

Amway™

VOLUME 9, ISSUE 2 2016

achieve

EXECUTIVE
Diamond Club | **Diamond Club**
BIG ISLAND, HAWAII 2016



DIAMOND LEADERS – A FORCE OF NATURE



70 MILES

**OF COASTLINE TO
EXPLORE**

**Achievers 2017
SAN DIEGO**

BE THERE!

Amway | Achievers

December 7–11, 2017

Diamonds: A Force of Nature

The Big Island of Hawaii was formed by five volcanoes nearly 500,000 years ago. The powerful combination of volcanoes, wind, and ocean created a beautiful and magnificent place well suited to celebrate the success of top Amway leaders at Diamond Club 2016, demonstrating that they are forces of nature in their own right.

The eight-day event, held at the luxurious, five-star Fairmont Orchid Resort on the Kona Coast of Hawaii, brought new adventures and lasting memories for Amway Executive Diamonds and Diamonds in recognition of their outstanding achievements over the past year.

The average monthly Gross Income for “active” IBOs was USD \$183 (in the U.S.)/CAD \$206 (in Canada).

Approximately 53% of IBOs in the U.S., and 49% of IBOs in Canada, were “active.”

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operation. For the purposes of the calculation in Canada, individuals who were IBOs for less than the entire year in 2013 were excluded.

The IBO Compensation Plan offers monthly and annual bonuses that IBOs can earn in accordance with their contract with Amway. IBOs also may qualify for the Amway “Growth Incentives Program (GI Program), a collection of discretionary programs separate from the IBO Compensation Plan and that can vary from year to year. IBO eligibility for the GI Program is at Amway’s discretion. The GI Program is available only to IBOs whose conduct demonstrates high ethical and business standards aligned with the goals and objectives of Amway and its related businesses.

Following are approximate percentages of IBOs in North America who achieved the illustrated levels of success in the IBO Fiscal Year ending August 31, 2015: Diamond Club & Executive Diamond Club; 0.04%. For more details on qualifying for the GI Program and other requirements, see information on Amway.com or contact Amway Sales. Before registering as an IBO, individuals should read and understand the Amway™ Business Overview Brochure, which contains important information for those interested in becoming IBOs.



Amway | EXECUTIVE **Diamond Club** | **Diamond Club**
BIG ISLAND, HAWAII 2016



Founders Crown Ambassador



Crown Ambassador



Founders Crown



Crown



Founders Triple Diamond



Triple Diamond



Founders Double Diamond



Double Diamond



Founders Executive Diamond



Executive Diamond



Founders Diamond



Diamond



Founders Emerald



Emerald



Founders Sapphire



Sapphire



Founders Ruby



Ruby



Founders Platinum



Platinum



Gold Producer



Silver Producer

AmwayTM

Achievement Levels



Learn more about recognition levels. Log in to [Amway.com](https://www.Amway.com) and search: leadership pin levels.

**Congratulations Amway
Diamond Leaders!**

You and your teams are truly forces of nature, driving the business forward in North America and achieving impressive results. Your significant sales growth in the last two years is proof – you are unstoppable!

It is our pleasure and honor to recognize your leadership and the outstanding results generated by your hard work and commitment to this business. You are goal setters and dream makers – excellent role models and tremendous mentors. Keep up the great work.

Moving forward, the company is fully committed

to focusing on IBO success and providing opportunity for future generations. No matter what level you have achieved in this business – Silver, Platinum, Emerald, Diamond, or Crown – you have earned our respect and our gratitude.

Let's continue to strengthen and sustain this business by respecting our heritage and honoring our Founders' Fundamentals: Freedom, Family, Hope, and Reward. Together, we can help people live better lives and make a difference – in North America and across the globe.

Thank you for all you do!
We're here to support your continued success.

It is our pleasure and honor to recognize your leadership and the outstanding results generated by your hard work and commitment to this business.



A stylized black ink signature of Doug DeVos.

President
Doug DeVos

A stylized black ink signature of Steve Van Andel.

Chairman
Steve Van Andel



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2016 Executive Diamond Club

Exceptional Experiences in Paradise

Once-in-a-lifetime adventures, exclusive events, and celebrity entertainment made Executive Diamond Club 2016 truly unique. Executive Diamonds took private helicopter tours to a remote waterfall; they met and mingled with the global face of the Artistry® brand, actress and model Teresa Palmer; they attended a private dinner and concert at the elite Four Seasons resort – with a VIP performance by world-famous recording artist Mat Kearney. This year's Executive Diamond Club truly showed the honor and recognition Executive Diamonds have earned through their leadership and success.



Amway | **EXECUTIVE Diamond Club**

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Executive Diamonds

Get an **Exclusive**
Hawaiian Experience



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Before Diamond Club, Amway reserves two days for Executive Diamond Club – the exclusive recognition of Executive Diamonds and above. This year, these top leaders were treated to special one-of-a-kind experiences on the Big Island of Hawaii.

It was sunny and 72 degrees in the middle of February as the Executive Diamonds arrived at the luxurious Fairmont Orchid resort on the scenic Kona Coast. Amway staff members were there to personally greet them and make sure the leaders got to their spacious suites effortlessly.



That evening, the Executive Diamonds were treated to a unique welcome event customized just for them. They could choose their own dinner from a wide variety of made-to-order meals, shop an island boutique filled with island-inspired luxury resort wear, relax with a chair massage, or just sit back and enjoy music from a live band and views of the Pacific Ocean.

“It’s wonderful, exciting, and high quality,” said new Executive Diamond Tommy Lin. “Everyone here is so friendly, and I consider them all my teachers who have helped me get others to experience this.”

Venessa Crandell, also a new Executive Diamond, agreed. “It’s awesome! I’m just blown away by all of this,” she said smiling.

(upper left) New Executive Diamond Tommy Lin shares a moment at the welcome celebration with Jim Ayres, Managing Director of Amway North America, and his wife Nancy.

(left and upper right) Executive Diamonds enjoy socializing at dinner and shopping at an exclusive island boutique.

(above) Double Diamonds Raj Shah and Kanti Gala welcome new Executive Diamonds Patrick Mahakpong and Joyce Joe Chudatamee to the Big Island.

A Special ALOHA

As Diamonds arrived from all over North America, Hawaiian kukui nut leis were placed around their necks. These brown leis were once a symbol of royalty, and are now given to show respect and appreciation. They were a very appropriate symbol of Amway’s honor and thanks for the accomplishments of these leaders.



The exclusive Executive Diamond experience got even better the next day, as it started with a private helicopter tour of the Hawaiian landscape. The tour included a special landing at a secluded site that was once an ancient Hawaiian village. Only accessible by helicopter, the site featured an 850-foot waterfall that cascaded down sheer cliffs into a crystal clear, natural pool.

On their flight to the waterfall, Executive Diamonds were treated to the majestic beauty of Hawaii as they flew over extinct volcanoes, through lush tropical valleys, and along the black sand beaches of the Kona Coast. The flight provided a great view of humpback whales swimming with their babies in the ocean before the helicopters dropped down across the tree tops for a perfect landing in the small clearing at the edge of the waterfall’s pool.

“This is a beautiful experience, and we are very thankful to be honored with this opportunity,” said Double Diamonds Sergio and Charo Rivera. Crown and Legacy Diamond Kathy Victor said, “I’m not really a helicopter person, but this was really the way to do it. It was a wonderful experience.” Joking, her husband Jody Victor said, “You just don’t see waterfalls like this in the backyards of Ohio.”

Others were also amazed – and thankful. “It’s paradise!” said Double Diamond Leity Cohen. “I’ve never seen anything like it.” Her husband Pepe added, “Amazing, amazing, amazing. Thank you Amway!”

After the day of sightseeing from the helicopters, the Executive Diamonds were treated to a celebrity evening at the five-star Four Seasons Resort.



A VIP Hana ho'opīhoihoi

(Adventure)





Executive Diamonds were the first to preview the new Artistry Supreme LX™ Collection – the most luxurious and technologically advanced Artistry® skincare products – during a private premiere party at Diamond Club 2016.

The premiere was held in the gardens of the magnificent Four Seasons Resort on the Kona Coast of the Big Island of Hawaii. Candace Matthews, Regional President – The Americas, introduced Teresa Palmer, actress and Global Face of the Artistry® brand.

“I continue to be so impressed with the work every one of you do.”

– Teresa Palmer



of the Artistry® brand, who unveiled the new products, giving Executive Diamonds the first sneak peek. Launching later this year, the Artistry Supreme LX™ Collection is the pinnacle of the Artistry® skincare line. An elegant display featured the product’s exquisite packaging and highlighted the superior ingredients of real 24-karat gold and Gardenia Grandiflora stem cell extracts. These and other precious ingredients make skin act up to 15 years younger with total rejuvenation.

Teresa praised the leaders on their dedication, hard work, and successes. “I continue to be so impressed with the work every one of you do,” she said. “You are all so inspiring.” Every Executive Diamond got to meet Teresa and have photos taken with her and the new Artistry® products.

“It was so special to have Teresa here. She’s such a great spokesperson for the brand,” said new Executive Diamond Venessa Crandell.



(above) “It’s Artistry’s night!” – Candace Matthews, Regional President – The Americas, introduces Teresa Palmer, actress and the Global Face of the Artistry® brand.



An *Exclusive*
EDC Artistry™
Premiere Party



Executive Diamonds and above received exclusive treatment during a special night of dinner and entertainment – just for them. This night was a reward for all of their outstanding successes: They enjoyed an intimate outdoor dinner in an exquisite setting under the stars on the Big Island of Hawaii, and a private after-dinner concert from hit musician Mat Kearney and his band.

A magnificent sunset along the Hawaiian coast greeted them as they started their evening at the special event. The dinner tables were in a private garden under trees lit up with colored lights, each one decorated by elaborate local flower arrangements. The relaxing dinner featured Hawaiian specialties and selections prepared to suit every taste, and provided an ideal setting for Executive Diamonds to catch up with old friends and meet new leaders.

The private concert by musician Mat Kearney was the special surprise of the evening. After dinner, he played his hit songs as the IBO leaders moved from the dinner tables to the dance floor. Between songs, Mat congratulated the Executive Diamonds for their accomplishments. “This was a magical night,” said Executive Diamond Dayna Pappalardo. “Amway continues to amaze us with world-class events.”

It was an incredible way to top off a day filled with exceptional treatment and thanks.



Dinner *Under* the Stars, *With* the Stars



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The Crowe Family

John & Jennie Belle Crowe • Dave & Kristin Dussault • John Crowe III

CROWN AMBASSADOR

Building a Strong Legacy *as a* Family

TWO YOUNG ENTREPRENEURS, JOHN CROWE AND JENNIE BELLE CROWE, STARTED THE CROWE FAMILY LEGACY MORE THAN 40 YEARS AGO WITH VERY LITTLE. Since then, they've grown a hugely successful, global business through hard work and determination – an inspirational story on its own. But John and Jennie Belle accomplished a bigger vision: to make their family a key part of the business. They looked beyond the next pin level and

the next year to ensure the legacy of a strong, growing business for the next generations.

“The dream of every parent is for their kids to find something they can be passionate about, something they can work toward and dedicate their lives to. Amway helped us create that. Our ultimate dream was to have something the whole family could be involved with too,” said John. “Where else but Amway could you achieve that?”

JOHN AND JENNIE BELLE JOINED AMWAY AS YOUNG ADULTS IN THE EARLY '70S. Since then, their business has grown to include their son John III, their daughter Kristin (Dussault), and son-in-law Dave. Kristin and John III followed their parents by each developing their own successful Amway™ businesses. At one point, the family made a decision to integrate their businesses – through Amway's formal succession planning process – and they formed the Crowe Family Legacy (CFL).

The family legacy began when an orderly approached Jennie Belle at the local hospital emergency room where she worked. “He said, ‘If I can show you a way to make some >



(left) Dave and Kristin Dussault with their five children, Deacon, Audriana, Harper, Landon, and Tristan.



“The dream of every parent is for their kids to find something they can be passionate about, something they can work toward and dedicate their lives to. Amway helped us create that.”

– John Crowe

money in your spare time, you'd listen, wouldn't you?" John said. As a graduate student teaching gymnastics on the side, and with Jennie Belle working full-time, "We had no spare time," John said laughing. "So we were cautious." But something had to change, because the newlyweds were "broke as berries," John said. "And we fought," Jennie Belle remembered. "I knew something was wrong, because my parents didn't fight like this."

At the time, Jennie Belle was looking for solutions. "The coworker was a really good guy, and he had his goals set and was going to medical school – I trusted him," she said. Jennie Belle

bought SA8® Laundry Detergent from him. They felt the products really worked, and later when that same orderly invited them to a meeting about the Amway business, they said yes, not knowing it was an Amway meeting. "The gentleman showing the plan pulled up in a black Cadillac, which turned me off right away," John joked. After seeing the Amway IBO Compensation Plan, they were interested, though still cautious. "At the time we weren't even comfortable speaking in front of people, let alone selling," said Jennie Belle. "We didn't want to sell. We looked at each other asking, 'How in the world could we actually do this?'"



“One of the most beautiful things about Amway is that you meet all kinds of people from different backgrounds and cultures.”

— John Crowe III



It took John a little while to become convinced that Amway was the right decision. “I was an extremely skeptical person,” John recalled. He went to three separate meetings about the Amway opportunity before he and Jennie Belle got involved. In engineering school as a graduate student, he brought fellow students to the meetings with him who were good at math to evaluate the business model. They assured him it was sound.

JOHN AND JENNIE BELLE RECALL JUST HOW SMALL THEIR DREAMS WERE BACK WHEN THEY FIRST STARTED, COMPARED TO THEIR SUCCESS TODAY. In the beginning their goal was to make an extra few hundred dollars a month. “I just wanted a collapsible fishing rod and some new hiking boots,” John said. “We weren’t looking to change our whole life.” But their decision to enter the business made

a profound change in John and Jennie Belle’s life, and changed the course for their entire family.

Initially they marketed their new business by making posters that showed an eagle holding a chicken by the neck. The posters read, “Either fly with the eagles or scratch with the chickens.” “That was John’s quote,” Jennie Belle said laughing. “He would be in his athletic clothes, and I’d be wearing cutoff jeans, making these posters to show the plan in our tiny apartment. We were young and in love.” As they describe it, they were only “dabbling” in the Amway business at that time.

A short time later, they moved to northern Virginia when John took a government job as an engineer and had a life-changing realization. They couldn’t even afford an apartment on John’s salary, and they wanted to raise a family where Jennie Belle could be a stay-at-home mom. “I just couldn’t see day care as an option for us. That was huge for us personally,” she said. John received his pay schedule for the next 40 years, and they knew it couldn’t work. “We looked at each other and thought, ‘This is insane, we can’t survive on this,’” remembered Jennie Belle.

THEY DECIDED TO FULLY COMMIT TO THEIR AMWAY™ BUSINESS. “We realized we had to build this business, so we made that commitment and never looked back,” Jennie Belle said. Still new to the business, they had a lot to learn. “I was so nervous going into meetings to present the plan that I would be extremely nauseous,” John admitted. When he presented the Plan ➤

(left) Kristin and the kids hit the waves in Hawaii.

(above) John Crowe III at a family birthday party for his nephew Deacon.

(upper right) John and Jennie Belle Crowe on their wedding day.

“Through the years, we’ve really learned how to communicate effectively with each other and overcome anything.”

— Kristin Dussault



to his first few people, he had a 13-page copy of it, and simply read word for word. “When Jennie Belle and I make the statement, ‘If we can do it, anybody can do it,’ we really mean it,” John said.

They believed in the products and kept encouraging and helping each other overcome their fears. “Jennie Belle was a great supporter while we built our business,” said John. “She put everybody else before her, and still does today.” John says Jennie Belle has always believed in him, even when they were struggling. “Back then I kept saying, ‘What if it did work? How would we feel if we didn’t do it?’” Jennie Belle said.

Then they reached a turning point. John and Jennie Belle got to know their upline. “We saw people reach out to us who had nothing to gain by it,” recalled John. The same thing happened with downline IBOs too. “It became a very supportive family, and the more we embraced the Amway opportunity, the more we grew,” John said.

“John just transformed in front of my eyes,” said Jennie Belle. “He was amazing, so charismatic, and enthusiastic.” John was growing into a confident leader, and suddenly their business took off. According to Jennie Belle, John has always been good at whatever he put his mind to. That includes getting other people to join him. He was also known for having boundless energy. “He was always in motion and always doing something,” Jennie Belle said. “We see that same level of incredible energy in our son-in-law Dave.”

WHEN DAVE AND KRISTIN DECIDED TO START THEIR AMWAY™ BUSINESS IN 2000, THEY WANTED TO DO IT ON THEIR OWN, JUST LIKE JOHN AND JENNIE BELLE. “We started out at zero PV like everyone else,” Kristin said. “We wanted to earn the respect of those we respected.”



(upper right) Amway President Doug DeVos looks on as Kristin and Deacon compete in a doubles match at Diamond Club 2016.

(above) Tristan and Deacon get ready for a day on the courts.

(right) Jennie Belle spends quality time with her youngest grandchild, Landon, and daughter Kristin.



But starting out on their own wasn’t always easy. One night Kristin and Dave went to John and Jennie Belle after they had been struggling to build their business. “They told us they were going to quit and we were shocked,” Jennie Belle said, “but John and I talked it through with them, and offered our mentorship.” That type of support came to characterize the CFL, but what also helped Dave and Kristin was seeing other young couples building their businesses and going Diamond. “Suddenly it was real to them, and they could relate,” Jennie Belle said. “It wasn’t just their parents or older folks they were seeing succeed.” In 2005, Dave and Kristin went Diamond.

Jennie Belle says that Kristin was perfect for the business from the beginning, developing >

leadership qualities much earlier than she and John did. “When I see Kristin on stage at a meeting or event,” she said laughing, “I tell people that one day I want to grow up to be like my daughter!” One benefit of growing up around the Amway business, she added, is that a lot of children “won’t grow up with the shyness that we had to battle when we were young.”

Like Dave and Kristin, John Crowe III (or JC3, as his family calls him) also wanted to start a business of his own. He explained, “Growing up around other people in the business, I loved them, and I had respect for them, and I wanted to earn their respect. I also felt very strongly that I needed to start my own business in order to respect myself too, which really comes from mom and dad and how they’ve lived their lives.”

WHEN PEOPLE ASK JOHN AND JENNIE BELLE WHY THEIR KIDS ARE SO SUCCESSFUL IN THE BUSINESS, JOHN SAYS IT’S BECAUSE THEY NEVER PROTECTED THEM FROM CHALLENGES. “We wanted them to understand the difficulties, as well as the joys, of starting your own business,” he said. Even after the businesses were integrated, “John III and Dave and Kristin are still out there making names for themselves as individuals,” said Jennie Belle.

“Integrating the businesses was a common sense move for us. And it’s worked so well because everyone builds the businesses that they personally brought into



“We would never have introduced our kids to the business and led them in that direction if we didn’t truly believe it was purposeful in their lives.”

– Jennie Belle Crowe





the integrated family business. Because we're unified but responsible for our own businesses, it gives us a greater sense of responsibility," Kristin said. "As the children build their businesses, they're also building the family business, which will one day be theirs," John added. But everyone in the family agrees that there is more behind the integration than that. John and Jennie Belle saw early on how important the next generation is. As one of the youngest couples in their organization when they started out, they watched how their mentors continued to bring young people into the business and help them grow.

"It's important to involve this next generation," Jennie Belle said. She believes what generations learn from each other is vital to the health of the organization. "There are things those who came before us established that should never change, but there are many things that will need to change too," she said. John says it's necessary to have the generations work together instead of waiting for the family business to be inherited. "It also means we don't have to wait to explore new ways to build and grow," John said.

Knowing they have a shared mission and values makes it even easier to work together. "Through the years, we've really learned how to communicate effectively with each other and overcome anything," said Kristin. Though there are differences in the way each family member leads, all of their styles are built upon the same principles. Kristin added, "Everyone has growth, unity, and mutual respect as priorities." Each member of the family has a different style of leadership, which proves to be a benefit. ➤

Generations Learning from Each Other

A big part of John III and Kristin's upbringing was defined by their dad's amazing and elaborate stories and sayings. "Oh, do Kristin and I remember the stories dad told!" John III said laughing. But with those stories, and their mom's reassurance and supporting principles, came life lessons they remember to this day.

And as they continue to grow, what they've learned from their parents has become more crucial than ever. Below are just a few of the sayings that defined who they came to be.

- If you lose, don't lose the lesson.
- Any fear that you don't conquer will follow you the rest of your life.
- It's a marathon, not a sprint.
- The only limits in life are self-imposed.
- People come into this business not because of the height of their logic, but because of the depth of their conviction.
- Unity in the essential items, liberty in the nonessential items.
- By giving and serving you're polishing yourself.
- When you give and serve you reveal what's within you.
- Always do not just what works, but what is right.
- It's more than a business; it's a way of life.
- We don't use people to build this business; we use this business to build people.

John Crowe III on Lessons Learned from His Mentors

John Crowe III (JC3) has built his business on the strength of his character. “John’s all about selflessness, and his genuine heart is felt in every room he enters,” said his brother-in-law Dave Dussault.

JC3’s open about his initial insecurities starting out in the business, including those related to self-esteem and body image. But through mentorship and guidance, he’s developed a positive outlook that’s based on strongly held principles.

HERE ARE JUST SOME OF THEM:

- Even when you reach an amazing level, there are always people you can learn from.
- Always conduct business face-to-face, because people are what this business is all about.
- Draw strength from the lessons you learn, and make sure to pass those lessons on to others.
- Mentoring someone is a reminder that you need to always become better and earn that role every day, because there’s a huge responsibility in that role.
- This business is a lot of work, and it should be, because the rewards are amazing. But if you build it right and with the right people, it is so much fun.



“ONE OF THE MOST BEAUTIFUL THINGS ABOUT AMWAY IS THAT YOU MEET ALL KINDS OF PEOPLE FROM DIFFERENT BACKGROUNDS AND CULTURES,” said John III, “and now our organization can relate to even more people.” Dave describes Kristin’s ability to relate to people as “incredible.” “She’s an amazing communicator with everyone,” he said. Dave continued, “John and Jennie Belle lead the business with passion, heart, and purpose. The same way they lead their family – so there will never be a gap in leadership, whether working with baby boomers or millennials.” Dave, who was a physical education teacher and coach before he entered the business, “leads with selflessness and generosity,” said John. “He’s very hands-on. It’s like he gets more energy from focusing on others.”

Jennie Belle feels blessed to be building a business with her children. “And we see so much potential with other families,” she said. “We would never have introduced our kids to the business and led them in that direction if we didn’t truly believe it was purposeful in their lives.”

“I think we all want to know that what we build will have an impact on later generations,” said John, discussing the future of the CFL. “We have the honor of standing on the shoulders of giants, and it would be disrespectful to them if we did not surpass what’s been accomplished already. I believe we’ll be able to pass on a business that is bigger and brighter because of who came before us.”

John believes the family business they’ve established will endure future challenges. “Markets change, and how we market products changes all the time, but the value structure and people’s needs really don’t change – and how we approach people doesn’t change. Amway gives us the opportunity to do that,” he said. The Crowe family members build their business with a focus on family. As Dave puts it, “Our purpose is to build leaders, to be there with you, and help you become more than you are.” ■



(right) Dave and Kristin pose with Doug DeVos at the Diamond Club 2016 welcome party.



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Juan & Alicia Ruelas

CROWN

Nurturing Incredible Growth *through* Care & Attention

THE GARDEN BEHIND JUAN AND ALICIA RUELAS' BEAUTIFUL HOME IN CALIFORNIA'S SAN JOAQUIN VALLEY IS SPRAWLING, LUSH, AND BOUNTIFUL. The fruit and vegetables they grow feed their family, friends, and guests. But in a very real sense it feeds their souls as well.

"I think somehow Alicia and I need to be connected with the dirt," said Juan. "We have to understand the process of growing things – that you have to protect the plants because they depend on you so much. Eventually, you improve the garden by nurturing the soil and irrigating the plants." Juan and Alicia both know that he's not just talking about gardening. There is a strong connection between the care they give their garden and the mentorship they provide to their teams.

Juan and Alicia both arrived as teenagers from Mexico, picking fruit in the fields of California's San Joaquin Valley. At first, Juan picked peaches. "You know the big, beautiful peaches you see in the grocery store?" Juan asked. "Each one grew large and strong because it was given a lot of time and attention."

When Alicia arrived in the United States from Mexico, she worked in the grape fields, and knows about tending to the vines to increase the harvest. "It's the same thing," she said. "For the vines to grow larger and bear more fruit you have to give them your time and attention."

On a recent walk through the garden at their home in Fresno, California, they continued to draw

similarities between how they think as IBO leaders and gardeners. "Look at this plant," Juan said. "See this branch here? This branch has little branches, and those branches have little branches, and so on. This is what makes it a tree. It's just like that in this business. You have people branching out, just as it happens in nature. And those branches are going to branch out, and that is exponential growth."

