FOUNDER PLAYBOOK SERIES · VOLUME 8 · UNITED STATES · 2026 EDITION · FINAL VOLUME

THE UNITED STATES OF AMERICA

Direct Selling

Playbook

Everything a founder needs to launch, grow and scale

a direct selling company in the world's largest MLM market

Used by 500+ direct selling founders across 50 countries

WHAT'S IN THIS PLAYBOOK

- The USA's USD 40 billion direct selling market — 2026 data, top brands, regional landscape
- FTC regulations, the Business Opportunity Rule, and the 70% retail sales rule
- State-level MLM laws — Georgia, Maryland, Louisiana, Montana, and key state requirements
- DSA USA membership, income disclosure standards, and industry self-regulation
- Compensation plan strategy — Unilevel, Binary, Hybrid, and Breakaway for the US market
- Distributor recruitment across 50 states — regional strategy and social commerce
- Technology requirements — USD, state sales tax automation, 1099-NEC, and FTC compliance
- International expansion from the USA — Canada, UK, Australia, and global strategy

VOLUME 8 — FINAL

The Complete
Founder Playbook Series

100% FREE

Download at
globalmlmsolution.com

2026 EDITION

Current USA market
data and regulations

Produced by Global MLM Software

info@globalmlmsolution.com · +1-765-896-5271

A NOTE FROM GLOBAL MLM SOFTWARE — 2026 EDITION

You have reached the final volume of the Global MLM Software Founder Playbook Series.

The United States is not just the largest direct selling market in the world. It is the market that invented the industry. The FTC. The DSA USA. The Business Opportunity Rule. The 70% retail sales rule. The Amway safeguards. State-level MLM registration requirements in Georgia, Maryland, Louisiana, and Montana. These are not obstacles. They are the framework that has made the US direct selling industry — worth more than USD 40 billion annually — the most scrutinised, most structured, and most professionally operated direct selling market in the world.

A founder who builds properly in the United States — with FTC-compliant income disclosure, DSA USA-aligned distributor agreements, state-by-state MLM registration where required, and a compensation plan that passes the 70% retail sales rule — builds a business that can survive regulatory scrutiny and scale to national volume.

This is the 2026 edition, updated for current FTC guidance, current DSA USA membership standards, and the latest state-level MLM regulatory developments. The FTC has been increasingly active in the direct selling space. This playbook reflects that reality.

Global MLM Software powers direct selling companies in the United States and across all eight Playbook Series countries. USD commissions. State sales tax automation for all 50 states. 1099-NEC generation. FTC-compliant income disclosure. DSA USA-aligned compliance tools.

Book your free USA demo at globalmlmsolution.com/demo.

Let's build — the American way.

Global MLM Software — Revenue Growth Office

globalmlmsolution.com/consulting · info@globalmlmsolution.com

TABLE OF CONTENTS

What Is In This Playbook

Volume 8 — Final Volume — of the Global MLM Software Founder Playbook Series, 2026 Edition. Volumes 1–7 cover South Africa, Malaysia, Philippines, Australia, UAE, Canada and UK. The complete 8-volume series is available at globalmlmsolution.com

INTRODUCTION

Why the USA Is the World's Most Important Direct Selling Market in 2026

The United States generated an estimated USD 40 billion in direct selling retail sales in 2025, making it the largest single direct selling market in the world by a significant margin — more than twice the size of the next largest market. The US direct selling industry has 6.7 million active distributors, the most developed industry self-regulatory framework through the DSA USA, and the most scrutinised federal regulatory environment through the FTC. A founder who builds properly in the United States — FTC-compliant, DSA USA-aligned, state-registered where required — builds in a market that rewards operational excellence with national scale.

USD 40B	6.7M	74%	50
US direct selling market (2026)	Active registered US distributors	Health & wellness market share	States requiring uniform FTC compliance

The USA Opportunity in 2026

The United States has the world's most mature and most competitive direct selling market. Every major global brand — Amway, Herbalife, Nu Skin, doTERRA, Arbonne, MONAT — competes here at full scale. But the market is also the most receptive to genuinely differentiated products: a health supplement brand with genuine clinical backing, a beauty brand with authentic founder story, or a wellness brand addressing an underserved consumer need can build a national distribution network in the US faster than in any other single-country market in this Playbook Series. The FTC compliance framework, while requiring real infrastructure, ultimately protects properly built companies by clearing the market of poorly structured operators.

Who This Playbook Is For

This is the final volume of the Global MLM Software Founder Playbook Series. It is written for founders, CEOs, and business owners planning to launch or scale a direct selling, network marketing, or MLM company in the United States. It is equally relevant for international founders entering the US from Canada, the UK, Australia, or any other market — the FTC regulations, state MLM laws, and DSA USA requirements apply to all companies operating in the United States regardless of where they are incorporated.

› You have a health, wellness, beauty, or personal care product ready for the US market

› You need to understand FTC regulations and the Business Opportunity Rule

› You need to understand which US states require specific MLM registration

› You are designing a compensation plan that passes the FTC 70% retail sales rule

› You need to understand income disclosure requirements under FTC and DSA USA standards

› You are planning international expansion from a US base to Canada, UK, or Australia

How to Use This Playbook

Read it once end to end before making any legal, state registration, compensation plan, or software decisions. Each chapter ends with a checklist. Print Chapter 6 (the 90-Day Launch Checklist) and keep it on your desk. Share Chapter 2 (Compliance) with your FTC-experienced US attorney — specifically the Business Opportunity Rule and state MLM law sections. This is also the companion volume to every other Playbook in this series: if you have read Volumes 1–7 and are now entering the US, this is your final compliance framework.

01

The USA Direct Selling Market

— 50 States, USD 40 Billion, and the World's Most Competitive Direct Selling Arena

CHAPTER 01

Market Size and the US Landscape

The United States direct selling market generated an estimated USD 40 billion in retail sales in 2025, according to DSA USA (Direct Selling Association USA) data and independent industry analysis. The market has grown at approximately 3–6% annually over the past five years, with health and wellness products accounting for approximately 74% of total retail sales — driven by the world's highest per-capita health supplement spending and a wellness-committed consumer base of extraordinary size and purchasing power. The US market is simultaneously the most rewarding and most regulated direct selling environment in the world. FTC enforcement is active. State attorneys general pursue pyramid scheme investigations. DSA USA membership is the primary industry credibility signal. Building properly is not optional — it is the price of access to a USD 40 billion opportunity.

USD 40B	3–6%	74%	6.7M
US direct selling retail market	Annual growth rate (5-year avg)	Health & wellness market share	Active registered distributors

The Regional Landscape — 50 States, 10 Key Markets

The United States is not one market — it is 50 state markets with a federal regulatory overlay. The ten states below account for approximately 65% of total US direct selling volume and are the primary launch and expansion targets for any nationally-focused direct selling company.

State	Market Share	Key Cities	Key Compliance Note
California	~14% of US DS volume	Los Angeles, San Francisco, San Diego	Largest state market. Strict consumer protection laws. Proposition 65 for products. California Business Opportunity Law may apply.
Texas	~10% of US DS volume	Dallas, Houston, Austin, San Antonio	Second-largest market. No state income tax. High Latino/Hispanic distributor community. Texas MLM laws align with FTC.

