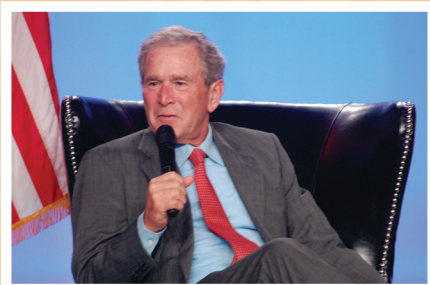




DSA's 2012 Annual Meeting

# Wrap Up



### **DSA WELCOMES GEORGE W. BUSH**

President Bush offered an amazing presentation not to be forgotten.

*More on page 6*



### **INVESTORS FORUM**

This insightful gathering provided "ah-ha" moments for everyone in the room.

*More on page 7*



### **2012 ETHOS AWARDS**

Learn more about the honorees from this inspirational black-tie evening.

*More on page 20*

# Here's What Attendees Have to Say!

*"Direct selling executives are more open to discussing ideas than any other industry I've been a part of. I have found the free-flow of ideas among industry executives to be incredibly beneficial, and I believe this exchange of advice likely helps all those involved."*

*- Jay Rudman, Paperly*

*"A gathering of CEOs of direct selling companies is not only a good thing for the industry as a whole—it is almost imperative. I gained a huge amount of information at DSA's 2012 Annual Meeting as a first-time attendee and CEO-only attendee, and made new friendships and acquaintances, as well. It was the ignition we needed to get our product into the direct selling world!"*

*- Kip Nicely, Kilambe Coffee*

*"Thank you 2 the phenomenal people of @DSA411 4 always supporting my vision!"*

*-@MyUtoria*

## DSA's 2012 Annual Meeting Wrap Up

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## A Message from DSA's President

As I packed to leave Dallas at the close of this year's Annual Meeting, I couldn't help but feel an overwhelming sense of pride for this industry – an industry that has tremendous potential to touch and transform people's lives in our communities, throughout our country and across the globe. Seeing the passion and enthusiasm our fellow executives displayed as they shared their insights, offered candid advice and even gave back to an incredible cause during the Direct Selling Education Foundation's community event, I find it very difficult to grasp how the wider world could have missed us.

During my State of the Industry address, I spoke about the many ways direct selling has proven to be a potent and lasting force for good in the world. A phrase I had so often heard repeated during this year's record-breaking gathering is one that resonates most with the public: "We create better lives." Yet, misunderstandings about the direct selling business model continue to impact the general public's perception of this enduring industry.

Knowing that we truly represent an industry that provides opportunity for millions, products for millions more and the chance for men and women around the world to escape the disadvantaged circumstances into which they were born, we must recognize that those who doubt or underestimate us are not just wrong, they are blind. Blind to the creativity of entrepreneurs wherever they live, whatever their background. Blind to opportunities that have existed for decades and to the business model that creates them.

This year's theme – "Inspiring Entrepreneurs" – reflects not just a declaration of pride, but also a call to action, a rallying cry and a challenge to the leaders of this great industry. Direct selling has so much to offer today's budding entrepreneurs and yet many are still unaware of the opportunity, the power and the potential of our business model.

In a speech to honor his sons – Dick and Doug DeVos – for their induction this year into the DSA Hall of Fame, Rich DeVos relayed an empowering message to the audience: "Yours and ours is a worldwide responsibility," he said. "We're people who have to defend freedom and free enterprise and we're the most qualified people to do it because we're the pioneers of doing it – of taking responsibility for our lives and doing something."

Rich's message rang loud and clear. Together, we represent a business that believes in the power of dreams – the business that knows a person's destiny is determined by character and determination, not by where you were born or who your parents are: the business to which you have devoted your careers – the business of creating better lives.

We wish you continued success and prosperity and we look forward to seeing you at DSA's 2013 Annual Meeting in Phoenix.

Joseph N. Mariano, President  
Direct Selling Association

# Everything's Bigger in Texas!

## 2012 Annual Meeting Shatters Previous Attendance Records

Nearly 1,200 representatives of the direct selling industry gathered at the Gaylord Texan in Grapevine, Texas, June 3-5, for the biggest event in DSA history: DSA's 2012 Annual Meeting.

Direct selling veterans as well as those new to the sales channel met under one roof for three action-packed days of networking, learning and idea-sharing.

"The time is now to share the opportunity that is essential to inspiring entrepreneurs, and the time is now to connect with all the young dreamers who are aspiring entrepreneurs and potential members of our great industry," declared Annual Meeting Chair Anne Butler (Blyth, Inc.).

“Great content, speakers and so forth. I really enjoyed the event. I've attended the last five and this was my favorite.”

- Steve Raack, Arbonne



Before the official kick-off of the Annual Meeting, hundreds of this year's early-arrival attendees joined together to support a good cause by participating in the DSEF Walkathon to benefit the Dallas chapter of the Network for Teaching Entrepreneurship (NFTE), an international nonprofit that seeks to offer entrepreneurship education to low-income youths.

On the heels of Sunday night's Barbecue & Boots Opening Reception, attendees took part in a keynote session of historic proportions Monday morning as former President George W. Bush shared with Doug DeVos (Amway) and the audience his personal reflections on his upbringing, his experiences as President of the United States and the decision-making process behind many of his most critical foreign policy strategies.

Afterwards, while many attendees headed for workshop sessions addressing topics in sales, marketing, legal, international and technology subjects, DSA President Joe Mariano, along with WFDSA Chairman Alessandro Carlucci (Natura Cosmetics) and DSA Chairman Jerry Kelly (Silpada Designs), unveiled the latest direct selling annual sales and salesforce figures during the Association's first-ever Investors Forum. The findings, which Joe also presented during his general session address later in the meeting, revealed global sales of \$153.7 billion in 2011 – a 10 percent increase from \$139.7 billion in 2010 – and sales in the U.S. of \$29.87 billion – a 4.6 percent year-over-year increase from \$28.56 billion in 2010.

“We always say that direct selling is a barometer of the economy – a leading indicator of what is to come,” Alessandro said. “And, our news this year proves this point. Direct selling is leading the way out of the global recession in all major regions of the world.”

With U.S. sales generated by 15.6 million direct selling independent contractors, the U.S. direct selling market grew faster than the overall U.S. economy, which grew 3.9 percent as measured by gross domestic product.

“In 2011, nearly half of our companies experienced sales growth and another 14 percent held their own by staying flat – in a tough economy even zero growth is an accomplishment,” Jerry said.

“All of the general sessions this year were exceptional...of course, the opening with George W. Bush was the best ever.”

- Kathy Huffman, eXMS



“There is good news coming from the direct selling segment, but it’s not only about our growth in sales and sellers,” Joe said. “It’s about the broad menu of opportunities that this industry offers: to those who would be independent direct sellers, their customers or direct selling companies.”



In correlation with this year’s Annual Meeting theme, “Inspiring Entrepreneurs,” workshop leaders, keynote speakers and outside experts alike addressed the importance of spreading the word about the direct selling opportunity in a world that often misunderstands the business model.