And it is that approach to their work, fueled by drive and ambition, that grew their business from Executive Diamond to Crown in just three years – making them the first Hispanic Crowns in North America.

The Ruelas' success is also the result of their understanding, use, and strong advocacy of Amway™ products. You see the products throughout their home. There's Body Series® Antibacterial Liquid Hand Soap in the bathrooms, Nutrilite® supplements in dispensers on the kitchen counter, and an enormous refrigerator stocked with XS® Energy Drinks, Perfect Empowered Drinking Water™, and BodyKey™ Shakes.

WHEN JUAN AND ALICIA TALK ABOUT THE PRODUCTS WITH DOWNLINE IBOS, PROSPECTS, AND CUSTOMERS, THEY'RE ALWAYS CONVERSATIONAL. Alicia talks about confidence when she teaches downline IBOs to use Artistry™ beauty products. "We have small groups where women give themselves facials. It's not about trying ➤



to sell something; it's about giving them confidence and showing them how to bring out the beauty that's in everyone," she said. When customers hear the products are more expensive than store products, Juan tells them, "That's what you want. You want products that are high quality, perform better, and that people can only get from you."

JUAN AND ALICIA NOW LOOK BACK ON THEIR OWN EARLY DAYS AND SMILE. They were both teaching and

building an organization in Salinas two-and-a-half hours away. Juan would do a quick "splash bath" in the restroom and, as he describes it, "Alicia had to leave her classroom practically before the kids did." Alicia laughed, "He would be changing while we were driving. Or sometimes he would be changing and driving." They dressed up and visited Laundromats, carrying clipboards to "survey the prospects," Juan recalled. They asked potential customers and prospects a series of conversational questions to find out if they were open to new >





(left) Antonio, Alicia, Juan, and Angel Ruelas in front of their home in the Central Valley of California.

“This is not a business where you have colleagues you never see. You have members of your team, and you’re going to see them a lot.”

– Alicia Ruelas



opportunities. They both laugh about it now. “Yes,” said Alicia, “we got our start in the Laundromat.”

During this time they were discouraged and all but ready to give up, but decided to keep at it a little while longer. At a car dealership they engaged a salesman in conversation who expressed an interest in this new opportunity. He invited Juan and Alicia to his house, where he had also invited two other couples to join them. Juan still tells the story with a tone of disbelief: “We showed all three couples the Plan and, oh my goodness, the three of them got it!”

They also recall their decision to sacrifice family time – if only for a short while – during the period they were determined to achieve Emerald. In addition to growing their customer base, they were developing teams in San Francisco, San Jose, and Reno, Nevada, which involved frequent drives that lasted as long as three hours. At the time they had only one child, their oldest son, Juan Jr.

“When you sponsor people you have to immediately get them confident and

excited to contact their neighbors and other relatives. You have to spend time with them right away,” said Juan. “And for several months, that’s what we did,” added Alicia.

Over the next month, they developed a successful team in those three cities. “Sometimes reaching your goals takes courage, and there may be some sacrifices,” Juan said. “It’s like going to the gym. Muscles will grow and stretch, and it can be painful, but eventually you will be strong and healthy.”

(right) Nutrilite® brand supplements play a big part in Juan and Alicia's lives. They keep their favorite supplements handy in a dedicated spot in their kitchen.

(upper right) Tending to the prize peach tree in their home orchard.

(bottom right) Checking the red onions in their garden.

(below) Founders Platinums Carlos Calderon and Julia Retamoza Vasquez check their monthly progress and receive mentorship from Juan and Alicia.





Emerald represented a major milestone for the Ruelases, and it was their plan for Alicia to quit teaching after they reached it. When they reached that level, Alicia, delighted, thought, “Oh, I’m not going to go back to school!” She and Juan were both disappointed when they realized it would be better if she worked just one more year. “I was upset,” admitted Alicia, “but we realized that it was not the time and so I kept working.”

THEY SEE THEIR SUCCESS AS SOMETHING THAT IS PARTICULARLY AMERICAN. “I don’t know any other country that embraces free enterprise like this one,” said Juan. “In any other country it’s almost impossible for people like us to move up. It’s hard. We’ve been to many different parts of the world and we have not seen anything like this.” ➤





Their goal was to develop small groups of people who were trained to speak the same language. “And I’m not talking about English or Spanish,” clarified Juan. “I’m talking about the message itself.” He and Alicia methodically set up organizations state-by-state, “conquering,” as Juan calls it, until they reached New York.

“Imagine going to that many states where you don’t know any people,” said Juan. “But we decided we were going to do it. We were going to build our own training system.” Their mentorship of downlines and new IBOs is concentrated on growing three areas: character, tasks, and relationships. “If an IBO

doesn’t grow in those three areas it’s very hard for that person to accomplish anything,” he said.

Juan and Alicia believe it’s important to approach people of character. “Because character, integrity, and discipline are all going to show,” said Juan. “It’s going to be projected once you take action. That’s going to show in your attitude and the quality of your work.” And just as many other successful IBOs have learned, “We all know that this business is only going to grow as fast as the relationships themselves,” said Juan. Over the years, he and Alicia’s relationship has grown to become an example for their teams. “Alicia has integrity. That’s actually what her name



Better Together

JUAN AND ALICIA APPRECIATE THE ROLE THAT SPOUSES PLAY IN A SUCCESSFUL BUSINESS, and for Juan his wife has been the real secret to their success. “Women have a sixth sense,” said Juan. “They can help when you’re in trouble or when you become complacent. They can become your conscience, or solve a problem. Without my wife I could not have done what I have.”

Alicia is impressed that her husband works just as hard as when they started. “He does not stop,” she said. She remembers being at Diamond Club, chatting with a Diamond in an elevator. She doesn’t remember what exactly they were discussing, but when the other Diamond asked, “What does Juan say?” her immediate answer was “Juan doesn’t say. He does.”

means,” said Juan. And when Alicia talks about Juan, she lovingly describes him as “a hardworking visionary.”

FOR THE RUELASES, GROWING THE BUSINESS EXTERNALLY IS IMPORTANT, BUT IT IS EVEN MORE IMPORTANT TO GROW THE BUSINESS INTERNALLY. “You need to learn and understand how to grow with other people,” said Alicia. “Because in order to have big numbers, you have to grow inside first. It’s not just about sponsoring people; it’s about developing people too. This is not a business where you have colleagues you never see. You have members of your team, and you’re going to see them a lot.” >

(above) Antonio, Juan, and Angel play a game of soccer on the full soccer field located in the backyard of their home.



The Ruelas have worked hard and it's shown in the results. Thousands of people have achieved their own dreams – or are working toward them – thanks to their perseverance, hard work, gratitude, and humility. Now Juan and Alicia have an even bigger goal: to continue to exponentially grow their team. And they are realistic about how they will do this. “We know this won't happen next year or the year after,” said Alicia, “but we feel it's achievable. There's a purpose for our growth. It's not just to have big numbers, but to be able to help more families. And not just financially, but in areas that help them develop as a family.”

MUCH OF THEIR GROWTH HAS AND WILL COME FROM INTRODUCING YOUNGER PEOPLE TO THE BUSINESS. Juan and Alicia were one of the youngest IBO couples in their group when they started, so they know what it's like. “Young people are more into lifestyle,” said Juan. “They are more open to realistic ideas for financial freedom. You wouldn't tell them, ‘You'll never have to pay another bill again,’ because that wouldn't be realistic. But if you showed them how they might be able to pay off student loans or reduce their car payment or buy a house, they'll listen. We talk to them about tangible things. Becoming Emerald is something that many new IBOs can see as attainable. It's something they could do in a few years.”

Alicia added, “It's about showing young people a consistent and relevant message. When we have recognition events, newer people see successful IBOs that come from similar backgrounds and think, ‘If they can do that so can I.’ We show them how people just like them can change their lives.”

As they built their impressive business, they also nurtured a strong, successful, and loving family. Their oldest son, Juan Jr., 20, is a computer engineering student at a California university. Their sons Angel, 14, and Antonio, 11, are bright, well-spoken, athletic kids with a great admiration for their parents. Angel, who wants to be a professional soccer player and an IBO as

“When you sponsor people you have to immediately get them confident and excited to contact their neighbors and other relatives.”

– Juan Ruelas

soon as he's old enough, speaks with pride about his parents' accomplishments. “I love to see their influence on other families,” said Angel. “I've gone to their conventions where there are 10,000 people in an arena to hear them, and it's just inspiring. I'm proud to be their kid.” Antonio agreed and added, “They've given me the chance to travel the world, to learn and understand that the world is great.” On his parents' success in reaching Crown he said, “They're great. They're like legends. From them I've learned to never give up.”

Their beautiful home has a swimming pool and guest suites – that are often used by the team members Juan and Alicia are mentoring. It also has its own soccer field where Juan and his sons play intense soccer matches. The boys love to compete with Juan, and are happy to say that Angel has recently become faster than him, with Antonio close behind.

Another unique feature of their home is that it sustains itself. There's a large system of solar panels arranged in their garden that provide power to the home. They also have a well to provide all their water. This commitment to nature, along with their garden, represents everything that Amway stands for: nurture, thoughtful planning, and responsible stewardship. ■

(right) Juan and Alicia walk through their home orchard, which grows blackberry bushes and various fruit trees.

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“I believe if you have high expectations and set a higher standard for yourself, you can be limitless.”

– Victoria Han





Victoria Han

TRIPLE DIAMOND

Leading through Humility *and* Example

A LOT HAS CHANGED SINCE VICTORIA HAN BECAME AN INDEPENDENT BUSINESS OWNER IN 1997. While she had a very personal goal at the start, as her business grew, she came to measure her success more by how well she can nurture and mentor others. “When I started in the business I never thought I would achieve all I have,” she said. “I thought I would get a tree, but Amway has given me a forest.”

Victoria visited the United States in 1997 from her home in Qingdao, in the Shandong province of China, while working for the Chinese government. “At that time my salary didn’t allow me to send my son to the kind of school I wanted for him. I was focused on making sure he had the right education, and I needed to do something soon. I was always looking for opportunities. When I visited the United States, the lady who was hosting me had a box of Nutrilite® Double X® supplements in her house. That’s how I learned about Amway.”

Her love for her son drove her determination and focus. She returned to China and became an IBO, reaching Diamond in just three years – a remarkable accomplishment. She quickly achieved her initial goal and sent her son, Wilson, to school in New Zealand, where he graduated from the University of Auckland. “I wanted him to be able ➤



to compete in the world, and to do better than his parents. Isn't that what every parent wants for their child?" she said. Not surprisingly, her example has been a great inspiration for Wilson, who is currently an IBO building a significant business.

VICTORIA NOW VISITS THE UNITED STATES TO CONNECT. "The reason I travel all through America is to give back to the people who help take care of the downline teams when I'm overseas, and to actively build my North American business. But if I only spent time with those in my group, I would see that as being very selfish. So I want to share my time with people who haven't yet connected with my business directly. The win-win situation is built around trust, around the connection between people."

To help illustrate this strong network and community, Victoria offers the example of her good friend and downline Bonita Lin. "Bonita is in San Francisco and she has taken over the group really well. So when I am in San Francisco, I want to spend time with Bonita's group instead of my personal groups. So in that case, everyone in my group will see me as a leader with character. I am so grateful for all the people who have helped me get where I am today."



(above) Victoria mentors Vicky Wang, a downline IBO and good friend.





Although she's remarkably modest, Victoria recognizes her role as a leader. "A good leader is willing to learn, and willing to recognize when they are wrong. It's about character. But I believe everyone can be a good leader if they are willing to make the right changes. If you have a dream, you should understand this." When it is suggested that she has all the traits of an effective politician, she laughs. "Even if I wanted to be a politician, there is a limit to the time I could do it. As an Amway IBO leader, you can have what you have for your whole life," she said.

ASK VICTORIA THE SECRET OF HER SUCCESS AND SHE QUICKLY CREDITS HER MENTORS, FOUNDERS CROWN AMBASSADORS HOLLY CHEN AND BARRY CHI. "I called Holly every day," she recalled with a laugh. "Even her husband got jealous! I would call and Barry would say, 'Oh,

you want to talk to Holly,' and I would respond, 'No, now I want to talk to you!'" Her curiosity and drive to continuously learn helped her build her business with incredible speed. "I saw Holly's success and followed her. I studied what she did and I did the same," she said. Wilson sees this as one of his mom's greatest strengths. "I think the reason she's had all of her success as an IBO is because she is always a very good student of Holly and Barry," he said. "I've been watching her follow them for almost 18 years. Every day she is learning. And in that way she sets an example."

"Holly's taught me how to be a good person," Victoria said. "Holly has always said Amway is a person-to-person business, so you have to be a good person to succeed." Victoria translates this simple principle into action through her kindness, strength of character, energy, and ambition. ➤



“It has to do with personality,” Victoria said. “You have to be able to attract people, and make it so people want to follow you. It’s not just about talking, it’s about doing.”

“When I began, success meant making that first dream of education for my son come true. Once I achieved my goal, I realized I could help others reach theirs. Now success means helping people make their dreams come true. Helping others is my motivation to keep going. I’m glad to help my downline teams just like Holly helped me.”

Victoria’s humility and habit of giving credit to her mentors, almost without mentioning her own achievements, is part of how she sees the business. “Amway isn’t about just yourself. It’s about how you work as a team. Holly said, ‘To have a little success in Amway, you can work very hard for yourself. But if you want a higher level of success, then you really have to cooperate as a team.’” Her spirit and generosity also influence how she mentors her son. “In November of 2015 we were invited to Zambia for the Nutrilite™ Power of 5™ campaign [a global



Amway program that helps fight child malnutrition]. She brought me along because she wanted me to see with my own eyes – and feel the power of – how Amway has helped all these people,” Wilson recalled.

RESPONSIBILITY IS A KEY PART OF HER BUSINESS PHILOSOPHY. “I believe downline IBOs are like the seeds of a plant. You have to give them rich ground, and take the time to plant and carefully nurture them,” Victoria said. She quickly connected the example to the achievements of her mentor. “Holly has built an organization all through the United States that’s taken care of locally by Diamond leaders. All of that is very rich soil for the seeds.” Although Victoria is a Crown Ambassador in China with a global business, she follows Holly’s lead by supporting strong Diamonds in her business to nurture and grow downline IBOs, and then makes regular visits to help her organization. “The first thing I do is join big meetings so I can share my experiences. I also travel to different cities to visit all the Diamond leaders who have helped my downline teams,” she said. She sees this as a way of giving back some of what she has gained. “Holly emphasized that one’s success in Amway ➤

“Every day she is learning.
And in that way she
sets an example.”

– Wilson Han

isn't just about hard work, even though that's important, but it's more about what you do to help others grow."

JUST AS SHE LEADS AND SUPPORTS HER TEAM, SHE CONTINUES TO ENCOURAGE HER SON'S DREAMS, SHARING HER INSIGHTS AND EXPERIENCE. "She often asks me what my next goal is. One of her goals is to bring me up to be the next-generation

leader. One's greatness must be built for themselves. She wants me to carry on what she started, and help other families, just like she and Holly changed lives in the business."

Wilson sees his mother's almost inexhaustible and authentic enthusiasm for the business and product lines as a key to her great success. "In the morning, she gets on the phone and contacts her teams. During the day it



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(left) Victoria and her son Wilson on stage during the Achievers 2015 recognition ceremony.
(above) Victoria talks with downline Executive Diamond Bonita Lin and other downline IBOs.

might be people in the United States, and then at night it might be someone in Asia. She always has responsibilities, because there are so many people in her heart.” Victoria refers to a recent two-day visit to Los Angeles as a perfect example of a couple of days in her life. “When we arrived I spent the whole day with the leaders on Holly’s team. At night I spent some time with my personal group, then the second day I spent more time with others from Holly’s group.” One might think this pace would take a considerable toll, but Wilson insists the opposite is true. “It seems like she’s getting younger and younger, thanks to Artistry® and Nutrilite® products. She also has a happy, healthy lifestyle. She’s never satisfied with where she is, and I’m the one who’s always trying to catch up.”

Listening to Victoria speak about others, one might forget that she is the one being recognized as a Triple Diamond in North America. For Victoria, this achievement is not a destination, but just one step in the continuous journey. “I believe if you have high expectations and set a higher standard for yourself, you can be limitless,” she said. ■

A Strong Leader Is First a Good Person

Victoria’s success proves that leadership isn’t about ego. As she notes simply, it’s about being a “good person.” She is quick to give credit not only to her mentors, Holly and Barry, but her entire team. From the foundational idea that a good leader shouldn’t just talk the talk, but lead by example, the key principles of her approach offer a nice road map for others:

- **BE SOMEONE WHO CARES ABOUT OTHER PEOPLE.**
- **BE A CURIOUS STUDENT; ASKING QUESTIONS AND REALLY LISTENING TO THE ANSWERS ARE KEY.**
- **BE A LIVING EXAMPLE OF THE BENEFITS OF THE PRODUCT LINE.**
- **BE GENEROUS WITH YOUR TIME AND EXPERIENCE.**
- **PROMOTE TRUST AND BUILD STRONG CONNECTIONS IN YOUR NETWORK.**

“It has to do with personality. You have to be able to attract people, and make it so people want to follow you.”

– Victoria



Sergio & Charo Rivera

DOUBLE DIAMOND

Connecting *with* People Is the Key

SERGIO AND CHARO RIVERA CONTINUE TO CHANGE. From the time they embraced the Amway opportunity, through their journey to Executive Diamond and, now, Double Diamond, they've been quick to adapt to a changing world – and one that is much different than when they first became IBOs.

“For example, because of the internet, everyone sees so many conflicting opinions and things that make them more dissatisfied and distrustful,” Charo said. “More than ever, we see trust as something we can give our teams through constant mentorship and the Amway values of family, hope, freedom, and reward.”

PERSONAL CONNECTIONS ARE AT THE HEART OF THEIR BUSINESS, BUT IT WASN'T ALWAYS LIKE THIS. “I was trained as an engineer,” Sergio said, “and engineers don't believe in anything that you cannot touch or measure, or isn't backed up by science and research. But now, more than ever, I am finding that humans are more connected by what is not visible. Their commitments and achievements happen emotionally. Information is never going to substitute for a hug, or be able to look someone in the eye and see the shine that comes from having a dream. Information, in and of itself, is never going to replace that.”

Sergio and Charo are proud that their teams are comprised of people of all ages, from

around the world, and from all walks of life. One team is made up entirely of physicians, all doing well in their professions, but also running successful Amway businesses. And the Riveras are running thriving businesses in Mexico, Colombia, Venezuela, Costa Rica, Guatemala, Honduras, El Salvador, and other countries.

“Some of our team members don't speak English or Spanish,” said Sergio. ➤





“Information is never going to substitute for a hug, or be able to look someone in the eye and see the shine that comes from having a dream.”

– Sergio Rivera

“They communicate in their own dialects, but, nevertheless, we are able to understand each other. And when you see that same spark in them you also see how the opportunity changes everything for them.”

SERGIO AND CHARO'S PHILANTHROPIC EFFORTS ARE GLOBAL, TOO. For several years they have donated products, toys, clothing, money, and their time to several causes in different communities with a lot of need. Sometimes they've gone with their team and family, not

only to give donations, but to interact with the residents. The doctors in their group have even provided medical assistance.

“We live in a world that is measured by results,” said Charo. “We cannot have good intentions only, because the world is full of people with good intentions who don't take action. For us, that means seeking out people, believing in them, and helping them better themselves in the areas of their lives that are most important to them.” Sergio added, “If we can create a wave of people who do this

together, that is really, for us, the definition of success.”

THE RIVERAS APPRECIATE THAT SUCCESS CAN TAKE A LONG TIME, REQUIRE A LEAP OF FAITH, AND CAUSE REAL AND PROFOUND PERSONAL CHANGE. Sergio remembers struggling in the early days, and his desperation to build the business quickly and make money faster.

He traveled to a convention in the United States where he met an Executive Diamond who has since become a Crown Ambassador and good



“We live in a world that is measured by results. We cannot have good intentions only, because the world is full of people with good intentions who don't take action.”

– Charo Rivera



friend. “I introduced myself to him as a new IBO, and I was arrogant,” remembered Sergio. “I said, ‘Don’t give me the motivational talk that you give everyone else. What I want you to tell me is how to get to Diamond, and fast.’”

The man looked at Sergio and answered calmly: “Sergio Rivera cannot get to Diamond. But the new Sergio Rivera will.” Sergio then understood that he would have to undergo a transformation. He would have to put in the time to learn the business to really succeed.

“He told me what I needed to hear, and in just the right way for me to understand it,” Sergio recalled. “He said, ‘Sergio, if you knew how to get to Diamond, you would’ve done it already.’ I understood immediately that there were things I didn’t know how to do, but the new person who was going to emerge would. I believed that I was going to make it. That gave me the security, comfort, and trust I needed at just the right time.”

ALL FOUR OF THEIR CHILDREN REMAIN INVOLVED IN AMWAY, BUT SERGIO AND CHARO KNOW IT WILL BE THEIR INDIVIDUAL DECISIONS TO TAKE FULL ADVANTAGE OF THE OPPORTUNITY. “They are all working in the business, and we are very happy for them,” said Charo. “But our youngest daughter is away at college and concentrating on that, and our son has a girlfriend who has become

a priority for him. However, all of them understand that the life we have is thanks to Amway.”

Sergio said, “I think mentoring your children in this business can be challenging for any parent. You know for yourselves the opportunity that Amway represents, and you would like for your kids to discover that. But we have to understand and accept that every human being has a particular talent and their own calling in life. When the moment comes they will each have to find their own way.” ➤



More than ever, the Riveras believe that success and prosperity come from living a balanced life. “Your family is more important than striving to achieve a financial goal. You need to balance business, family, and health, because without your health you cannot enjoy your business or your family. For us, it is very important to find that balance,” said Charo.

WHEN IT COMES TO AMWAY, THE RIVERAS ARE AS AMBITIOUS AS THE DAY AN IMPATIENT SERGIO CHALLENGED THAT EXECUTIVE DIAMOND. “We want to go for the whole enchilada: Crown Ambassador!” Charo said.

And Sergio is already setting goals to achieve that important level in the business. “Now that we have reached Double Diamond in North America, we want to get to Amway’s 60th Anniversary Celebration in Las Vegas in 2019 having reached Triple Diamond,” he said.

THE RIVERAS HAVE MADE THE MOST OF THE AMWAY OPPORTUNITY, AND THEY HAVE ENJOYED THE JOURNEY. They’ve come to appreciate the struggles, bumps, and bruises that have taught them, driven them, shaped their goals, and played an important role in their success.

“I really believe that a lot of people don’t reach their dreams,

or accomplish things, simply because they do not dare to,” said Sergio. “But if you do, you are probably going to get your knees scraped up a bit and have some scars, but you are going to have a wonderful time. And if you manage to help improve the lives of others, even just a little bit, that is a wonderful thing.” ■



(below) Sergio and Charo catch up with Candace Matthews, Regional President – The Americas, and her husband Bruce at the Executive Diamond Club 2016 exclusive group dinner.



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A Selfless Family Tradition

The Riveras have started a unique and deeply satisfying family tradition that allows them to share their success with others. Every year on Thanksgiving Day each family member leaves the house separately with an intention of giving messages of hope and donations to people in need whom they encounter throughout the day.

They have a couple guidelines: They cannot give to people they know personally, and they may divide donations up as they like, giving to one person or several people.

Included with the donation is a handwritten message that provides inspiration, encouragement, and hope. "Sometimes people look at the handwritten message and get moved by it a lot. To our surprise, some people have even cried while reading it," said Charo. "It's a moving experience to bring hope to another human being who has lost it."



Te-pei Liu & May Jin

EXECUTIVE DIAMOND

Dedicated *to* Making a Difference

FROM EMERALD IN TAIWAN AND TRIPLE DIAMOND IN HONG KONG, TO CROWN AMBASSADOR IN CHINA – AND NOW EXECUTIVE DIAMOND IN NORTH AMERICA – TE-PEI LIU AND MAY JIN ARE BUILDING STRONG GLOBAL BUSINESSES.

Hard work is certainly a key to their business success, but they both credit Te-pei's mother, Crown

Ambassador Holly Chen, and her husband, Barry Chi, as being special sources of inspiration. Te-pei had a modest childhood in Taipei, Taiwan, but his mother was always searching for better ways to provide for her family. This led her to become an Amway IBO – and her success is legendary.

"My mother has always been a woman with dreams," said Te-pei. "A woman looking for opportunities to help her children live better lives." Even though Holly and Barry are grandparents who have achieved 70 Founders Achievement Award (FAA) points, they show no signs of slowing down. "They're living examples for me – always propelling me to go forward," Te-pei said.

May was born in mainland China in the Jiangsu province. As an only child, she always wanted to be around people. And when she was introduced to the Amway opportunity, she immediately saw a way to make new connections and friends. "If you want to be a successful Amway businesswoman, you have to go out and connect with many people," said May. "The Amway business is about sharing. You're sharing the Amway opportunity and Amway™ products."

