

Meet America's
**Entrepreneurial
Superstars**
Inc.

The Magazine for Growing Companies



Our Exclusive Annual Report
**The Fastest-Growing
Private Companies
2009**

Congratulations to

MonaVie

No. 18



M O N A · V I E

Dear Friend,

As founder, chairman, and CEO of MonaVie, I am extremely humbled and honored to see this company's name on *Inc.* magazine's 28th annual Inc. 500 rankings of the fastest-growing private companies in the United States.

To put into perspective what this represents, consider that there are more than 27 million businesses registered in the United States. For MonaVie to be ranked No. 1 in the Inc. 500 Food & Beverage category, No. 3 in revenue, and No. 18 on the overall Inc. 500 list is a testament to the fact that MonaVie is not just a leader in its industry, but also a leader in American business.

Many of the most significant and successful brands in American business history have made their debut on the Inc. 500/5000 list. When Microsoft first hit the list in 1984, they ranked at No. 80. Last year, Microsoft reported total sales revenue of \$60 billion. Gap stores debuted on the list in 1996 with a ranking of 469. The company that began as one retail store in urban San Francisco, now sets the standard for relaxed, American-style clothing throughout the world.

As you read this special reprint, I hope you take time to reflect on some, perhaps yet to be fulfilled, dreams and goals. I can assure you that many individuals within MonaVie are realizing lifelong dreams of their own thanks to their willingness to embrace the MonaVie opportunity and all that it has to offer them and their families.

The most exciting part is that we are still in the infancy stage of our business here at MonaVie. This company was first launched in 2005, and our momentum will continue for the next several decades and beyond. That is why I personally extend an invitation to you to join the MonaVie family as we take this opportunity around the world—one person at a time—and build a solid future based on timeless principles.

In the enclosed article, you'll learn that MonaVie became successful as a result of key people believing in the company. I look forward to believing in you as you say yes to a new world of opportunity with MonaVie. I believe that together we can make MonaVie not only the best company *in* the world, but the best company *for* the world.

From Success to Significance,

Dallin A. Larsen

Founder, Chairman, and CEO



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HOW I DID IT • Dallin A. Larsen, MonaVie

“WE FOUND A FEW KEY PEOPLE WHO BELIEVED IN US.”

Dallin A. Larsen's nutrition company was on the brink of collapse—and then a friend tipped him off to a little-known berry found in Brazil called açai, which was said to be an antidote to premature aging. Four years later, MonaVie has sales of almost \$1 billion of its namesake, an antioxidant-rich açai juice. Although the health merits of the company's products and its multilevel marketing structure have come under fire, Larsen is unfazed. And so, apparently, is MonaVie's rapidly expanding customer base.

I've been an entrepreneur my whole life. I put myself through Brigham Young University by selling shaved ice. My brother and I had about 20 shaved-ice shacks scattered throughout Utah.

In the 1980s, my family bought some weight-loss franchises from Diet Center. When I was 22, I talked my dad into cosigning a loan for

money to buy my first franchise. It did pretty well, and I opened four more. It was a good experience: to learn how to hire people and run a business. It also taught me that a lot of success in business is because of the people.

A friend of mine introduced me to network marketing in the late 1980s. I became a distributor for the company he worked for. I didn't do great, but the more I learned about the concept, the more

I was intrigued by it. Then another friend introduced me to the founder of Usana, a network marketing company that sells nutritional products. He asked me to come on board. While I was at Usana, from 1991 to 2000, we grew the company to over \$100 million in sales.

In 2003, I teamed up with my brother Randy and Henry

Marsh, a four-time Olympian, to start a weight-loss company called Monarch Health Sciences. We raised nearly \$2 million from angel investors, but we rapidly went through the money. I like to joke that since I'm short and fat, it didn't work. Our program required big lifestyle changes, which people generally don't make. We were close to going out of business. My wife and I had eight kids to raise. I took out a second mortgage, because we

As told to APRIL JOYNER ❖

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weren't taking any money out of the company.

Around that time, a friend told me about the açai berry. I did a search on Google and found all this research about it being packed with nutritional value. So we asked one of our scientists to do some research. We blended it with 18 other fruits. Four months later, in January 2005, we introduced MonaVie.