“Whatever our product, we all provide self-improvement systems attached to a compensation plan, so we need to always understand that,” John Addison (Primerica) said during the “Inspiring Greatness” general session on Monday, June 4. “We need to be proactive and we need to protect this business model. All of us are stewards, not CEOs, of this business, so we need to protect this business model and make sure we keep a focus on what’s most important.”

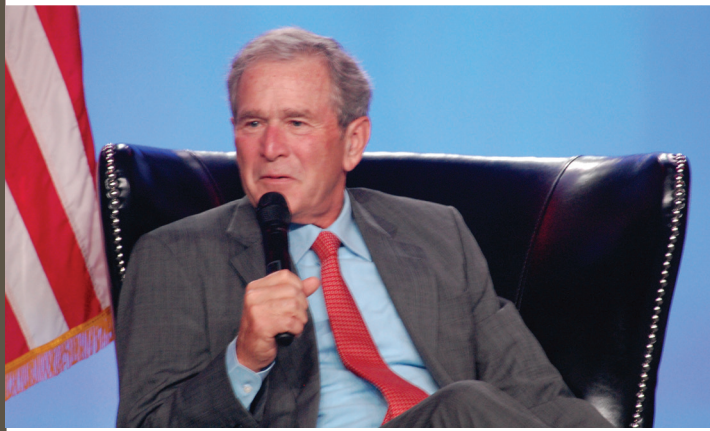
“All of us are stewards, not CEOs, of this business, so we need to protect this business model and make sure we keep a focus on what’s most important.”

- John Addison, Primerica, Inc.

Reflecting on the week’s events, Joe declared a mission for all in attendance at the Awards Gala celebration Tuesday night: “May we all continue to change lives, make the world a better place, and inspire entrepreneurs – the dreamers and the doers who move our industry forward and keep it strong.”

Did you miss this year’s Annual Meeting edition of *InTouch*?





# A Keynote Conversation of Presidential Proportions

**D**SA was honored to welcome former U.S. President George W. Bush for a riveting keynote conversation moderated by Doug DeVos (Amway). Having served in the Oval Office for eight of the most consequential years in recent American history, President Bush wowed those in attendance by sharing his compelling insights on a variety of topics ranging from the economy and U.S. foreign policy issues to his own triumph over alcoholism and his personal experiences in a world forever changed by the terrorist attacks of Sept. 11, 2001.

“**The best thing you can do for your team is surround yourself with people who know and understand what you don’t know.”**

- Former President George W. Bush

“Welcome to the Promised Land,” President Bush declared to a packed ballroom as he spoke candidly about life in the Lone Star State before delving into a variety of key topics outlined in his latest novel, *Decision Points*. He also shared his own advice about how to be an effective leader.

“A key ingredient to leadership is to admit what you don’t know, which is sometimes hard to do,” he advised. “The best thing you can do for your team is surround yourself with people who know and understand what you don’t know.”

“Access to power helps create a culture,” he later continued. “If you’re a CEO and you deny access to people who are part of your company, you create a culture in which you’re at the center.”

President Bush went on to credit his parents’ unconditional love and his faith as the driving factors behind his pursuit of success and his triumphant bid for the presidency.

“My whole desire to serve came from watching [my father]—someone I admire and someone that gave me love. I never wanted to be president—the best way to understand it is this: I would’ve behaved a lot better in college,” he joked. “I’m a pretty free-spirited guy, I didn’t have a plan—I just wanted to live. I changed when I married Laura and I changed again when I had children.”

One of the most poignant moments of President Bush’s conversation with Doug came when he reflected on what he described as the turning point of his presidency: the terrorist attacks of 9/11.

“Sept. 11 is an important moment in our nation’s history and yet it’s slowly but surely becoming like Pearl Harbor—it’s receding in time, but not for those of us

“**Be responsible for the decisions you make in life and understand that you can influence people in ways you cannot possibly imagine.”**

- Former President George W. Bush

who lived through the trauma,” he said, in reference to one of the reasons he decided to write his book.

While all in attendance gained powerful insights about the Bush years, the former president also provided invaluable advice about leadership, personal character and living life to the fullest.

“My advice is this: be responsible for the decisions you make in life,” he said, “And understand that you can influence people in ways you cannot possibly imagine.”

A photograph of a 'WALL ST' street sign with '22-51' and an arrow pointing right. Below it is a smaller sign for 'SAJ ST'. In the background, a map of Texas is visible, with the title 'Wall Street Visits Texas: Direct Sellers Gain Insights from Investment Community' overlaid in white text on a dark background.

# Wall Street Visits Texas: Direct Sellers Gain Insights from Investment Community

**O**n Monday, June 4, 2012, direct selling executives, investors and market analysts gathered to learn and share invaluable insights into Wall Street's view of the direct sales channel, as well as the pros and cons of what direct selling companies have to offer the investment community.

Rodney Clark (Canaccord Genuity), Rip Mason (LegalShield), Frank Schiff (MidOcean Partners), Jason Stoffer (Maveron Partners and Gigi Hill), and Scott Van Winkle (Canaccord Genuity) shared their thoughts on what venture capital and private equity investors look for when investing in direct selling and how a company's size, scale and product focus impacts investors' valuations.

"[The direct sales channel] has to be able to prove its ability to recruit world class people," Jason advised. "It's important to really know who you're getting into business with. I urge you as you're looking for a long-term source of capital to spend time developing relationships.

"One of the hallmarks of great leaders is the ability to hire people ahead of where the company currently is," he continued. "People decide to join because they want to be a part of the company and that's what we saw with Gigi Hill. For us, this is a business based on gut instinct."

Panelists also addressed the challenges and benefits direct selling companies encounter as they enter the public market.

"I personally think the public market is eager for something different from what we've traditionally seen from direct selling, which is skincare and nutritional products," Scott said. "I think it would be interesting to see what it would be like if something like [a direct selling company specializing in jewelry] were to go public. There's very little growth in the consumer market today and yet there are a lot of investors, so when a hot, new idea has growth, investors practically trip over themselves to buy it."


The forum also provided an avenue for direct sellers to raise questions about how common misunderstandings of the industry impact the investment community's perception of direct selling.

"We wanted to offer Wall Street's view because we've seen how often there are inaccurate perceptions about direct selling," said DSA President Joe Mariano. "There are misunderstandings about what defines a legitimate versus an illegitimate direct selling company. I dare say a large portion of the public has very little understanding of how to distinguish the differences."

““ There's very little growth in the consumer market today and yet there are a lot of investors, so when a hot, new idea has growth, investors practically trip over themselves to buy it.””

- Scott Van Winkle, Canaccord Genuity

Despite these misperceptions, panelists indicated we can expect the direct sales channel will increasingly attract the attention of various representatives of the investment community, particularly as new technologies emerge, allowing companies to scale at a much faster rate.