In 1992, May was working 16 hours a day at two different jobs in Hong Kong – including one as a waitress in a five-star hotel – when she first heard about Amway from a stranger. >



(above) Te-pei and May with their sons Hao and Austin.

“As our Amway™ business grows,
our heart grows with it.”

– May Jin



MAY DECIDED TO PURSUE THE OPPORTUNITY, AND SOON MET TE-PEI, WHO WAS AN UPLINE.

Holly Chen had sent Te-peí to Hong Kong to lead the organization in that market. He quickly became May's mentor. "It was purely a working relationship," said May. "Over the next two years Te-peí taught me how to build my business."

It wasn't until Holly played matchmaker that Te-peí and May realized it was meant to be. Te-peí joined the business in 1988 when he was 18, arrived in Hong Kong three years later, and married May in 1995. They've been partners in business and in life ever since.

"It is my good fortune to marry May – someone who shares the same values," said Te-peí. "It has been a blessing to support each other."

FOLLOWING THE LEAD OF HOLLY, AND OTHER GREAT MENTORS AND TEACHERS THEY'VE MET ALONG THE WAY, TE-PEI AND MAY ARE DEDICATED TO GIVE BACK TO THEIR TEAMS. "Over the years, we've gained so much experience," said May. "We have a sense of responsibility to help our partners succeed as well."

For May, success is defined not by her own material gain, but by how she's able to help downline IBOs. "When people around me can live a good life, I consider that to be success," she said.

Te-peí mentors downline IBOs not by lecturing them, but by asking questions, and listening to what they have to say. He asks them what their dreams are, and encourages them to turn those into reality. "If I can inspire others to dream – and help others

achieve their dreams – then I feel successful," said Te-peí.

LIFE DOESN'T WAIT, AND THAT'S A FACT TE-PEI AND MAY KNOW WELL. Both have many life examples of this, and several have helped shape the future of their business.

"My grandmother once said, 'People like your mother are extraordinary. She takes me to walk on the red carpet. When will you?'" said Te-peí.

It wasn't until his grandmother passed away that he understood what she meant. "She wanted to see me be as successful as my mother. It made me realize that, in life, certain things cannot wait. Your time is limited," said Te-peí. "That is one motivation that helps me cherish every single day."



"If I can inspire others to dream – and help others achieve their dreams – then I feel successful."

– Te-peí Liu



(above, from left to right) Te-pei Liu, Barry Chi, Holly Chen, and May Jin.

For May, it was when her oldest son, Hao, was 2 years old. May was getting ready to go out on a business call, but Hao was very upset, and pleaded for her to come home early. “I realized then that I needed to quickly achieve a level of success that allows me to spend more time with my child,” said May.

ALONG WITH HAO, NOW 14, TE-PEI AND MAY HAVE A SECOND SON, AUSTIN, 10. They enjoy traveling with their children and going on bike rides. May loves to cook for her family, and Te-pei especially enjoys “eating whatever May cooks.”

Their business has given them the ability to spend more time together, but they haven’t lost sight of future goals. They hope to achieve Double Diamond in North America this year, and 40 FAA points in China.

But they won’t be stopping there. “Holly has achieved 70 FAA points,” said May. “That is our long-term goal – to be like her.” ■



Success for the Greater Good

Te-pei and May didn’t wait for success to start giving to those less fortunate – it’s something they’ve been dedicated to from the very beginning, though they admit that as their Amway™ business has grown, so has their charitable giving.

“As our Amway™ business grows, our heart grows with it,” May said.

They started over a decade ago by building a new school in an impoverished area of China’s Fujin province. But they’ve since expanded their reach to include sponsoring the education of girls who might otherwise be forced to drop out of school in order to go to work and support their families.

The couple is also active with the Amway China Foundation, particularly the efforts of the Spring Sprout Project to set up cafeterias in schools and ensure children in less fortunate areas have balanced and nutritional meals.

Te-pei and May hope to not only continue to give back to society, but to inspire their team to do the same.

“Even with our increased giving, it is still like a drop of water in the ocean,” said May. “The need is huge.”

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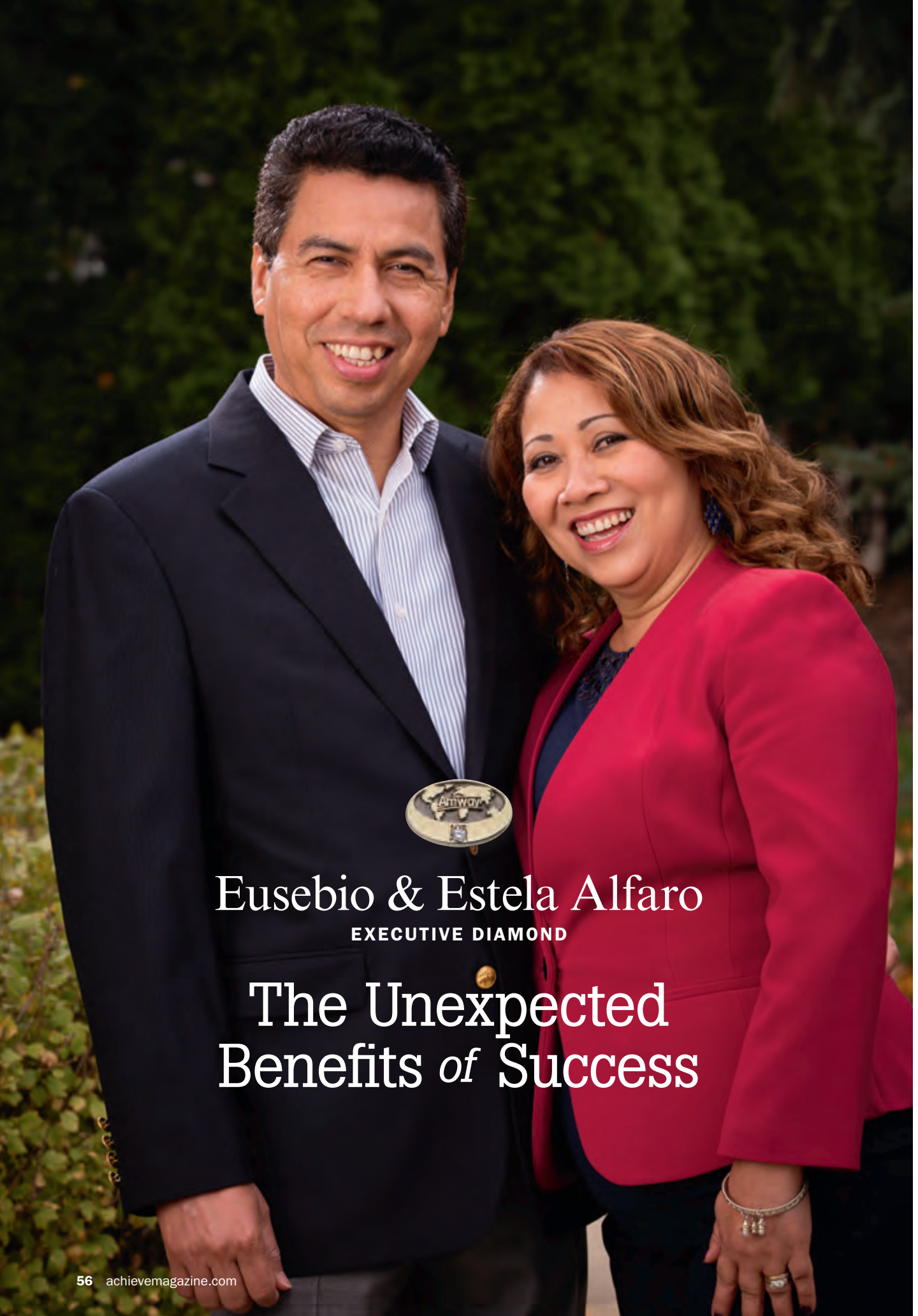
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Eusebio & Estela Alfaro

EXECUTIVE DIAMOND

The Unexpected Benefits *of* Success



(below) Eusebio and Estela pose with Teresa Palmer during a meet and greet and the Diamond Club 2016 welcome party.



“Our business has brought more love into our family.”

– Eusebio Alfaro

A CONVERSATION EUSEBIO ALFARO HAD WITH AN IBO BUSINESS LEADER EARLY IN HIS CAREER CHANGED HIS LIFE. “At a conference, I asked the man ‘What do I need to do to have what you have?’ – not from a financial perspective,” he clarified, “but from a character perspective.” Eusebio saw qualities in the man that he felt he himself didn’t have: self-assuredness, the ability to approach people with confidence, and the presence of someone who is respected by his community.

TODAY, HE AND HIS WIFE ESTELA ARE EXECUTIVE DIAMONDS, AND GRATEFUL FOR THE LIFE THEIR BUSINESS ALLOWS THEM. They say the benefits go beyond what they had expected. “What it has meant to me is more security, yes, but it’s improved every area of our lives – I feel as if I’m living a better life, becoming closer to my husband, building a tighter-knit family, and preparing for our future,” Estela said.

Before becoming IBOs, Eusebio and Estela had been working as a restaurant manager and babysitter/housekeeper, respectively. Eusebio had been a medical student in El Salvador before he and Estela immigrated to the United States to escape a deadly civil war in the early ’80s. When they arrived in the United States to join family members who were already here, Eusebio said, “We found

the principles we wanted our family to live by.”

What he couldn’t find was an affordable education in medicine, so instead he studied business, and that led him to restaurant management. In the end, it wasn’t what he wanted. “My job was very stressful,” Eusebio said, “and Estela loved what she did, but she was looking for something less strenuous – something different.” That’s when Eusebio’s brother visited from El Salvador, where he had started his own Amway™ business. “He showed us Amway™ products, and we loved them,” Estela said.

THEY DIDN’T HAVE ANY DOUBTS ABOUT THE PRODUCTS, but they were unsure whether they had the confidence to start their own business. “We wanted to know more,” said Eusebio, “so my brother came here to train us.” Eusebio’s brother had always been someone he looked up to and admired, and he quickly became his and Estela’s mentor. “That was really great. We had a mentor that we already trusted like family ... because he was family!” Eusebio laughed. For that, the two are eternally grateful. “He really opened doors for us,” Eusebio said.

That was the start of what turned into a true family business. Eusebio and Estela’s children, 28-year-old Boris, 25-year-old Raquel (who is a Platinum), and 23-year-old Marvin, are all in the business with them. ➤



Family is one of the biggest focuses for the Alfaros – and that shows in their business. “Our business is not only our livelihood, it’s something we can do together,” Eusebio said. Both he and Estela also have siblings in the business who range from Platinum to Diamond.

“WHAT MOTIVATES US ON A DAILY BASIS IS SEEING OTHER FAMILIES IN NEED OF AN OPPORTUNITY AND BEING ABLE TO HELP THEM,” said Eusebio. “Our business has brought more love into our family, and now we want to transfer that to other people.” Estela shares a desire to help people reach their dreams and said, “There’s nothing more uplifting than seeing another family change because of the Amway opportunity, to see the kids and their parents benefit together.”

A big part of Eusebio’s motivation is mentoring new IBOs. “Having a mentor gives you the assurance that what you are doing is the right thing, because you can see that your mentor has already accomplished what you are trying to accomplish.” But the “central pillar” of that relationship, he said, is trust. “You have to be able to believe in your mentor, and for that to happen you need a personal relationship.” And Estela added, “Trust is built when mentoring is more than a teacher-student relationship. You really get to know each other and understand that it’s a partnership where, yes, individuals are successful, but we’re all more successful when we work together.”

The greatest gift of being in the Amway business, for Estela, is the friendship and commitment of those she and Eusebio meet

through it. “It is one of the things about the business that I treasure, and one we have been blessed with the most,” she said.

THERE HAS BEEN A POSITIVE SIDE EFFECT OF THE RELATIONSHIPS THEY’VE BUILT THROUGH AMWAY: Eusebio and Estela have come to know themselves better, and have been able to create stronger relationships. “I even know my wife better,” Eusebio said. “It’s made us much closer.” Estela continued, “At the beginning I didn’t realize that we were changing because of our business. We were gaining confidence and really starting to believe in ourselves.” The belief and trust in himself that Eusebio developed, he recalled, “was a 180-degree change. A lot of that we owe to our mentors.”

This leaves them open to asking, “What can I do for others, how can I help them, and what can I teach them?” said Eusebio. The answers to these questions are what he and Estela try to give to as many people as possible. They also have given back to their community by starting a foundation to benefit a local hospital, and they sponsor poor families in other countries. The Alfaros’ success has allowed them to truly give more than they receive. ■

“I feel as if I’m living a better life, becoming closer with my husband, building a tighter-knit family, and preparing for our future.”

– Estela Alfaro

Advice from Great Mentors

Executive Diamonds Eusebio and Estela Alfaro have created a strong support network within their team and family. And the support has paid off; their mentoring spirits have helped drive success.

Here is just some of the advice they give up-and-coming IBOs on their team:

- Above all, have a good mentor, someone you trust.
- Keep in mind that success is gradual – perseverance is key.
- To become a leader you must have a vision to guide you and charisma to motivate others.
- Have faith in the values and principles of the Amway business.
- If you put in the effort and hard work, you can accomplish your goal.
- Hope is the extra energy that can help you to succeed.



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Ty & Venessa Crandell

EXECUTIVE DIAMOND

The Power of Mentorship



MENTORING AND RELATIONSHIPS GO HAND IN HAND FOR TY AND VENESSA.

They attribute much of their success to the incredible guidance and mentorship of the people who have helped them grow.

“Relationships are everything,” Venessa said. “They bridge the gap between where you are and where you would like to be. Our business has been this successful because of the relationships we have with our team.”

“If I didn’t have that relationship with my upline when I first started, I probably wouldn’t be here today,” Ty added. “He didn’t only care about my business. He cared about how I was doing personally.”

That approach made the difference to Ty and Venessa, so they were determined to duplicate it, share it – and make lasting friendships along the way.

“Having that guide – that mentorship – along the way has afforded us everything,” said Ty.

BUILDING ON THE EXAMPLE OF THEIR MENTORS, Ty and Venessa firmly believe in paying it forward. In fact, they both feel it’s their responsibility to help others.

“If we find people who are willing and people who are ready,” Ty explained, “we’ll roll up our sleeves and we will invest our time and our hearts and our souls into somebody, just like our coaches and mentors helped us.”

When someone thanks Ty for his help, he considers it his ultimate reward. “It just makes us want to turn around and go right back to our mentors and say the same thing,” he said.

BECAUSE OF THEIR MENTORS’ GUIDANCE, TY AND VENESSA KNOW SUCCESS COMES FROM DEDICATION AND WORKING TOWARD A VISION. And achieving their goal of a successful, stable business means embracing many challenges.

“We are always willing to do whatever it takes,” Ty said. “And anytime we have adversity or challenges we just say, ‘We’re going to persist.’”

THEY’VE NEVER SEEN FAILURE AS AN OPTION, even though both faced difficult circumstances early on. Venessa didn’t always have basic necessities while growing up in Jamaica, but she looked at the world around her and was determined to change it. Ty didn’t see many opportunities for himself as a young man, but that instilled a challenge to “think outside of the box.”

“When you face hardships in life,” Venessa remembered, “it’s so much easier to be negative.” She learned early on what she didn’t want in life. “I looked at my family struggling. I didn’t want that for them, and I didn’t want that for myself,” she said.

At the same time, a few thousand miles ➤



“Anytime we
have adversity
or challenges we
just say, ‘We’re
going to persist.’”

– Ty Crandell



(above, from left to right) Ty Crandell, Matt Tsurda, Howie Danzik, and Brad Duncan compete as friends in the Diamond Cup tournament at Diamond Club 2016.



away in Portland, Oregon, Ty took any odd job he could get. He worked as a janitor, and then in construction, before setting his sights on real estate. His finances seemed to be improving with some really big ventures on the horizon – but then the housing market collapsed in 2008.

“I lost everything. I was at ground zero. I was totally devastated financially,” Ty said. “And then I saw the Amway opportunity.”

With little money in his pocket, but a surplus of determination and the desire to work hard, Ty looked at the Amway opportunity and said, “I can do that.”

THE OPPORTUNITY TOOK HIM TO JAMAICA IN 2010, WHERE HE MET ANOTHER CONFIDENT, RISING LEADER IN THE BUSINESS – VENESSA. They grew to admire, respect, and truly appreciate each other. Ty continued to visit Jamaica for business meetings, and about a year later, Venessa

asked him on a date. Just six months later they were married. “We were excited,” said Ty. “We wanted to get married and we were ready. Everything was aligned.”

Today much of their business is based in Jamaica, though they have teams in the Cayman Islands and Antigua. They have also built a team in Florida, where they moved this past February. This growth helped them reach Executive Diamond, an accomplishment they attribute to “foundation.”

“The wider our business’s foundation, the bigger the structure,” Ty explained. He defines “foundation” as the number of people they were helping on a regular basis.

FOR TY, THE BUSINESS HAS RESULTED IN ONE KEY WORD: FREEDOM. “This business has given us the ability to work hard on our terms,” Ty said. “You could take away all of our stuff, anything materialistic, but if you start to take away our freedom of

choice and take away our ability to control our calendar, that’s when I get a little grumpy.”

Part of that freedom, according to Venessa, is the ability to create a new life story. “It’s given us the chance to do something great with our lives, to make great decisions, and to build a stable future for our family.”

SUCCESS FOR THEM IS NOT MEASURED BY THEIR BUSINESS ALONE but, rather, by the success of their entire team. “Duplication is success,” Ty said. “If you can teach someone else to do that, I feel like that’s the next level.”

They create goals for the business that are centered around their team. “We have goals for today, we have goals for the month, we have goals for the week, we have goals for the year,” Ty said. “By 2020, we want to be Crown. It’s not because we want to be a certain pin level, it’s because of how many people we can help getting there.” ■

“Relationships are everything. They bridge the gap between where you are and where you would like to be.”

– Venessa Crandell



(upper right) Chief Marketing Officer for the Americas Region Jackie Nickel gives Ty and Venessa a friendly greeting shortly after they arrived at Diamond Club 2016.

(above) Founders Executive Diamond Teresa Danzik makes a new friend in Ty and Venessa's daughter Tyra. The couple is hoping Tyra is the first of many children.

From Dreaming to Doing

Ty and Venessa were motivated to overcome negative circumstances early in their business, but it was positive motivation that really helped them get closer to their dream. In their Kingston, Jamaica, apartment, they had a wall they covered with dreams, goals, and accomplishments.

“My wife and I are dreamers,” Ty said. “You have to put that fuel in that dream tank and keep fueling it up and fueling it up so you can go where you need to go.”

The same holds true in their personal lives. They are determined to always be healthy, full of energy, and ready to get out to build their business. In the near future, they plan to buy an airplane to make it easier to travel between Jamaica and Florida to motivate their teams.

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“A leader can see
beyond, can visualize
the world as it can be.”

– Chak Kakani



Chak & Uma Kakani

EXECUTIVE DIAMOND

Learn, Grow, & Lead *with* Strong Relationships

WHEN CHAK KAKANI TOOK THE WRONG HIGHWAY EXIT, HE DIDN'T KNOW IT WOULD TAKE HIM, AND HIS FUTURE WIFE, UMA, IN A COMPLETELY NEW DIRECTION. “It turned out to be the right one for our lives,” he remembered.

Both immigrants from India, the couple met in 1994 on his first day in America, as they each pursued master's degrees in computer science. While in school, Chak got a full-time engineering job at a major U.S. telecommunications firm. During training in California, Chak took that wrong exit, stopped at a diner, and had a chance meeting with a stranger – who turned out to be his future Amway sponsor. “One handshake changed thousands of lives – our lives, and the thousands of lives we've changed,” Uma said.

“I didn't think like that at the time,” Chak said, “because nobody thinks like that before they're in the business. But eventually we realized how significant it is to shake hands, extend your friendship, and present the opportunity to someone.”

At first he was hesitant about the opportunity. “‘Is this right for me?’ I asked myself. ‘I'm on a solid career path toward corporate management in my job,’ I would tell myself.” But the dream to be an entrepreneur was always in the back of his mind after he watched his dad leave a corporate job in pharmaceutical sales to open his own medical distribution business.

WHEN CHAK TOLD UMA ABOUT THE OPPORTUNITY, ‘SHE WAS SUPER EXCITED. SHE SAID, ‘LET'S DO THIS.’ That was my motivation,” he said.

As a young girl, Uma's parents encouraged her to follow her dream of playing professional-

level tennis. She achieved a significant level of success playing tennis, representing her home state in India. A rigorous schedule of tennis, school, and homework taught her discipline and a strong work ethic. “I saw this business as an opportunity to fulfill our dreams. I never saw myself working for somebody in the long term,” she said after attending an Amway presentation with Chak.

They started as part-time IBOs, and when they reached Sapphire, their business partnership became a life partnership when Chak and Uma married. Exactly two years after they got married they became new Diamonds. ➤



Chak says they would have succeeded in executive and management roles in traditional careers, or they would have eventually become entrepreneurs in some other area. “But this was the opportunity we loved. And more than that, we were both working the business together all the time,” he said.

WITH AMWAY, THEY REALIZED THEY WERE ABLE TO BECOME MORE THAN MANAGERS; THEY COULD BE LEADERS.

“A leader can see beyond, can visualize the world as it can be,” Chak said. “You have to lead yourself, visualize your success, and be persistent.”

Although motivated to have a business of her own, Uma saw herself as shy. She overcame this when she realized Amway is not just “dealing with people,” but having a great impact on the lives of many. “There’s a clear purpose and goal, and that’s the betterment of the people you are around. You can have an effect on generations,” she said. Reading, listening, and learning from people who succeeded before her also helped Uma feel more comfortable.

THE KAKANIS BELIEVE THAT MENTORSHIP IS THE BEST PART OF THE AMWAY BUSINESS.

“Seek help and mentorship. You don’t have to make all the mistakes yourself. Find someone who understands the business, someone you trust,” Chak said. “When you succeed, somebody else also succeeds.

“For us, it was never our upline’s responsibility to reach down to us. It was our

responsibility to reach up. So instead of waiting for somebody to reach down, reach up and proactively build a relationship.”

Uma added, “If you look deeply enough, you will find somebody who has a vested interest in your success. It’s a win-win situation.”

FOR THEM, RELATIONSHIPS ARE KEY TO THE BUSINESS, and trust is crucial to any relationship. “The people who work with us know they can tell us anything, call on us anytime, depend on us for anything,” Uma said. “They know we are always there for them, and we feel the same with them. When they doubt themselves, it’s up to us to say, ‘You can do it.’”

“We’ve known people in this business for more than half our lives. We are where we are today because of the great relationships we have,” Chak said. And these great relationships are continuing into the next generation, positively influencing the lives of their three daughters, Sindhu, 11; Shreya, 9; and Siya, 2. “Our daughters’ great friends

“One handshake changed thousands of lives – our lives, and the thousands of lives we’ve changed.”

– Uma Kakani



are the children of the IBOs who are in our business,” he said.

“WHEN I SEE THE PEOPLE WHO’VE BEEN IN THIS BUSINESS FOR 30 OR 40 YEARS, AND THAT THEIR NEXT GENERATION OR TWO IS ENJOYING THEIR REWARDS, IT GIVES ME A SENSE OF SECURITY FOR OUR DAUGHTERS,” Uma continued.

The Kakanis are justifiably proud of the impact they have on the families within their organization. For example, they have a social group for children of IBOs dedicated to giving that next generation real world skills and training. “The kids set the agenda and everybody participates and speaks about their goals. We see the rewards of that. They are 16, 17, 18 years old and ➤



(above) Chak and Uma with their three daughters at Diamond Club 2016.

on the path to entrepreneurship themselves. Because they grew up becoming familiar with the opportunity, they’ve been visualizing having their own businesses for some time,” Chak said.

“A lot of the older kids teach the younger kids,” Uma added. “We’ve been doing this for eight years, and now the kids run it themselves.”

EVEN WHILE FOSTERING RELATIONSHIPS AND MENTORING FUTURE GENERATIONS, THE KAKANIS STAY FOCUSED ON THEIR OWN FUTURE GOAL: TO BE CROWN AMBASSADORS.

“We are brand-new Executive Diamonds, but our goal is to be Crown Ambassadors. And we want to achieve this by growing our business the right way, building strong relationships, and creating a good number of leaders. That is how we plan to build our enduring legacy,” Chak said.

What’s the best advice they’ve received from their upline? “Get started and don’t quit,” Chak said. “Keep at it and you can succeed – you will learn the skills needed. From day one, build that dream. Be the best you can be at that point in time and help other people succeed. It’s not as difficult as it sounds. It’s challenging and it’s really exciting.” ■

What Makes a Leader Great?

The Kakanis are both strong leaders with very different personalities – Uma is calm, quiet, and direct, while Chak’s large personality is apparent from the moment you meet him.

However, both of their leadership styles are crucial to their business’s success.

