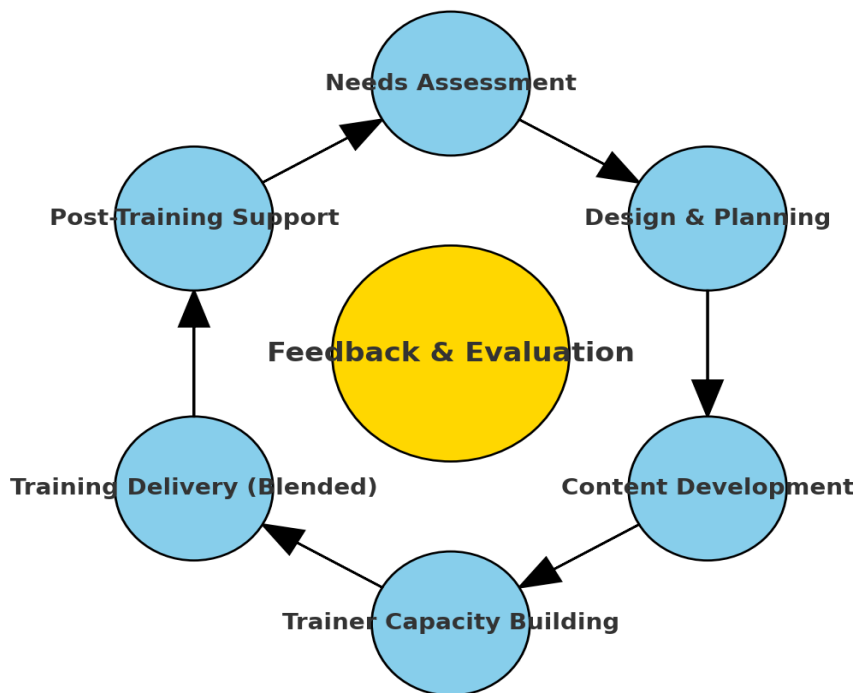


Figure 43: Visual Representation of the Proposed Framework

Source: Own Research, 2025

7.4 Proposed Project Schedule

7.4.1 Continuous Sustainable Training Improvement Proposal – Timeframe

To ensure a continuous training improvement initiative for Tianshi Ghana, involving all company's current trainers and distributors nationwide. A structured frame work will be put into time phases i.e. setup, pilot, national rollout, and ongoing support, monitoring and evaluation. The goal is to create a sustainable system where training is not a one-off event but an ongoing process that continually improves distributor skills and performance.

Setup and Planning (Months 1–6): A project team headed by the Education Manager in Tianshi Ghana is to be established to design and prepare the improved training program. The key activities would be to develop an updated training curriculum content (integrating more interactive role-plays and real-life case studies, as suggested by most distributors during the survey and interviews. Re-assessment of the V-share, V-moment and V-meeting apps to make them user friendly and support

remote trainings. Initial training materials (manuals, videos) will be produced with current product information and emerging market trends. Along this a core group of lead trainers and lecturers will be identified across the regions to undergo a special Train-the-Trainer (TTT) workshops this is to make sure each region has a certified trainer ready for the new program and other continuous trainings.

Pilot Program (Months 7–9): The newly re-designed training modules and tools would be first tested on a small scale. The pilot training will be rolled out in two select regions with a select group of distributors under close monitoring. The lead trainers from the setup phase will be the ones conducting this pilot training programs using the updated contents and the re-designed V-apps. Extensive feedback will be gathered through surveys and focus groups by collecting participating distributors input on the updated content, delivery, and the digital apps being used. This because during the survey 1 conducted, some of the respondents expressed the need for the management to listen to their feedback and needs and it will also help us fine tune the program being run. The feedback given will be evaluated to see what is working and what needs improvement. This phase will end with fine tuning the relevant content by adjusting materials if needed and fixing any bugs in the apps based on the pilot feedback.