State	Market Share	Key Cities	Key Compliance Note
Florida	~8% of US DS volume	Miami, Orlando, Tampa	Third-largest. High Latino/Caribbean community. Florida MLM statutes strict on pyramid scheme definition.
New York	~7% of US DS volume	NYC, Buffalo, Albany	High-income urban market. New York General Business Law Article 33 on referral selling.
Georgia	~5% of US DS volume	Atlanta, Savannah	Georgia Fair Business Practices Act. Georgia requires MLM company registration — critical compliance item.
Illinois	~4% of US DS volume	Chicago, Springfield	Illinois Consumer Fraud Act. Strong Midwest distributor base. Chicago multicultural community high-volume.
North Carolina	~4% of US DS volume	Charlotte, Raleigh	Growing market. North Carolina Pyramid Sales Prohibition statute aligns with FTC.
Ohio	~4% of US DS volume	Columbus, Cleveland, Cincinnati	Ohio Pyramid Sales Prohibition. Strong Midwest manufacturing community base for wellness brands.
Pennsylvania	~4% of US DS volume	Philadelphia, Pittsburgh	Pennsylvania Unfair Trade Practices Act. PA has no specific MLM statute — federal FTC applies.
Michigan	~3% of US DS volume	Detroit, Grand Rapids	Michigan Pyramid Promotion Prohibition. Strong health supplement community in Grand Rapids.

The Four States That Require Special Attention

Georgia, Maryland, Louisiana, and Montana each have specific MLM company registration or disclosure requirements that go beyond the federal FTC framework. Georgia: requires MLM companies to register with the Georgia Secretary of State. Maryland: requires a specific business opportunity disclosure document filed with the Maryland Attorney General. Louisiana: specific pyramid scheme statute that is more restrictive than FTC guidance. Montana: Business Opportunity Act requires specific seller registration. Engaging distributors in these states before completing state-specific registration creates legal exposure. Your US attorney must confirm state registration status before you recruit in these four states.

Dominant Brands and the Competitive Landscape

Brand	Category	Comp Plan	Est. US/Global Network	Status
Amway USA	Health / Home / Beauty	Breakaway	3M+	Market leader — founded in US
Herbalife USA	Nutrition / Weight Mgmt	Unilevel Custom	4M+ globally	International — large US base
Nu Skin USA	Anti-Aging / Wellness	Breakaway	500K+ globally	International — US-founded
doTERRA USA	Essential Oils / Wellness	Unilevel	7M+ globally	US-founded — rapid growth
Arbonne USA	Beauty / Wellness / Nutrition	Unilevel	500K+	Premium brand — strong US
MONAT USA	Hair Care / Wellness	Binary/Unilevel	400K+	US-founded — strong growth

Brand	Category	Comp Plan	Est. US/Global Network	Status
Isagenix USA	Nutrition / Weight Mgmt	Binary	600K+ globally	US-founded — strong community
Primerica USA	Financial Services	Binary	130K+	US-founded — insurance/financial
4Life USA	Health / Immunity	Binary	800K+ globally	US-founded — strong Binary
Kyani USA	Health / Supplements	Binary	Significant	US-founded — strong Binary

Why the USA Market Is Different From Every Other Volume in This Series

Scale — the numbers are dramatically larger

A successful US direct selling company operates at a scale that dwarfs every other market in this series. Herbalife's global distributor base is larger than the entire direct selling population of South Africa, Malaysia, and the Philippines combined. doTERRA has more US distributors than Australia has total direct selling participants. The operational, technology, and compliance infrastructure required to support a US-scale direct selling business must be engineered for this magnitude from day one.

FTC scrutiny — the most active regulatory environment in the world

The FTC (Federal Trade Commission) is the most active direct selling regulator in the world. FTC enforcement actions against direct selling companies have included multi-hundred-million-dollar settlements, complete company shutdowns, and director personal liability. The FTC's 2023 Business Opportunity Rule and 2024 updated guidance on income claims have raised the compliance bar significantly. A US attorney with specific FTC and MLM experience is not optional — it is the first engagement a founder makes.

Income disclosure standards — the most rigorous in the world

The DSA USA and the FTC both require income disclosure statements that are more rigorous, more specific, and more prominently displayed than in any other market in this series. The US income disclosure must show median earnings at each rank, percentage of participants at each income level, and must be included in or linked from every income claim — no matter how casual. A distributor's Instagram Story showing their paycheck is an income claim that requires the full disclosure document to be linked.

The 70% retail sales rule — the defining compliance test

The FTC's guidance — informed by the landmark Amway consent order — holds that a legitimate direct selling plan should generate at least 70% of its sales to genuine retail customers who are not participants in the compensation plan. This is not codified as a federal law, but it is the primary FTC test applied in pyramid scheme investigations. Every US compensation plan must be designed and tracked to demonstrate that the majority of product sales are going to real retail customers, not to distributors buying to maintain rank qualification.

Chapter 01 Checklist

Identify top 3 launch states — California, Texas, and Florida are the primary targets	These three states = 32% of US DS volume — most founders start here
Confirm Georgia, Maryland, Louisiana, Montana registration with US attorney	These four states require registration before distributor recruitment
Research your product category's top 5 US brands and their compensation structures	US distributors compare your plan against established US brand benchmarks
Engage FTC-experienced US attorney before any compensation plan finalisation	The single most important pre-launch engagement — budget USD 10,000–USD 50,000
Confirm product compliance — FDA for supplements, FTC for claims, state labelling laws	California Prop 65 and FDA DSHEA apply to all health supplement products
Book a free USA demo with Global MLM Software	globalmlmsolution.com/demo — USD, state tax, 1099-NEC, FTC retail tracking, live

02

Legal and Compliance Foundation

— FTC, Business Opportunity Rule, State MLM Laws and DSA USA

CHAPTER 02

The US Regulatory Framework

The United States has the most layered direct selling regulatory framework in the world: federal FTC regulation, the Business Opportunity Rule, state-level pyramid scheme statutes in all 50 states, specific MLM registration requirements in four states, FDA regulation of health supplement claims, and industry self-regulation through the DSA USA. A founder who understands all five layers before designing their compensation plan and drafting their distributor agreement builds a legally defensible business. A founder who addresses them after the fact faces restructuring costs that dwarf the cost of getting it right from day one.

The Most Important US Compliance Principle

The FTC's position on legitimate direct selling is unambiguous: income must derive primarily from genuine product sales to retail customers who are not participants in the compensation plan. Every compensation plan decision — every commission type, every bonus, every rank qualification — must be evaluated against this principle. A compensation plan where participants earn more from recruiting than from selling to retail customers is, in the FTC's view, a pyramid scheme — regardless of how it is structured or what it is called. Build for retail sales first. Always.

FTC Act Section 5 — Unfair or Deceptive Acts and Practices

Section 5 of the Federal Trade Commission Act prohibits unfair or deceptive acts or practices in commerce. The FTC applies Section 5 broadly to direct selling companies — covering misleading income claims, deceptive product representations, and pyramid scheme structures. The FTC's guidance on multi-level marketing — published at ftc.gov — is the primary federal reference document for direct selling companies. In 2026, FTC enforcement of direct selling income claims has intensified significantly. Every income claim made by the company or its distributors on any platform is subject to FTC scrutiny.

Read the FTC's MLM guidance at ftc.gov before designing any US compensation plan — mandatory in 2026.

FTC Business Opportunity Rule (16 CFR Part 437)

The Business Opportunity Rule requires companies that sell business opportunities — including direct selling distributorships — to provide prospective participants with a specific disclosure document at least seven days before they sign an agreement or pay any money. The disclosure document must include: the company's name and contact information, any legal actions against the company, any earnings representations (with substantiation), a list of references, and a cancellation or refund policy. Failing to provide this document is a federal violation with significant penalties.

> Business Opportunity Rule disclosure document required 7 days before sign-up — no exceptions.

FTC Income Claim Standards — Substantiation Required

The FTC requires that all income claims in direct selling — including claims made by distributors on social media, at presentations, or in personal conversations — must be truthful, not misleading, and backed by competent and reliable evidence. 'Atypical' income claims (showing top earners) must be accompanied by typical earnings disclosure. The FTC's updated guidance on social media endorsements and income claims (most recently revised in 2023, further updated in 2026) requires that all distributor testimonials include material disclosure of the connection between the testimonial giver and the company.

> Every distributor income testimonial on any platform requires FTC-compliant material disclosure.