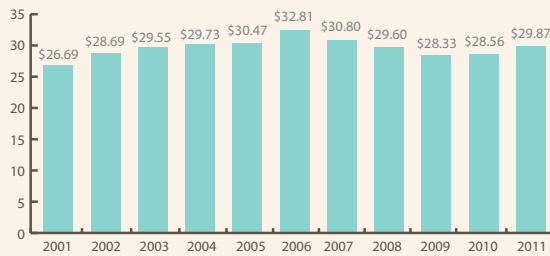
"I've likened what's happening [to direct selling] to the nutrition industry," Rodney said. "There was once a lot of turmoil, but, in that industry, we've seen a lot of strategic big deals. Just like the nutrition industry, as direct selling gains traction, investors will become more astute to the fact that this is a highly productive channel." 

Learn more by watching this  
year's State of the Industry  
press conference

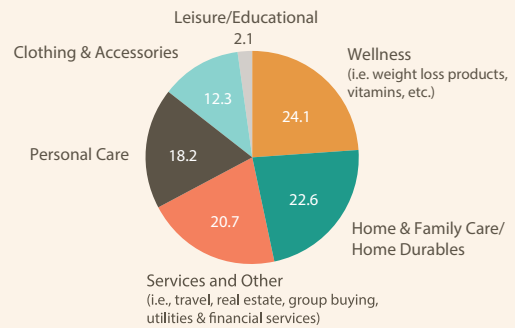


# Direct Selling by the Numbers

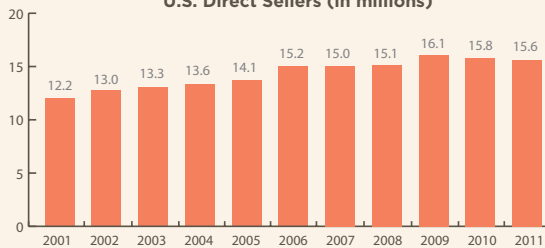
**U.S. Retail Sales (in billions)**



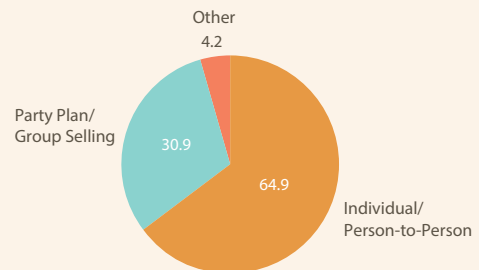
**Percent of Sales by Major Product Group**



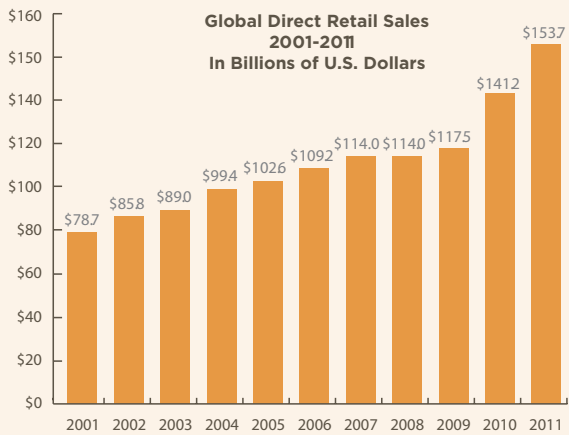
**U.S. Direct Sellers (in millions)**



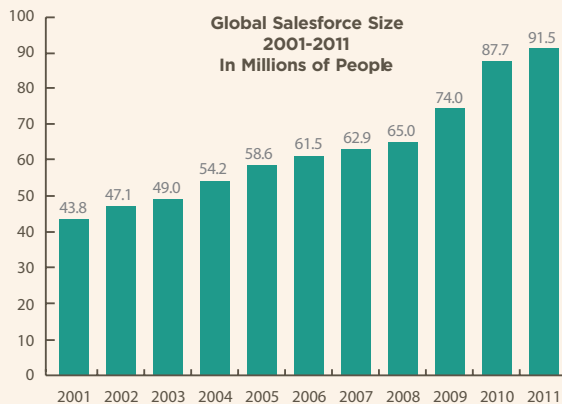
**Percent of Sales by Sales Strategy**



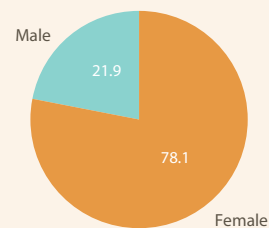
**Global Direct Retail Sales 2001-2011  
In Billions of U.S. Dollars**



**Global Salesforce Size 2001-2011  
In Millions of People**



**Percent of Direct Sellers by Gender**



# Nutrition for All

**A**round the world, more than 3 billion people are affected by vitamin inadequacy. In recognition of the national and global prevalence of “hidden hunger” – a nutritional deficiency caused by a lack of balance in an otherwise full diet – many health and wellness direct selling companies have expanded their efforts to globalize their products. Knowing this, John Venardos (Herbalife), Michael McBurney (DSM Nutritional Products) and Douglas Mackay (Council for Responsible Nutrition) co-paneled the “Nutrition for All? Overcoming the Hurdles of Getting Your Products to the End Consumer” workshop to shed light on the challenges and opportunities direct sellers face in globalization, and to outline how the New Dietary Ingredient Notification Draft Guidance will impact the U.S. dietary supplement industry and related global regulatory activities.



In order for a company to build capacity to achieve results when expanding globally, it’s important to establish a new country opening team, John said. This team must be prepared to handle matters relating to:

- Legal/Regulatory/Government Affairs
- Product Licensing
- Tax/Treasury
- Global Supply Chain
- Information Technology
- Human Resources

Likewise, companies must be willing to establish realistic goals, benchmarks and expectations and share information with key shareholders during the expansion process, he added.

After John and Michael outlined many key points related to the expansion process, Doug addressed many of the critical emerging regulatory and legal issues impacting direct sellers throughout the United States.

“It’s important to remember that all consumer advertising must be truthful – not misleading – and substantiated by credible evidence,” he said. “An endorsement must reflect the honest opinions, findings, beliefs or experiences of the endorser and an endorsement may not convey any expressed or implied representation that would be deceptive if made directly by the advertiser. Likewise, advertisers are subject to liability for false or unsubstantiated statements made through endorsements, as well as for failing to disclose material connections between themselves and their endorsers.”

# Renowned Industry Leaders Join Together to Inspire Greatness

Seven of the biggest names in direct selling—John Addison (Primerica), Alessandro Carlucci (Natura), Carl Daikeler (Beachbody), Doug DeVos (Amway), David Holl (Mary Kay Inc.), Cindy Monroe (Thirty-One Gifts) and Orville Thompson (Scentsy, Inc.)—teamed up on Monday, June 4, to share their personal insights about inspiring employees and field members to achieve greatness in their businesses as well as in their personal lives.

“The fact that you’ve got a whole lot of people now that don’t really trust corporate America... that want to have something to fall back on as a second source of income, that’s the biggest opportunity that we face today.”

- David Holl, Mary Kay Inc.

“For me, the real role of the CEO [in direct selling] is to represent the culture of the company, to be an example, to listen to people, to inspire people,” Alessandro said. “I think that’s the case whether you’re the CEO of a small company or a large company; the roads are relatively the same.”