Our timing was great. We found a few key people who believed in us, and they went out and started sharing MonaVie with others. We gave stock options to people who reached \$500,000 in yearly sales by a certain date. Soon our product was spreading like wildfire.

It certainly didn't hurt that Sumner Redstone, the chairman of Viacom, got on the juice. A distributor in Florida knew Redstone's butler and got him to try the product. All of a sudden, we're in *Fortune* magazine. Boston Red Sox players J.D. Drew and Jonathan Papelbon started drinking the product, and we're an official team juice. This year, we had a MonaVie car racing in the Indy 500 to launch our energy drink. I was there shaking hands with Richard Petty and Mario Andretti.

We've enrolled over a million distributors. When we developed the company, we said, "Let's create a compensation plan where you don't have to be Superman to achieve success." The plans in the 1970s, 1980s, and early 1990s forced people to constantly find people to sponsor. In our company, the average person who sponsors just two people can earn some money. They're not knocking door to door or having to stock up on thousands of dollars' worth of product. There are some people making an extra \$1,000 a month, some making an extra \$1,000 a year.

People have said that network marketing isn't legitimate, but it's a 100-year-old business. Warren Buffett even bought a direct-selling company (The Pampered Chef, which sells kitchen tools). There are some companies that haven't had legitimate products, and they've been rightfully shut down. But I'm proud of the industry I'm in. I can't control other companies, but I can make sure that MonaVie operates in an exceptional manner, that we're backing up our products, and that our distributors are not making outrageous claims.

Because of our success, we've now got people from all over the world calling. This year, we started selling in eight other countries, and we'll be in 15 by the end of the year. About 85 percent of our sales are domestic, so we're just barely beginning our international growth. And we have some pretty productive folks. MonaVie's top earners make over \$5 million a year. We started with eight levels of distributors, and people kept hitting the top. We've taken distributors to Hawaii and the Mediterranean to celebrate their successes. Now we have 18 levels. We've contracted with Virgin Galactic, and whoever reaches the top will

earn a trip to outer space. So we'll be able to say that MonaVie's a company that takes you in, around, and out of this world.

My goal is not for MonaVie to be the best company in the world, but to be the best company for the world. We founded the MORE Project, which is helping to feed, clothe, and educate over 1,500 children and adults in the slums of Brazil. We want to give back. At our most recent meeting, we raised over \$1.1 million from our distributors. But although I'm pleased with what we've accomplished, I'm not satisfied yet.



BERRY, BERRY GOOD
The açai berry, fans say, boosts energy and improves digestion.

Meet the class of 2009:

Meet the innovative companies that are creating jobs, redefining their industries, and shaping our world.