Here’s what they say about great leadership:

- Leaders are teachers.
- Leaders cannot fake it – they must have a genuine interest in people and their development.
- Leaders influence people in a positive way – it’s a leader’s responsibility to take people somewhere they’ve not been.
- Leaders must relate to people – build rapport, a relationship, and trust before you lead.
- Leadership is personality-independent – having a natural talent to lead is less important than acquired talent, learning, and willingness to learn.



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Chris Kunchayangkul & Pam Piyanantawarin

EXECUTIVE DIAMOND

Global Leaders *with a* Successful Strategy

CHRIS KUNCHAYANGKUL AND PAM PIYANANTAWARIN EACH STARTED AN AMWAY BUSINESS FOR ONE REASON: THEY WANTED MORE FINANCIAL FREEDOM. From a young age, both of them aspired to start their own businesses just like their parents, but like most young people in college, neither had enough money. Then they both found Amway, and decided to give it a try.

As their Amway™ businesses grew – separately at first – they realized the opportunity offered them a lot more. Through it, they even found each other. Now married with a child, 2-year-old son Cris, they met as IBOs while studying engineering at different universities in Thailand. “I met him the first day that I joined Amway,” Pam recalled. “I became his downline, and it was purely business at first.” She added, laughing, “Then things just got interesting, and we started dating.”

For Pam, starting an Amway business was difficult because she didn’t have the support she needed from her parents. “They were not very supportive,” Pam remembered. Both Chris’s and Pam’s parents own successful companies themselves. Pam’s parents own an indoor soccer facility, a resort, and an electrical installation company in Thailand, and Chris’s own a clothing export company. “It takes a lot for my parents to be proud of their kids,” said Pam. “There’s also a tradition in much of Asia where children often take over the family business when they become adults,” Chris added.

EACH OF THEM HAD DIFFERENT MOTIVATIONS FOR STARTING A BUSINESS, BUT BOTH KNEW THEY WANTED SOMETHING ALL THEIR OWN. “Studying engineering, I could see that the Amway model makes sense logically, and I was looking for an opportunity to be more financially free,” said Pam. She joined Amway while she was a senior in college, about 10 years ago.

At that time, Pam saw success and wealth as one and the same. “When I was in second grade, I used to look at American pop stars and be impressed with everything they had,” Pam remembered. “That was when I started to view wealth as success, and I wanted to be really successful.” Chris joined Amway 18 years ago as a sophomore in college. “I was lazy,” Chris said, laughing. “I sat around in my room and played video games. I’m the youngest of five kids, and didn’t have much motivation.” But when his brother, >



(above) Chris and Pam with their 2-year-old son Cris.



“I want people
to look at me
and say, ‘If
she can do it,
I can do it.’”

– Pam Piyanantawarin



now an Executive Diamond and successful ophthalmologist, invited him to an Amway business meeting, something clicked. “I think my brother just wanted to see me do something with my life,” Chris said, “but I liked the fact that when IBOs reach a certain level in the Amway business they have more freedom to spend their time how they want. I knew I didn’t want to be like my parents and run the family business every day until I retire,” he said.

A sibling was also responsible for bringing Pam into the business. “I have to admit, I had been approached about starting an Amway business several times in the past, and it didn’t seem like a good opportunity,” recalled Pam. When her sister, an Executive Diamond in Thailand and Platinum in North America, invited her to a meeting, she jumped at the chance to get more information through someone she trusted. “Plus it was better than staying in my dorm room and watching TV.”

After going to more meetings with her sister, Pam decided to

give the Amway business a try. “I saw people just like me who were very successful in their Amway™ businesses,” Pam said. After she made some minor gains building her Amway™ business, she began to gain more confidence.

And when she reached Executive Diamond in Thailand, she brought her parents with her to the recognition ceremony. “They could see how far I’d come, and they were proud of my transformation,” she said.

IT WAS AROUND THAT TIME THAT PAM STARTED TO THINK DIFFERENTLY ABOUT SUCCESS.

“Helping other people become successful themselves has become a serious motivator for me. It’s completely changed my perspective on success – it’s not about wealth,” she said.

Soon after that Chris and Pam realized the successes each of them achieved separately were just a beginning. “Eventually it became very clear to both of us,” Chris said, “that we started to define

success by how many people’s lives we could help change.”

Chris and Pam have been highly successful globally, something they both saw for themselves from the beginning. “When I was first introduced to the Amway opportunity, I saw other people like me having businesses in different countries, and that was really exciting. It became one of my biggest goals,” Pam recalled. Today she and Chris are Crown Ambassadors in Thailand, Executive Diamonds in North America, and Emeralds in Australia.

One of the ways Pam and Chris accomplish their goals is by working as a team. “I’m the detail-oriented one,” said Chris. “I never miss a thing or forget about someone in our organization. She’s the one who keeps everybody motivated.”

“It’s true, I’m constantly pushing us all to move forward, to make positive change,” Pam said. “I want people to look at me and say, ‘If she can do it, I can do it.’” ■

What You Say to Inspire

Chris's and Pam's leadership styles are different, but they both can agree on what inspires them to grow their business. They have a set of mottoes that drive growth in their business – and they use to coach their teams. **Below are a few:**

- **Dream big.** Ambitious dreams put roadblocks into perspective and make us better able to overcome them.
- **Have a clear vision.** When you know exactly what you want, you can find the inspiration to reach your goals.
- **Be able to self-motivate.** Support and mentorship from uplines is essential, but self-motivation is one of the most important qualities of successful IBOs. Self-motivators do whatever it takes to realize their dreams.
- **There is always room for improvement.** Always work to become better personally, and it will have an effect on your business.

“We started to define success by how many people’s lives we could help change.”

– Chris Kunchayangkul



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Tommy & Hai Yan Lin
EXECUTIVE DIAMOND

By Helping Others,
They Helped Themselves



“I was looking for freedom and more security, and I found both with Amway.”

– Tommy Lin

THE STRONG MENTORSHIP, HELP, AND ENCOURAGEMENT TOMMY AND HAI YAN PROVIDE THEIR TEAMS HAS A LASTING IMPACT. “Because of them, I was able to start to dream again. I was working in a Laundromat for 18 years, and I didn’t have quality of life,” recalled one of their downline IBOs, Elena Huang. She added, “After they introduced me to the Amway opportunity, I know I can realize my dreams.” Now Elena is an Emerald, and just one of many Amway IBOs with deep respect for Tommy and Hai Yan.

The Lins came to the United States from China in search of the American dream. He worked for a trading company while she became an office clerk. “I was satisfied with the status quo. I was the kind of person who used to be comfortable with what I had at the moment,” Hai Yan said. Tommy was studying international business in college. One day a classmate talked to him about the Amway business. “I was looking for freedom and more security, and I found both with Amway,” Tommy remembered.

“I liked the products,” remembered Hai Yan, “but I didn’t believe that I had the capability to succeed in this business.” But after she and Tommy attended a conference run by a couple who would

become their mentors, Hai Yan realized her own value. “All I wanted was a stable job, but after that conference, I saw that my mentor had set so many good examples. From there, I started to dream.”

“I didn’t understand Amway at the beginning,” he said. But as the opportunity of Amway became clearer through mentorship, Tommy says he realized the business can provide freedom. “And you are respected by others,” he said. “This is a business where you can help yourself and also help others.”

More importantly, he said, “My mentor helped me kick-start my business the right way, and he also let me see something that I didn’t see before.”

TOMMY LEARNED TWO IMPORTANT PIECES OF ADVICE FROM HIS MENTOR. “First, this business is my own. I have to work hard. I am the one who owns the business. Second, I need to help other people.”

“In the past, I thought I was only able to help myself,” Tommy recalled. But Tommy’s mentor helped him see that to be successful in Amway, “You have to help other people before you help yourself. This is something that has changed my mindset, because I now know that by helping others, I can do better and better.” >



Tommy believes that the best gift he and Hai Yan give to others is hope. “A lot of people might not have hope, but Amway is a business full of hope. Not only for this generation, but for generations to come – your children and your grandchildren.” The second gift is happiness. “Amway is not a salesperson’s job. It’s a community full of caring people who help each other,” he said.

Another gift is confidence. Before Amway, they worried about bills and expenses, but because their life has improved through their business, they’ve gained more confidence. “Because of that, I can help others get their own confidence,” Tommy said. The last gift is choice, he added. “Realize the choices available to you before you put in the hard work, because without a conscious decision, any hard work could be in vain.”

FROM THE BEGINNING, THE LINS HAVE VIEWED THEIR BUSINESS AS GENERATIONAL. “Amway is not a business that lasts for a year or one generation. It’s a business for generations,” Tommy said. They look forward to the day when their children, Jessica, 14; Victoria, 11; and Alexander, 2, can join them in the business.

“It’s a business where parents can enjoy time with their children. A lot of times, children grow up, get married, leave

the house, and they’re separate from their parents. But this is a business that we can work together in,” Hai Yan said. “In a traditional business, family and business are usually separate. But, in the Amway business, these two are seamlessly combined.”

Although their children are many years away from joining them in the business, Tommy and Hai Yan feel like they’re already in business with family. “Our team is just like a big family. If anyone is not doing well, then we know that we haven’t done enough,” Tommy said. “We actually hope our team does better than us.” Hai Yan agreed. “Just like our kids; a parent will always hope that their kids can do better in life. I feel the same when I see our team doing great things,” she said.

“We would like to see them one day achieve what we’ve achieved,” Tommy said. “This is our dream.” ■

(upper left) Tommy and Hai Yan with their daughter Victoria.

(below) Tommy and Hai Yan with Amway President Doug DeVos at the Diamond Club 2016 business meeting.



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“In a traditional business, family and business are usually separate. But, in the Amway business, these two are seamlessly combined.”

– Hai Yan Lin

(above) The Lins meet actress Teresa Palmer during the exclusive Artistry™ Premiere Party at Executive Diamond Club 2016.

Always Instilling Hope

The Lins' desire to give others hope – combined with their caring persistence – is evident in the successes of IBOs on their team like Elena Huang, Frank Liu, and Andy Zhao.

As Frank describes it: “Three years ago I quit my full-time job to dedicate my full attention to Amway. I can't even picture now, if I was still stuck in that job, what kind of pressure I would face, and what it would mean when I turn 50 or 60, to have that pressure all the time. So I thank Tommy and Hai Yan. They kept on telling me the value of this business.”

From his very first introduction to the Lins, Andy Zhao realized they were a special couple. “They're always motivational, very clear about their goals, and always ready to help. That's why I decided to join their team. At the beginning, I didn't realize the potential, so I didn't give it all my attention. But Tommy never gave up on me, and today I'm Platinum, and they motivate me to want to work even harder,” Andy said.



Patrick Mahakkapong & Joyce Joe Chudatamee

EXECUTIVE DIAMOND

Sharing Enthusiasm & Success Around the World

WHEN YOU FIRST MEET PATRICK MAHAKKAPONG, it's hard to believe he described himself before Amway as "a guy with no future who just wanted to play computer games, and who didn't think about creating a future for himself." Hard to believe, because 14 years later, Patrick is energetic, enthusiastic, and focused. He and Joyce Joe Chudatamee are not only Executive Diamonds in North America, but also the youngest Crown Ambassadors in Thailand and the world.

This couple's list of accomplishments continues to grow. They're Platinums or above in Hong Kong, the Philippines, Australia, and the United Kingdom. This means they are always on the go, building their Amway™ business across the globe, sharing their success with others, and seeing the world along the way. Ask Patrick what their average day is like, and he'll tell you: "Joyce and I build the business every day together. We enjoy the work, the travel, and building the business everywhere we go." They now have team members in more than 20 countries.

BEING JET-SETTERS WASN'T WHAT THEY HAD IN MIND WHEN THEY BOTH GRADUATED COLLEGE WITH DEGREES IN COMPUTER ENGINEERING. They knew they wanted their own business but it took some time to decide. One of their first was growing and exporting hydroponic vegetables, but they also worked a variety of other jobs. While working in the jewelry business, Joyce happened to listen to a friend's Amway™ CD when they carpooled together one day. "After I listened, I got curious," she said. "So I started to research Amway, and found out that it's a good business. That's when I decided to try it."

Patrick's impression at the time was that "Amway was just a small business." But after Joyce invited him to listen to the opportunity, and he saw the quality of the products, he became excited. "I could not sleep. This business could change my life," he recalled thinking. For him, the decision to start an Amway business was very easy. Or, as he jokingly put it, "Because Joyce was my girlfriend, it wasn't easy to say no. I just said, OK, I will sign up for her." Laughing, Joyce added, "We jumped in." >



(above) Jim Ayres, Managing Director of Amway North America, and his wife Nancy welcome Patrick and Joyce to their first North American Executive Diamond Club this year.



“We live not only a very good
life, but also a significant,
meaningful life.”

– Patrick Mahakkapong

PATRICK WAS INSPIRED BY THE FREEDOM HE SAW IN THE AMWAY OPPORTUNITY. Learning about the business gave him hope and helped the former “no-future guy” to start setting goals. “I learned a lot. I believe in this business, the products, the marketing plan, and the company,” he said. Confident they could do it, Patrick described their first four years in business as being “all in.” He said, “We put our entire selves into this business because we wanted to change our lives.”

As they and their teams found greater and greater successes, paying it forward became the couple’s motivation. “Once our teams started qualifying for higher levels, we saw our life – and their lives – truly change in an amazing way. So I realized this is what I’m going to do for my whole life. This is so significant and so valuable. We work because we want to, not because we have to,” Joyce said.

Patrick agreed. “I still keep sharing this business because I believe that a lot of people around the world need this opportunity like I did. If we were not in this business, we’d still be hardworking, but not inspiring people around the world.” Now that they are Crown Ambassadors in Thailand and Executive Diamonds in North America, Patrick says their story can inspire a lot of people. “We live not only a very good life, but also a significant, meaningful life. It would have never happened if we hadn’t started this business 14 years ago,” he said.

THINKING ABOUT HOW HE AND JOYCE HAVE CHANGED SINCE THEY JOINED AMWAY, PATRICK SAID, “THE HEART OF THE BUSINESS IS CHANGE. You have to change yourself when moving up because you have to take care of a lot of people. You have to change your attitude and your habits. We change every year.

We try to be better people. We are not perfect, but we try to be better.” Patrick believes the greatest gift he can give is to be a good example for his team. He wants as many people as possible to have his kind of lifestyle.

Joyce believes that finding success in the Amway business also means learning to truly respect people’s differences. “We don’t judge others, we just respect the way they are,” Joyce said. “For our teams, it’s about maturity. We tell them not to give up. We tell them, ‘Hey, try to think another way. Grow from your obstacles, live, and learn from your mistakes.’”

Patrick says they are always available to coach and mentor downline IBOs through problems. “I remind them that there are so

“Grow from your obstacles,
live, and learn from your mistakes.”

– Joyce Chudatamee



many things you cannot control in life, but you can control yourself, and with Amway, you have wonderful products and a team and company that support you – you don’t need to deal with it by yourself,” he said.

Joyce and Patrick view Amway as a partnership. Patrick said, “My advice is to first find your dream and your passion. After you have passion, everything is easy because Amway already totally supports you.” Joyce added, “Encourage yourself. It’s very important to believe in yourself, dare to dream, and dare to believe. I think Amway is too precious to give up easily. Everyone should give it a try and try hard.”

On Being Young Leaders

“Amway is a leadership business, but it’s not about how old are you. It’s about mindset,” said Patrick. Along with their energetic, youthful personalities, sharing their mindset is a main reason 85% of the IBOs on their team are under the age of 30.

Although tech-savvy, the couple stresses the importance of first making personal connections, then using social media to help communication. “Technology helps so much right now. You can manage your team online, and keep in touch with them on social media,” he said. Both having computer science degrees, they also use the latest apps – including the Amway™ App – and a host of other networks, depending on what’s popular in a particular country.

As Joyce said, “The new generation – any generation – can do many meaningful things together in the real world, not only in the virtual world. Get out and do something. We can make things different.”

WHAT’S AHEAD? Patrick says he and Joyce will continue to work hard and enjoy life – in equal measure. “We think right now is a very good time in our lives. We’re very happy, and living a full life,” Patrick said. Every year the couple sets a goal together. “After we set a goal, we just work on it, focus, and help more people on our team succeed. We want to be Crown Ambassadors in North America, Australia, and Europe. And there are a lot of countries in the world that need this opportunity. In the future, the world will be more connected – like one world with no boundaries. So we are one Amway,” he said. ■



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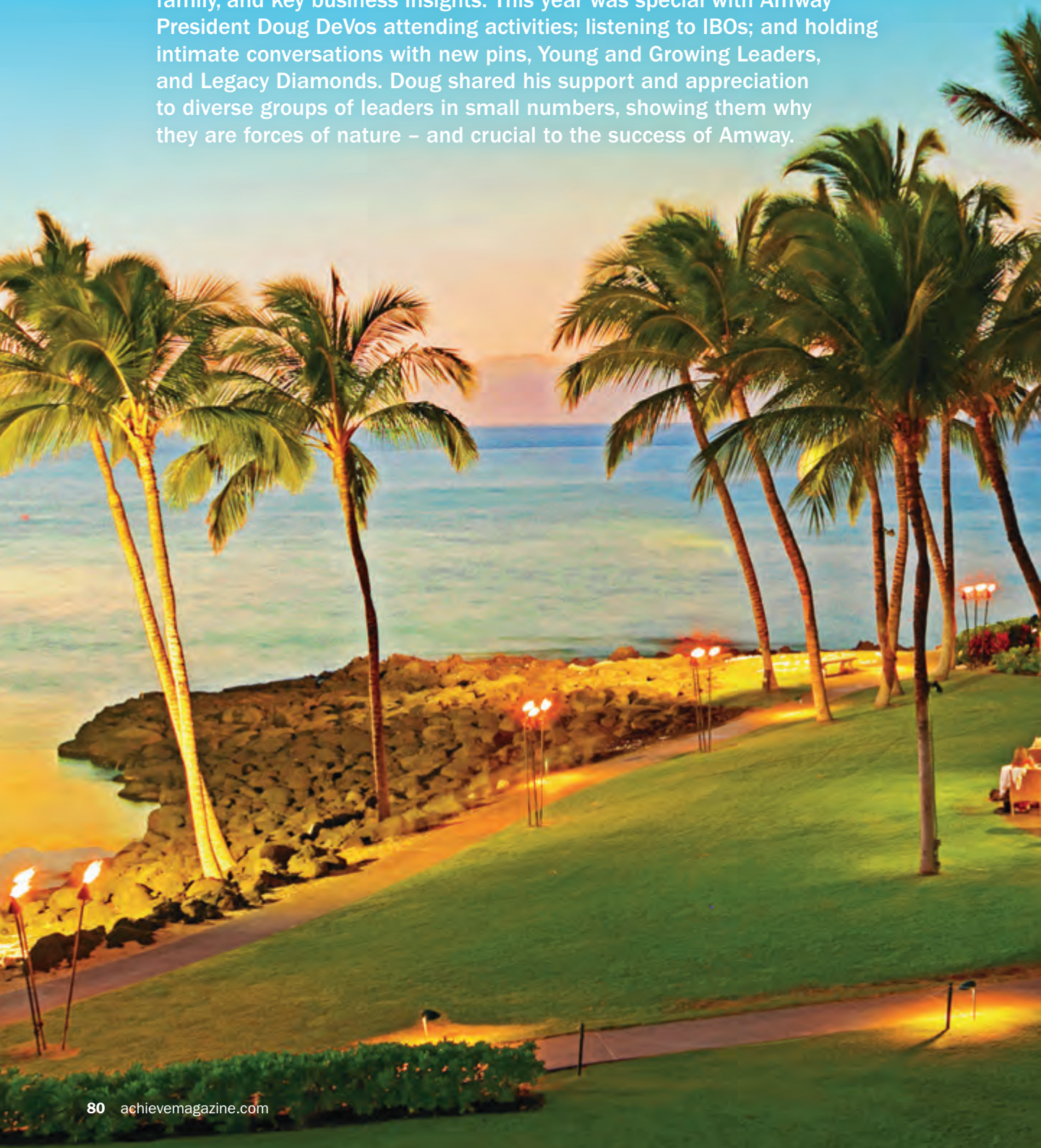
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Diamond Club 2016

A Special Celebration

For five days, Diamond Club 2016 treated IBO leaders to luxury accommodations, premium parties, exciting activities for the entire family, and key business insights. This year was special with Amway President Doug DeVos attending activities; listening to IBOs; and holding intimate conversations with new pins, Young and Growing Leaders, and Legacy Diamonds. Doug shared his support and appreciation to diverse groups of leaders in small numbers, showing them why they are forces of nature – and crucial to the success of Amway.

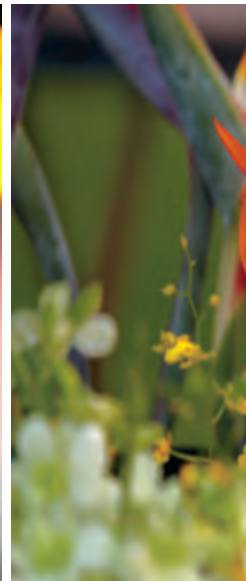


A photograph of a tropical resort at dusk. In the foreground, several tall palm trees stand on a green lawn. In the middle ground, an outdoor dining area is filled with tables set with white cloths and chairs, where many people are seated. The area is illuminated by warm, low-lying lights. In the background, the ocean is visible under a twilight sky. The text "of Leaders" is overlaid in the top left corner.

of Leaders

Amway | **Diamond Club**
BIG ISLAND, HAWAII 2016

Aloha & Mahalo, Diamonds!





The welcome party, held outside the hotel along the ocean, was a special event filled with excitement and exclusive experiences. Diamonds met and chatted with Teresa Palmer, actress and the Global Face of the Artistry® brand, who spent hours posing for pictures and sharing beauty tips with Diamonds. They were also treated to a dinner featuring a variety of exotic Hawaiian food, customized local flower arrangements, and native art.

The entertainment was spectacular, with light shows, fire dancers, Hawaiian music, and performers who invited IBO leaders on stage to participate in hula dancing. After the show, Diamonds had a surprise guest as Amway President Doug DeVos strolled casually among the tables chatting with the IBOs and thanking them for their achievements. >





The celebrity experience continued after dinner when Diamonds met college football coaches Brian Kelly, head coach for the University of Notre Dame; Rick Neuheisel, former head coach of UCLA and sports commentator; and Gary Darnell, associate executive director of the American Football Coaches Association®. They also met Charley Hoffman, a professional golfer who ranked top 10 in the world last year. There was a drawing for sports memorabilia and words of advice from coach Neuheisel. “Belief in yourself, belief in your team, and belief in your company – that’s what it takes to get here, and that’s why you’re here,” he said.

New Founders Diamond Trevor Baker was thrilled. “I used to attend Diamond Clubs with my parents [Glen and Joya Baker] until I was 18 – more than 10 years ago,” explained Trevor. “But I decided not to come back until I was fully qualified as a Diamond myself, because I always respected the leaders of the organization, and I wanted to earn their respect,” he said. “That’s a huge thing for me.” ■



“I love her style,
I love her look, and
I love her attitude!”

– Executive Diamond Joyce Joe Chudatamee
after meeting Teresa Palmer

(left, from left to right) Crown Ambassadors Wonbo Shim and Jungah Han, new Executive Diamonds Joyce Joe Chudatamee and Patrick Mahakkapong, and new Diamonds Chu-I Liu and Wei Sun attend the Diamond Club 2016 welcome party.

(upper right) Diamonds Yudit Gonzalez and Reinell Martin arrive in stylish tropical looks.

(right) Teresa Palmer jokes with Founders Executive Diamonds Ivan and Carmen Morales as they take photos of themselves with the actress.

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Celebrating Great Results & Sharing Vision for a Bright Future



IBO leaders at the Diamond Club 2016 business meeting heard the details of Amway North America's exceptional results, and received praise from executives who said the results couldn't have been achieved without their partnership. The top executives also outlined their plans and vision for a very bright future. There was one clear message: It's a great time to be part of the Amway business.

THE NUMBERS SHOW EXCITING GROWTH

Rajneesh Chopra, Vice President – Sales, Amway North America, shared impressive figures that demonstrate the strength of the business.

New pin growth in 2015 was strong:

24%

increase in
New Platinums

55%

increase in
New Founders
Platinums

54

New Emeralds
& Founders
Emeralds

35

New Diamonds

1

New Crown

And success continues for 2016*:

3%

increase in New
Silver Producers

22%

increase in New
Gold Producers

13%

increase in
tracking first-time
Platinums

4%

increase in
tracking Emeralds

56%

increase in tracking
New Diamonds

*Figures accurate as of April 2016.

HONORING PIONEERING LEADERS

Rajneesh went on to recognize important business pioneers who have been in the business for 40, or even 50 years.

- **40 years in the business:**
Paul and Leslie Miller,
Angelo and Claudia Nardone
- **50 years in the business:**
Bill and Jan Campbell

He gave special recognition to special Legacy Diamonds who have qualified Diamond for 50 years. These legendary IBOs were presented Peter Island certificates for their outstanding achievement.