Each of the industry leaders spent the hour talking openly about key lessons learned in the business, the future of direct selling and the challenges they have overcome in order to succeed.

“I tell everyone it’s like becoming a parent,” Cindy said as she described her experiences leading Thirty-One Gifts from a small business to a large organization. “You just take things a day at a time. I do know that I would not be here today if it weren’t for the people [at Thirty-One Gifts]. Whenever I’m in over my head, I’m able to recognize the people I need to surround myself with to be able to support our decisions.”

The camaraderie between the fellow executives became all the more evident as each of the co-panelists discussed what they feel are the biggest opportunities—and challenges—facing the industry today.

“The biggest opportunity we have is the emergence of this new demographic of consumers,” Orville said. “People that are 45 years old and younger think differently from people that are 45 and older. Their life experiences are different. They didn’t experience Vietnam, they didn’t know what happened with Watergate, but since then, what they do know is that the economy has been up and down.”

“The fact that you’ve got a whole lot of people now that don’t really trust corporate America... that want to have something to fall back on as a second source of income, that’s the biggest opportunity that we face today,” David added.

Keeping in mind the impact that the global economy has had—and will continue to have—on direct selling, it is important to recognize that many of the opportunities





presented also represent the greatest challenges, Alessandro noted.

“We have 7 billion people in the world, a lot of them are looking for something to do—not just from an economic perspective but from a business perspective,” he said. “If we don’t have the courage to reinvent our business then the industry will face a major threat.”

“We need to remember that there may be new tools, but there are no new fundamentals,” John added. “This is a people business. We need to always understand that new people experiencing success and changing lives is the cornerstone of our business. We have to keep our eyes on the fundamentals and it’s very easy to lose sight of them, given all of the technology out there. Whatever our product, we all provide self-improvement systems attached to a compensation plan, so we need to always understand that.”



**Excited for the next big DSA event?**



## Leaders Talking to Leaders

For the first time ever, this year’s conference featured a “meeting within a meeting,” through which high-level executives participated in a CEO leadership workshop session, exclusive CEO events and an invaluable CEO roundtable discussion addressing high-level topics. Direct selling executives were able to ask their industry peers their most pressing questions, learn from their colleagues’ experiences and establish instrumental connections with men and women who have overcome their own share of challenges in order to be successful in the direct sales channel.

“I do not believe that the free flow of ideas is exclusive to our industry, but I do believe that a continued effort to provide forums and open platforms for exchange is key to the growth and success of our industry,” said Mona Ameli (Belcorp USA). “For me, it was really enlightening to get to share ideas and listen to opinions not only from

“ This focused forum enabled us to have a more targeted discussion about matters that are the most concerning, challenging or interesting from a CEO perspective.”

- Mona Ameli, Belcorp USA

start-up company CEOs but also from those who are icons of our industry. This focused forum enabled us to have a more targeted discussion about matters that are the most concerning, challenging or interesting from a CEO perspective.”

“The CEO track was an excellent addition to this year’s DSA Annual Meeting,” added Jerry Anderson (SimpleXity Health). “Networking with other direct selling executives is one of the most valuable aspects of DSA meetings as it provides the opportunity to exchange insights about the challenges and opportunities facing the industry today.”

# The Secrets to Increasing Sales

**Several workshops focused on ways companies can increase sales. Read on for some of the highlights.**

## Is Time Our Top Competitor?

A direct selling representative quickly learns whether their time spent on the business is worth it. That's why Dan Jensen (Dan Jensen Consulting) and Curt Waisath (Gold Canyon) hosted this year's "Helping Your Field Recognize the Value of Your Dollar-per-Hour Business Proposition" workshop—to explain how to effectively demonstrate to the field why dollar-per-hour calculations are important and how they can help lower attrition rates and increase loyalty.

"\$25 per hour is the magic target for all sales reps in North America, but the higher the better," Dan said. "Once there, your compensation plan, incentive programs, recognition and training all seem to work together to keep retention high and leaders developing."


What can a company do to raise its dollar-per-hour proposition? Strong hostess rewards making your party format fun and enticing and increasing the amount of time representatives need to spend on their business all raise the dollar-per-hour proposition.

## Those Critical First 30 Days...

As Bart Dangerfield (WowWe, Inc.) and Terrel Transtrum (ServiceQuest) noted in the "Entrepreneurs in 30 Days!" workshop, half of all sales reps who drop out in the first year do so within 13 weeks. Although the vast majority of active engaged U.S. direct sellers—77 percent—have been with their company for one year or more, many companies consider the days immediately following a representative's sign-up as playing a critical role in whether or not he or she will remain committed to the direct selling business beyond the 30-day window.

“From the second new representatives hit the submit button on their application, we figure there's about a 72-hour window in which it is our job to reinforce their decision.”

- Bart Dangerfield, WowWe, Inc.

"From the second new representatives hit the submit button on their application, we figure there's about a 72-hour window in which it is our job to reinforce their decision," Bart said. "We have to reach out to them to remind them why they signed up in the first place. Within a day or two, the new representative will start talking to their friends and family members about this great opportunity. If someone makes a comment to them based upon inaccurate perceptions of the business, it might not take much for them to start rethinking their decision." 






## Are Brownie Wise's Days Long Gone?

Lyn Conway (Silpada Designs), Pam Dean (Avala), Jan Gilmore (Jan Gilmore & Associates) and Britney Vickery (Initials, Inc.) joined forces to host the "Welcome to the 21st Century Party" workshop to explore why some direct selling companies experience great success by allowing customers to simply browse their products and try them on, while others have modified the traditional presentation to ensure it continues to appeal to today's shoppers.

Pam discussed the four main groups that have shaped the way companies do parties today:

- Older, established consultants who no longer do parties but provide service to their customers by phone
- Older, established consultants doing parties the same way they always have
- Newer consultants doing parties in new ways
- Consultants who do not realize they can do parties or lack the confidence

In order to reach out to those demographics new to direct selling, it's important that companies embrace today's technology, but it's also important to remember that the fundamentals of parties have not changed, Pam noted. "Even with today's advancements in technology, parties continue to deliver results when they are fun, easy, rewarding and allow for hostess engagement and personalized follow-ups," Pam said. 

# The Challenges to International Expansion

**A**s one of the largest international direct selling markets, Latin America is a popular choice for many U.S. companies deciding to expand abroad. For this reason, Adriana Bueno Buitrago (Yanbal International) and Francisco Ortega (Turanzas, Bravo & Ambrosi) co-hosted this year's "Mexico & Beyond" workshop to outline the legal, tax and product challenges that can often prove difficult to manage for direct selling companies.

"If you want to expand your business in Mexico and Latin America, before you do any market research or you decide to open a new factory or a new distribution channel, it is important to be aware of how businesses are developed and what types of legislation and regulatory risks you will face," Adriana advised. "Know the country – not simply where it is located on the map, but also its size and projection of the market. Look for how your competitors are managing their businesses. Although a third party can give you this information, before you spend the money, I suggest you travel. After all, you need to learn the cultural behaviors and how business is done within each country in which you are hoping to expand."