National Rollout (Months 10–18): After having a successful pilot and content refinements, the improved redesigned training program will be rolled out across all the regions of Ghana where Tianshi Ghana finds itself. It will be done region by region by the Education Manager to ensure smooth handing over to the certified lecturer and trainers in those regions and also manage resources appropriately. Multiple training sessions will be conducted per region as needed in manageable group sizes by utilizing local venues. The V-apps will be officially relaunched nationwide during this phase to ensure all distributors are onboarded to use the app for supplementary learning modules and progress tracking. Continuous support will be provided for each regional session for consistency and there will be collection of performance data through the relaunched V-apps. By the end of this phase, hopefully every active distributor of Tianshi Ghana should have received an updated training material, able to use the V-apps independently and improving in their sales targets and part of an active group to stay consistent and connected.

Continuous Monitoring and Support (Month 19 onward): The project will transition into an ongoing, continuous sustainable improved cycle. This new training will now be embedded as a roll out program for new distributors coming into the company and as part of the onboarding, and existing distributors will receive regular refresher trainings (e.g. quarterly workshops or monthly webinars) to reinforce their skills and introduce new or updated content. Experienced top-performing distributors

or regional trainers mentoring newer members in their teams, providing on-the-job guidance and encouragement. This peer support structure to help sustain skills application beyond formal sessions. The company will be following through by having continuous monitoring and evaluation through, post-training surveys and performance metrics collected through the V-apps and using periodic questionnaires to assess the training quality and its impact on sales by the distributors. Training materials being constantly updated at least annually to include new products, market developments, techniques allowing distributors to be adaptive and innovative in the market to stay ahead of competitors, as distributors themselves recommended. In this indefinite phase, the aim is to have a sustaining quality so that the training program remains a permanent, evolving feature of Tianshi Ghana's success strategy, not a one-time effort.

Project Implementation Timeline

Phase	Key Activities	Timeframe
Set-up and Planning	Needs assessment, content creation, re-designing of V-apps, train-the-trainer workshops	Months 1–6
Pilot Program	Test the re-designed training programs and V-apps in two regions, gather enough feedback, fine tune the program	Months 7–9
National Rollout	Full rollout across regions, Education Manager travel to ensure smooth rollout, mass training sessions, re-launching of V-apps	Months 10–18
Continuous Monitoring and Support	Refresher training, mentoring, app updates, continuous evaluation and feedback	Month 19 onwards

Table 3: Implementation Timeline

Source: Own Research, 2025

7.4.2 Estimated Budget for the Proposed Project Implementation

The budget is formulated according to the current economic conditions in Ghana bearing in mind local pricing and inflation. It covers the initial development and national rollout, after which certain costs (like content creation) taper off while others (like ongoing training delivery and platform maintenance) recur. Estimated, GHS 900,000 in total is expected to be used for the project from the initial setup, pilot, and first nationwide rollout of this continuous training system. In USD , this is around \$75,000–\$80,000 depending on exchange rate This budget ensures that Tianshi Ghana can continuously improve its training program nationwide in a financially sustainable way while empowering their distributors with better skills for an improved sales performance and knowledge for the long term.

Proposed Project Budget in GHS

Cost Category	Estimated Cost (GHS)	Key Notes
Curriculum & Content Development	120,000	Development of manuals, videos, and updated curriculum
Trainer Capacity Building	100,000	Certification and training workshops for regional trainers
Digital Platform Development & Maintenance	250,000	Building e-learning platform, dashboard, and app maintenance
Training Delivery (Venues, Logistics, Materials)	300,000	Costs for national rollout venues, logistics, and training sessions
Post-Training Support (Mentorship & Follow-up)	60,000	Mentorship activities, follow-up webinars, and refresher materials

Monitoring & Evaluation Tools	30,000	Surveys, performance tracking, data analysis tools
Communication & Outreach	40,000	SMS notifications, printed guides, social media outreach
Total Estimated Budget	900,000	Covers setup, pilot, and nationwide rollout

Table 4 Proposed Budget for the Project

Source: Own Research, 2025

7.5 Adaptability by other MLMs in Ghana

This proposed framework is a modular that is adaptive, and technology-enabled, which makes it transferable to other MLM companies operating within Ghana. Whether companies deal in wellness products or cosmetics, the core training modules, content personalization, digital access, trainers quality and delivery, and continuous support, remains relevant.