- **50 years as qualified Diamonds:**
Gordon Ross,
Jim and Sharon Janz



A SHARED VISION FOR THE FUTURE

Amway President Doug DeVos recognized the incredible achievements of the Diamonds and talked about strengthening the future of the Amway business by building upon the foundation created by past generations. He also shared the focus and challenges for the business, asking the Diamond leaders to continue to work together and lead by example.

Doug outlined three main areas that will define the future of the company:

1. The environment leaders create – and what is being done to keep it a positive one.
2. Operational support – working together to improve the daily support the company provides IBOs.
3. The fast and fun nature of the business – coming together to understand what needs to be done so that everyone can adapt quickly and have fun while doing it.



He talked about the challenges that Diamond leaders and Amway must solve to grow even greater:

- The reputation of the Amway™ brand: How is the Amway story being told, and is it being told consistently to build the Amway™ brand?
- The journey to Platinum: How do leaders make the journey better and faster?
- Platinum sustainability: How do we improve what we teach, what we reward, and what we recognize to better support long-term growth?
- The barriers leaders face: How do leaders change the way they think, and accept new ideas?

Doug spoke passionately about the role of a leader in the Amway business. He said there are three main roles:

1. Staying true to the Amway values.
2. Getting “unstuck” from old ideas, and being open to new ones.
3. Being stewards of the Amway cause for generations to come.



“You have taken this cause of Amway and made it real for so many people because you remained true, remained open, and remained stewards.”

– Doug DeVos,
Amway President





“Together we’re so strong
and we can continue to
grow the business together.”

– Jim Ayres, Managing Director
of Amway North America



BUSINESS STRENGTHS AND PRIORITIES

Jim Ayres, Managing Director of Amway North America, shared key indicators of business strength in IBO performance year 2015:

- 10% increase in sales.
- Increase in New IBO registrations, renewal rates, and Platinum requalification.
- The Americas was the fastest-growing Amway region.
- Double-digit increase in Nutrilite™ product sales following the relaunch.
- Improvement of shipping and delivery times.
- Continued great partnership with USA TODAY through the Amway Coaches’ Poll.
- Launch of Business Starter Kit and Product Starter Kit to help new IBOs get started quickly.
- Launch of Digital Starter Kit put essential information at the fingertips of new IBOs.

Jim also detailed Amway North America’s top priorities for 2016:

- Fixing the website and improving the shopping and ordering experience.
- Lowering of shipping costs.
- Launching the brand-new XS™ Sports Nutrition line.
- Reinventing training programs that are engaging, co-developed with IBOs, and easy to find.



PARTNERSHIP IS THE FOCUS


Candace Matthews, Regional President – The Americas, talked about the importance of partnership, which she called “one of the most endearing attributes of the company.” She emphasized how crucial it is that the company continues to partner with Diamond leaders and listen to the goals and ideas they have for themselves and their teams.

She reiterated Jim Ayres’s pledge to improve training programs over the next year. “We have partnered with IBOs across the Americas to improve how we

teach the business and how we teach others to teach the business,” she said.

Candace talked about the New IBO Pathway to Success, launched in December. She said, “It provides a more simple, modern on-boarding process, because our job is to help you become more successful.”

Candace guaranteed continued partnership with the Diamond leaders. “We are committed to the long-term success of your businesses. We are going to do whatever we can to support your business, so you can pass it on to future generations,” she said.



“Your greatest partner is Amway. Let’s continue to partner for success.”

– Candace Matthews,
Regional President – The Americas

Diamonds Get Exclusive Previews & Tips





Diamond Club gave leaders the chance to participate in live product demos and get exclusive tips about new products, promotions, and resources for IBOs. Details about the upcoming launches of this year's hot new products – XS™ Sports Nutrition and the Artistry Supreme LX™ Collection – were a major focus.

Diamonds became experts as they sampled products and received advice from brand teams and product experts. They learned how these new products will grow their businesses by creating new opportunities and attracting new customers. ➤

XS™ SPORTS NUTRITION – A \$19 BILLION OPPORTUNITY

“The sports nutrition industry is a \$19 billion industry,” said David Vanderveen, Amway Vice President and General Manager of the XS™ Brand. “Half of all adults in North America use sports nutrition products, with 50 percent of those under the age of 35 – it’s not just for jocks anymore.”

He explained why there’s a demand for these products. “People today are doing more and getting more out of life,” he said. “These products speak to a broad range of people.”

The new XS™ Sports Nutrition line is unique with three product categories: Hydrate - quench your thirst and improve your body's hydration; Energize - for an immediate boost and long-lasting energy; and Recharge - for quicker recovery from workouts and help building lean muscle.

“We focused on things people will actually feel and recognize. Customers will say ‘Wow, I can only get these products and this experience through Amway,’” David said.



“We focused on things people will actually feel and recognize.”

– Amway Vice President and General Manager of the XS™ Brand David Vanderveen

THE ARTISTRY SUPREME LX™ COLLECTION – THE PINNACLE OF BEAUTY

In the Artistry™ workshops, Diamonds learned about the Artistry Supreme LX™ Collection, our advanced new generation of luxury skincare, launching on September 7. Michelle D’Allaird, Artistry™ master skin health educator, showed leaders how this amazing product can grow their beauty businesses. “It empowers skin to act up to 15 years younger,” she said.

The collection provides even more credibility to the Artistry™ brand, and is something a lot of customers and prospects are looking for. “Today, quality skincare is a necessity, and that’s an evolution in the skincare business – and this is what you’re getting with the Artistry Supreme LX™ Collection,” Michelle said.

Jesse Leverett, Senior Research Scientist at Amway, talked about the precious and powerful ingredients used in the collection’s exclusive formulas and how they work to deliver unprecedented results.

Rare Gardenia Grandiflora stem cell extract helps deliver comprehensive reduction in multiple signs of aging.

Next-generation CellEffect24 Complex, with antioxidant Nutrilite® green acerola cherry and spinach leaf extracts, Rhodiola Complex, L-Carnosine, and Cardiolipin, helps boost skin’s natural ability to energize itself.

Opulent 24K gold provides soft focus, diffuses light, and helps improve the appearance of wrinkles.



“I immediately
fell in love.”

– New Diamond Nelly Nuñez





"The most important thing is that we've invested in research to improve our Artistry® Creme LuXury Collection, which had already outperformed many of our competitors," Jesse said. Artistry Supreme LX™ Regenerating Cream helps restore the skin's natural biorhythms, amplifies the skin's ability to energize itself, and allows skin to appear rejuvenated. Jesse also showed the amazing clinical results – the collection totally regenerates skin's youthful appearance, softening wrinkles in just three days.

New Diamond Nelly Nuñez, who says the Artistry™ brand is a big part of her business, volunteered to be a model in an Artistry Supreme LX™ workshop. "I immediately fell in love. It made my skin so soft, and I even noticed the wrinkle on my brow was reduced," she said.

As a medical lab technician, Nelly appreciates the science behind these new skincare products, and she was impressed. She explained, "You know when the skin gets energized, that's a great thing." >





(upper right and center) Diamonds receive tips and insights from Nutrilite® brand experts. (below) An Amway™ App demo shows how recent updates greatly improve functionality.





Product Innovations Fuel the Business

The two major Amway™ product launches provided just some of the sneak peeks and ideas for Diamonds at this year's Diamond Club interactive workshops. More business-building news included:

- **Amway™ App:** Improved design, features, and functionality.
- **BodyKey™ Variety Pack bundle:** A newly launched bundle – perfect for sharing and sampling.
- **Customer Free Shipping:** A great new customer benefit to help increase orders.
- **Ditto® Scheduled Ordering:** Diamond leaders were encouraged to share their ideas for the redesign of this popular program.
- **New IBO Pathway to Success:** Tips on how to use the Product Starter Kit and Digital Starter Kit to help new IBOs start activating and making money.
- **New Amway Education:** A preview of a new education program designed to help new IBOs start strong.
- **Nutriline® Supplement Guide:** Information on new ways to use the guide as a tool to build business. ■

Honoring *the* Legends *of* *the* Business



AMWAY PRESIDENT DOUG DEVOS ASKED LEGACY DIAMONDS TO JOIN HIM FOR COFFEE AT DIAMOND CLUB.

"I wanted us to get together out of the respect and admiration that we have for you all and what you've done," he said. Doug talked with the Legacy Diamond Leaders, who have qualified for 30 or more Diamond Clubs, about past events, and how Diamond Club has grown with the business. "It's great to see the atmosphere here, and the way these events work today. The business is so strong and so together, it's really fun and it's really a celebration. And it's very worthy of recognition, because you are the ones who built it," he said.

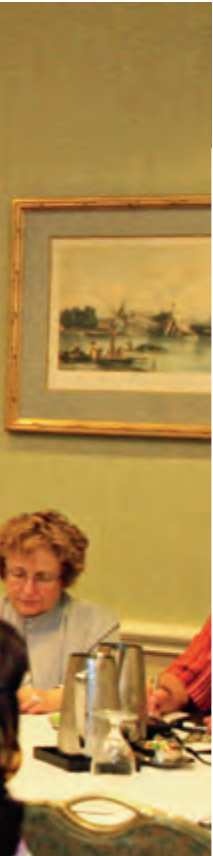
"I'm getting close to my 30th Diamond Club, so I'm just getting into your ranks," Doug said to a room full of laughter. "But it's so vital and important to know that the Founders' Fundamentals have been in place for many, many years. That strength allows us to go forward, and we can deal with any challenge, as long as we stay together," he said.

Doug shared stories about his dad, Amway Co-Founder Rich DeVos, and his mom, Helen DeVos. Both parents had birthdays a few weeks after Diamond Club – Rich celebrated his 90th. "One of the things my dad is most proud of is how the Amway business is set up for

future generations. It's important for us, and I know it's important for those of you who have new generations coming up in your businesses. There aren't many companies with that kind of opportunity," he said.

The Legacy Diamonds enjoyed sharing stories with Doug, and talked about the Amway executive team's initiative to support their businesses. "We appreciate the leadership team that's in place now, and we appreciate your commitment. It means so much," said Kathy Victor. "The current leaders are the most IBO-centric I've seen in all my years as a Diamond," said Greg Duncan. Greg continued, "You have people who say, 'Hey, if it works for the IBOs then it will work for the company.'" Candace Matthews, Amway Regional President – The Americas, told the leaders: "There are a lot of people on our team committed to keeping you at the center of our focus."

Legacy Diamond Bill Hawkins added, "If we are good on our values everything else falls into place." Doug agreed, and made a commitment to continue building the business for the future. "This is truly about partnership. When everyone comes together, and everyone is on the team, we tap into the next generation of business owners and leaders who are looking for these same values," he said.



“We appreciate the leadership team that’s in place now, and we appreciate your commitment. It means so much.”

– Kathy Victor



(top left) Jim Ayres, Managing Director of Amway North America, with Crown Jody Victor

(left) Crowns Peter and Barbara Matz

(above) Crown Kathy Victor

Doug DeVos Thanks Leaders

You couldn't miss Amway President Doug DeVos at Diamond Club 2016. He seemed to be everywhere. Whether it was when he stopped by the DC Welcome Party to chat with IBO leaders, held a casual gathering with Legacy

Diamonds, attended a lunch for new pin recipients, or visited a reception for Young and Growing Leaders, Doug made it clear he was there to honor the Diamonds and share all of Amway's gratitude for their achievements.

New Pin Recipients “Make the Opportunity Real”

“YOU HAVE STRETCHED, YOU HAVE REACHED, AND YOU HAVE ACCOMPLISHED SOMETHING THAT IS SPECIAL. We want to recognize that, celebrate with you, and let you know how much we appreciate you.” Amway President Doug DeVos told this to Diamond and above new pin recipients at Diamond Club 2016 during a special luncheon held in their honor.

The new pins gathered with Doug and other Amway leaders at the VIP lunch event, held in a room with beautiful views of the Pacific Ocean at the luxurious Fairmont Orchid Resort. Doug shared memories of attending Diamond Club events as a child with his dad, Amway Co-Founder Rich DeVos. “The event today is so much bigger with more people and more fantastic activities, but the spirit is the same,” he said. “If our objective is to create more opportunity for more people, we must always move forward. Your success demonstrates to the world that this business is moving forward.”

Several new pins asked Doug for his advice on managing global businesses. Doug responded, “It’s important as leaders for you to first ask what you aren’t going to do. You shouldn’t expand to a new



market for short-term rewards, but instead be strategic and make a commitment to go where you can devote the time and effort to coach and train leaders.”

Some of the new pins thanked Doug personally for the support and partnership Amway has given them over the years. And many in attendance noted that the partnership has grown even stronger.

Doug told the group, “When someone is struggling and maybe their business isn’t moving forward, they can still gain motivation from your leadership, and hope from your business moving forward. When you qualify for new levels, you show that the opportunity is real – and you make the hope real.”

VEGAS IS WAITING. WILL YOU BE READY?

The countdown has begun to Amway's 60-Year Anniversary Celebration.

When May 2019 arrives, we hope to welcome you in Las Vegas at the Mandalay Bay Resort, a 43-story luxury hotel where you can experience the Mandalay Bay Beach, Shark Reef Aquarium, several entertainment venues, and 24 of the finest restaurants on the Las Vegas Strip.

September 1, 2017, is the start date to qualify for the largest ever global gathering of Amway's top leaders – the one and only Diamond Anniversary Celebration for those qualifying Diamond and above!

Start focusing on the future today so you can join us in 2019.* Don't miss this milestone celebration!

Amway 60th Anniversary
Make It Yours. Make It Happen. Make It to Vegas.
May 2019

*Qualification during Performance Year 2018
(Begins September 2017, Ends August 2018).

Mandalay Bay™ is the trademark of Mandalay Corp.

Amway™

A60

SIXTY YEAR ANNIVERSARY

— 2019 —

Young Growing Leaders Will Bring the Business to New Heights





YOUNG GROWING IBO LEADERS WERE TREATED TO A SPECIAL RECEPTION HOSTED BY AMWAY PRESIDENT DOUG DEVOS AT DIAMOND CLUB

2016. They got the chance to talk to Doug about the business, and enjoy an amazing assortment of food and traditional Hawaiian entertainment.

"The next generation has always been a key factor of success in the Amway business," said Doug. "When Rich and Jay [Amway Co-Founders Rich DeVos and Jay Van Andel] started as IBOs in the Nutrilite® business, they were called 'the boys' because they were some of the youngest. Just as they did then, you represent the next phase of the Amway business. You're important, and we thank you."

Doug continued, "You all have so much potential. You have achieved amazing things, and we have high expectations for you. This is your business, your goals, and we respect your decisions and believe you have the skills and abilities to take the business to new heights."

He talked about the tremendous growth of the business over the years. "Who would have ever expected the business to get this big? Who would have expected leaders to have global

businesses? Who would have expected anyone to go beyond Diamond level? There just weren't those levels of success back then," he said. "But today some of those levels we never dreamed possible have been reached and exceeded. Those incredible levels of achievement you see today are levels that are meant to be passed. Records are made to be broken."

Doug received many questions from these leaders about future plans at Amway. He talked about the increased desire of young people around the world to be entrepreneurial, and a traditional marketplace that doesn't provide as much opportunity. "The changes in the global market are bringing people our way," he said. "The Amway opportunity remains incredibly attractive – we see a bright future."

New Diamond Theo Galan Jr. noted how many young people today "don't follow companies or brands, but instead follow people." Doug agreed and reaffirmed that Amway's success has always come from people connecting with people. "We hold dear the belief in the unlimited potential of every person. There's nothing more impactful or joyous than seeing people realize that potential," he said.

Diamonds Compete in Family Fun





(above) New Executive Diamond Ty Crandell sinks a put as Matt Tsurda and Brad Duncan look on in amazement.

(upper right) A group of IBOs and family members enjoy themselves on the course during the Family Golf Fun event.

(bottom left, from left to right) Eric Nickel, husband of Chief Marketing Officer for the Americas Region Jackie Nickel; Crown Ambassador Chuck Strehli; and Crown Ambassador Wonbo Shim.

(bottom center) New Diamond Marnida Michel gets a personal golf lesson from coach Rick Neuheisel.

(below) Amway President Doug DeVos walked around the golf course greeting IBOs, offering words of encouragement.



“YOU’RE GOING TO PLAY HARD AND GET SOMETHING OUT OF THIS DAY – BUT MOST IMPORTANTLY, YOU’RE GOING TO HAVE FUN!”

said tennis pro Murphy Jensen to IBOs and their families at the Diamond Club family tennis competition. The tennis and golf events are great opportunities for friendly rivalry between Diamonds, and they provide a chance for these IBO leaders to get some exclusive, expert advice and tips from world-class pros and well-known college football coaches.

Former UCLA Head Coach Rick Neuheisel and Notre Dame Head Coach Brian Kelly each led a team of IBO golfers in the Diamond Cup tournament at the beautiful Mauna Lani Bay Golf Course. The Diamonds had personal access to these highly experienced, inspirational coaches, and got some help with their golf games. They also got a chance to learn just how similar they are to the coaches, specifically in how they develop strong teams and stay focused through adversity. “These coaches have each represented championship, winning teams. It’s a perfect opportunity to learn from these great leaders you have so much in common with,” said Managing Director of Amway North America Jim Ayres to Diamonds before the tournament. Charley Hoffman, one of the top golf professionals in the world last year and winner of the 2016 Valero Texas Open, gave lessons and played a hole with each IBO team. “It’s an honor to be out here with Amway,” Charley said.

Family was at the center of these events, with several generations participating. Crown Ambassadors John Crowe Jr. and his wife Jennie Belle cheered on daughter Kristin Dussault and her sons Tristan and Deacon during the tennis competition. Amway President Doug DeVos joined in the tennis drills and played matches with the Diamonds and their families – and everyone enjoyed the chance to take on the president. ➤



“Through this organization – this true family, and the support it offers – the harder you work, the better you’re going to get.”

– Tennis Pro Luke Jensen



(upper left) A group of tennis players – including Crown Ambassador Kristin Dussault, her sons Tristan and Deacon, and Amway President Doug Devos – takes a breather from a tennis match to pose for a photo.

(above) Tennis Pro Murphy Jensen poses with some of the young tennis stars.

On the courts, world champion tennis pros Luke and Murphy Jensen ran drills and coached IBOs and their families. Murphy made it clear that positive attitude mattered most. Murphy said, “I had the pleasure of working with the beginner kids today, and I asked them, ‘What’s the most important thing when you’re out here on the tennis courts?’ and they replied, ‘Have a great attitude and a great outlook.’ They couldn’t be more right!”

Aditya Shenoy, son of Double Diamond Ganesh Shenoy, was a fast learner. He’d never played tennis before, but after a few hours of coaching from the pros and Executive Diamond Manipal

Reddy, he won the children’s tennis tournament. “It feels amazing!” Aditya said following his win.

“We see all the enthusiasm these IBO families have,” said Luke Jensen. “And it just shows that you can be anyone from anywhere, and through this organization – this true family, and the support it offers – the harder you work, the better you’re going to get.”

Murphy Jensen, who has won several major doubles titles with his brother Luke, congratulated all the players and said, “We appreciate the great work you do. We are Michigan boys so we know and love Amway. It’s a fantastic company with wonderful opportunities. Thank you.” ■



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Approximately 53% of IBOs in the U.S., and 49% of IBOs in Canada, were “active.”

Following are approximate percentages of IBOs in North America who achieved the illustrated levels of success in the performance year ending August 31, 2015: Executive Diamond Club/Diamond Club; 0.04 %. Refer to page 10 for further details.



Amazing & Adventures Luxurious Relaxation

A mway Diamond Club 2016 had an incredible choice of exclusive events to reward and recognize Diamonds for their exceptional accomplishments.

The activities on the Big Island of Hawaii ranged from ultimate relaxation to exciting adventure. The Fairmont Orchid resort offered Diamonds gorgeous white sand beaches where

they could swim with green sea turtles, a beautiful oceanfront pool for relaxation, and the luxurious Spa Without Walls where they could be pampered by a variety of treatments in massage cabanas set next to cascading waterfalls.

One of the most enjoyable activities was the wild dolphin swim where Diamonds could swim among groups of dolphins in their natural environment. Diamonds also got to see huge manta rays, schools of tropical fish, and majestic humpback whales, whose songs were heard through the boat's underwater microphones.

For new Diamond Theo Galan Jr., it was something he'll never forget. "It was a moving experience. We were in the water face-to-face swimming with several types of dolphins, and we even got to see whales up close," he said. >

"It was a moving experience."

— New Diamond Theo Galan Jr.





“This is nature
at its best!”

– New Founders Diamond
Adam Gomez

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IBOs who hiked up to the remote Kohala Falls saw and learned about all of the beautiful Hawaiian plant life they encountered. They ate guava right from a tree, spotted wild pineapple and passion fruit plants, and swam under crystal clear waterfalls surrounded by a lush tropical rain forest. “This is nature at its best!” said new Founders Diamond Adam Gomez as he was drying off from his swim.

Other activities included horseback riding in the mountains, a thrilling zip line tour through the jungle, and snorkel sailing along the mountainous Kona Coast. The evening brought even more options as Diamonds chose where to dine from an exclusive selection of exotic restaurants to suit any taste. ■



“THIS IS FOR YOU, THIS IS TO CELEBRATE YOU AND ALL THAT YOU’VE DONE,” said Candace Matthews, Regional President – The Americas, to Diamond leaders dressed in elaborate costumes at the stylish final Diamond Club event.

The masquerade ball-themed celebration featured entertainment and a specially selected four-course dinner. This was the perfect atmosphere for Diamonds and executives to celebrate the amazing community they create together.

IBOs with the best masquerade costumes won prizes. Executive Diamond Sugeet Ajmani took home the best male prize for a Phantom of the Opera-inspired look and Diamond Yudit Gonzalez won best female with her Carnival costume. Best couples costume went to Founders Diamonds Sangeetha and Nanda Sringari. “This is our sixth Diamond Club, and the sixth time trying to win this contest – we finally won!” said Sangeetha.

Last year’s couples costume winners, Double Diamonds Larry and Pam Winters, got a lot of attention with their handmade animal mask costumes. “We always want to be different,” said Pam, “and this year we wanted something that was cute too.”

The event was an enjoyable end to an incredible week. New Diamond Marnida Michel expressed the feelings of every Diamond. “This evening is beautiful. Every event this week was perfect, and the island is fantastic. My favorite part? Everything,” she said.

(far upper left) Founders Diamonds Sangeetha and Nanda Sringari were winners of best couples costume.

(upper left) Diamond Yudit Gonzalez, pictured with Diamond Reinel Martin, won best female costume.

(left) Executive Diamond Sugeet Ajmani, pictured with his wife Kaajal, won best male costume.





Celebrating Success *in Style*

Amway | EXECUTIVE Diamond Club | Diamond Club
BIG ISLAND, HAWAII 2016

Trevor & Lexi Baker

FOUNDERS DIAMOND

Trevor grew up with all the privileges his parents' successful Amway™ business afforded the family. His parents, Glen and Joya Baker, have been Diamonds for over 20 years.

But when Trevor was 18 years old his father said, "Trevor, go get a job." It was sink or swim, so Trevor tried college and working in real

After they married, they asked Glen and Joya to mentor them.

Glen and Joya agreed, which is something Trevor and Lexi don't take lightly. "The decisions that Trevor's parents and other mentors made years ago have made it possible for us to enjoy this success today," Lexi said.

"The mentorship gave me self-confidence," Trevor said. "That has made it possible for us to move forward and help other people."

Lexi was, by nature, very shy and quiet. "Now I actually love being around other people. I love seeing them grow and change, and overcome obstacles. I really didn't care about that before," she said.

She treasures the freedom that their success has given her and Trevor. They're debt-free, prosperous, and devote a lot of their time to raising their children, 3-year-old twins Jolie and Allegra. "We've been able to design our own lives from the ground up. Now, we can identify with what other people want in their lives, and invest in them to help them achieve it," Trevor said.

He added, "We genuinely believe that it is our responsibility to leverage our own freedom to help others."

They are committed to using their success to inspire, help, motivate, and impact their team; not only through their example as businesspeople, but as mentors and even friends. "People may never remember what you did or said," Trevor explained, "but they will always remember how you made them feel."

"There's never going to be a day where we just say 'Oh, we're satisfied with where we are,'" Lexi said. "Because it's not about us anymore. It's about other people. I want the people on our team to be satisfied with what they accomplish each day, what they are doing with their lives, and their families. I want them to experience the joy that comes with feeling that satisfaction."

"People may never remember what you did or said, but they will always remember how you made them feel."

– Trevor



estate. "I always knew deep down in my heart, though, that I wanted to use the Amway opportunity to become a Diamond myself," Trevor said. And so he became an IBO.

Lexi grew up in the Amway business too. She was attending college and wanted to be a diplomat. But at a leadership event she saw that she could leverage the Amway opportunity to impact people – and she met Trevor.