State Pyramid Selling Statutes — All 50 States

All 50 US states have some form of pyramid scheme prohibition statute — though the specific definitions and enforcement mechanisms vary. States with the most restrictive MLM statutes include: Georgia (requires MLM company registration with Secretary of State), Maryland (requires business opportunity disclosure filed with Attorney General), Louisiana (strict pyramid scheme definition that may affect certain bonus structures), and Montana (Business Opportunity Act requires seller registration). Your FTC-experienced US attorney must conduct a state-by-state analysis before you recruit distributors in any US state.

> State-by-state analysis required before recruiting in any US state — four states require registration.

FDA DSHEA — Dietary Supplement Health and Education Act

Health supplement products sold in the United States must comply with the FDA's DSHEA (Dietary Supplement Health and Education Act) requirements: all health claims must be substantiated, 'structure/function' claims require FDA notification within 30 days of first use, and the label must include a disclaimer that the claim has not been evaluated by the FDA. Therapeutic claims — claims that a product diagnoses, treats, cures, or prevents a disease — require FDA approval as a drug and are prohibited for dietary supplements. California's Proposition 65 imposes additional labelling requirements for products sold in California.

> FDA DSHEA and California Prop 65 compliance required before first US product sale.

DSA USA — Direct Selling Association (Founded 1910)

The DSA USA (Direct Selling Association, founded in 1910) is the oldest and most influential direct selling industry association in the world. DSA USA membership requires companies to adhere to the DSA Code of Ethics — which covers income claims, distributor agreement requirements, cancellation rights, and product buy-back policies. DSA USA membership is not legally mandatory but is commercially essential: sophisticated US distributors and institutional investors who evaluate direct selling companies specifically check DSA USA membership. The FTC views DSA USA membership as a positive compliance indicator in investigations.

> DSA USA (founded 1910) membership: commercially essential for credibility with experienced US distributors.

US Income Claim Standards — The Most Rigorous in the World

US income disclosure standards — set by the FTC and the DSA USA Code of Ethics — are the most specific and most rigorously enforced in the world. The following rules apply to every income representation made by the company or any distributor on any platform:

REQUIRED	Annual Income Disclosure Statement published showing median earnings at every rank
REQUIRED	Percentage of participants who earned at each income level disclosed
REQUIRED	'Results not typical' or equivalent disclosure with every individual income testimonial
REQUIRED	Business Opportunity Rule disclosure document provided 7 days before sign-up
PROHIBITED	Income claims without the IDS (Income Disclosure Statement) linked or provided
PROHIBITED	Top earner testimonials without disclosure that results are atypical
PROHIBITED	Lifestyle imagery (cars, homes, holidays) implied as typical distributor outcomes
PROHIBITED	Distributor social media income posts without company-required disclosure language

The US Distributor Agreement — Required Elements

Agreement Element	What It Must State
Company legal name and address	Full legal entity name, state of incorporation, registered agent address
Business Opportunity Rule disclosure	FTC-required disclosure document or reference — must be provided 7 days before sign-up
Compensation plan summary	Plain-language USD summary of all commissions, bonuses, and rank qualifications
Total cost disclosure	All costs to become a distributor — kit, training, required purchases, renewal fees
Cancellation right	Right to cancel within minimum DSA USA period (typically 30 days in most states)

Agreement Element	What It Must State
Product buy-back policy	Company's policy on repurchasing unsold, marketable inventory from departing distributors
Income disclosure reference	Reference to published IDS (Income Disclosure Statement) — must be current year
70% retail sales rule	Statement that participants are expected to sell 70% of product to retail customers
Distributor conduct standards	Social media income claim policy, FTC endorsement guide compliance, prohibited claims
Dispute resolution	Arbitration clause and governing state law — typically the company's state of incorporation
DSA USA membership reference	If DSA USA member: reference to DSA Code of Ethics obligations

Global MLM Software includes FTC-compliant retail customer tracking (70% rule evidence), Business Opportunity Rule disclosure document management, annual IDS (Income Disclosure Statement) generation in USD, state-by-state cancellation period automation, DSA USA-aligned buy-back policy tracking, and distributor social media compliance documentation tools as standard features for US companies. See these live: globalmlmsolution.com/demo

Chapter 02 Compliance Checklist

Engage FTC-experienced US attorney as first pre-launch action	Budget USD 10,000–USD 50,000 — the most important pre-launch investment in the US
Conduct state-by-state MLM registration analysis for all target launch states	Georgia, Maryland, Louisiana, Montana require registration — all 50 states need review
Register LLC or C-Corp in your chosen state — Delaware most common for national operations	Day 1–3 online · Delaware Division of Corporations or state equivalent · USD 89–USD 200
Obtain EIN (Employer Identification Number) from IRS for all tax obligations	Day 1 · IRS.gov · Free and immediate online — required before any business banking
Register for state sales tax permits in each state where distributors operate	Required in most states — economic nexus rules apply even without physical presence
Draft Business Opportunity Rule disclosure document with FTC-experienced attorney	Required 7 days before any prospective distributor signs up or pays any money
Create annual Income Disclosure Statement (IDS) with actual USD earnings data by rank	FTC and DSA USA require IDS published before any income claims in marketing
Apply for DSA USA membership — directselling.org	Requires compensation plan review, FTC compliance confirmation, code of ethics agreement
Book a free USA demo with Global MLM Software — see FTC compliance tools live	globalmlmsolution.com/demo

03

Compensation Plan Strategy for the United States

— Unilevel, Binary, Breakaway and Hybrid — FTC-Compliant Plans for the World's Largest Market

CHAPTER 03

The US Compensation Plan Landscape

The United States has the most diverse compensation plan ecosystem in the world. Unilevel plans dominate the health, essential oil, and beauty categories. Binary plans are strong in the nutrition, health supplement, and financial services segments. Breakaway plans power the most established brands. Hybrid plans are growing as founders seek to combine FTC-compliant retail customer income with team-building speed. The single non-negotiable across every US plan type: retail customer sales must account for at least 70% of total product sales. This is the FTC compliance test that determines whether a plan is legitimate direct selling or a pyramid scheme. Design every element of your US plan around this requirement.

The 70% Retail Rule — Built Into Every Commission Type

Every commission, bonus, and rank qualification in a US direct selling plan must be structured so that the income it generates can be traced to genuine retail customer sales rather than internal distributor purchases. A rank advancement bonus that is triggered purely by recruitment — without a minimum retail customer sales requirement — fails the FTC compliance test. A fast-start bonus that pays primarily on new distributor joining fees fails the test. A Binary matching bonus that runs on distributor autoship volume without any retail customer minimum fails the test. Have your FTC attorney apply this test to every single line of your compensation plan before you launch.

The Six Plan Types — USA Context

Unilevel Plan

MOST COMMON IN USA

Unlimited width. Commission level-by-level on team product volume. doTERRA USA, Arbonne USA, Herbalife USA, and Avon USA all operate Unilevel-based structures. Easiest plan type to structure for FTC compliance — retail commission at Level 1 on genuine customer sales is the clearest demonstration of product-sales-first income. Customer Acquisition Bonus (CAB) for retail customers is the most FTC-positive bonus type available.

USE CASE: Best for. Health, wellness, essential oil, and beauty brands launching nationally in the US.

Binary Plan

STRONG IN NUTRITION SEGMENT

Two-leg structure with matching on weaker leg. MONAT, Isagenix, 4Life, and Kyani operate Binary plans with strong US results in nutrition, hair care, and health segments. Binary plans can be fully FTC-compliant when the matching bonus is tied to verified retail customer sales volume — not to recruitment numbers or distributor autoship alone. Must include a minimum retail customer sales requirement at every binary-qualifying rank.

USE CASE: Best for. Nutrition and weight management brands — must include retail customer minimum per rank.

Breakaway Plan

AMWAY / NU SKIN MODEL

Senior distributors break away from upline at leadership ranks, earning royalty overrides. Amway USA and Nu Skin USA are the benchmark Breakaway operations. Strong for established companies with mature leadership cultures and strong rank advancement infrastructure. Highest plan complexity — requires the most FTC legal review to structure compliantly. Not recommended for first US launch.