★ Alumnus

Rank	Company Name	Three-Year Growth	39	ReachLocal	3,217.2%	80	Suntiva Executive Consulting ★	1,868.4%
1	Northern Capital Insurance	19,812.2%	40	mSpot	3,189.4%	81	Flipswap	1,839.7%
2	National Retirement Partners ★	13,416.4%	41	Xtreme Consulting Group	3,092.5%	82	DSG	1,825.8%
3	Harley Stanfield ★	13,350.3%	42	Nutricap Labs	2,899.7%	83	NWN	1,800.2%
4	Perfect Fitness	12,749.3%	43	FTEN	2,863.7%	84	Connexion Technologies	1,784.7%
5	IntegraClick	12,654.4%	44	Enalasy	2,813.7%	85	ClinAssure	1,743%
6	Kiva Systems	10,399%	45	HMS Technologies	2,750.8%	86	Summit Tech Consulting ★	1,740.8%
7	Freedom Health	10,035.3%	46	Royal Buying Group ★	2,748.4%	87	Prep Sportswear	1,728.3%
8	One Technologies ★	9,946.4%	47	Service Financial ★	2,706.2%	88	Pangea3	1,718.1%
9	MediaTrust	9,481.1%	48	Aqua Superstore	2,694.6%	89	ATLast Fulfillment ★	1,708.6%
10	Criterion Systems	8,433.7%	49	Echo Global Logistics	2,667%	90	Charles F. Day and Associates	1,678.4%
11	ProKarma	8,311.4%	50	Bridgepoint Education ★	2,645.4%	91	CSI	1,673.5%
12	Canopy Financial	7,929.1%	51	Direct Exteriors	2,559.4%	92	American Correctional Solutions	1,659%
13	MedVantx	7,898.5%	52	Mission Essential Personnel	2,537.9%	93	Instant Tax Service	1,658%
14	Skullcandy ★	6,251.6%	53	Clear Harbor	2,469.6%	94	TSS-Radio	1,651.3%
15	Centuria ★	5,968.8%	54	Broadnet Teleservices	2,358.4%	95	CaseStack ★	1,625%
16	Snap Fitness	5,906.8%	55	EffectiveUI	2,333.9%	96	TeraThink	1,611.5%
17	P3S	5,898.5%	56	Namaste Solar	2,243.1%	97	Robinson Radio	1,609.8%
18	MonaVie	5,883%	57	ReSource Pro	2,239.5%	98	Celergo	1,581.2%
			58	Allegiance	2,235.7%	99	Bug Music	1,564.5%
			59	Hardwire ★	2,235.1%	100	KBW Financial Staffing & Recruiting	1,546.1%
19	ITA International	5,778.9%	60	Clarisonic	2,197.1%	101	Nexcelom Bioscience	1,521.9%
20	Working Media Group	4,782.4%	61	International Checkout	2,191.2%	102	C&I Engineering	1,513.2%
21	Blue Entertainment Sports Television	4,685.3%	62	DeviceAnywhere	2,103.8%	103	Zeon Solutions	1,506.4%
22	vAuto	4,659.9%	63	Sirsai	2,076.9%	104	Market Tech ★	1,496.6%
23	BancVue	4,645.5%	64	Workway	2,058.1%	105	Technatomy	1,491.3%
24	InsuranceAgents.com	4,582.2%	65	Lifematters	2,051.1%	106	FireFold ★	1,490.7%
25	Ahura Scientific ★	4,564.8%	66	StoreBoard Media	2,025.7%	107	Conferencing Advisors	1,480.7%
26	Ruckus Wireless	4,540.1%	67	iSeatz ★	1,983.6%	108	WBS Connect	1,476.5%
27	SDV Solutions	4,345.6%	68	1 Source Consulting ★	1,971.4%	109	Dicom Solutions	1,473.9%
28	SFP ★	4,321.3%	69	Radiation Technical Services	1,957.2%	110	oDesk	1,470.2%
29	iCore Networks	3,924%	70	Electronic Payments ★	1,953.5%	111	Innovative Foods ★	1,463.7%
30	StarTex Power	3,794.3%	71	SmartPrice Sales & Marketing	1,951.8%	112	National Positions	1,455.6%
31	FedStore	3,748.8%	72	SolutionSet ★	1,931.8%	113	BlackLine Systems ★	1,452.5%
32	ID Experts	3,632.9%	73	Adlucent ★	1,908.4%	114	MacUpdate ★	1,443.3%
33	ARK Solutions	3,537.4%	74	US Media Consulting	1,898.7%	115	BabyEarth ★	1,440.1%
34	Revel Consulting ★	3,531.2%	75	Simply Canvas	1,896.4%	116	Rockett Interactive ★	1,429.9%
35	Diapers.com	3,473.8%	76	2Pi Solutions ★	1,895.1%	117	eCardio Diagnostics	1,424.6%
36	ICS	3,431%	77	Technical and Project Engineering	1,890.5%	118	Latshaw Drilling & Exploration ★	1,419%
37	GourmetGiftBaskets.com	3,260.5%	78	High Street Partners ★	1,872.9%	119	Centro	1,418.7%
38	Oil Chem Technologies ★	3,251.7%	79	Remedy Roofing	1,871.7%	120	Improving Enterprises	1,417.1%



LIQUID ASSETS

Some investments are a sure thing. MonaVie's premier açai blends offer impressive returns. Delivering key nutrients for a healthy and active lifestyle, each formula helps safeguard your most important asset—your health. Reward yourself today with MonaVie.

For more information about MonaVie, please contact your local independent distributor or call 866.217.8455.
www.monavie.com