Adriana also stressed the importance of reaching out to law firms that provide legal advice to direct selling companies.

"You need their experience – mainly for trade and foreign investment affairs, taxes and labor laws. Countries in Latin America don't have specific direct selling regulations. There are independent laws for specific matters and they may or may not apply to our industry. For that reason, it is very important that you are clear about the way you sell your product and how you interact with direct sellers so there is no confusion about how your company operates."

But market selection is only part of a company's deliberations when expanding internationally. Lane Burtz (Mary Kay Inc.) offered his insights on where many of today's top direct selling companies have established manufacturing posts abroad during this year's "Manufacturing Choices Around the World" workshop. Lane not only elaborated on Mary Kay Inc.'s global successes, but he also outlined



*Challenges continued.*

five key ingredients for successful international manufacturing: patience, focus, flexibility, adherence to company values, and attention to the right details.

“It’s important that companies give up trying to control all the details,” he noted. “Companies must focus on non-negotiables and choose manufacturing partners carefully.”

“Very little goes as fast as you want,” he continued. “Companies should expect complications and allow time for them. Forcing a date or rate of implementation only creates new problems – steady, calm, persistent behavior wins for your company.”



**@Amway:**

Social responsibility is in the DNA of the DSA: 96% of direct selling companies donate to environmental & sustainability causes.

**@DSA411 and @DSAEvents**

# A Prescription for Success

When Drs. Katie Rodan and Kathy Fields first decided to launch a skincare line, they found very few products on the market offered over-the-counter preventative treatment for acne sufferers. Determined to create such a treatment, the doctors set out to find avenues for their product.

“We knew we could make a huge contribution to dermatology if we could create products that could actually prevent acne,” said Dr. Rodan during this year’s “Prescription for Success” general session on Tuesday, June 5, during which the doctors and Rodan + Fields President & General Manager Lori Bush talked about the history of the company and why they turned to direct selling.

“With the power of the brand and the power of the business model and the power of digital technology that allows an individual to be competitive with major corporations, you can effectively run a business from your dining room table and compete with the likes of the major conglomerates in this industry.”

- Lori Bush, Rodan + Fields Dermatologists

“We thought we were on to something but when we went to businesspeople we knew for funding and expertise and presented our ideas, they looked at us very skeptically and said, ‘Come on – if this is so obvious that from the beginning of time we’ve been treating acne the wrong way, then why haven’t the big companies done this?’ We didn’t really have an answer. All we knew is that a preventative product like this did not exist.”



(Jonathan Gilliam) @MomoFactor:

Amen! >“Social media is not free, it takes time and resources”

~ Nelson Altamirano #DSAAnnual

Their product, Proactiv Solution, a top-selling clinical skin-care brand, brought the doctors great success; however, they realized their vision could never fully come to fruition so long as they were confined to the department store counter.

“We were as surprised as anyone with the success of Proactiv,” Dr. Rodan said. “About four years after we launched the line, we decided to start another business, Rodan + Fields, which would be devoted to creating products to treat problems that we saw every day in our practice. But, once again, we were stumped. How were we going to distribute this?”

The doctors discovered that many of their customers were drawn to them because of what they heard about their products by word-of-mouth.

“We had a vision and a belief and we saw it like this: with the power of the brand and the power of the business model and the power of digital technology that allows an individual to be competitive with major corporations, you can effectively run a business from your dining room table and compete with the likes of the major conglomerates in this industry,” Lori said.

The Rodan + Fields team soon found that direct selling opened up a world of new opportunities.

“We wanted to put together a plan that afforded both a robust earning opportunity for network marketers but also to be sure that we had a place for product advocates because we were committed to the people that entrusted their skin to us,” Lori said. “So, we developed a compensation plan that was designed to attract both.

“We ended up launching our program with no master distributors, but we had people that saw an opportunity,” she continued. “It was a tough economic time, people were losing their jobs and so they were looking for a microenterprise opportunity based on a brand name they could trust, so they turned to direct selling.” 🐦

# Marketing in an Ever-Changing World

**Marketing and social media were very popular topics during workshops throughout the event. Here's a recap of some of the most popular sessions.**

## Back by Popular Demand...

Doug Stephens was the top-rated speaker from DSA's 2011 Be Connected Conference and he returned to the DSA stage to share his wisdom with Annual Meeting attendees during his “Road to Remarkable” and “Demographic Divide” workshops.

“We're in a period of time right now that I think is unprecedented in terms of the sheer amount of change that is going on in the marketplace – not just change demographically, but technologically, from a media standpoint and economically,” he said. “The economy is not giving us back average jobs – it's giving us back exceptional jobs or below-average jobs. Unfortunately, those jobs are looking like they're not coming back.”



Keeping this in mind, Doug outlined two distinct experiences evolving in today's marketplace: the high-fidelity experience and the convenience experience.



@Amway:

From the stage at the #DSAAnnual: Age, gender, faith, ethnicity—none are barriers in #directselling. There is no glass ceiling on effort.



*Marketing continued.*

“If you’re a high-fidelity brand, you’re very exclusive, your products are premium-priced and you’re not apologetic about it. You have limited availability and you offer a concierge level of service and experience,” he said. “On the other hand, there’s the convenience side—consumers can buy from you any way they choose. It’s a relatively self-serve or low-service level model and it’s far more cognitive than the high-fidelity side.”

Doug also discussed how the evolution of “family” is shaping the marketplace.

“It’s no longer about mom and dad. About 33 percent of women between 15 and 50 years old who have had a child in the last 12 months are single—either widowed, unmarried or divorced,” Doug said. “Women now represent the majority of first-time homeowners, the majority of college and university graduates and the majority of managers in the country.”

“**Are we still marketing to the middle class? Because, if we are, we’re marketing to the minority.**”

- Doug Stephens, Retail Prophet

Because of this, companies must re-evaluate which type of consumer they plan to target through their marketing plans.

“Are we still marketing to the middle class? Because, if we are, we’re marketing to the minority,” he said. “We need to roll up our sleeves and do some deeper work in terms of understanding these new and emerging segments in the economy and how we can better serve them—either with the products we have or by inventing new products that suit their needs better.”

**The Four Cs**

Nearly every direct selling company now maintains an active social media presence—most often via Facebook, Twitter, Pinterest, LinkedIn or a corporate blog. During this year’s

“Social Media & the Bottom Line” workshop hosted by Nelson Altamirano (4Life Research, LLC) and David Sattler (Scentsy, Inc.), attendees learned many of the latest techniques companies are using to not only reach new demographics through social networking platforms, but also to measure their return on investment using cost-effective tools such as Google Analytics and Bit.ly.

Nelson de-bunked two of the most popular misperceptions about social media outreach efforts: the idea that social media is free and the belief that social media ROI cannot be measured.

“Social media sites may be free, but successful social media content creation takes time to plan, develop and implement,” he cautioned. “Likewise, stating that the monetary value of a social media campaign cannot be measured is simply not true.”