USE CASE: Not recommended for US launch — design for Unilevel or Hybrid first, add Breakaway when mature.

Hybrid Unilevel + Binary

GROWING IN USA

Unilevel retail customer commissions PLUS Binary team volume matching. Retail commission on Customer Acquisition satisfies the FTC 70% retail sales requirement; Binary matching on retail-verified product volume provides team-building income. When both elements are tied to retail customer sales — not distributor autoship — this is the strongest FTC compliance position of any US plan structure. Increasingly popular with new US-founded brands in health and beauty.

USE CASE: Best for. US founders wanting maximum FTC compliance AND team-building income simultaneously.

Generation Plan

MATURE BRANDS

Leadership-rank-based commissions on entire generation group volume. Requires a mature distributor base with strong leadership depth. Amway uses a Generation element alongside Breakaway. Not recommended for US launch — too complex for initial FTC compliance structuring and for onboarding new distributors unfamiliar with Generation plan mechanics.

USE CASE: Not recommended for US launch — add Generation elements only once plan is mature and FTC-reviewed.

Custom Plan

ENTERPRISE

Fully bespoke compensation structure designed for a specific US market opportunity, product category, or target demographic. May include membership models (Melaleuca-style), subscription commission structures, or tiered CAB (Customer Acquisition Bonus) programmes. Requires an FTC-experienced US attorney and a DSA USA-experienced compensation plan consultant. Budget USD 25,000–USD 100,000 for full custom US plan design and legal review.

USE CASE: Best for. Enterprise US founders with experienced FTC and DSA USA plan consultants.

Worked Example — A US Unilevel Plan with Retail Customer Requirement

Rank	Monthly PV	Qualification	Commission Structure	Typical Monthly Range
Wellness Consultant	USD 0	Personal retail only — no team	25% retail commission on customer sales	USD 0–USD 600/mo
Builder	USD 250 PV	3 active retail customers, 2 frontlines	25% L1 + 8% L2 on verified retail	USD 800–USD 2,500/mo
Senior Builder	USD 750 PV	8 retail customers, 5 frontlines	25% L1 + 10% L2 + 8% L3	USD 2,500–USD 7,000/mo
Leader	USD 2,000 PV	20 retail customers, 8 frontlines, 3 Builder legs	Down to Level 5 on retail	USD 6,000–USD 18,000/mo
Senior Leader	USD 5,000 PV	50 retail customers, 3 Senior Builder legs	Down to Level 7 + CAB pool	USD 15,000–USD 40,000/mo
National Executive	USD 15,000 PV	5 Leader legs, 150+ retail customers	Full depth + Leadership Pool	USD 35,000–USD 100,000+/mo

The retail customer requirement at every rank — 3 active retail customers at Builder, 8 at Senior Builder, 20 at Leader — is the structural element that makes this plan FTC-compliant. No distributor can advance in rank or earn team commissions without maintaining verified retail customer sales. This passes the FTC 70% retail test and is the design pattern recommended by DSA USA for all member companies.

US-Specific Bonus Types That Drive Compliance AND Retention

Customer Acquisition Bonus (CAB)

A USD cash bonus paid for each new registered retail customer acquired — separate from and in addition to the ongoing retail commission on their purchases. The CAB is the most FTC-positive bonus type available: it directly rewards the acquisition of genuine retail customers who are not participants in the plan. DSA USA guidance specifically cites retail customer acquisition as the primary indicator of a legitimate direct selling business. Every US compensation plan should include a prominent, generous CAB.

Fast-Start Bonus — Retail Achievement Gated

A time-limited USD bonus paid to new distributors who achieve a specific retail customer sales target in their first 30–60 days. Critically: the fast-start bonus must be gated on retail customer sales, not on recruiting new distributors. A fast-start bonus that pays purely for recruiting two new participants is exactly the structure the FTC views as pyramid scheme compensation. Retail-gated fast-start bonuses are FTC-compliant; recruitment-gated fast-start bonuses are not.

Rank Advancement Bonus

A one-time USD bonus paid when a distributor achieves a new rank for the first time. Rank advancement bonuses are FTC-compliant when the rank qualification requires a minimum number of verified retail customers at each level. The announcement of rank advancements on Instagram, Facebook, and LinkedIn is the primary social proof mechanism in US direct selling culture — each rank announcement must include the IDS (Income Disclosure Statement) reference.

Annual Leadership Pool

A percentage of annual company-wide retail sales volume distributed among distributors at and above a minimum senior rank. Leadership pools incentivise long-term retention of the senior distributors who drive the majority of retail customer acquisition in the US market. The pool distribution must be based on retail customer sales volume — not on recruitment numbers or team headcount.

> Global MLM Software automates all US compensation plan types — Unilevel, Binary, Breakaway, Hybrid, and Custom — with retail customer tracking for FTC 70% rule compliance, IDS (Income Disclosure Statement) generation in USD, state sales tax calculation for all 50 states, 1099-NEC tax form generation for distributor payments, Business Opportunity Rule disclosure document management, and DSA USA-aligned buy-back policy tracking. Book a free USA demo: globalmlmsolution.com/demo

Chapter 03 Compensation Plan Checklist	
Select Unilevel or Hybrid as primary plan — strongest FTC compliance position	doTERRA, Arbonne, Herbalife, MONAT all use Unilevel-based plans in the US
Include Customer Acquisition Bonus (CAB) as a prominently featured, generous bonus	CAB is the most FTC-positive bonus type — makes retail customer acquisition financially rewarding
Gate every rank qualification on minimum verified retail customer count	FTC 70% retail rule: no rank advancement without minimum retail customer sales
Gate Fast-Start Bonus on retail customer achievement — NOT on recruitment	Recruitment-gated Fast-Start Bonus is pyramid scheme compensation under FTC guidance
Build annual IDS (Income Disclosure Statement) from day one — USD earnings by rank	FTC and DSA USA require IDS before any income claim — publish before first marketing
Have compensation plan reviewed by FTC-experienced US attorney	Budget USD 10,000–USD 50,000 — mandatory before any US distributor recruitment
Configure retail customer vs distributor sales tracking as primary compliance metric	FTC 70% rule: platform must track this ratio in real time — not quarterly in a spreadsheet

Book a free USA demo with Global MLM Software — see FTC retail tracking live	globalmlmsolution.com/demo

04

Distributor Recruitment Across 50 States

— Regional Strategy, Social Commerce and the FTC-Compliant Recruitment Framework

CHAPTER 04

The US Distributor Profile

The US distributor market is the most diverse and most experienced in the world. Six million active distributors have worked with Amway, Herbalife, doTERRA, Arbonne, or other established brands — and they evaluate every new opportunity against those benchmarks. The US market rewards product quality, compensation plan transparency, and operational professionalism. It punishes misleading income claims, poor technology, and late commission payments with public social media criticism that reaches tens of thousands of distributors instantly.

40 % of US market

The Product-Committed Wellness Consumer

32–55 years, professional, household income USD 75,000–150,000. Joins for genuine product belief and supplementary income of USD 500–3,000 per month. Research-driven: reads ingredients, checks DSA USA membership, compares IDS. Retains for 24–48 months if earning USD 1,000+/month and using product daily. This profile is the backbone of every successful US health and wellness direct selling brand.

33 % of US market

The Network Builder

25–45 years, entrepreneurially motivated. Joins to build a substantial supplementary or primary income. Previous direct selling experience common — actively compares your plan against prior brand's Binary or Unilevel structure. Will build aggressively if the income opportunity is genuine and the product is credible. Highest velocity recruiter profile — one well-connected Network Builder can activate 50–100 contacts in their first 90 days.