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There may also be significant business expenses, mostly discretionary, that may be greater in relation to income in the first years of operation. For the purposes of the calculation in Canada, individuals who were IBOs for less than the entire year in 2013 were excluded.

Before registering as an Independent Business Owner (IBO) powered by Amway, you should read and understand the AMWAY™ Business Overview Brochure, which contains important information for those interested in becoming IBOs.

Following is the approximate percentage of IBOs in North America who achieved the illustrated level of success in the IBO Fiscal Year ending August 31, 2015; Founders Diamond 0.0099%



Al & J. Thessa Colas

FOUNDERS DIAMOND

Al and J. Thessa Colas enjoy the satisfaction and rewards of growing a successful business and reaching Diamond, and they did it in Haiti, a country with many unique challenges.

"So many people here have problems to overcome that most people in other countries don't," said Al. "They want to work hard and succeed, but there's so little opportunity. When they are introduced to Amway, it's like introducing them to a dream."

Al was an electrical engineer when he became an IBO in 1993. After marrying J. Thessa in 2007, she became his business partner. The changes that Amway has brought to their lives have been dramatic, and far exceed mere financial success. Operating a business according to a well-organized and thought-out plan has changed the way that they view life and, even more profoundly, their behaviors and personalities.

"I used to be very nervous and very emotional," remembered J. Thessa. "Now I take the time to think before I act and I am a calmer, quieter person." Al added, laughing, "And that's a good thing!"

Al started law school in 2007, but he says that, despite all of his law school education, he has learned much more from being an IBO than he did in law school. "Amway is like an education itself, in that it has taught me how to have a better life, and how to help others achieve that too."

Al and J. Thessa appreciate that they no longer live paycheck to paycheck and that they are in full control of their futures. They also appreciate that building a successful business takes time.

"I was impatient when I first started," said J. Thessa. "I realized quickly though, that

to be successful requires a lot of planning and hard work up front. That has made us appreciate the results even more."

They are encouraged by their belief that introducing and explaining the opportunity to others presents a real solution to problems that many Haitians face. "The process shows people that they can change their lives and the good things that have come to us can come to them as well," said J. Thessa. "It makes us feel good when people realize that their dreams can come true."

They believe that people can change course by changing the way they think. In fact, they see that as their most significant accomplishment in a place like Haiti. It makes them take their roles as leaders very seriously.

"To grow this business you have to pay attention to people and relationships," Al said. "When so many people have so little, it can really affect their thinking. If you can help them change that, then you can help them see their own good."

J. Thessa added, "It really is about attitude. When your attitude is negative you produce nothing, but when it's positive you can achieve anything."

"When your attitude is negative, you produce nothing, but when it's positive you can achieve anything"

– J. Thessa



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Adam & Vicky Gomez

FOUNDERS DIAMOND

Adam and Vicky Gomez have learned a lot since becoming IBOs. But Adam says the most important thing they've learned is that you must want to learn. "You have to be humble enough to be teachable," he said.

Once the Gomezes decided to seriously pursue the Amway opportunity, they became fast learners and even outpaced their mentors. Adam remembers, with great respect, a mentor who told them: "I don't have any more to



teach you. I'm going to connect you with somebody else because you two are moving too fast."

"It's people like that who put us on the right path," Adam said. That experience made him and Vicky even more aware of the responsibilities they have to downline IBOs.

"The greatest gift we give people is our 100% commitment to them," Vicky said. "We do whatever it takes to help them, and we are always going to be there for them so they can reach the same levels that we have."

But neither Adam nor Vicky took the Amway opportunity seriously at first. Adam was working as both a grocery manager and a manager of another retail store at the time a friend showed him the Amway opportunity.

He didn't change his mindset until he saw one of his bosses get fired at age 62, who was in tears, and doubtful of finding another job at that age. "That made me think," Adam said. "It's just going to be a period of time until I'm going to be where he's at. Then I thought: 'There has to be something else.'" That's when he saw Amway as an alternative.

At first Vicky was not interested in the plan either. She was going to school full-time and working odd jobs to finance her teaching degree.

"I thought I was going to get rich becoming a teacher," she remembered, laughing.

Then Adam attended an Amway event, and he became confident that Amway wasn't just an alternative, but the path they needed to take to better their lives.

"All these people were there to convince me that this business works," he remembered. "I said to myself: 'You know what? This is what I have been looking for.' I was afraid of selling. I was afraid of talking to people. But even though

I was shy, I thought that if I can make this business work by using the products, and talking about something that I love, then I can build it."

Vicky came on board, but slowly. At first, she and Adam did not always agree about how to build the business. "I got rid of one boss, but then I got another one," he said, laughing. But as Vicky went to meetings, learned, and spoke with people, "Something changed inside of me," she recalled.

Adam and Vicky agree that they overcame that initial challenge through help from their mentors, and the support of other IBOs.

Success has also given Vicky and Adam the gift of time to be better parents to their children, Adam Jr., 16; Princess Ixy, 10; Julio, 8; and baby Zully Juliette, 9 months. "That is priceless, and Amway gave us that," Vicky said.

"When you understand the beauty of the business and the values behind it, you're proud to go out there and show it to one more person. To touch one more life," Adam said.

"The greatest gift we give people is our 100% commitment to them."

– Vicky

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Mark Ma & Xueyun Lin

FOUNDERS DIAMOND

Former engineer Mark Ma and his wife, Xueyun Lin, have had to change a lot about themselves since starting an Amway business.

"I used to deal with drawings as an engineer, but as an IBO, I had to learn to deal with people, and to interact and work on a team. It was not an easy thing, and it was the biggest change of my life," Mark remembered.

Xueyun grew up as an only child in China. She says this also made learning to work with others a struggle at first. "My parents made me the center of their lives," she said, "and as a result I was very self-centered."

Mark had become familiar with Amway in China before he and Xueyun moved to Toronto. "But we were young and busy, so we didn't take the time to really understand the possibilities of Amway," he said. Mark started an Amway business in Canada in 2004, after attending a meeting led by a particularly dynamic leader. Xueyun joined him in the business soon after.

During that same time, Mark also had a foreign exchange business that caused him devastating losses when he was defrauded of an enormous amount of money. "That was the lowest point of my life," he recalled.

But Mark's Amway mentor helped him see his misfortune as a valuable – and even positive – life experience. "He told me that it was better to be cheated while I was young," Mark said. "Because now I understand the

nature of failure, and I still have plenty of energy and time to re-create myself."

Mark and Xueyun have always been passionate about their business, with no doubts or second-guesses, and they strive to inspire that same passion in every member of their team. "We help people the way we were helped at first," said Xueyun. "We were mentored by such good people, who taught us that being good people ourselves is actually a key part of success. And we make sure that our team feels that way too."

The couple says they love being Amway IBOs because it is so different from establishing and running a traditional business. High-quality products and the freedom to work with colleagues who, for Mark and Xueyun, have become more than just partners, are real drivers. "If you are working with people who are friends, then solving problems is easier," said Mark. "You're not just trying to find the most profitable solution. You are working to help someone you care about."

They are humble and grateful for their success. "I believe that what we have done in this business is nothing compared to what Amway has done for us," Mark said.

Xueyun added, "Perhaps we could have become wealthy people with a traditional business. But success in Amway has done much more than that for us. It has actually made us better people."

"We were mentored by such good people, who taught us that being good people ourselves is actually a key part of success."

– Xueyun



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Sergio & Martha Aguilera

DIAMOND

“What appealed to me most about Amway is that I don’t just own my business, but I also own my time,” said Sergio Aguilera. Sergio and his wife, Martha, are grateful for the Amway opportunity and where it has brought them. But it wasn’t easy at first.

Sergio was working in a lumber mill when he was introduced to Amway. He was excited immediately by the prospect of setting and reaching goals to change the course of his family’s



life. Martha was hesitant, though. As a new mother, she was afraid that becoming an IBO would take time away from their young daughter.

But Sergio ultimately convinced her to give it a try, and initially, they struggled. Sergio remembers placing an order for soap with a

call center representative and being asked if it was for delicate fabrics. He says now, laughing, “I thought to myself ‘I work in a lumber mill, how would I know?’”

Luckily, they had mentors who guided and helped them navigate the process, and most importantly, gave them hope and motivation to change their own future. The Aguileras realized early on that the amount of time their mentors invested in them proved that they had faith in their success.

“They were real examples for us,” Martha remembered. “I learned that we would have to be examples ourselves.”

Martha said she was not an example right away, and recalled being frustrated when people rejected the opportunity. “I had to remind myself that we had to be professional, and that success would not be easy – but it wasn’t impossible. If I could inspire someone else, then I had no right to give up.”

Sergio now believes people often jump to conclusions about what they can and cannot do. “When I hear people say ‘I am not a leader,’ I say ‘Everyone can be a leader. Anyone who has someone who believes in him or her is a leader.’”

As they watched others achieve Diamond and Executive Diamond, Sergio remembers thinking to himself, “Why not Sergio and Martha?” So they set an actual date, believing that if they had a clear goal, and that goal had a deadline, they could actually make the dream come true more quickly.

“Because you know that the date is approaching, and you have to stick with it,” Martha said.

She admits that, while her children were an excuse for her to be skeptical of the business at first, they are now “the biggest reason I have to stay in it.”

Sergio and Martha want their children, Vianey, 13; Arianna, 9; and Isaac, 2, to grow with the principles and values that the Amway opportunity offers. “Then they will be able to go through life believing that they will achieve the things that they want, too,” Sergio said.

“What appealed to me most about Amway is that I don’t just own my own business, but I also own my time.”

– Sergio

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Juan Antonio & Dora Cruz

DIAMOND

If anyone represents the American opportunity, and how Amway helps those who strive to achieve it, it is Juan Antonio and Dora Cruz.

Juan was a truck driver working long hours, sometimes up to 17 hours a day. "I was lonely and doing nothing except sleeping, eating, and driving long hours. I would wake up day after day doing the same thing," he recalled. Dora and her family were migrant workers, picking produce from fields throughout California.

Dora had been introduced to Amway by her siblings, and Juan had been contacted by the couple who, after he and Dora married and began working together, would become their uplines.

They believe in the power – and necessity – of mentorship. "You always need someone to guide you and cheer you on," Dora said. "Someone who is always saying 'You can do it! You can do it!'"

Juan agrees. "Our uplines have been very special in our lives," he said, "and we learned very quickly from them that Amway is really about helping people – especially people in our community who have no business experience, but who still have goals and dreams and want to get ahead."

Amway has provided a foundation of stability and a real source of friendship for Juan and Dora. They have taken that to heart and believe in the role that relationships play in everyone's success.

"Before Amway, we could count the number of our friends on one hand," Juan said. "But now we have found that we have many things in common with many people: All of us are looking to succeed."

Dora continued, "I think when you realize that this business works, and it has completely changed your life, you want to take that message to more people. While you build your business

you become real friends with all of these other people. You want to see them achieve and succeed, and they want the same for you."

The Cruzes are especially proud that their daughters, Itzel, 9, and Stacy, 6, were "born within the opportunity," as Dora describes it. In their girls' young lives

neither Juan nor Dora has had a traditional job, which means they've been able to choose their work schedules. "Because of this, we get to be a full-time work-at-home dad and mom," Juan said, smiling.

"Now, every time we reach a new level of success in our business, we see it as a win for our children, too," Dora said.

For Juan and Dora, the success of their team depends on them setting a solid example to go by. They also make sure to show their team members that they need to set goals and meet them to create the lives they want for themselves and their families.

"Because we have achieved success ourselves," explained Dora, "that gives us more faith and more reason to believe that we must help those who follow. That's our real goal. We have to do that for the people who first believed in us."

"You always need someone to guide you and cheer you on."

– Dora



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Theo Galan Jr.

DIAMOND

Theo Galan Jr. was born into the Amway business. His parents, Theo and Maribel Galan, have been highly successful IBOs since he was 7 years old. And though the lifestyle it afforded the family was a good one, he initially chose to pursue another career option instead.

"I knew I wanted to be an entrepreneur because I grew up with that mindset," Theo said. He worked as a nightclub promoter, hoping to own his own



club someday. When he joined Amway, he was already renting out venues and organizing events. "I wanted my own business, but I saw that for most people, they ended up becoming a slave to

their business. So I said to myself, 'You know what? I don't want that.' So I went home one day on a Tuesday at 10 in the morning, and saw my parents in gym clothes, just hanging out. I finally realized, 'There's something here. Show me this business again and tell me what it's really all about.'"

So, at 22, Theo started to actively build his own Amway™ business.

What has being an IBO meant for him? Number one, he says, it's allowed him to be a real entrepreneur. "Most people want control of their own lives," he said. "That gives them the freedom to live their lives on their own terms, and most importantly, with purpose – to give back and help people."

He learned at home that helping other people grow and succeed is essential to a good Amway business. "My dad always taught me how to live with purpose, and to help other people do the same."

Relationships are important to Theo. "This business is about selling product and sponsoring others to do the same" he said. Building trusting relationships with customers and downline IBOs helps to strengthen your business."

Theo describes himself as always having been a dreamer, and Amway has helped him and his team to dream bigger. "We can see things way bigger than they currently are," he said.

He advises team members to have a vision, and to try to not see the obstacles. "When your

"My dad always taught me how to live with purpose, and to help other people do the same."

– Theo

vision is clear, you don't get distracted," he said. "When you really see your dream and you are clear on what you are achieving, and what you are going to achieve, you will turn that vision, that dream, into reality."

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Alan Hong & Jing Jing Zhu

DIAMOND

Alan Hong and Jing Jing Zhu thank Amway for helping them further develop their personalities and people skills.

"I learned that self-reflection is the starting point," Jing Jing recalled. "I learned to be humble, to listen, to learn, and to work with others."

Alan and Jing Jing believe that thoroughly knowing and understanding everyone on their team is key to being effective leaders. "You need to understand everyone's personalities to be a good partner," Jing Jing said.

Both of them are committed to this team approach, and helping downline IBOs achieve the same level of success they've enjoyed. "What drives us forward has to be the success of our downline IBOs," Alan said. "We want to see our partners be successful, and that's the promise we made when we got into this business. Success cannot just be ours alone."

This belief in the power of relationships is what drives Alan and Jing Jing. "It's about how you can help solve problems with other people," Alan said. "The better your ability to work with others, the more successful your business can be. It's based on trust, and on everyone's goals."

Alan started his Amway™ business cautiously. It took about three months of attending meetings and speaking with many IBOs before he completely committed. "The Amway business slowly started to become very attractive to me," he remembered.

He attended these meetings in 2008 at the height of the global financial crisis.

At the time, he was ready to end a personal business venture that hadn't been going as well as he anticipated. So he decided to give Amway a shot.

Jing Jing was still in China when Alan started his Amway™ business. She was already aware of Amway and had been doing some research about the business online after she found that Alan, a former business partner in China, had started his own Amway™ business.

"I did a lot of research before I started this business," Jing Jing said. "After getting some understanding of what the Amway business is about, I looked to Alan to be my first mentor." Jing Jing moved to the U.S. and she and Alan became Amway business partners.

"When Alan talked with me about his business, he told me everything he had learned in the three months before he made a commitment," Jing Jing recalled. "It was important for me to realize that success depends on the success of the people who inspire you – and that the Amway business is about the people."

What Alan and Jing Jing have come to appreciate about Amway is that it is about more than working toward financial freedom. It's about having time to live and work the way they choose, and helping others to achieve that also.

"The better your ability to work with others, the more successful your business can be."

– Alan



"It's not about what you can do," she said. "It's about what the team can do. When everybody on the team partners together, the business cannot help but be successful."

Alan agreed. "Forty years from now I hope that people don't just see that I did well financially," he said. "I hope that people see how many others I helped achieve a better life."

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Lupe & Flor Jasso

DIAMOND

Lupe and Flor Jasso were dating when Lupe was introduced to the Amway opportunity. Flor joined the business shortly after Lupe, although she was reluctant.

"I was negative when Lupe first showed me the Amway opportunity," she remembered. "Then a couple of weeks later I went to an open meeting, and that got me a little bit curious, and then I went to a seminar – and that's when I decided to join the business."



Nevertheless, her confidence took a while to develop.

"I had low self-esteem," she said. "I didn't talk to people, so I thought that I wouldn't be good at selling. Eventually, through Amway, I realized that I could change, develop good habits, read, and prepare myself. That helped me

believe that I could actually build this business."

Flor thinks back to that time when she didn't believe in herself and sees a different person. "In class at university I would try to talk to 30 people and be shaking, I was so afraid. Now I can talk to large crowds, because I've prepared myself through education and support from my team," she said.

Lupe's background has always motivated him to look for more. "I came to the United States when I was 16 years old from Mexico. I started working a low-paying job and saw right away that there was no future in what I was doing. I was hungry and looking for something different."

It took a while for Lupe and Flor's business to take off, and Lupe had his own struggles.

"During the first two or three years there were a lot of times I felt like quitting," he said. "But persistence and hard work is everything. We just knew that someday we would start seeing some results, as long as we kept building and working."

The relationships they developed helped too. "That's what kept me in the business," Flor said. "My upline was always there, calling me, sometimes not even to talk business, but just to see how I was. That made a big difference to us."

That encouragement is something that they pass on to the rest of their team.

"We're dealing with people, not products," Lupe said. "People with emotions, from different backgrounds, and many with low self-esteem."

"We just knew that someday we would start seeing some results, as long as we kept building and working."

– Lupe

Flor added, "People don't care how much you know, but how much you care about them. They want to know that we are really willing to help them out, to learn what their needs and dreams are, because then they tell us what's in their hearts, and that's what we go by."

Now their biggest motivation is their own family. Their oldest, Osvaldo, now 11, has announced that he wants to become an IBO, and as soon as possible. "He sees how we enjoy the business," Lupe said. "So he wants to be a part of it too. His confidence amazes me."

Their other children are Natalia, 7; Eduardo, 3; and Emanuel, 1. With their own goal of reaching Diamond met, they are determined to help the rest of their team achieve the same. "I tell them that if we made it to Diamond, anyone can make it," Lupe said. "It's just a matter of deciding."

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Nick & Marnida Michel

DIAMOND

Marnida Michel was excited about the Amway opportunity from the moment she was introduced to it. “Everybody was so happy,” she remembered. “I thought that was so beautiful, and I wanted to be part of that too.”

It wasn’t easy at first, but Marnida was eager to learn. She says Amway taught her to understand what dreams were all about, how to set goals, and then how to visualize what life could be like when those goals were achieved.

She introduced Nick to Amway a year into her business, and he started as a downline IBO. Their relationship evolved from there, and they ultimately merged their lives when they got married.

“Nick says that I showed him a plan, convinced him, and then he turned around and convinced me,” Marnida said laughing.

The Michels say Amway has showed them, not only how to grow their business, but how to make themselves better people. Self-esteem was an issue for Nick. “But Marnida said to me, ‘Honey, you are going to study and learn and we are going to make this business work.’ We needed to change ourselves, so that we could help other people change and help them to see what we see in Amway,” he said.

Marnida was shy, but she came to see shyness as a form of selfishness. “The thing is,” she said, “that you think about yourself too much. I actually had to learn to love myself more, because you can’t love and help others until you do.”

They believe that those changes, which have been so integral to their success, have helped them in other ways. “We understand people better,” said Marnida. “and we learned to not judge other people too quickly, because this is a people business and investing in people

requires that you learn and know as much as you can about them to help them set and meet their own goals.”

Nick admits that money was what initially motivated him, but now he knows that was wrong. “We initially focused on ourselves, and not the business. But we realized that when we focused on people, when we taught them to see what we see, then everyone saw results. When they grew, we grew, too.”

Success for one means success for all, they realized. Because of this, Nick and Marnida work to be an example for the rest of the team, making sure that everyone understands that they have the ability to change their own futures.

“We want to create a lot of successful people,” said Marnida. “We want everyone on our team to know that there are two people, Nick and me, who truly believe in them.”

Nick added, “We share our knowledge and our experience, and let our team know that they have someone they can count on. People don’t care how much you know, once they know how much you care.”

“We needed to change ourselves, so that we could help other people change and help them to see what we see in Amway.”

– Nick



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Nacho & Nelly Nuñez

DIAMOND

Nelly Nuñez clearly remembers the moment she opened her mind to the Amway opportunity. It was 1993, and she was watching her husband, Nacho, dress for an Amway business meeting, aware that something was already changing in him. “At that point,” Nelly said, “he had only been introduced to the Amway opportunity earlier that week and wasn’t even an IBO yet.”



“He wore a tie and everything!” she said. “He never dressed like that. That was enough to make me think that I should check this out too.”

Like many immigrants, Nacho was a professional with a college degree in his native country, the Dominican Republic, but after coming to the United States he worked at a variety of low-level jobs to support his family. He was frustrated, believed that he was not fulfilling his potential, and

feared he was failing. But a call from a friend, who had been in the same situation, changed everything.

“I saw it as a chance to recover what I had lost,” Nacho said. “I had studied for many years, and now I could use my education to really take advantage of the Amway opportunity.”

Nelly was in a work situation that was equally unsatisfying. Long hours working at a city hospital left her little time to spend with their oldest daughter Nachelly, who was only 7 at the time. She had never even been introduced to the Amway opportunity herself, but saw the change in her husband. She also wanted to spend more time with her family, which she felt could be provided by the opportunity.

Nacho and Nelly have built a strong Amway business by always making sure relationships are at the very core. They appreciate that the Amway business is structured in such a way that everyone, at whatever level, depends on everyone else. “If somebody helps you, then you have to help somebody else,” Nelly said.

Nacho understands that many people don’t believe they can achieve success on their own, but says IBOs are never truly alone. “When you have a team of people mentoring you, helping you to believe in yourself, it makes it easier. It’s easier when you’re part of a team,” he said.

The changes that Amway has sparked in Nacho and Nelly have helped them move forward professionally and personally. Nelly was very shy, but now

actually sings in talent shows. Nacho has experienced a change within himself that he believes is truly visible.

“If you watched a video of me from 10 years ago it would be like watching another person,” he said. “I changed on the outside because I changed on the inside.”

Real success for them is not about money. “Success is being the kind of person that people can talk to, be friends with, and nobody holds a grudge because you made a mistake,” Nacho said.

Nelly added, “It’s also the happiness we feel when someone joins the team with no education, or a hard job that pays very little, and you see that they can succeed in the business, and enjoy the same freedoms that we do. I feel that a little part of that is my success also.”

Nacho and Nelly are also excited that their business is now multi-generational. Their two daughters, Nachelly, 30, and Ivanna, 20, are both IBOs.

“I changed on the outside because I changed on the inside.”

– Nacho

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Wei Sun & Chu-I Liu

DIAMOND

Chu-I Liu has learned a lot about Amway from her mother and father, Crown Ambassadors Barry Chi and Holly Chen. Most importantly, says Chu-I, her mother taught her how to treat people. “My mother always said that Amway is a business that is built by working with people. One has to learn to be a good person,” Chu-I remembered.

Her husband, Wei Sun, was a performer – an acrobat and an actor – in China before coming to the United States in 1995.

“I came to America to seek opportunity,” he said. “After I met my wife in Las Vegas, she introduced me to the Amway business, and that turned out to be the opportunity that changed my life.”

Though her parents are highly successful business leaders, Chu-I initially didn’t want to follow her parents’ career path because she felt that she was not suited for direct sales.

“I had no confidence in myself at the beginning,” she recalled. “I think that’s probably normal at first. But through the experience of my parents and the rest of my team, I came to believe that I could do this for sure.”

Wei says that his confidence in Amway comes from something a mentor said to him. “He said that success in the 21st century isn’t about how many people you have surpassed, but by how many people you have helped. The greatest gift I have received through my work with Amway has been seeing those around me happy and hopeful.”

Wei and Chu-I fully believe the support they received from Amway in the beginning – that they in turn pass on by continuously encouraging their own team – has been the key to everyone’s success.

“As our team sees others achieve success, they come to believe in themselves even more. They realize that they can do it too,” Chu-I said.

Wei agrees. “Amway gave us great support and made us proud to be Amway IBOs. I felt like we were never alone in managing our careers, and we felt comfortable, safe, and confident.”

That belief in themselves has allowed Wei and Chu-I to inspire others. They say they try to bring enthusiasm to each conversation they have. “Who knows? It’s possible that the next person you meet will be a good partner who will also pass the Amway opportunity on to others,” Wei explained.

Chu-I added, “I’ve even used what Amway has taught me about motivating people to encourage my own children. I can help them learn and grow by focusing on their strengths instead of their weaknesses.” The couple have three children: Elton, 2; Ethan, 4; and Elizabeth, 7.

“Our success as Amway IBOs means that it’s not just Chu-I and I who have a sense of security, but that the next generation will also. We don’t have to worry about their future,” Wei said.

“The company gave us great support and made us proud to be Amway IBOs. I felt like we were never alone in managing our careers, and we felt comfortable, safe, and confident.”