David outlined the four Cs to keep in mind when measuring the direct ROI of a company’s social media strategy: content, connection, consider and convert. While it is important that companies choose to publish content that is brand-rich and easily shareable, it is also critical that organizations monitor the number of likes, new followers, retweets, etc., they receive from their efforts in order to determine whether there is an increase in the number of individuals connected to the company online, David noted. Additionally, companies must consider a number of factors in order to determine which platforms convert the most traffic to targeted pages. “People everywhere, every day and at all hours are talking about your brand online and they’re announcing whether or not they love your brand or hate your brand,” David said. “But, they’re not talking about that beautiful ad you just published. They’re talking about some experience they just had that’s giving them a perception about your brand.”




## An Evolution

Media is changing at such a rapid pace that it's often difficult for companies to keep up. As Brett Duncan (Mannatech, Inc.), Jen Fong (Luce & Associates) and Kristen Jacobs (Creative Memories) noted during this year's "Beyond Facebook: Online Communication for Direct Sales" workshop, companies must develop clear strategies, including job functions, when looking to establish an online presence.

"While we'll continue to see an increase in Social Media Managers for sure, I think what we'll see happen even more is that social media skills will simply become a prerequisite for many existing positions," Brett said. "For example, anyone in a communication role, or a sales role—or even a recognition role—and parts of customer service will take on new social media responsibilities. Yes, there will be specific social media positions, but more-so, there will be social media requirements added to many more job descriptions."

The speakers also noted that newer platforms—including Pinterest and Instagram—have challenged companies to market their products and business opportunities through image-centric posts and "pins."

"Pinterest is a way to build a brand's personality, even if a brand's products aren't especially visually appealing," Kristen said. "One of the top reasons brands are using Pinterest today is to drive traffic to their websites and blogs, but this platform is less promotional than other social channels. Companies should consider boards related to lifestyle, wellness, corporate giving or general inspiration." 

# Tactics for Developing Leaders

***Industry pros taught others in ways to bring out the best in the field. Key take-aways are recounted here.***

## Teaching Leaders to Recruit Future Leaders

"Reps who aspire to leadership sell and recruit more," said Paula Antonini (Antonini & Associates), co-panelist of this year's "Creating a Ladder for Success" workshop along with Lori Bush (Rodan + Fields Dermatologists) and Joe Urso (Vollara, LLC). "Leaders who want to move up continue to recruit more—plus, they identify and develop leaders. The real pros—your top leaders—focus on recruiting future leaders."

With this in mind, the panelists illustrated the following ways company and leader time is best spent:

- Marketing the leadership opportunity
- Identifying rising stars
- Inviting leaders to dive into the pipeline
- Nurturing them for growth through a well-structured development process





# Technology Trends Workshops

*Tactics continued.*

“Leadership by example is essential.”

- Joe Urso, Vollara, LLC

“As you develop strong leaders, they drive growth and become the champions for developing leaders,” Paula added.

“Leadership by example is essential,” Joe noted. “Given that growth is driven by sponsorship and leadership development, retention and productivity will follow.”

## Overcoming the Willpower Trap

Change is a difficult thing. “Some of the greatest examples of behaviors that people need to overcome in order to be successful in direct selling include discouragement, fear, self-doubt, lack of communication skills, lack of time management and a lack of effective leadership skills. If you change the behavior, you can change the outcome,” noted Vince Han (Change Anything), co-panelist of this year’s “Teaching Old Dogs New Tricks” workshop along side Eric Johnstone (Ambit Energy).

Together, Vince and Eric addressed what they consider the “willpower trap,” whereby people are resistant to change even when consequences for refusing to change are significant and obvious. They illustrated how companies can inspire their leaders to overcome obstacles that slow – or even prevent – success. Vince and Eric outlined an “influencer model,” which:

- Identifies a handful of high-leverage behaviors that lead to rapid and profound change
- Applies strategies for changing both thoughts and actions
- Marshalls six sources of influence to make change inevitable

***Technology empowers direct selling companies to take their products and opportunity around the country and around the world. Following are some highlights of what attendees learned to take their companies even further.***

## Are Virtual “Home” Parties the Next Big Thing for Direct Selling?

Two billion people regularly visit virtual worlds—and Facebook is just the beginning of the virtual revolution taking place, according to Dr. Michael R. Solomon (Center for Consumer Research, Haub School of Business, St. Joseph’s University) and Dr. Greg W. Marshall (Crummer Graduate School of Business, Rollins College), co-panelists during this year’s “Using Avatars & Virtual Worlds to Captivate Gen Y” workshop.

Companies can use virtual worlds for everything from training and marketing to increase sales, to educating distributors to collecting customer insights and much more.

The 80 million members of Gen Y are avid social networkers, bloggers and video gamers, Dr. Solomon said. “They see the world through a digital lens and often appear to be more comfortable interacting with a colleague’s Facebook page than conversing in face-to-face situations.”

For this reason, direct selling companies need to reevaluate whether traditional sales training techniques can adequately address Gen Y needs.

While a virtual world combines the realism of a high-quality video game with the “real-time” benefits of a chatroom or video conference, virtual platforms enable multiple participants to “see” each other and interact in real time regardless of where they’re located in the physical world. As a result, such resources can prove to be invaluable for companies looking to connect with employees and distributors across the globe. In fact, virtual platforms have become so popular that, in 2011, U.S. virtual goods revenue hit above \$1.6 billion.



“ The Gen Y generation is starting to shape a new landscape for the direct selling industry.”

- Jennifer James, GfK Custom Research

## The Want-It-All and Want-It-Now Generation

They're enthusiastic, competitive and natives to the digital world – and, in far too many cases, they know very little about direct selling. They're Gen-Yers and they could be the generation that transforms the world of direct selling.

Recognizing that this young, highly driven demographic could make an incredible impact on the direct sales channel, Jennifer James (Roper Consulting, GfK Custom Research, LLC) and JJ LeBlanc (Mary Kay Inc.) teamed up to present the similarities and differences between Gen X and Gen Y – and how they relate to previous generations at this life stage – during the “Using Today's Trends to Attract Entrepreneurs” workshop.

“The Gen Y generation – comprised of men and women born from 1980 through 1992 – is starting to shape a new landscape for the direct selling industry,” Jennifer said. “This generation is a want-it-all and want-it-now group. Direct selling companies are starting to realize they have to adjust their business models to cater to the needs of this next generation in order to have continued success.”

## Ready...Set...Plan!

Audrey Bauer (Dove Chocolate Discoveries), Matt Cooley (Scentsy, Inc.) and Jonathan Ducos (Lifemax, Inc.) provided a candid conversation about what direct selling companies need from their technology providers during this year's “Technology Needs” workshop, geared toward DSA supplier members.

The team outlined a set of objectives technology teams should take into consideration when dealing specifically with direct selling clients, from knowing a company's

needs and setting an appropriate roadmap to supporting the client after the solution is implemented.


“It's important for technology providers to focus on what you consider yourself to be great at,” Jonathan said. “Save the bells and whistles for later. Consult with your clients on what they want versus what they need and don't try to reinvent the wheel.”