27 % of US market

The Side-Income Seeker

22–40 years, employed full-time or part-time. Joins for supplementary income of USD 200–800 per month. Social media-first: discovers and evaluates through TikTok and Instagram. Moderate retention — stays 12–18 months if earning USD 400+/month. Represents the highest volume sign-up segment but lowest retention. Requires a robust fast-start income programme to convert initial enthusiasm into activity.

Regional Recruitment Strategy — Four US Market Zones

South — Texas, Florida, Georgia, North Carolina, Tennessee

The South is the highest-volume direct selling region in the US. Strong community-based recruitment through church networks, community organizations, and family networks. The Latino/Hispanic community in Texas and Florida — approximately 55 million Americans — is the largest and fastest-growing distributor demographic in the US. Spanish-language materials and bilingual back office support are essential for penetrating the South's largest direct selling growth segment. Georgia requires MLM company registration before recruiting in the state.

Midwest — Ohio, Michigan, Illinois, Indiana, Wisconsin

The Midwest has a strong health supplement adoption culture, particularly in Grand Rapids, Michigan and Columbus, Ohio — where health and fitness-oriented communities respond strongly to wellness product direct selling. Chicago's diverse metropolitan population provides access to Black, Latino, and South Asian community networks. Midwest distributors tend to be relationship-first and community-loyal — once earned, retention is strong.

West Coast — California, Washington, Oregon

California is the largest single state market in the US — 14% of US direct selling volume. Los Angeles has the largest concentration of lifestyle, beauty, and wellness content creators in the world — making it the social commerce capital of US direct selling. California requires California Business Opportunity Law compliance and Proposition 65 product labelling. Pacific Northwest (Seattle, Portland) has a strong organic wellness consumer culture that responds to sustainability and clean ingredient positioning.

Northeast — New York, Pennsylvania, Massachusetts, Connecticut

New York City is the premium brand credibility market — being established in NYC signals national scale and brand quality. High-income, high-scepticism consumer base that responds to clinical backing, premium ingredients, and transparent income disclosure. Strong South Asian and Caribbean community networks in NYC boroughs that parallel the London multi-community dynamic (see Volume 7). Northeast distributors have the highest expectations for product quality and technology infrastructure of any US region.

FTC-Compliant Recruitment Communication Framework

The FTC Endorsement Guide and Distributor Social Media

The FTC's Endorsement Guides (most recently updated in 2023) require that every distributor who posts about the product or income opportunity on social media must disclose their material connection to the company — that they are a paid distributor. 'I'm an independent distributor for [Company]' or '#ad' in a post is the minimum disclosure. Failing to disclose is a violation for both the distributor AND the company. Your distributor onboarding must include FTC Endorsement Guide training, a social media policy, and a required disclosure statement for all distributor content.

TikTok and Instagram — The Primary US Discovery Platforms

TikTok and Instagram are the dominant product discovery platforms for US direct selling in 2026. Health transformation content, product demonstration videos, and 'honest review' content generate the highest-quality inbound leads from the Product-Committed Wellness Consumer and Side-Income Seeker profiles. All distributor income testimonial content on TikTok and Instagram must comply with FTC Endorsement Guide disclosure requirements. Company-provided content templates with FTC disclosure language pre-built are the professional standard for US direct selling brands.

YouTube — Long-Form Content for Network Builders

YouTube is the most effective platform for reaching the Network Builder profile — experienced direct selling distributors who research opportunities thoroughly before committing. Compensation plan explainer videos, IDS (Income Disclosure Statement) walkthroughs, and founder story content on YouTube build the credibility that converts experienced distributors. All YouTube content that includes income claims must link to the full IDS in the video description — FTC requirement.

Facebook Groups — Community and Training Infrastructure

Facebook Groups remain the primary community infrastructure for US direct selling team management — not primary recruitment. Training content delivery, rank announcements, recognition posts, and product education happen primarily through Facebook Groups. Facebook advertising targeting 'interested in direct selling', 'wellness business', and 'side income' generates leads from the Side-Income Seeker profile at scale — with FTC-compliant income disclosure embedded in every ad.

In-Person Events — The Highest-Converting US Channel

The United States has the most developed in-person direct selling event culture in the world. Product launches, leadership retreats, wellness expos, and hotel meeting events generate the highest-quality Network Builder leads. Cities with the highest in-person event ROI: Dallas, Las Vegas, Orlando, Nashville, Phoenix, and Atlanta — all with strong event infrastructure and high distributor community density. In-person events require FTC-compliant income disclosure materials at every sign-up table.

Timing	Action
Hour 0–4	Welcome email (CAN-SPAM compliant) AND Instagram DM. Include back office login, IDS (Income Disclosure Statement) link, FDA DSHEA compliant product overview.
Hour 4–12	Product education: clinical study links, ingredient sourcing, DSA USA company profile page. FTC Endorsement Guide training document — required reading before first social media post.
Hour 12–24	Sponsor call — 20 minutes. Topics: (1) first 5 retail customers to contact, (2) FTC-compliant social media post with disclosure language, (3) realistic USD earnings target.
Hour 24–48	Welcome email with IDS link prominent, compensation plan summary, Business Opportunity Rule disclosure confirmation, retail customer acquisition goal for first 30 days.
Day 7	Check-in — has the distributor acquired their first retail customer? Has their first FTC-compliant social post gone live with proper disclosure? Remove any obstacle to first USD income.
Day 30	30-day review — retail customers acquired (target: 3 minimum), USD commissions earned, rank status. Set 60-day goals tied to next retail customer milestone and rank qualification.

Chapter 04 Recruitment Checklist

Build FTC Endorsement Guide disclosure training into first 48-hour onboarding	Every distributor must receive and acknowledge FTC social media disclosure requirements before posting
Require IDS link in every distributor income claim on any platform	FTC: every income testimonial requires link to current-year Income Disclosure Statement
Create Spanish-language materials for South/Southwest market — Texas, Florida, California	55 million Latino/Hispanic Americans are the fastest-growing US direct selling demographic
Build social media content templates with FTC disclosure pre-embedded	Make it easy to comply — templates with '#ad' and 'independent distributor' disclosure built in
Plan first in-person event in launch state within 90 days — Dallas, Las Vegas, or Orlando	In-person events are the highest-converting Network Builder recruitment channel in the US
Configure retail customer acquisition tracking from day one — not month six	FTC 70% retail rule: you need this data from first order — not after first FTC enquiry
Book a free USA demo with Global MLM Software	globalmlmsolution.com/demo — FTC retail tracking, IDS generation, 50-state tax, social compliance

05

Technology Stack — USD, State Tax, 1099-NEC and FTC-Ready

— Nine Technology Requirements for US Direct Selling in 2026

CHAPTER 05

The US Technology Standard

US direct selling distributors have higher technology expectations than any other market in this Playbook Series. They have worked with doTERRA's Virtual Office, Arbonne's myArbonne, Amway's AmwayNow, or MONAT's back office — professionally built platforms with real-time commission dashboards, 50-state sales tax automation, mobile-first design, and instant USD payouts. A new direct selling company that cannot match this technology standard will lose experienced US distributors before the first commission run. In 2026, the US technology bar has risen further: FTC retail customer tracking, IDS automated generation, and AI-powered social content compliance checking are now expected by DSA USA member companies.

USD Commission Automation with 50-State Sales Tax Engine

Every commission calculation in US dollars with automatic state sales tax applied based on the distributor's state of residence. All 50 states have distinct sales tax rates, nexus rules, and product tax categorisation. Post-South Dakota v. Wayfair (2018), economic nexus rules mean that companies with significant sales volume in any state must collect and remit that state's sales tax — even without physical presence. The platform must calculate, collect, and generate state tax reports automatically. Manual 50-state tax management is operationally impossible at any meaningful US scale.