This project is highly responsive to Ghana's infrastructural and economic realities like peer-group learning which will ensure its effectiveness across other MLM business models that rely heavily on direct selling, interpersonal trust and community-based selling of products. This project provides a standardized, scalable method of training distributors to have an improves sales performance through quality training.

7.6 Limitations of the Project

Financial Constraints

The expected budget of GHS 900,000 may present financial constraints for the organization, particularly during periods of market downturn or decreased sales. In the short run, resource restrictions might impede full-scale nationwide implementation.

Digital Literacy and Technological Gaps

The project is mainly based on digital platforms and mobile applications. However, digital literacy levels differ among distributors, particularly in rural areas, thereby limiting full participation in e-learning forms.

Trainer Distribution and Availability

While the project framework relies on qualified and skilled trainers in all locations, some areas may lack skilled trainers or have difficulty receiving constant support from the Company's management.

Monitoring and Evaluation Demands

The proposed real-time dashboards and quarterly evaluations necessitate ongoing administrative participation, dedicated monitoring staff, and consistent reporting from all regions, resources might not always be readily available.

Scalability Across Other MLMs

Although adaptable, the framework may require significant adjustment to accommodate alternative MLM organizations, particularly those with different compensation methods, product ranges or corporate cultures.

7.7 Risk of the Project Implementation

Resistance to Change

Distributors and trainers who are used to the current training system may reject the transfer to a modular, technology-driven model. This may diminish participation and morale throughout the early phases.

Regional Training Inequality

Variations in trainer quality or infrastructure across regions might result in gaps in training outcomes, undermining the idea of consistency and inclusiveness.

Underutilization of Digital Platforms

Despite investments in mobile applications and e-learning tools, distributors may fail to use them owing to a lack of interest, perceived complexity, or connectivity concerns.

Data Security and Privacy Concerns

The usage of digital dashboards and app-based tracking raises questions about data protection. If not properly handled, this has the potential to undermine user confidence and breach ethical data handling principles.

Delayed or Incomplete Feedback Collection

The success of the feedback loop is dependent on constant participation. Distributors' failure to respond in a timely manner may impede the company's capacity to successfully update training content.

Trainer Turnover

MLM work environments frequently have substantial turnover, including trainers. Sudden departures may disrupt regional training consistency and harm continuity unless strong succession plans are in place.

7.8 Project Conclusion

The proposed training improvement framework is providing a comprehensive response to the operational gaps that were identified in the current training program done by Tianshi Ghana from the data gained through the survey and interviews that was conducted. Through a sustainable structured training module, continuous content updates, blended (online and offline delivery, trainers upskilling, re-designed user-friendly digital infrastructure, and a continuous feedback mechanism, this framework will not only supports skill development but let distributors be motivated and long-term engagement with the company.

CONCLUSION

To evaluate the impact of training quality on the performance of sales distributors in Multilevel Marketing (MLM) companies, with a focus on Tianshi Ghana. A mixed methods of both qualitative and quantitative data collection techniques was used including a structured survey questionnaires and in-depth interviews, through it a robust insight was found into the ways of enhancing training for distributor effectiveness, motivation, and retention.

The findings from both the qualitative and quantitative analyses approved that trainings does play a critical role in how effective a distributor's performance can be if it is of the best quality. Through the finding, high-quality training was defined by the relevance of the content, delivery approached used be trainers, trainers experience and the consistency of these trainings, and how adaptability they are, this will positively correlate with an improved distributor's performance, through increased sales volumes, higher recruitment rates, and better customer relationship and retention. Trainings was seen as a key determinant of how satisfied and committed a distributor will be to the company, in an over saturated and highly competitive environment with high scepticisms about MLM structures coupled with economic challenges.