– Wei



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Cathy & Deed Zhang

DIAMOND

Though intrigued by the Amway opportunity right away, Deed* and Cathy Zhang didn't immediately start a business. "We're very rational people," Cathy explained. "It wasn't until we did some research that we said to ourselves 'OK, we want to start this business.'"



Cathy was studying international economics in Canada. She says her education in that field, combined with the continual support from her mentors and team, have both played big roles in the success of the business.

"It is so important to have someone you really trust to get you started in this business," Cathy said. "From the first day, we have been able to ask questions, and even confide in our upline. She has always worked hard to help us solve problems, and she has always been very, very patient."

They believe it taught them to be patient and to be good listeners, which, they say, makes them better able to understand people and know their needs and goals. Deed says understanding people is crucial because it allows him to quickly figure out the best way to present the Amway opportunity to each individual.

Cathy credits Amway for her own growth and maturity. "I'm different than I was 10 years ago when I came here as a student," she said. "Because of this business, I learned to be responsible and think and act like an adult."

As is the case in any successful business, they work hard to pass on the lessons they have learned that have played a major role in their success – lessons like *you must have patience*. "Many on our team are around the same age as us," Cathy said. "It's easy for them to become impatient, so we mentor them to understand that working harder and longer – at first especially – can make them even more successful and stronger IBOs in the future."

Cathy said, smiling: "The good part is that they always listen, and they refer to us as teachers. They listen, and then they act on our teachings."

The greatest gift they've received as Amway IBOs is the mindset to become successful. "In this business I need to talk to a lot of people, and even speak publicly sometimes," Deed said. "I'm able to do those things because of Amway. I have been able to develop a real rapport with other people."

They are both excited about the opportunity to develop a real family business. "We don't have kids right now," Cathy said, "but when we do, we want to have a legacy to pass on so that they can then pass a legacy on also."

To those who are just starting their Amway™ businesses, Cathy has these words of encouragement: "It may be hard in the beginning, and people will say no, but believe that what you are doing right now is the right thing. Keep doing it and you can achieve Diamond too."

"Because of this business, I learned to be responsible and think and act like an adult."

– Cathy

*Deed Zhang not pictured.

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It's exclusive. It's luxurious.

It's for you.

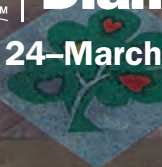
Executive Diamond Club/Diamond Club 2017

Grand Wailea Resort, Maui, Hawaii



Amway | **DiamondClub**

February 24–March 3, 2017



Are You Ready for the *Challenge?*



Join Us for the First Ever Easter Seals™ Michigan Over the Edge Event Sponsored by Amway

If you're up to the challenge, raise \$1,500 or more
for Easter Seals™† and you can have a chance to
rappel 345 feet down the side of a building.

WHERE: Plaza Towers, 201 W. Fulton St., Grand Rapids, Michigan

WHO: IBOs like you – Bring family and friends to cheer you on!

WHEN: VIP and Media Day – September 23, 2016, from 1 p.m. to 4 p.m.

(with a reception to follow)

Members of the media and sponsors are invited to rappel to create buzz.

Main Event – September 24, 2016, from 9 a.m. to 5 p.m.

HOW: Register at overtheedgewestmi.com

(Hurry and register now – rappel spots are limited.)

Click on the FAQ tab for official rules and to get fundraising ideas.

IBOs WHO RAISE \$1,500 OR MORE:

- Will get to rappel Over the Edge for Easter Seals™.
- Qualify for fundraising incentives.
- Earn VIP access to the “Chicken Coop” Party (if you’re too “chicken” to rappel).

WANT TO TOSS YOUR BOSS (UPLINE) OVER THE EDGE?

Have your group pool funds together and raise \$1,500 to toss your upline. Your upline can decline by matching that amount and then choosing someone take his or her place.



About the Partnership:

Amway, its employees, and Independent Business Owners have been supporting Easter Seals™ Michigan for more than three decades to help support individuals with disabilities.

Every year, more than 10,000 individuals benefit from Easter Seals™ Michigan services alone, and more than 1 million benefit from Easter Seals™ locations around the world. These services include:

- Autism Spectrum Disorder Services
- Children’s Services
- Adult Services
- Senior Services
- Military and Veteran Services
- Employment Training
- Medical Rehabilitation
- Camping and Recreation



**The Plaza Towers building is
345 feet tall.**

That’s taller than:

- Two Statues of Liberty
- Five Mount Rushmores
- The Michigan State Capitol

Building a Better Future in Guatemala



IN 2005, FOUNDERS CROWN AMBASSADOR TIM FOLEY AND HIS eFINITY GROUP APPROACHED HABITAT FOR HUMANITY AND ASKED HOW THEY COULD HELP.

The organization told them about the Guatemalan municipality of Zacapa, a deeply impoverished area in need of housing that's located approximately 70 miles from Guatemala City.

During that first year, Tim and six other IBOs traveled to Zacapa and built one house. And now, 11 years later, the January 27 through February 3 build event grew to involve more than 80 volunteers. The continued success of this annual build has produced more than 90 homes to date, and has helped more than 90 families in need. For this year's build alone, \$151,028 was raised by eFinity IBOs.

The impact that safe housing has on people who live in country where more than 60% of the population lives on less than two dollars a day cannot be overstated.

"Now that I have my house, it's a joy," said Damariz Carolina Paiz de Leon, a recipient of one of last year's new homes. Her old, rented home was adobe, and vulnerable to weather. "Now it can rain and I know that the roof won't fall in. I feel satisfied," she said.

Homeowners' lives change for the better in a way that most take for granted. "It means an opportunity

to break the cycle of poverty," explained Lisa Torres, senior development officer at Habitat for Humanity. "It means stability. It means safety. They see a change in their family's health and their children. And their children's children are more likely to become homeowners themselves."

The impact on the volunteers is no less profound. IBO John Ficara has been involved since the early days, and last year took his son and daughter, both on their summer break from college. "It made such an impression on them," he said. "When they saw the challenges that other people face, they realized just how much we take for granted in our country. Seeing the children living in those conditions really got to them."

Each two-bedroom, 600-square-foot house is built identically. "But to these people, it's a mansion," said Ron DuBois, who facilitates fundraising and recruiting for the eFinity group. "It changes everything in their lives. It changes their status in the community. It's a big deal."

Next year's build is set to take place on January 25 through February 1, 2017. The eFinity team plans on building 15 houses, completing the 102-home community. Learn more about it [facebook.com/eFinityHabitat](https://www.facebook.com/eFinityHabitat), or register today by going to [habitat.org/gv/closed](https://www.habitat.org/gv/closed) and entering team code GV17228.



“It changes everything in their lives.
It changes their status in the
community. It’s a big deal.”

– Ron DuBois



(near left)
Ron DuBois
at the 2016
build event.

Partnering to Change Lives

JOIN US AT AN EASTER SEALS™ EVENT NEAR YOU



For over three decades, Amway, its employees, and Independent Business Owners have partnered with Easter Seals™† to raise more than \$33 million.

But this is a partnership that's just begun. This year we hope you can help us raise awareness and support in your community by attending one of these Easter Seals™ events. The funds raised will be used to help individuals and families living with disabilities.

EASTER SEALS™ WALK WITH ME®††

Southern California

October 1, 2016

For more event information, visit

easterseals.com/southernca/get-involved/walk-with-me



EASTER SEALS™ OVER THE EDGE

West Michigan

September 24, 2016

Visit overtheedgewestmi.com and

pages 140 and 141 in this issue for event information.



†Easter Seals is a trademark of Easter Seals, Inc.

††Walk With Me® is a registered trademark of Easter Seals, Inc.

Amway **HERO** AWARDS



It's Time to Recognize Your Hero

Every year the Amway community comes together to celebrate the heroic efforts of outstanding IBOs whose selfless acts make a positive impact in the lives of others and help build stronger communities.

Nominations for the Amway 2017 Hero Awards are now being accepted.

One hero will be chosen from each of the following categories:

- **DETERMINATION** – Dedication to self-improvement despite difficult circumstances.
- **GENEROSITY** – Extraordinary volunteerism and philanthropy to help others in need.
- **LEADERSHIP** – Selfless mentorship and inspiration to help others succeed.
- **PATRIOTISM** – Compassionate service to the community or sense of duty to country.

**Read the official rules and submit your nomination at
achievmagazine.com/hero-awards-17 before May 31, 2017.**

Sponsored by Amway Corp. No Purchase Necessary.



Get inspired by the stories of past winners at achievmagazine.com/hero-awards

Congratulations Emeralds



GABRIEL ARELLANO AND CARMEN CEDEÑO

Texas

What they did before: Gabriel and Carmen both worked in a slaughterhouse and meatpacking plant.

Dreaming big: How much has the Amway opportunity changed life for Gabriel and Carmen? "One hundred eighty degrees!" said Gabriel. "We had bad habits, we did not communicate, we fought, and I was too tired to even play with our kids."

Family life is far different than before Amway, when Gabriel worked as much as 16 hours a day and spent weekends on the couch watching movies. Now watching movies is a family experience that includes their children, Jamillynn, 18; Epsom, 15; and Tadeo, 6.

Their newfound confidence and success help them pass the excitement on to their team. "We tell them that they can do this," said Gabriel. "They see it in our eyes and they start building trust in the business and themselves."

"We are very grateful for the hope that Amway gave us, for coming into our lives and creating real change."

– Gabriel

LUIS HEYAIMÉ AND PATRICIA BAYONET

Dominican Republic

What they did before: Luis worked in financial services and Patricia owned a retail store.

Dreaming big: Luis Heyaime and Patricia Bayonet say their business has given them a different outlook on life. Their family life has changed too. "Before we didn't have the passion that moves us now," said Luis. "We talk and think very differently. Our children live in an environment where leadership, mutual support, collaboration, and strong values prevail."

They had a comfortable lifestyle before they were introduced to Amway, but attending a convention convinced them there's much more to this business than financial gain. "It can impact the lives of millions people all over the world," said Luis.

Luis and Patricia appreciate having more time to enjoy activities such as sports, movies, and traveling with their children, Luis Miguel, 11; Maria Victoria, 9; and Sofia Isabel, 4.

"The best thing about this opportunity is that it allows you to help yourself by helping others."

– Patricia



CHENG TA-CHENG

British Columbia

What he did before: Cheng was a photographer.

Dreaming big: Cheng Ta-Cheng believes his focus on Nutrilite™ products is the main reason he's reached Founders Emerald. "About 80% of my focus is on health," he said. "I believe that customers who love these products can become IBOs who are better business builders."

He says knowing the products is key. "I have a thorough understanding of Amway™ products and their nutritional benefits," he said. "I can recommend programs for customers, and as a result, they love the products too."

The rewards of his success are more than financial; it has changed his family life for the better too. He has time to care for his elderly parents and develop better relationships with his sons, Mark, 27, and Kevin, 19. "Now I truly enjoy family life and relationships," he said.

"Amway has made me dream bigger and have higher expectations for what the future may bring."

– Cheng

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Achieving Emerald requires a **strong demonstration of an IBO's ability to sell, sponsor, train, motivate, and teach** others to do the same. Emeralds have built **healthy organizations** and are reaping the rewards of their achievements.

FERNANDO AND ARACELI CORTEZ

California

What they did before: Fernando and Araceli were street vendors.

Dreaming big: Fernando Cortez and his wife Araceli are committed to helping others improve their lives through Amway, because they were helped so much themselves.

The Cortezes were street vendors on the verge of losing their home. "We were going through a bad financial and emotional time," said Araceli. "We realized that we weren't spending enough time with our children, and children are the very reason you go to work every day in the first place."

And their children, Anthony, 17; Brenda, 15; Jenny, 13; and Leslie, 10, have noticed the positive changes. The family enjoys traveling and going to the beach near their home in California. Financial freedom continues to drive Fernando and Araceli to help others like themselves. "We are able to give others hope now," said Fernando.

"It gave us hope to see other ordinary people, just like us, who came from nothing, and what they were able to do."

– Fernando



DEVANG AND TEJAL GORADIA

Texas

What they did before: Devang was an IT director and Tejal was a finance controller.

Dreaming big: The Goradias immediately approached their Amway™ business as a long-term commitment, and that has driven results for them. Tejal has been able to become a work-from-home mom, and they have both been able to do what they love the most – travel.

But they realize that it takes a team effort to succeed. "We think of the entire organization as our extended family," Tejal said. They encourage new IBOs to focus on products they like and use the enthusiasm they have for them to help drive success.

"This business taught us that we are all special," said Devang. "We don't have to work for someone else and let them run our lives from nine to five. We can work toward financial freedom and do our bit to help entrepreneurs around the world become successful and happy."

"We love seeing the smiles on our team's faces when they accomplish their own business goals."

– Tejal



ELENA HUANG

New York

What she did before: Elena worked in a Laundromat.

Dreaming big: Elena Huang credits her newly found confidence to the training she received from her upline and attributes part of her success to the enthusiasm she has for the products – that came from using them herself.

Before Amway, Elena worked in a Laundromat where a chance meeting led to her introduction to the Amway opportunity. "I am forever grateful to those people and this business!" Elena said.

Her daughters, Christie, 19, and Michelle, 17, have noticed their mother become more confident, happy, and motivated since she started her business. "They are very pleased with the change they see in me," said Elena.

Enthusiasm, optimism, and gratitude are the qualities that are now immediately visible when talking to Elena.

"Understanding Amway's history and the entrepreneurial spirit of its founders has made me appreciate the generosity of the organization itself," she said.

"Amway offers training by the best leaders who are as invested in my success as I am."

– Elena



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MARIO RODRIGUEZ

Arizona

What he did before: Mario was a sales and marketing manager at a newspaper.

Dreaming big: Mario Rodriguez saw the Amway opportunity as a way out of his stressful, time-consuming job. "I saw a genuine interest in entrepreneurship for people like me," he recalled.

Early on he realized that he was spending too much time on people who needed transformation, instead of those who were seeking it. "You have to find the people who are ready and who are willing to make a real change in their lives," he explained. Mario believes the most effective way of helping others is to teach them how to build a business on their own.

While he appreciates the freedom his success has given him, he loves to develop his business. "What I like best is to serve, build, and impact other people, because that is what gives life purpose."

"I tell my team that if hard work scares or discourages them, they may not become successful IBOs themselves."

– Mario

LUIS AND MAYRA SÁNCHEZ

Washington

What they did before: Luis and Mayra both worked on a potato farm.

Dreaming big: A chance meeting at a Laundromat led to Luis and Mayra Sánchez's introduction to the Amway opportunity. They both wanted something different in their lives and to do more than just work. At their first Amway meeting, Luis was impressed by the team atmosphere. And more than that, said Mayra, "They talked about dreams, and I had so many of my own."

They are now as driven to help others as they are to embrace their own new lifestyle. "We are excited to know that the same level of success that we enjoy is waiting for the rest of our team too," said Luis.

Their goal for the future is to reach Diamond in time for Amway's 60th Anniversary Celebration in Las Vegas in 2019. "This goal motivates us to plan our days so that we are productive for the business and everyone else on our team," Mayra said.

"This business is about people and working with different personalities. It's about treating people the way you want to be treated yourself."

– Luis



SRIRAM SATHYAMOORTHY AND JYOTI SRIRAM

California

What they did before: Sriram worked in the software industry and still does today. Jyoti was a flight attendant.

Dreaming big: "We both realized right away that Amway was a way out of working for someone else," said Jyoti. "It was a way for us to be our own bosses." She was able to leave her job almost five years ago to devote herself full time to the business – and now their children, sons Arjun, 3, and Aditya, 1.

They motivate their team members by encouraging the use of Amway™ products so they are more qualified and authentic when introducing them to others. "A crucial step in getting to know the products is sampling, sampling, sampling," Sriram said.

"We left our families and friends in India to come to the United States for a better future," recalled Sriram, "and we found family and friends here in the Amway business. We belong here."

"We now have a lot of people on our team who have become successful too. Like us, they have their own chance at changing their family's future."

– Jyoti

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IBOs were considered "active" in months in 2013 when they attempted to make a retail sale, or presented the Amway IBO Compensation Plan, or received bonus money, or attended an Amway or IBO meeting. If someone sustained that level of activity every month for a whole year, their annualized Gross Income would be \$2,196 (U.S.)/\$2,472 (Canada). Of course, not every IBO chooses to be active every month. "Gross Income" means the amount received from retail sales, minus the cost of goods sold, plus monthly bonuses and cash incentives. It excludes all annual bonuses and cash incentives, and all

non-cash awards, which may be significant. There may also be significant business expenses, mostly discretionary, that may be greater in relation to income in the first years of operation. For the purposes of the calculation in Canada, individuals who were IBOs for less than the entire year in 2013 were excluded.

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Following is the approximate percentage of IBOs in North America who achieved the illustrated level of success in the IBO Fiscal Year ending August 31, 2015; Emerald 0.0413%.

VIJAY AND KEYA SUBRAMANYAN

California

What they did before: Vijay was an IT engineer and Keya was a business analyst – both still have these jobs today.

Dreaming big: Vijay and Keya Subramanyan met through Amway. Keya was part of Vijay's team and became immediately impressed with his leadership qualities after meeting him at a business meeting. They both credit Amway for the lifestyle they have today, the hope they have for the future, and their life together.

"We would not have met if it wasn't for this business," said Keya. "We come from completely different backgrounds, and we met by chance through this business."

They also appreciate what Amway helps them offer others. "We're looking forward to helping even more people experience life outside of the cubicle," said Keya.

And though still working full time, they are counting the days until they achieve Diamond, which is when they plan on becoming full-time business owners and work-at-home parents. "We can already see the rewards," said Vijay.

"This business offers the best combination of time, money, and financial freedom. So go out there and make it happen for yourself and your loved ones."

– Vijay



MANDY YAMAMOTO

Hawaii

What she did before: Mandy was a financial consultant.

Dreaming big: Mandy Yamamoto says lack of guidance was the main reason she lost a small business in the past, but she soon found out that Amway was different. "I found out about the opportunity to be coached by others – I saw that as the real opportunity," she said.

Mandy's boyfriend, who's now her husband, introduced her to Amway. And now her success has allowed her to quit her job and devote herself to her children – daughter, Riley, 7, and son Tye, 4 – and her team. "Communication is key," she said. "It helps create the bond and trust in relationships, and I believe staying in touch with my mentors and coaches is vital to my success today."

But more than that, she says the key to success is relentlessness. "Never, ever give up. Be resilient and, when stuff happens, be solution oriented."

"You have to decide with whom you're going to spend your time. Are they going to be energy drainers or energy enhancers?"

– Mandy

BENEDICTA RIVERA TORRES

New York

What she did before: Benedicta was a seamstress and a waitress.

Dreaming big: Benedicta Rivera Torres had two full-time jobs, one as a seamstress during the day and one as a waitress at night. "It was senseless. I lived just to live, I existed just to exist, and worked just to work," she said.

Her brother introduced her to the Amway opportunity. "I think a lot of people in this business quit before they're successful because they get impatient," she said. "But I didn't leave because I was helping my brother. And in helping him, I ended up helping myself."

After quickly becoming a Silver Producer, she attended a convention where she saw others succeeding – some even achieving Diamond. This inspired her to re-create herself in order to take her life in a completely new direction. "My life has purpose now. I love listening to people and raising their level of self-confidence."

"I learned how to be more self-assured."

– Benedicta



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Emeralds in Action

ONE EMERALD COUPLE BUILDS A HEALTHY BUSINESS BY “FINDING A BALANCE”

Florida-based Emerald Bonus Recipients Humberto and Betty Mariscal learned how to grow and develop a healthy business through experience.

There were a couple of early struggles. Organizing and prioritizing their time presented obstacles, and with little money and small children they had to “find a balance,” recalled Humberto. “We had to learn to divide the work so one of us could do one thing while the other did something else.”

THEIR FORMULA: Split tasks.

WHY IT WORKS: It allows each them to concentrate on what they do best.

HUMBERTO’S ROLE: Humberto is full of energy, and conducts the initial presentations about the opportunity and the products. He’s always prepared, and arrives at presentations with not only a tablet, but a portable chalkboard as well. Humberto says he quickly learned that his prospects may not be tech-savvy, so he needed to adjust his strategy.

BETTY’S ROLE: Betty concentrates on introducing Artistry® products to other women, and she is also great at developing relationships once a contact is established. “I dress very professionally,” she explained. “And when



talking to customers and prospects, I’m always looking for ways to introduce a new product. I look for opportunities to suggest Nutrilite™ products, and I’m prepared to answer questions about the Artistry® makeup I wear myself.”

IDENTIFY INDIVIDUAL NEEDS: By carefully listening to team members, they’ve learned to distinguish when someone needs motivation, or simply needs instruction. “We teach other IBOs to be more comfortable and secure by addressing their individual needs,” said Humberto. “We figure out what type of training and support may be most helpful, but sometimes it just takes a conversation.”

PLANNING IS KEY: “The average day starts the night before,” Humberto said. “We try to assess the prospect and their needs and how much they know about the organization and, based on that, customize the presentation.”

BE STRAIGHTFORWARD: Betty is an open, upfront woman, and that affects her interactions. “Every time we meet a new prospect,” she said, “we are honest and straightforward and answer their questions as completely as we can.”

FIND MOTIVATION EVERY DAY: And while certain products and practices have driven the Mariscals’ success, it all comes down to dreams and goals.

“What motivates me to work every day is helping people achieve their dreams,” Humberto said. Betty added, “Because we are helping other families, we are grateful for, and proud of, Amway.”

“Because we are helping other families, we are grateful for, and proud of, Amway.”

– Betty

Congratulations **NEW** Sapphires

Achieving Sapphire exhibits dedication to **building a sustainable, balanced business** and mentoring others to do the same.



Faith and BJ Breon
Washington



Hugo and Mariela Castillo
California



**Juan Cruz Lucas
and Guadalupe Mendoza**
California



Jon and Heather Demuth
Virginia



Chris and Jennie Eckert
California



**Edgardo Galvan
and Laura Lopez**
California



Trent and Ashlee Griffin
Colorado



Yang Guang Cao and Yuqing Su
Ontario



**Seong-Ho Kang
and Jinyang Bae**
Virginia



Maria and Porfirio Martinez
Texas



Anthony Melillo
New York



Leopoldo and Graciela Orozco
Tennessee



Kevin and Andrea Phillips
California



**Sandra Ramirez
and Eleuterio Tapia Barron**
New York

Congratulations **NEW** Rubies



Attaining Ruby reflects **a strategic commitment in time and effort** to achieve significant financial rewards.



Summer and Matt Brant
California



Jon and Heather Demuth
Virginia



**Rosario Garcia
and Armando Castro**
California



Balaji and Haripriya Srinivasan
New Jersey



Linda and David Turner
California

Congratulations NEW Platinums



Reaching Platinum is an important milestone in building a productive and sustainable Amway independent business. It requires **building a strong foundation** and demonstrating the ability to build a successful enterprise with **great growth potential**.



**David Alejandro
and Arelly Ortiz**

California

*Sponsors: Beatriz Toledo Juarez
and Alberto Garcia*



**Marvin Alvarez
and Arianis Perez**

Texas

Sponsor: Nuria Alvarez



Eunice Kyung Bae

California

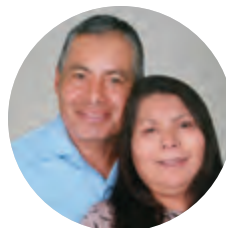
Sponsors: Bumshik and Jun Eom



**Roberto and
Fedelina Flores**

New York

Sponsors: Juan and Laura Perez



**Pedro Galindo
and Norma Rodriguez**

Oregon

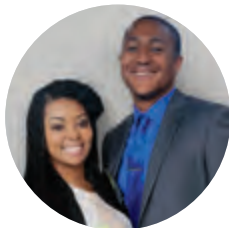
*Sponsors: Pedro
and Katie Resendiz*



Rita Garcia

New York

*Sponsors: Nelly and
Narciso Nunez*



**Shakiya Hall
and Eugene Liddie**

New York

Sponsor: Rasheed Khan



**Guillermo Ramirez and
Rosita Bracamonte**

Texas

*Sponsors: Margarita Martinez
and Agustin Hernandez*



**Andres Sosa
and Claudia Ramales**

New Jersey

*Sponsors: Silvestre Sanchez
and Noelia Suarez*

Get on the Fast Track with the new **Digital Starter Kit!**

Earning Fast Track Incentive Program* rewards is a strong indicator of a successful, balanced business. Find out how you can earn these rewards using the new Digital Starter Kit.

For the mobile version:

1. Log in to the Amway™ App.
2. Click the Business Support tile to download.
3. The Kit will be there each time you log in.

For the desktop version:

1. Visit Amway.com/newibo
2. Log in.

Uplines, encourage your teams to do the same!

**Go to achievemagazine.com/achievement for a current list
of who's qualified for a Fast Track Program reward.**

Congratulations to the new qualifiers on their great achievement!

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*Fast Track Incentive Program is part of the Growth Incentive Program. Refer to page 10 for further details.