01 *50-state sales tax automation is a legal requirement post-Wayfair — not optional*

FTC Retail Customer vs Distributor Sales Ratio Tracking

The platform must separately track, report, and display in real time: sales to registered retail customers who are NOT distributors vs sales to distributors for personal use vs distributor autoship orders. The retail-to-total-sales ratio must be visible to the company at company-wide, regional, and individual-distributor levels. This data is the primary FTC defence document — if the FTC investigates, this report is what you produce. It must be accurate, real-time, and generated automatically — not assembled manually from spreadsheets.

02 *FTC 70% retail tracking is the primary compliance metric — must be real-time and automated*

1099-NEC Generation for All US Distributor Payments

US distributors who earn USD 600 or more in commissions in a calendar year must receive a 1099-NEC (Non-Employee Compensation) form from the company by January 31 of the following year. The platform must automatically generate 1099-NEC forms for all qualifying distributors, file electronically with the IRS, and provide distributors with digital copies in their back office. Failing to issue 1099-NEC forms on time is an IRS violation with per-form penalties.

03

1099-NEC generation by January 31 is an IRS legal requirement — must be automated

IDS (Income Disclosure Statement) Generation

The platform must automatically calculate and generate the annual Income Disclosure Statement from actual company commission data — showing median earnings at every distributor rank, percentage of distributors at each income level, and percentage who earned zero. The IDS must be generated from verified company data, published in the back office, and linkable from all marketing materials and distributor social media content. FTC and DSA USA both require a current-year IDS before any income claim.

04

IDS automated from actual company data is an FTC and DSA USA requirement — no manual IDS

Business Opportunity Rule Disclosure Management

Every prospective distributor must receive the FTC Business Opportunity Rule disclosure document at least 7 days before they sign an agreement or pay any money. The platform must: deliver the disclosure document automatically at the point of initial prospective distributor registration, record the timestamp of delivery for each prospective distributor, and enforce the 7-day waiting period before allowing the sign-up to complete. Manual management of this 7-day waiting period fails at scale.

05

Business Opportunity Rule 7-day delivery and waiting period must be automated per prospect

Mobile-First — iOS and Android US Market Standard

US smartphone penetration exceeds 85%. The majority of US distributors manage their direct selling business entirely from a mobile device. The distributor back office — commission dashboard, retail customer list, genealogy, rank progress, product store, and social sharing tools — must render and function correctly on iPhone and Android. A desktop-first or mobile-broken platform loses US distributors immediately. iOS App Store and Google Play Store branded app availability is the professional standard for DSA USA member companies.

06

Branded iOS and Android apps in App Store and Google Play are DSA USA standard

07

US Payment Gateway and ACH Payout

US product purchases support: Visa, Mastercard, American Express, Discover, Apple Pay, Google Pay, and Venmo (growing in direct selling consumer purchases). Commission payouts to US distributors: ACH bank transfer (2–3 business days, standard in US), same-day or next-day ACH (available via some gateways), or virtual payment card for immediate access. Stripe USA, PayPal USA, and Braintree are the primary US payment gateways. PayPal is commonly used for distributor payouts at the startup stage.

ACH is the US standard for distributor commission payouts — same-day ACH is growing

08

State MLM Registration Tracking

The platform must track the company's MLM registration status for Georgia, Maryland, Louisiana, and Montana — and allow distributors in those states to be activated only after registration is confirmed. Allowing distributor sign-ups in a state where registration is required but not yet completed creates regulatory exposure. A compliance dashboard showing registration status by state — with automatic blocking of distributor activation in unregistered states — is the professional compliance standard for multi-state US operations.

State registration blocking for GA, MD, LA, MT must be automated — not managed manually

09

International Expansion Ready — Canada, UK, Australia on Same Platform

The most common expansion from a US-founded direct selling company is Canada — see Volume 6 of this Playbook Series. The platform must support: CAD payouts and Competition Act Section 55 retail tracking for Canada; GBP payouts and UK GDPR compliance for UK expansion; AUD payouts and ACCC retail tracking for Australia. Platform migration at any expansion point costs months of operational disruption and distributor confidence. Build for international expansion from day one.

Canada, UK, Australia expansion on the same platform — no migration cost at expansion

All nine technology requirements above are standard features of Global MLM Software for US companies. 50-state sales tax automation. FTC retail customer ratio tracking. 1099-NEC generation by January 31. IDS automated from company data. Business Opportunity Rule 7-day disclosure management. iOS and Android branded apps. ACH and same-day payout. State MLM registration blocking for GA/MD/LA/MT. Canada, UK, Australia expansion ready. See everything live: globalmlmsolution.com/demo

Chapter 05 Technology Checklist

Confirm USD commission with automatic 50-state sales tax per distributor state	Post-Wayfair economic nexus — you owe sales tax in every state with economic presence
Confirm FTC retail customer vs distributor sales ratio tracking is real-time	This ratio is the FTC's primary audit metric — must be visible every day, not quarterly
Confirm 1099-NEC automated generation for all distributors earning USD 600+	IRS deadline is January 31 — automated generation for thousands of distributors is essential
Confirm IDS automated from actual company data — not a manually calculated document	FTC and DSA USA require IDS before any income claim — automate from day one

Confirm Business Opportunity Rule 7-day disclosure and wait period is automated	7-day period must be enforced by the platform — manual enforcement fails at scale
Confirm branded iOS App Store and Google Play Android app is included	DSA USA standard — US distributors check for branded app before committing
Confirm ACH payout integration for US bank accounts	ACH is the US standard — PayPal acceptable at startup, ACH required at scale
Confirm state MLM registration blocking for GA, MD, LA, MT	Automated state-specific sign-up blocking prevents legal exposure in registration-required states
Book a free USA demo with Global MLM Software	globalmlmsolution.com/demo — all nine requirements demonstrated live

06

Your 90-Day USA Launch Checklist — 2026 Edition

— From State Formation to First USD Commission Run

CHAPTER 06

How to Use This Checklist

The US 90-day launch sequence has no single critical path product registration item like TGA (Australia), ESMA (UAE), or Health Canada NPN (Canada). For health supplement brands, FDA DSHEA compliance — particularly 'structure/function' claim notification within 30 days of first use — is the primary regulatory item. But the most time-consuming pre-launch item in the US is actually the FTC Business Opportunity Rule compliance infrastructure: preparing the disclosure document, structuring the 7-day waiting period, drafting a US attorney-reviewed distributor agreement, and creating the Income Disclosure Statement before any marketing begins. Allow 45–60 days for these items. Everything else can be compressed into the remaining 30–45 days.

PHASE 1 — Legal and Business Foundation

Days 1–21

Engage FTC-experienced US attorney — FIRST ACTION before any other step	Day 1 · FTC/MLM attorney · Budget USD 10,000–USD 50,000 — foundational pre-launch investment
Register LLC or C-Corp in Delaware or your chosen state	Day 1–3 · Online · Delaware Division of Corporations: USD 89 + registered agent ~USD 50/yr
Obtain EIN (Employer Identification Number) from IRS	Day 1 · IRS.gov · Free and immediate online — required before business banking
Conduct state-by-state MLM registration analysis with FTC attorney	Day 1–14 · FTC attorney · Georgia, Maryland, Louisiana, Montana require registration — all 50 reviewed
Register for state MLM compliance in Georgia, Maryland, Louisiana, Montana	Day 7–21 · FTC attorney · Must complete before recruiting in these four states
Prepare FTC Business Opportunity Rule disclosure document	Day 7–21 · FTC attorney · Required 7 days before any prospective distributor signs up
Draft DSA USA-aligned distributor agreement with FTC attorney	Day 7–21 · FTC attorney · All 11 required elements, IDS reference, 70% retail rule statement

Apply for DSA USA membership — directselling.org	Day 7–21 · Owner · Requires FTC-compliant plan and attorney-reviewed distributor agreement