Some areas of concerns were revealed during the study, and it was in regards to the training delivery at Tianshi Ghana. Some distributors identified gaps such as outdated training content, inadequate follow-up support by the Management and the Education Manager, with insufficient and not user-friendly digital integration. These identified gaps informed the development of a comprehensive, sustainable and practical Training Improvement Framework proposal in the project section of the thesis. This framework centered on improved modularity, blended delivery of trainings, Trainers Certification and capacity building, User-friendly technological integration, and post-training support/ care for the distributors while having a continuous feedback loop for evaluation, monitoring and fine tuning the framework over-time.

This thesis research offers a theoretical and practical contributions. Academically, it will fill the gap in the literature of MLM training quality effectiveness in the Ghanaian context. Practically, it provides MLM companies, particularly Tianshi Ghana, and others operating in Ghana with a scalable, evidence-based framework to fall on and create a training program for elevating the training qualities in their companies. The project implementation plan and the estimated proposed budget makes the recommendations idealistic, actionable and contextually feasible.

In concluding, the success of MLM companies, particularly in developing markets such as Ghana, depends significantly on the quality of training being offered to their distributors. By them having

and institutionalized responsive, structured, sustainable and technologically supported training program, companies like Tianshi Ghana can enhance their distributors performance, ensure sustainable growth, and solidify their competitive position within the MLM industry in Ghana.

Based on the above analysis, the research questions stated in the methodological part of this thesis were successfully answered and the goal was met.

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LIST OF ABBREVIATIONS

MLM	Multi-Level Marketing
CRM	Customer Relationship Management
IMC	Integrated Marketing Communication
KPI	Key Performance Indicator
PSV	Personal Sales Volume
DSV	Downline Sales Volume
AOV	Average Order Value
RQ	Research Question
BBS	Big Business Show
GHS	Ghanaian Cedis
USD	United States Dollar
QNET	Quest Net

APPENDICES

Appendix P I: Survey Questionnaire

Appendix P II: In Depth Interview

APPENDIX P I: SURVEY QUESTIONNAIRE

Dear Respondent

This survey is part of my Master's thesis in Marketing Communications at Tomas Bata University in the Czech Republic. The research 'Evaluates the Impact of Training Quality on Sales Performance among Distributors in Multilevel Marketing (MLM) companies in Ghana'. Your responses will contribute to valuable insights into the effectiveness of training programs. Participation is voluntary, and all responses will remain confidential. Thank you very much.

For any further information or suggestion contact me:

WhatsApp: 0206943509

Email: l_nsiah@utb.cz

Section 1: Background Information

Gender:

- ☐ Male
- ☐ Female
- ☐ Prefer not to say

Age:

- ☐ Under 25
- ☐ 25–34
- ☐ 35–44
- ☐ 45–54
- ☐ 55 and above

Education Level:

- ☐ Secondary or lower
- ☐ Some college/diploma
- ☐ Bachelor's degree
- ☐ Postgraduate degree

Years of Experience as a Tianshi Ghana Distributor:

- ☐ Less than 1 year
- ☐ 1–3 years
- ☐ 3–5 years
- ☐ Over 5 years

Primary Region of Operation:

- ☐ Urban
- ☐ Semi-urban
- ☐ Rural

Section 2: Current Training Programs (RQ1)

Using a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree), please indicate your agreement with the following statements:

1. The structure and organization of Tianshi Ghana's training programs effectively support my role as a distributor

- ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

2. The content of the training programs is relevant to my daily sales and recruitment activities.

- ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

3. The training is delivered in an engaging and interactive manner.

- ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

4. How frequently do you attend training programs?

- ☐ Weekly ☐ Monthly ☐ Occasionally ☐ Never

5. Overall, I am satisfied with the quality of training offered by Tianshi Ghana.

- ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

6. In your own words, please list the types of training programs you have participated in at Tianshi Ghana.

- ☐ [.....]