Fast Track
Incentive Program

The Path to Founders Platinum

DETERMINATION, EDUCATION, & EIGHT CRUCIAL STEPS

Every day they're working, Joseph Carlo Noel and Marie Israel make a new business contact and follow up with someone they met the day before. This approach is a key part of an eight-step system that helped them reach Founders Platinum and continue to grow a healthy, sustainable business.

"It's the system we recommend to downline IBOs," said Joseph. "We tell them if they follow the eight steps regularly – and remain determined and motivated –they can succeed too."

Marie says structure is always a good thing, especially for new IBOs. "For them, these eight steps provide the structure to help them gain confidence and overcome insecurities," she said.

THE EIGHT STEPS TO SUCCESS:

1. Make a list of your dreams and goals (and keep it updated).
2. Reach out to your upline when you need advice.
3. Constantly update your contact list.
4. Invite prospects to a presentation.
5. Present the opportunity once a day.
6. Follow up with contacts.
7. Reflect on each day to determine how you can improve.
8. Duplicate what works.

"We're helping others help themselves."

– Marie



Joseph says product knowledge is essential to success, and the best way to gain that knowledge is by using the products. "If we use them, and we know how good they are, then we can convey that with sincerity," said Joseph.

Products they use to build their business:

- Glister® Toothpaste
- Nutrilite® Double X®
- Nutrilite® Prostate Health

There's nothing complicated about how Joseph and Marie choose products – they're always those that work for them. "We give prospects samples, and they usually come back and ask for more," said Marie.

For Joseph and Marie, everyone they contact and meet with is a prospect – not a customer. If someone buys a product but doesn't seem interested in the opportunity, just keep the product sales going and wait for them to think it over. "Some people think it's too much work, or they're too busy," said Joseph. "But then something changes in them, and they come back and decide to try it." That's why they say persistence is key.

Following these steps with focus and determination has helped their business grow, and the support from Amway has ensured results. These Founders Platinums from Port-au-Prince, Haiti, thank Amway for all of their success. "There is no other plan like it," said Marie. "We're helping others help themselves." Joseph added, "Amway is the best partner I've ever had."



CELEBRATE. LEARN. SUCCEED.

Get the Training and Education that Help Drive Success

New Platinum Conference is a once-in-a-lifetime opportunity for your businesses. It's an important milestone – and you've earned the rewards and recognition it provides.

This is just some of what you'll get to experience with fellow new leaders:

- Individual recognition.
- An exclusive tour of Amway World Headquarters.
- Hands-on training.
- Live demos from product experts.
- New business insights.
- Supportive mentorship from motivational leaders.

Join us at one of the two remaining 2016 NPC events on August 22–25 or October 24–27 in Ada, Michigan.

Amway | **NewPlatinum**
CONFERENCE

Uplines, encourage downline IBOs to attend. Contact your National Account Representative today to learn more.

There have been important changes to the NPC invitation process and event qualification:

- Qualifying IBOs will only receive two invitations to attend NPC.
- Exceptions granted for non-attendance will only be considered for two years.
- IBOs must have six Silver-producing months in a fiscal year to qualify.



IBOs Always Get a *Warm Welcome* at World Headquarters

EMPLOYEES LOVE TO WELCOME IBOs. Amway business owners have been visiting the Amway World Headquarters in Ada, Michigan, for over 50 years, and it's always an exciting and moving experience for IBOs and Amway employees.

For IBOs, visits show the support Amway provides their businesses, and instills confidence in the organization, products, and brands.

For employees, it's an opportunity to show that IBOs are at the center of everything they do.

The World Headquarters tour is a special experience for all IBOs. Before they even enter the facilities, they're greeted with a VIP, red-carpet reception. Hundreds of Amway employees line the entrance to thank and cheer them on, making it the highlight of the entire tour for many.

The experience is very emotional, and often moves many IBOs and employees to tears. “There’s so much positive energy there,” said Rebecca Stockton, Supervisor of the Amway Experiences and Tours at World Headquarters.

As Amway President Doug DeVos said to IBOs during a recent grand welcome and tour, “We’re here to show you that while you’re in business for yourself, you’re never by yourself.”

“The welcome
you get at World
Headquarters is
unforgettable!”

– New Platinum Basiliza Hernandez



Rebecca’s team is always looking for new ways to change up the Grand Welcome. In recent years, they’ve added a stage, a red carpet, a video wall, and signs that welcome people in many languages. It all creates special memories for IBOs.

“This experience showed me how the company supports us, and it makes me feel important,” said new Platinum Jennifer Darwich after visiting World Headquarters.



Congratulations

NEW Gold Producers & Silver Producers



GOLD PRODUCER

Samuel Abou-Samra and Kathy Dawood
 Alfonso and Lirio Aguasin
 Junghyun Ahn
 Melanio and Leticia Alfaro
 Kam Alladi and Preeti Iyer
 Agustin Almanza and Erika Velazquez
 Ricardo Araujo and Socorro Garcia
 Spencer Asmus
 Vinay Atyam and Krishnaveni Chunduru
 Guillermo Avina and Elidy Sanchez
 Cliff and Stevie Benion
 Joe and Jackie Bond
 Dominic Brandt
 Jesse and Shannon Broderson
 Joe and Marcene Butler
 Wai Lan C. Tsang and Danny Cheung
 Sergio Cabanas
 Wenwen Cao
 Lee Fah Lee
 Tiffany Chan
 Hai Tao Chang
 Maria Chavez Zurita and Bernardo Rojas Castillo
 Xiangjun Chen
 Hui Qiong Chen
 Lili Chen
 Wujie Chen
 Xiaolei Chen
 Jiang Chen
 Yingyun Chen
 Jinhai Chen
 Zhao Hong Chen
 Tao Chen
 Stephanie Clark
 Ruperto and Irene Cruz
 Jill and Nicholas Cundy
 Anabelle and Juanito Dasilao
 Lilan Davis and Leonardo Lopez De Rodas
 Chuck and Linda Delong
 Rajendra and Malti Desai
 Luis Alberto and Moraima Distrubell
 Larry and Cheryl Dixon
 Luiza Djurabaeva
 Jonatan Donastorg Diaz
 Tommy Dong
 Arjun Dutta

Niso Ergasheva and Ulugbek Ergashev
 Paola Erives
 Li Fan
 Yi Fang
 Jose Armando Flores and Reyna Rosas Perez
 Yock Faa Fong
 Riujin Gao
 Ma De Los Angeles Garay
 Abel Macias Garcia Jr. and Guadalupe Jaramillo Vega
 Maria Del Mar Garcia
 Ana Garcia and Bayron Salanic
 Estevan Garcia and Veronica Aquino
 Juanita Garcia
 Lazaro Garcia Alvarez and Manuela Mazariego Siquina
 Constante Gil and Mariamalia Rojas
 James and Kayleigh Glick
 Rafael and Emma Gomez
 Xiaoling Gu
 Jianping Guan
 Ryan and Sarah Guibord
 Kai Guo
 Apolinar and Guadalupe Gutierrez
 Xiaolan Han
 Zhiwei He
 Jianhui He
 Jian He
 Hailing He
 Nicolasa and Ruben Hernandez
 Erlin Hernandez Diaz and Geltrudis Padilla
 Lai Wah Hew
 Waikeng Ho
 Qiu Z. Huang
 Xi Xi Huang
 Shizuan Huang
 Jun Huang
 Mins Huang Huang
 Armando and Alicia Hurtado
 Jorge and Lilia Ibarra
 Xiaofeng Jiang
 Linlin Jiang
 Eduardo and Eulalia Jimenez
 Veronica and Jose L. Juarez
 Christina Jung and Moon Park
 Naveen and Bhargavi Kakani
 Mike and Merina Kennedy
 Mahfuzur and Ruena Khan
 Kealii and Janelle Kuehu
 Jinli Lai
 Debao Le
 Won S. Lee
 Daniel and Nicole Lehr

Josefina Leon De Aguirre and Rigoberto Aguirre
 Dequan Li
 Junyan Li
 Min and Jun Li
 Bing Li
 Chengzhi Li
 Ke Xin Li
 Wen Hao Li
 Mingli and Jian Hua Li
 Hongfu Li
 Shuqin Lin
 Yu Lin
 Biqin Lin
 Biling Lin
 Shijie Lin
 Lanxiang Liu
 Yumeng Liu and Sen Ma
 Zhiwei Liu
 Nansheng Liu
 Keyu Long and Hui Wang
 Ping Long
 Irma Lopez and Casildo Quiran
 Ezequiel and Roselia Lopez
 Augurio Luis Perez and Merced Ramirez De Luis
 Wenjuan Luo and Qingyue Mo
 Vu Luu and Kiu Gieng
 Leon Mai and Tuyetvan Hong
 Victoriano Manon and Sara Suero
 Wendy Martinez and Cesar Arellanes
 Maritza Aracely Martinez and Eden Hernandez
 Reggie and Renah Mason
 Francisca Mejia Ramirez and Gabriel Cueavas Garcia
 Felix and Marina Mendez
 Rebeca Isabel Mendez Lopez and Silvano Escalante
 Simon and Vitalina Mendoza
 Kevin Miller and Lashawndla Bailey-Miller
 Jamo Minchala
 Luis Miranda Ysabel
 Alvaro Montes and Cynthia Medina
 Luis Montiel
 Alfredo Morales and Lourdes Ramos
 Santos Muniz and Yanice Class
 Jittima Napawan
 Vasin Navasinlawat
 Tien Nguyen
 Nhat Nguyen and Hoa Ta
 Daosan Nie
 Angel and Ayalibis Ovalle
 Giovanni Palacios
 Michael and Kaya Palmer
 Matthew and Marina Parker

Tarcila and Juan Parra
 Jie Pei
 Quanjin Pei
 Hankiel Perez and Yelennys Hidalgo
 Armando Perez and Alicia Gonzalez
 Oudomphonh Phommarath
 Kanh Phommasene
 Isai Ponce
 Mei Mei Poon
 Julian Rafael and Teresa Hernandez
 Lucio Ramirez and Zoila Niz Lopez
 Norma Ramirez Valdez
 Alvertano Rendon and Juana Vazquez
 Elido Reyes and Evelyn Paniagua
 Sue and Keith Rhee
 Santiago Rodriguez and Damaris Santana
 Xinyun Rong
 Sam Rousse
 Jose Ruiz Villanueva and Maria Equihua Ruiz
 Juan Antonio Santos
 Peter Schmitz
 Oliver and Anita Seifert
 Xiuhua Shi
 Henry Shi
 Fangfang Shi
 William and Fern Short
 Nathaniel Smith and Gorgor Jones-Smith
 Ediberto Sontay and Amanda Torres
 Degny Garibo Sotelo and Saul Bautista
 Kristy and Timothy C. R. Stejskal
 Andrea and Junior Subratie
 Shukui Tang
 Oscar Tavarez and Iris Abreu
 Genaro Tinajero and Vianey Olea
 Wai Hong Tung
 Esteyson Vargas and Nathacha Ferreras
 Adrian Vazquez and Maria Bedolla Zavala
 Natalie and Jeremy Wallace
 Yukun Wang and Min Jiang
 Ying Wang
 Gloria Wang
 Lili Wang
 Meiping Wang
 Guiyi Wei
 Jennifer Weinert
 Taylor and Alona Weisbeck
 Sang Wong
 Wen Xu
 Shufen Xu
 Xiaohong Xu
 Yuejiao Yan and Jiqun Li

Fei Yao
Wenda Ye
Jacob and Leanne Zacharias
Beto Zarate
Wei Zhang and Victor Yang
Guihua Zhao
Yongzhuo Zhao
Cuili Zhao
Aiju Zheng
Chang Deng Zheng
Junping Zhou
Xu J. Zhu
Zhenfu Zou



SILVER PRODUCER

Shehadeh M. Abdulsalam
Teofilo Aguilar and Soledad Diaz
Humera Ahmed
Babajide Ajibade
Wilson Almonte
Macrina and David Alvarado
Jirat Aussavaviraiporn
Altaf Badal
Ilya Badalov
Josh Baker
Claudia and Dhaneshwar Balgobin
Songkane Bandasack
Mary Caitlin Bass
Jorge Brigada Lara and Isabel Marquez Hernandez
Maribel Bucio and Camerina Bucio Chapela
Charles Bull
Sergio Cabanas
Willian Cabrera
Maria Virgen Camaraza
Monica Carrillo De Heyaime
Valente Castrellon
Amporn Chanpeng
Jie Chmara
Jiwoo Choi
Molly Chu
Maribel Cortez and Christian Paniagua
Sugai Dai and Robert Sun
Rajdeep Das and Arunima Roy
Chuck and Linda Delong
Pascal Desrochers and Sylvie Cote
Yenifer Diaz and Roberto Torres
Gabriela Diaz Taveras
Luiza Djurabaeva

Francisco Doroteo Perez and Dominga Rosas
Yen Duong
Juan Elizalde
Niso Ergasheva and Ulugbek Ergashev
Leonardo Flores Mijares and Myriam Vega
Javier Flores Nava
Brandon and Amanda Galvan
Orlando Gil and Natividad Ventura
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Oscar and Miriam Gomez
Cameron Gordon
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Hansel Guevara
Rene E. Guevara
Ryan and Sarah Guibord
Nuris Gumbs
Teresa Gutierrez and Felipe Bucio
Arturo Gutierrez and Gabriela Castillo
Sharshi Haider and M.D. Kader
Teresa and Kevin Harder
Yinqing He and Wuye Hu
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Carlos and Maria Hernandez
Jaime Hernandez and Tatiana Chacon
Oscar and Merlyn Hernandez
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Darnell Isaac and Kerdesha Phillipp
Adolfo Jimenez and Erika Martinez
Su Kyung Jin
Jeongsook Joo
Sukjo Jung and Isaac Chiu
Satwant Kallah
Sumeet Kaur and Manvir Dhanota
Pam Kengphanich
Hyunnam Kim
Kealii and Janelle Kuehu
Mai Nong Lee
Yury Mariela Lemus Javier and Carlos Humberto Ramirez Javier
Zheng Li and Susan Dai
Lixia Li
Ming Ling Lien
Qingli Liu
Shawn Liu
Panomporn Lohasoontorn and Wirun Tosasuk
Jingqiang Long
Lino Lopez and Edith Alvarado
Melisa Lopez Orozco
Carlos Alberto Madrigal and Analuci Gutierrez

Victor Hugo Marcial and Aracely Abarca
Erika Mariaca and Isaac Vasquez
Erika Marmol
Sivelis Marrero and Eduardo Barrabi
Wendy Martinez and Cesar Arellanes
Ramon Julio Martinez
Zankhana Mehta and Pankaj Bothra
Ramiro and Cristina Mejia
Francisca Mejia Ramirez and Gabriel Cueavas Garcia
Guadalupe Mena and Eliazar Bardales
Omar Mendez and Guadalupe Chavez
Jose Luis Mendez Reyes and Alondra Serrano Herrera
Myungsook Miller
Rupesh and Priyanshu Mishra
Mohamed Moalim and Ubah Kherse
Gelacio Morales and Leticia Mateo
Pascual Moranchel and Teresa Martinez
Mayur B. Mundada and Sweta Mayur Mundada
Man Nguyen and Maihoa Tran
Orlando Orellana Muillos
Michael and Kaya Palmer
Luis Daniel Pardo Perez and Particia Mendoza G.
Eliseo Pastor Pastor and Melina Miguel Nicolas
Anupam Paudel and Barsha Kc
Ting Peng
Cynthia Peral
Angel Perez
Pablo Perez Perez and Marelly Robles Salmeron
Dolly and Bo Phitsanu
Enrique Pineda Rojas and Cristina Garcia
Mario Ponce and Maribel Martinez
Orrapim Putthawong
Changsun Pyo and Jinhee Jung
Merced Ramirez and Adelina Sanchez
Pratik and Jaya Rashingkar
Camilo Rebolledo and Dioceline Cardenas
Martin Rincon and Maria Leticia Castro
Angie Rivera Berroa and Lorenzo Diaz
Cirilo Rodriguez
Fredy Romero
Mira Roy and Pradip Sarker
Jacob Ruesch and Arellis Espinoza
Fernando Ruiz and Rita Lopez

Sofia Santos
Flor Sedano and Jesus Quinones
Bounlieng Sengphokham and Kongchanh Vannathi
Paubla and Kenneth Seraphin
Steven Shi
Tae R. Shin
Piera Shuen
Malinda Sigirige and Hikkaduwe Dayaratne
Maria Del Carmen Simon Espinoza and Roberto Perez
Tanade Sirisuwanakij and Benjawan Sujitprapakorn
Pete and Marsha Smith
Guadalupe and Micaela Solis
Abundio Solis-Meza and Lidubina Marquez
Rick Sorch
Crisantema Sosa and Milton Rodriguez
Fayaz Sundrani
Makoto Suzuki
Neri Tarango and Isidro Franco
Ricardo Tep and Mirian Gongora
Jessica Thiragirayuta and Stanley Cheung
Scott Thomas
Gerald and Kerryann Thompson
Delia Valverde and Enrique Ortiz
Esteyson Vargas and Nathacha Ferreras
Julio Vasquez
Aurelio Villaseca and Janet Montiel
Graciela Villeda and Jessica Garcia
Ken and Somchith Vongsanan
Yuan Wang
Linda Wang
Yan Wang and Shao Ming Huang
Jason Ward
Randall Ward Jr.
Mike and Amy Wolk
Vanessa Wong
Suiling Xie
Tao Xu
Yuejiao Yan and Jiqun Li
Jesse Yu
Beto Zarate
Oscar Zavala and Anabel Melendez
Wenyuan Zhou
Wenyi Zhou

The Rewards Keep Getting Better and Better

SET YOUR GOALS NOW TO QUALIFY, AND EARN
THE RECOGNITION AND REWARDS YOU DESERVE.

New Platinum Conference 2016

For IBOs who are New Platinums
and meet specific time-frame criteria

**Amway World Headquarters,
Ada, Michigan**

August 22–25, 2016

October 24–27, 2016



Achievers 2016

For IBOs who meet Achievers
event qualification criteria

Las Vegas, Nevada

December 5–9, 2016

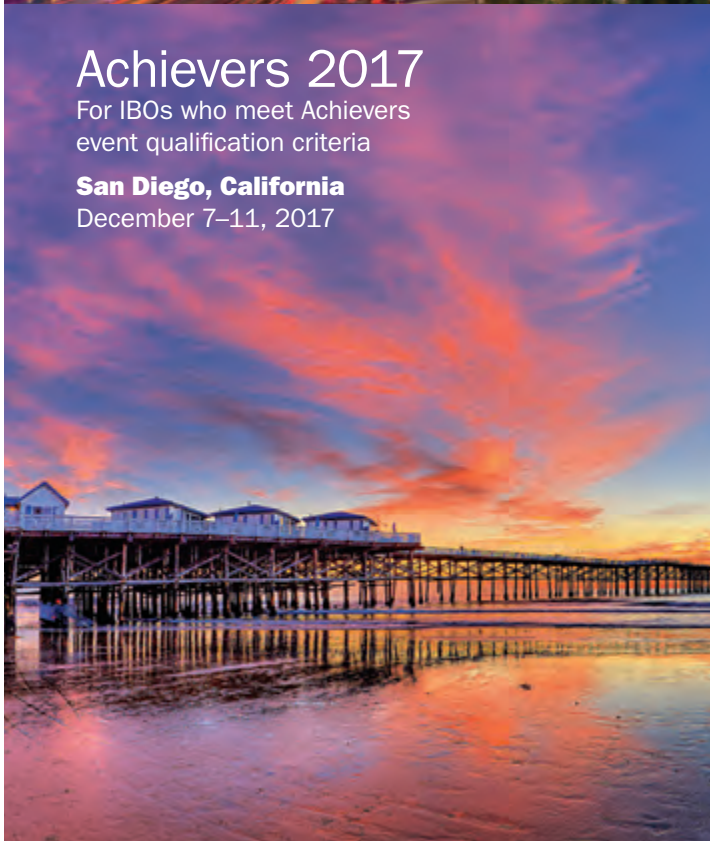


Achievers 2017

For IBOs who meet Achievers
event qualification criteria

San Diego, California

December 7–11, 2017



The average monthly Gross Income for “active” IBOs was USD \$183 (in the U.S.)/CAD \$206 (in Canada).

Approximately 53% of IBOs in the U.S., and 49% of IBOs in Canada, were “active.”

Following is the approximate percentage of IBOs in North America who achieved the illustrated level of success in the IBO Fiscal Year ending August 31, 2015: New Platinum Conference 0.2%, Achievers Invitational 0.6%, Executive Diamond Club/Diamond Club 0.04%, North American Growth Council 0.01%. Refer to page 10 for further details.

Executive Diamond Club/ Diamond Club 2017

For Diamonds & above

Maui, Hawaii

February 24–March 3, 2017

Diamond Dreams 2017

For Diamonds & above who meet
Diamond Dreams qualification criteria

**Peter Island, British Virgin Islands;
Jackson Hole, Wyoming;
Sedona, Arizona; or
New York City, New York**

North American Growth Council 2017

Strategic meeting for IBOs
who meet North American Growth Council
qualification criteria

Scotland

2017 Dates TBA



Find more information about upcoming events at: achievemagazine.com/events

Personalized IBOAI[†] Videos Popular at Diamond Club Interactive Workshops

A respected tradition and popular presence at Diamond Club, the IBOAI[®] was in Hawaii to welcome, recognize, and celebrate the success of North American IBO leaders. As the voice of all IBOs, the IBOAI[®] consistently participates in major Amway recognition events such as NPC, Achievers, and Diamond Club. Chairman Bob Andrews explains, “It’s our opportunity to meet face to face with leaders to celebrate business growth and success – and to learn more about how the IBOAI[®] can make this wonderful opportunity stronger and better than ever.”

This year, the IBOAI[®] promoted its message in a fresh new way – a personalized video message recorded on-site by Diamonds paired with a special pre-recorded segment of one of three well-respected IBOAI[®] members: Jody Victor, Bob Andrews, and Bill Hawkins. Many Diamonds spoke directly to their teams about their enthusiasm for



the opportunity and the importance of the support the IBOAI[®] gives their team and all IBOs. The pre-recorded portions explained how the IBOAI[®] is a great resource for all IBOs. It acts as the voice for all IBOs with the corporation, as it has for nearly 60 years. As Jody Victor explains, “With membership at just \$12 a year, that’s \$1 a month, you really get your money’s worth!” The IBOAI[®] tagline, reiterated by Bill Hawkins at the close of his video segment, says it all: “Preserving the past – protecting the present – inspiring hope for the future.”

To learn more about the IBOAI[®], its elected board members, and its marketing advisory committee (MAC), visit IBOAI.com. The website is a valuable resource for information on the association’s history, current business news, and best practices. You can also find the IBOAI[®] on Facebook^{®††}, Twitter^{®†††}, and Instagram^{®††††}.

“With membership at just \$12 a year, that’s \$1 a month, you really get your money’s worth!”

– Jody Victor, Chair of IBOAI[®] Governance & Oversight

[†]IBOAI[®] is a registered trademark of Independent Business Owners Association International.

^{††}Facebook[®] is a registered trademark of Facebook, Inc.

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Let's Keep Going Strong Together

I just returned from NAGC in Singapore where I had the pleasure of meeting with top leaders. Every time I attend an event, whether it's NPC, Achievers, Diamond Club, or NAGC, I'm always reminded of how great it is to get together. Each conversation I have at these events reminds me of how fantastic our partnership is. We've recently partnered with IBOs like you to create short, animated training videos. Launching in July, the first video series will help new IBOs start stronger, and because they were created with IBOs and for IBOs, they're more engaging and relevant. It's amazing to think about how the success of Amway is a result of how well we work together. Amway and I are honored to partner with you, and we love creating lasting memories as business colleagues.

As we count down the final months of our fiscal year, I want to remind you of some numbers that show just how strong we are. I shared these numbers at Diamond Club, and I want to share them again to inspire you all to finish the year strong and keep it going.

As of April, here is where we're finding continued growth in 2016 compared to 2015:

- 3% increase in new Silver Producers.
- 13% increase in tracking first-time Platinums.
- 4% increase in tracking Emeralds.
- 56% increase in tracking new Diamonds.

And 2015 showed amazing new pin growth compared to the prior year:

- 24% increase in new Platinums.
- 55% increase in new Founders Platinums.
- 54 new Emeralds and Founders Emeralds.
- 35 new Diamonds.
- 1 new Crown.

It's exciting to think about how this growth will make the Amway 60th Anniversary in 2019 even more special. We're now seeing more IBOs tracking toward Emerald and Diamond, which, with your continued leadership, means more Diamonds attending that once-in-a-lifetime, 60-year celebration in Las Vegas.

At Diamond Club, Diamond leaders heard about plans for the upcoming anniversary, where qualified Diamonds will have the chance to celebrate with Diamonds from around the world. I encourage you to keep setting and achieving goals, and qualifying for higher levels. Remember that we are always here to support you, so let's keep the partnership and momentum going strong.

Thank you as always for your partnership,



Rajneesh Chopra

Vice President – Sales, Amway North America