PHASE 2 — Technology and Compliance Infrastructure

Days 21–60

Select MLM software platform — FTC retail tracking, 50-state tax, 1099-NEC required	Day 21–28 · Owner · Book demo at globalmlmsolution.com/demo — confirm all 9 US requirements
Configure Unilevel or Hybrid plan in software — USD with retail customer requirements	Day 28–45 · Software vendor · CAB, retail-gated Fast-Start, rank retail minimums
Configure FTC retail customer vs distributor sales ratio tracking	Day 30–50 · Software vendor · Real-time ratio dashboard — visible to company from first order
Set up 50-state sales tax engine with economic nexus threshold monitoring	Day 30–50 · Software vendor + Tax adviser · Post-Wayfair: nexus in states with significant volume
Configure Business Opportunity Rule 7-day disclosure automation	Day 30–50 · Software vendor · Automated delivery, timestamp recording, 7-day sign-up block
Configure 1099-NEC generation — all distributors earning USD 600+ in calendar year	Day 35–55 · Software vendor + Accountant · Test with sample distributions before live
Create IDS (Income Disclosure Statement) — publish before any income claims	Day 35–55 · Owner + FTC attorney · At launch: projected data clearly labelled as projected
Set up FTC Endorsement Guide training module in distributor onboarding	Day 40–55 · Marketing + Legal · Required reading + acknowledgement before first social post
Build FTC-compliant social media content templates with disclosure language pre-embedded	Day 40–60 · Marketing · '#ad' and 'independent distributor' disclosure in every income-adjacent template

PHASE 3 — Launch

Confirm all state MLM registrations complete for launch state(s)	Day 60 · FTC attorney · Georgia, Maryland, Louisiana, Montana confirmed before any recruitment
Soft launch with 10–20 Founding Distributor group — product enthusiasts only	Day 60–70 · Owner · No income-claim-first recruits at launch — product conviction mandatory
Process first live USD commission run with retail customer ratio check	Day 70–80 · Software · Verify retail ratio before processing — must exceed 50% at launch

Issue DSA USA-aligned distributor agreements and Business Opportunity Rule disclosures	Day 60–80 · Legal admin · 7-day wait period enforced automatically by platform
Notify FDA of first 'structure/function' health claims within 30 days of first product use claim	Day 60–90 · FTC attorney · DSHEA requires FDA notification within 30 days of first S/F claim use
Launch first social media content — all with FTC Endorsement Guide compliance	Day 70–80 · Founding Distributors · First posts must include '#ad' and distributor disclosure
Publish IDS in back office and link from company website	Day 60–70 · Owner · Must be live before any income claim is made anywhere
Plan first in-person event — Dallas, Las Vegas, or Orlando within 90 days	Day 75–90 · Events team · Hotel meeting or wellness expo — FTC disclosure materials at sign-up table
Book final demo with Global MLM Software to confirm all US systems live	globalmlmsolution.com/demo

The Two Most Common US Launch Mistakes

1. Making income claims before the Income Disclosure Statement is published. An IDS must be live — on the company website, in the distributor back office, and linkable from all marketing — before the first income claim is made anywhere. The first distributor who posts their commission statement on Instagram without the IDS being live creates FTC liability for the company before the first commission run is even processed. 2. Beginning distributor recruitment before the Business Opportunity Rule disclosure document is in place and the 7-day waiting period system is configured. Every prospective distributor must receive the FTC disclosure document 7 days before they can sign up. No exceptions. No workarounds. Set this up before you talk to your first prospective distributor.

07

International Expansion from the USA

— Canada, UK, Australia and the Global Playbook Series Strategy

CHAPTER 07

The USA as the International Direct Selling Headquarters

A US-founded direct selling company that has built FTC-compliant operations, DSA USA membership, and professional-grade technology infrastructure carries extraordinary international credibility. 'DSA USA member' and 'FTC-compliant' are the highest-trust signals a direct selling company can display in any international market. The seven countries covered in Volumes 1–7 of this Playbook Series are all directly accessible from a US operational base — and five of the seven share English as the primary commercial language.

The US-to-International Expansion Advantage

FTC compliance is the world's highest direct selling regulatory standard. A company that has built FTC-compliant income disclosure, DSA USA-aligned distributor agreements, and retail customer tracking to the 70% standard enters every other market in this Playbook Series already meeting or exceeding local compliance requirements. The UK's Pyramid Selling Schemes Regulations, Canada's Competition Act Section 55, Australia's ACL — all are structurally similar to and in some cases less demanding than FTC. US compliance infrastructure travels internationally without modification.

Canada

Months 3–6 — most natural first expansion

Canada is the most natural first international expansion from the United States. Same language, deeply integrated economy, many US distributors already have Canadian family or professional connections. Competition Act Section 55 is structurally similar to FTC compliance — a company that passes the FTC retail sales test also passes Section 55 in most configurations. CAD payouts, CASL electronic consent management, Quebec French-English bilingual materials, and Health Canada NPN product registration are the additional requirements. See Volume 6 of this Playbook Series for full Canadian compliance detail.

Read Volume 6 (Canada Playbook) before activating Canadian distributors

United Kingdom

Months 6–12 — English-speaking, high-income

The UK is the most natural English-speaking European expansion from a US base. DSA UK membership signals professional operation to British distributors. UK GDPR and the Data Protection Act 2018 are the primary additional compliance items beyond FTC. GBP payouts. UK VAT (20%) compliance. Companies House registration. DSA UK membership (established 1965). See Volume 7 of this Playbook Series for full UK compliance detail.

Read Volume 7 (UK Playbook) — 2026 Edition for current UK compliance requirements

Australia

Year 1 — Commonwealth, English-speaking, high income

Australia is the gateway to Asia-Pacific expansion. ACCC compliance and DSAA membership are required. TGA ARTG listing for health supplement products (30–90 days — start in parallel with Canadian expansion). AUD payouts. US-founded brands carry premium credibility in the Australian health and wellness market — 'American-formulated' and 'DSA USA-certified' are strong quality signals with Australian health-conscious consumers. See Volume 4 of this Playbook Series for full Australian compliance detail.

Read Volume 4 (Australia Playbook) for ACCC, TGA, and DSAA requirements

South Africa

Year 1–2 — largest African economy, English-speaking

South Africa is the gateway to Sub-Saharan African expansion. English is the primary commercial language. DSA SA membership. Companies Act + Consumer Protection Act compliance. ZAR payouts. The South African health supplement and beauty direct selling market is growing rapidly with a young, aspirational population. See Volume 1 of this Playbook Series for full South Africa compliance detail.

Read Volume 1 (South Africa Playbook) for DSA SA and CPA compliance detail

> Global MLM Software supports all eight Playbook Series countries on the same platform. USD, CAD, GBP, AUD, ZAR, AED, MYR, PHP multi-currency. FTC, Competition Act, ACCC, UK GDPR, DSA compliance tools across all markets. 1099-NEC for USA, T4A for Canada, BAS for Australia. No platform migration required at any international expansion stage. globalmlmsolution.com/consulting

Chapter 07 International Expansion Checklist	
Apply US Expansion Readiness Test before entering Canada	USD 300K+/mo commissions + FTC retail ratio above 70% + 5 independent leaders + automated platform
Confirm CAD payout, CASL consent, Quebec French bilingual on platform before Canada launch	Canada requires all three — confirm before first Canadian distributor sign-up
Begin TGA Australia ARTG listing in parallel with Canadian expansion	TGA listing takes 30–90 days — start early so Australia launch doesn't wait
Read all seven previous Playbook volumes before activating international markets	Each volume covers the compliance, compensation, and technology requirements unique to that market
Book an international expansion consulting session with Global MLM Software	globalmlmsolution.com/consulting — 8-country multi-market configuration planning