## The Direct Seller's Best Friend

Picture this: mobile apps will grow from a \$7 billion industry today to a whopping \$55.7 billion industry by 2015. This calculation stems from the fact that 53 percent of American cell phone users now have a smartphone and 64 percent of total mobile phone time is spent on apps. With this in mind, Jonathan Ducos (Lifemax, Inc.) and Jonathan Gilliam (Momentum Factor) illustrated during the “There's an App for That: Making

Mobile Work” workshop why mobile phones are the direct seller's best friend.

Not only does going mobile enable direct selling businesses to provide an on-the-go/home-office work style, instant communication and 24/7 access to information, but when also used effectively, mobile apps can provide such businesses with increased production, retention and direct/indirect revenue; improved onboarding; and better access to Gen Y.

As the presenters noted, we will soon feel the effects of “the coming global tsunami” as global Internet usage is expected to double by 2015, with most Internet usage originating from mobile devices. 



# Introducing the First-Ever ETHOS Awards Winners

Sporting big smiles and their finest attire, direct selling executives and friends and family of the industry gathered on the final evening of the Annual Meeting to recognize and celebrate those who have exemplified the very best the sales channel has to offer.

During this year's Awards Gala, DSA honored the first-ever ETHOS Awards winners, including sub-category winners announced earlier in the week and recipients of the overall category awards. Whether used to empower independent direct sellers, fuel business processes or make our world a better place, the programs recognized with an

"We have been honored and humbled by every award we have received from the DSA, including this year's ETHOS Awards," noted John Curtis (Scentsy, Inc.), the category winner of the 2012 ETHOS Award for Excellence in Salesforce Development and the sub-category winner for Salesforce Development – Business Training. "An award from the DSA is an indicator of quality work and the ethical standards to which we hold ourselves."

"DSA congratulates all 2012 ETHOS Awards winners for their outstanding accomplishments and contributions to direct selling," Joe said. "These programs are excellent examples of the creativity and innovation that continue to drive our industry." 



ETHOS Award have one thing in common: they help define direct selling as a business that helps people live better lives.

As Gala attendees enjoyed dinner, DSA President Joe Mariano and Awards Committee Chair Lori Bush (Rodan + Fields Dermatologists) took to the stage to commend companies that have demonstrated outstanding performance in each award category.



Read all about this year's award-winning programs!





## The 2012 ETHOS Awards Category and Sub-category Winners are:

### TECHNOLOGY INNOVATION

**Overall Category Winner:** Mary Kay Inc.

**Mobile Technology:**

Mary Kay Inc. – Mary Kay Mobile Virtual Makeover

**Back Office/Business Support:**

21Ten, Inc. – Back Office Reports

**Customer/Sales Support:**

Team Beachbody – Four Pillars of Coach Support

### PRODUCT INNOVATION

**Overall Category Winner:** Rodan + Fields Dermatologists

**Personal Care:**

Rodan + Fields Dermatologists: Rodan + Fields® ANTI-AGE Lip Renewing Serum and the AMP MD™ Roller

**Wellness:** XANGO, LLC – FAVAO by XANGO

**Home Décor/Durables:**

Paperly – Personalized Cutting Board

**Clothing/Accessories:**

Paperly – Personalized iPhone Case

**Education/Leisure/Other:**

Creative Memories – Simply Said Books

### SALESFORCE DEVELOPMENT

**Overall Category Winner:** Scentsy, Inc.

**Incentive Programs:** 21Ten, Inc. – 10-Day Challenge

**Business Tools:** Signature HomeStyles – Quick Reference

**Business Training:** Scentsy, Inc. – Spring Sprint

**Personal Development/Motivation:**

Initials, Inc. – Boot Camp – Operation: MORE

**Recognition:**

4Life Research – My4LifeSuccess Recognition Portal

### MARKETING/SALES CAMPAIGNS

**Overall Category Winner:**

Rodan + Fields Dermatologists – Age-O-Meter

**Social Media/Online:**

Rodan + Fields Dermatologists – Age-O-Meter

**Launches:**

Morinda Bioactives – Bioactive Beverage Launch

**Promotions:**

Rodan + Fields Dermatologists – Skinapalooza and Skintervention Tours

### VISION FOR TOMORROW

**Overall Category Winner:** The Pampered Chef

**Public Awareness:**

Mary Kay Inc. – Inspiring Greatness

**Philanthropy:**

The Pampered Chef – Round-Up from the Heart

**Public Affairs:**

Mary Kay Inc. – Lobbying for Good

### RISING STAR

Viridian Energy

### PARTNERSHIP

Iacono Production Services



**D**uring Tuesday night's Awards Gala, hundreds of direct selling executives gathered to honor two phenomenal industry leaders as they received the sales channel's highest honor – induction into the DSA Hall of Fame.

Through their support and leadership of DSA, DSEF and the World Federation of Direct Selling Associations (WFDSA), Dick and Doug DeVos have demonstrated their commitment not only to millions of Amway Independent Business Owners, but also to the future of the entire channel in the United States and around the world. Their father, Amway co-founder and industry icon Rich DeVos, was on hand to offer heartwarming remarks about the two brothers, their outstanding achievements and the impact that direct selling has had on countless individuals across the world.

"What a tribute to be here and to honor our two sons, Dick and Doug, but also to come back home and to watch the growth of this organization from when we first came here many years ago," Rich said to a packed ballroom. "You may have been one of us – one of our Amway people – and decided to try something different. People come and go, but the main thing is, when they go, they have been enriched by the experience – they are better off and more confident because of it.

"I really wanted to say a few words about this transitioning business and how much better [Dick and Doug] are than we [Rich and co-founder Jay Van Andel] were, how they cleaned up the business for us and took it to new heights," Rich continued. "People say, 'How did you train your boys to do that?' And, I say, 'I'm not sure I know.' It's amazing when I think about it – some of the things we [Rich and Jay] were reluctant to do, Dick did – and he carried us to a new height."

While Doug has served as president of Amway since 2002, Dick held the position from 1993 to 2002 and both have served as Chairman of the DSA Board of Directors.

"We're proud of Dick and Doug for moving Amway on to greater heights and meeting more than their responsibility," Rich said. "I salute them and congratulate them and I'm proud of what they've done."

Rich, a DSA Hall of Fame inductee himself in 1979, was also recognized during the Awards Gala with a Lifetime Achievement award for his remarkable contributions to the industry. Rich is only the second individual in DSA history to receive a Lifetime Achievement award – following former DSA President Neil Offen in 2011.

# Industry Legends Honored

“I hope you were able to see tonight how blessed Doug and I are—not only to have an incredible father, but a mentor, a coach and a cheerleader all in one and so much more,” Dick said. “I remember in 1979 we heard that DSA was going to give Rich DeVos the Hall of Fame award and it was a big deal in our family—a very big deal for Father to receive that recognition, to be honored by this association. Doug and I still both remember the night and it’s sort of surrealistic to be sitting here and listed on the same page and with others who we have great respect for, having grown up in the industry, having spent our lives going to these meetings.”

Speaking from the heart, Rich reminisced about family life and how, under the leadership of both Dick and Doug, Amway underwent a number of changes—for the better, he said.