Section 3: Factors Affecting Training Quality (RQ2)

Using a 5-point Likert scale (1 = Not at all Important, 5 = Extremely Important), rate the importance of each factor in influencing training quality:

7. The trainers at Tianshi Ghana are knowledgeable and experienced.
- ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
8. The trainers communicate effectively and engage participants in training sessions.
- ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
9. Relevance and up-to-datedness of the training content.
- ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
10. Availability of training resources and materials (e.g., manuals, videos, mobile apps).
- ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
11. How frequent and consistent are the training sessions.
- ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
12. Technological support and digital tools integrated into the training.
- ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
13. Does management support and follow-up after training sessions.
- ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
14. Please identify any other factors that you believe affect the quality of training at Tianshi Ghana.
- ☐ [.....]
15. What improvements would you suggest enhancing the training quality provided.
- ☐ [.....]

Section 4: Impact of Training Quality on Sales Performance (RQ3)

Using a 5-point Likert scale (1 = Strongly Disagree, 5 = Strongly Agree), please rate the following statements:

16. The training I received has positively influenced my ability to sell products effectively.
- ☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
17. The training I received has enhanced my ability to recruit and retain new distributors.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

18. There is a direct link between the quality of training and my monthly sales performance.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

19. Training has helped me overcome challenges in customer engagement and follow-up.

☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

20. Please describe in detail how improvements in training have affected your sales performance.

☐ [.....]

21. How would you describe the relationship between training and your ability to meet monthly sales targets?

☐ [.....]

22. What additional training elements do you believe could further enhance your performance as a distributor?

☐ [.....]

APPENDIX P II: IN-DEPTH INTERVIEW

The qualitative portion of the thesis, which addresses the subject of the Evaluating the Impact of Training Quality on Sales Distributors Performance in Multilevel Marketing (MLM) Companies in Ghana. The data and information you voluntarily submit will be used to complete this thesis. The researcher promises to treat your responses to this survey (or interview) with the utmost respect and dignity. Moreover, you are free to react any way you see fit; there is no predetermined correct answer. Feel free to reach out to me via the following contact with any suggestions or issues you may have:

WhatsApp: 0206943509

Email: l_nsiah@utb.cz

Regarding RQ1: Current Training Programs

1. Can you describe your initial training experience with Tianshi Ghana?
 - What are the most beneficial training sessions you have attended, and why?
 - Can you recall any specific skills or knowledge gained that significantly improved your performance?
2. How would you rate the overall quality of the training you received?
 - What specific aspects (content, delivery, materials) contributed to your perception?

Regarding RQ2: Factors Affecting Training Quality

3. In your opinion, what factors are most critical in determining the quality of training at Tianshi Ghana?
 - Consider elements such as trainer expertise, content relevance, technology, and follow-up support.
4. Have you experienced any challenges or gaps in the training programs?
 - How do these gaps impact your performance as a distributor?
 - Can you provide examples where you felt the training was lacking or could be improved?
5. What role does technological integration (e.g., mobile apps, online resources) play in enhancing or detracting from the training experience?
 - Would you prefer more online training options? Why or why not?

Regarding RQ3: Impact on Sales Performance

6. How has the quality of training influenced your daily sales and recruitment activities?

- Can you share specific instances where training directly impacted your performance?

7. What specific improvements in training do you believe would lead to better sales performance?"

- If so, what changes would you suggest?

8. How do you apply the skills gained from training to navigate challenges like market saturation or competition?

9. In your view, what is the overall impact of training quality on the long-term success of distributors in Tianshi Ghana?

- Can you provide an example of how training has contributed to the long-term success of a distributor you know
- How do you see this evolving in the future?