00
Appendix

— Regulatory Bodies, State Contacts, DSA USA, Professional Services and Glossary

APPENDIX

US Federal Regulatory Bodies

Body	Function	Website	Contact
FTC — Federal Trade Commission	MLM and pyramid scheme regulation, income claim enforcement, Business Opportunity Rule	www.ftc.gov	1-877-382-4357
FDA — Food and Drug Administration	DSHEA supplement compliance, structure/function claims, product labelling	www.fda.gov	1-888-463-6332
IRS — Internal Revenue Service	EIN, 1099-NEC filing, business tax obligations	www.irs.gov	1-800-829-1040
DSA USA — Direct Selling Association	Industry self-regulation, Code of Ethics, FTC engagement (founded 1910)	www.directselling.org	202-452-8866
SBA — Small Business Administration	LLC/Corp formation guidance, small business resources	www.sba.gov	1-800-827-5722

Key State Regulatory Contacts

State	Body	Website	Contact
Georgia	Secretary of State — MLM Registration	sos.ga.gov	404-656-2817
Maryland	Attorney General — Business Opportunity Disclosure	www.oag.state.md.us	410-576-6300
Louisiana	Attorney General — Pyramid Scheme Enforcement	www.ag.louisiana.gov	225-326-6000
Montana	Secretary of State — Business Opportunity Registration	sos.mt.gov	406-444-2034
California	Attorney General — Consumer Protection, Prop 65	oag.ca.gov	916-210-6276
New York	AG Consumer Frauds Bureau — MLM Investigations	ag.ny.gov	1-800-771-7755

Professional Services Budget Guide — USA (2026)

Professional	Role and Budget
FTC / MLM Attorney	Compensation plan FTC review, Business Opportunity Rule disclosure, state MLM registrations, distributor agreement drafting. Budget: USD 10,000–USD 50,000 for full launch package.
DSA USA Compensation Plan Consultant	US Unilevel, Binary, or Hybrid plan design, DSA USA Code of Ethics compliance modelling, IDS structure. Budget: USD 15,000–USD 60,000.
FDA DSHEA Regulatory Consultant	Structure/function claim review, FDA notification letters, product label compliance, California Prop 65 analysis. Budget: USD 5,000–USD 20,000 per product.
US State and Federal Tax Adviser	50-state sales tax nexus analysis, 1099-NEC compliance, IRS EIN setup, quarterly estimated taxes. Budget: USD 5,000–USD 15,000/year.
US Fulfilment Partner	ShipBob, Whiplash, Amazon FBA (for select products), UPS Fulfilment, FedEx Fulfilment. National 50-state coverage. Budget: USD 3–USD 15 per parcel plus storage.

The Complete Founder Playbook Series — All 8 Volumes

Vol	Country	Accent	Key Content	Edition	Status
Volume 1	South Africa	Teal — #00B4AA	DSA SA, Companies Act, CPA, ZAR, Africa expansion	2025 Edition	Available now
Volume 2	Malaysia	Emerald — #059669	Act 500 KPDNHEP licence, DSAM, DuitNow, halal, SEA expansion	2025 Edition	Available now
Volume 3	Philippines	Cobalt — #1D4ED8	RA 7394, DSAP, Binary, GCash/Maya, OFW diaspora, APAC expansion	2025 Edition	Available now
Volume 4	Australia	Amber — #D97706	ACCC/ACL, DSAA, TGA ARTG, AUD, GST, ANZ and APAC expansion	2025 Edition	Available now
Volume 5	UAE	Dark Gold — #B8860B	ESMA, free zone, AED/USD, Arabic RTL, Ramadan Bonus, GCC 6-country	2025 Edition	Available now
Volume 6	Canada	Crimson — #DC2626	Competition Act S.55, CASL, PIPEDA, HST/QST, bilingual EN/FR	2025 Edition	Available now
Volume 7	UK	Royal Blue — #1E3A5F	DSA UK, UK GDPR, FCA, Pyramid Selling Regs, GBP, ROI expansion	2026 Edition	Available now
Volume 8	USA	Indigo — #2563EB	FTC, Business Opportunity Rule, 70% retail, DSA USA, 50-state, IDS	2026 Edition	Available now

USA Direct Selling Glossary

Term	Definition
FTC	Federal Trade Commission — primary US federal direct selling regulator
FTC Act Section 5	Prohibits unfair or deceptive acts in commerce — applied to MLM income claims and pyramid schemes
Business Opportunity Rule	FTC rule requiring 7-day disclosure document before any direct selling sign-up or payment
70% Retail Rule	FTC guidance: 70% of product sales should go to genuine retail customers who are not participants
IDS	Income Disclosure Statement — required by FTC and DSA USA before any income claim is made
DSA USA	Direct Selling Association USA (founded 1910) — primary industry self-regulatory body
DSHEA	Dietary Supplement Health and Education Act — FDA framework for US health supplement claims
Structure/Function Claim	A health claim about how a supplement affects body structure or function — requires FDA notification within 30 days
Prop 65	California Proposition 65 — requires warning labels on products with chemicals that cause cancer or reproductive harm
EIN	Employer Identification Number — IRS-issued number required for all US business tax obligations
LLC	Limited Liability Company — common US direct selling company structure with pass-through taxation
C-Corp	C Corporation — used for US companies planning institutional investment or public markets
Delaware Corporation	Most common US incorporation state for national direct selling companies — flexible corporate law
1099-NEC	IRS form reporting non-employee compensation — required for all US distributors earning USD 600+ per year
ACH	Automated Clearing House — standard US bank-to-bank transfer system for distributor commission payouts
Economic Nexus	Post-Wayfair: companies with significant sales volume in a state owe that state's sales tax, even without physical presence
South Dakota v. Wayfair	2018 Supreme Court ruling establishing economic nexus for state sales tax collection
Amway Safeguards	FTC-approved retail sales and buy-back requirements from 1979 Amway consent order — still referenced in FTC guidance
CAB	Customer Acquisition Bonus — bonus paid for acquiring registered retail customers; most FTC-positive bonus type
Let's build	Closing phrase from inside front cover — signalling American entrepreneurial culture

Ready to Launch in the World's Largest Direct Selling Market? — 2026 Edition

You have read all eight volumes. You have the complete global direct selling playbook. Global MLM Software is built for every market in this series — but built for the USA first. FTC retail customer tracking (70% rule). Business Opportunity Rule 7-day disclosure automation. Annual IDS generation from actual company data. 50-state sales tax engine. 1099-NEC for all qualifying distributors. DSA USA-aligned buy-back and cancellation tools. iOS and Android branded apps. ACH payout integration. State MLM registration blocking for GA, MD, LA, MT. Canada, UK, Australia international expansion on the same platform. Book a free 30-minute USA demo — 2026 Edition. We configure your exact Unilevel, Binary, or Hybrid plan live — USD commissions, FTC retail tracking, IDS generation, state tax — not a generic demonstration.

https://www.globalmlmsolution.com/mlm-software-usa

Book Your Free USA Demo · globalmlmsolution.com/demo

YOU HAVE READ ALL EIGHT VOLUMES.

The Playbook Series Is Complete.

FTC retail tracking. 50-state tax. 1099-NEC. IDS automated.

Business Opportunity Rule 7-day disclosure. DSA USA aligned.

All 8 markets on one platform. 2026 Edition. Let's build.

BOOK YOUR FREE USA DEMO

globalmlmsolution.com/demo

No slides. No templates. No obligation. Your actual FTC-compliant plan, live.

THE COMPLETE FOUNDER PLAYBOOK SERIES — ALL 8 VOLUMES:

- Volume 1 — The South Africa Direct Selling Playbook   Available now
- Volume 2 — The Malaysia Direct Selling Playbook   Available now
- Volume 3 — The Philippines Direct Selling Playbook   Available now
- Volume 4 — The Australia Direct Selling Playbook   Available now
- Volume 5 — The UAE Direct Selling Playbook   Available now
- Volume 6 — The Canada Direct Selling Playbook   Available now
- Volume 7 — The UK Direct Selling Playbook   Available now (2026 Edition)
- Volume 8 — The USA Direct Selling Playbook   Available now (2026 Edition)

Web	www.globalmlmsolution.com
Demo	globalmlmsolution.com/demo
Consulting	globalmlmsolution.com/consulting
Email	info@globalmlmsolution.com