**(Jay Rudman) @Paperly:**

DeVos family at last evening’s #DSAAnnual was amazing. Congrats on awards. Love their belief in people and entrepreneurialism.

“I don’t know the relationships in your families or in your lives but, when you get old, family is what you have,” Rich said. “And, family is formed early with love and respect for each other—that’s not always easy because we’re not always so easy to live with, but it’s still important. And, Dick has taken the responsibility on his own to make sure the rest of the family understands the importance of their ownership of this business.



“Yours and ours is a worldwide responsibility,” he continued. “We live, in my opinion, in a very precarious position where personal responsibility and government responsibility are being shoved aside and people think they are entitled to things without working for things. We know that’s not true. We know that doesn’t work. So, we’re people who have to defend freedom and free enterprise and we’re the most qualified people to do it because we’re the pioneers of doing it—of taking responsibility for our lives and doing something.”

**Rich DeVos presents his sons—  
Dick and Doug DeVos—  
with the DSA Hall of Fame Award**



# DSEF Honors Two Industry Standouts

Created in 1988 to recognize individuals who have made extraordinary contributions to the Direct Selling Education Foundation (DSEF) through their personal efforts, involvement and unrelenting commitment, the DSEF Circle of Honor Award recognizes those who go above and beyond the call of duty in helping the Foundation continue its mission. During this year's Awards Gala, DSEF announced two recipients of the prestigious award – Sarah Baker-Andrus (CUTCO/Vector Marketing) and Jim Northrop (Winfield Consulting).

"For over a decade both Sarah and Jim have been tireless volunteers, always among the first to offer their expertise, their experience and their wisdom, despite the many demands of their own schedules," said DSEF Executive Director Charlie Orr. "They are two worthy honorees in sustaining DSEF's efforts to create a market climate of trust for the industry's ethical entrepreneurship."

Sarah, who currently serves as Vice Chair of the DSEF Board of Directors, has assisted DSEF as a volunteer for more than a decade and served on numerous committees. She has maintained a leading role in the effort to create the industry's landmark Direct Selling Entrepreneur Program for community colleges and she has dedicated countless hours to speaking on behalf of the Foundation.

"Sarah always serves with such professionalism, grace, energy and poise," Charlie said. "She is passionate about the industry. She is an advocate for what the direct selling business model can do to change lives, especially the lives of young people – the direct sellers of tomorrow."

Jim, President and CEO of Winfield Consulting, has also devoted years of service to the Foundation's cause. He currently serves on the DSEF Board and is past chair of the DSEF Academic Committee. He has also presented at

DSEF's Direct Selling Days on Campus programs and worked with professors at numerous DSEF seminars.

"Jim's active participation as a DSEF Board member, his engaging thought leadership with his colleagues and his personal financial contribution to support the Foundation's initiatives represent a perfect model for all DSA executives to emulate," said Tom Kelly, President and CEO of Silpada and outgoing DSEF Chair. 🐦



# Led by DSEF, Members of the Direct Selling Community Walk for a Worthy Cause

“It’s amazing how NFTE sparks interest in entrepreneurialism in students who are still so young.”

Tonja Simmons, NFTE Teacher

**P**rior to the official start of the Annual Meeting, direct selling industry leaders and local representatives of the Dallas chapter of the Network for Teaching Entrepreneurship (NFTE), banded together to kick off the Entrepreneurs in Action Walkathon, a three-day event hosted by DSEF to raise awareness for a program that touches the lives of 2,000 students each year in Dallas alone.

In partnership with NFTE, DSEF has worked to raise funding for the nonprofit, which hopes to reach more than 1 million budding entrepreneurs worldwide by its 25th anniversary next year. Through NFTE, low-income youths develop a range of skills including the ability to develop a 30-second sales pitch, tackle finance challenges and establish a solid business plan.

To promote the cause, DSEF welcomed four current NFTE students, including 14-year-old Guadalupe Gamino, the first-place winner in the Dallas round of NFTE’s Youth Biz-Plan Challenge.

“This is the third year DSEF has offered a community program at DSA’s Annual Meeting,” said Nancy Laichas, Director of Marketing & Communications for the Foundation. “We chose NFTE because the partnership could not be a more perfect fit, particularly with this year’s Annual Meeting theme, ‘Inspiring Entrepreneurs,’ and direct selling in general. What these kids are doing at 13 and 14 years old is amazing — they’re launching their own direct selling businesses.”

Tonja Simmons, Guadalupe’s first-year NFTE teacher — and a first-year teacher with the NFTE program — was among those who laced up their walking shoes and traveled to the Gaylord Texan to share her excitement for the program and Guadalupe’s accomplishments.

“Guadalupe first came to me and said she had ideas for her own product and she got it together in just a few weeks,” she said. “She did her own research, established her target market and stayed after school to commit countless hours perfecting her business plan.

“In my first year alone, I’ve had a number of students asking me, ‘Can I please take your class?’ The excitement is so clearly there and it’s amazing how NFTE sparks interest in entrepreneurialism in students who are still so young.”

“Events like the DSEF Walkathon provide opportunities for those in the direct selling community to recognize the importance of keeping the entrepreneurial spirit alive,” said CUTCO/Vector Marketing CEO & Chairman and Past DSEF Chairman Jim Stitt. “It’s exciting to see that young students are learning the skills and techniques needed to launch a successful business. Small businesses serve as the backbone for the U.S. economy and the spirit of entrepreneurialism plays a critical role in the country’s ability to emerge from the effects of the recession.”



To help NFTE meet operating costs for its Dallas chapter, DSEF donated a check for \$5,000 to the program. Likewise, DSA Annual Meeting attendees donned pedometers to track the number of steps walked throughout their time spent at the Gaylord Texan hotel. The winner of the three-day challenge, Elad Daniel (WoodenArk), logged 57,249 steps.

“There is no greater program I could donate my time and efforts to than NFTE,” said Denise Tucker, who taught NFTE student Oliver Gomez and helped him in his bid for second place in the Dallas round of NFTE’s Youth-Biz Challenge. “The program teaches our children how to compete globally. That’s why I’m so proud of this program — it really takes education to another level.”

# The Master of Motivation



Even an early morning dose of thunder and lightning couldn't stop this year's attendees from taking part in an exhilarating hour-long workout with celebrity trainer Tony Horton. While the weather forced the event indoors, industry leaders—and even DSA staff!—arrived in droves to get a taste of why Beachbody workouts are such a hit. Offering the most innovative, results-oriented programs and skilled, motivational trainers, Beachbody's core purpose is to help people achieve their goals and enjoy a healthy, fulfilling life. Over the past 25 years, Tony has inspired and motivated people all over the world by sharing his fitness expertise with professional athletes, sports teams, television and film stars, recording artists and more than 6 million individuals through his DVD programs. [▶](#)



**@JenFongSpeaks:**

Thanks to the incredible staff of the DSA for another wonderful #DSAAnnual. You all work so hard and your efforts are so appreciated! Xoxo

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**Cherish your memories from DSA's 2012 Annual Meeting—check out this year's photo gallery and order your favorite snapshots online!**



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