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Isn't it time you discovered the best kept secret in the Martial Arts Industry?

Meet The Man Behind The Most Successful Martial Arts Company In The World

Martial Arts PROFESSIONAL

July 1996

The Trade Journal For The Martial Arts Industry



Is Aerobic Kickboxing The Future Of Commercial Martial Arts?

PLUS:

- Do Prospects Really Want To, "Think About It?"
- Why Students Drop Out
- The Battlecade— Arresting Developments

AS I SEE IT

letter from the editor



Is Kata Killing our Retention?

Before I get started, let me make a quick disclaimer. I was the 1983 Korean Forms Champion at the U.S. Open. I competed in kata everytime at every tournament I attended and won more trophies and titles as a kata competitor than as a fighter. If I was walking by a class, I would jump in and join them if the instructor called out basics.

The traditional arts were a passion of my training. Few books inspired me on the level of Master Gichin Funakoshi's "My Life In Karate."

Later, when I owned schools, my students could not enter a tournament unless they entered the kata division. I loved kata.

That being said, I ask the question in the title again: Is kata killing our retention? I can't answer the question. I think the answer would be too painful for me.

But, let me ask you this. Imagine you had 100 black belts in a large gymnasium. In one corner, you had a hardwood floor and some mirrors for kata work. In another corner, you had some targets and mirrors for target work and shadow-fighting. The third corner had a row of heavybags and Wavemasters. In the final corner were mats for grappling, groundwork and sparring.

The black belts are given an hour to work out in the area of their choice and in whatever clothing they'd prefer to train in. How many, out of 100, would put on a full uniform and head over to the kata area? Where would you go?

Let's say you could move from area to area, where would you go then? My suspicion—and informal polling of black belts—indicates that less than five percent of us would spend any time working our kata. Most of us would throw on some sweats and start banging the bag, working targets, or trying to smash each other about the head and face, or choke each other out. You know, the fun stuff.

Very few of us would put on a gi and run kata. That's not to say kata is not important or integral to our training...is it? I guess the real question is: Why do we insist that the bulk of a student's curriculum and exam requirements focus on an area that we don't value enough to practice ourselves? I think a lot of us take the attitude of, "I had to do these forms to get my black belt and I'll be damned if you're going to get yours without doing them too."

Forms suddenly become important to us again when it comes to requiring someone else to perform them on an exam. They're not even a thought when it comes to our own training.

Again, I'm not saying this because I don't value or enjoy kata, I do. The reason I bring this up is that, in my opinion, we have lost the adult market.

The vast majority of successful schools in this country are 70% kids. Frankly, a lot of us, when we designed our school, didn't envision working with scores of eight-year-olds with Attention Disorders.

The truth is that adults have investigated the martial arts and passed. Most adults are looking for self-defense and fitness. Instead of giving them what they want, we make them dress up in an odd-looking pajama-like uniform with a stiff belt that's sticking straight out, and force-feed them awkward balances and techniques—because that's the way we were taught.

Consider this: The number-one fear for adults is public speaking. Actually, it's not the public speaking that's terrifying to most adults. It's the fear of looking stupid or being embarrassed. Yet, most of our white-belt classes seem to make awkwardness a goal.

Contrast that with the huge success of the aerobic-kickboxing or Cardio-Karate classes that you'll read about in this month's issue. Wait until you read how many active students Bodies in Motion has in three locations! We know of NAPMA schools, in small towns, that are getting more Cardio-Karate info calls a day than they get for their standard "traditional" classes.

There's a great lesson here. Painful, yes, but important. If we want to regain the adult market, we're going to have to make some very big adjustments to our thinking about our schools and how they relate to the modern adult student. You may think that we have to teach kata in order to teach students discipline and patience. Yet, we all know that kata is not the only path to discipline and patience.

Is kata killing our retention? That's a big question to ponder. Frankly, it's too big for me right now. Between NAPMA and this magazine, I've only got an hour to train a couple times a week and I'm running late for my sparring session. Now where did I put my sweats...?



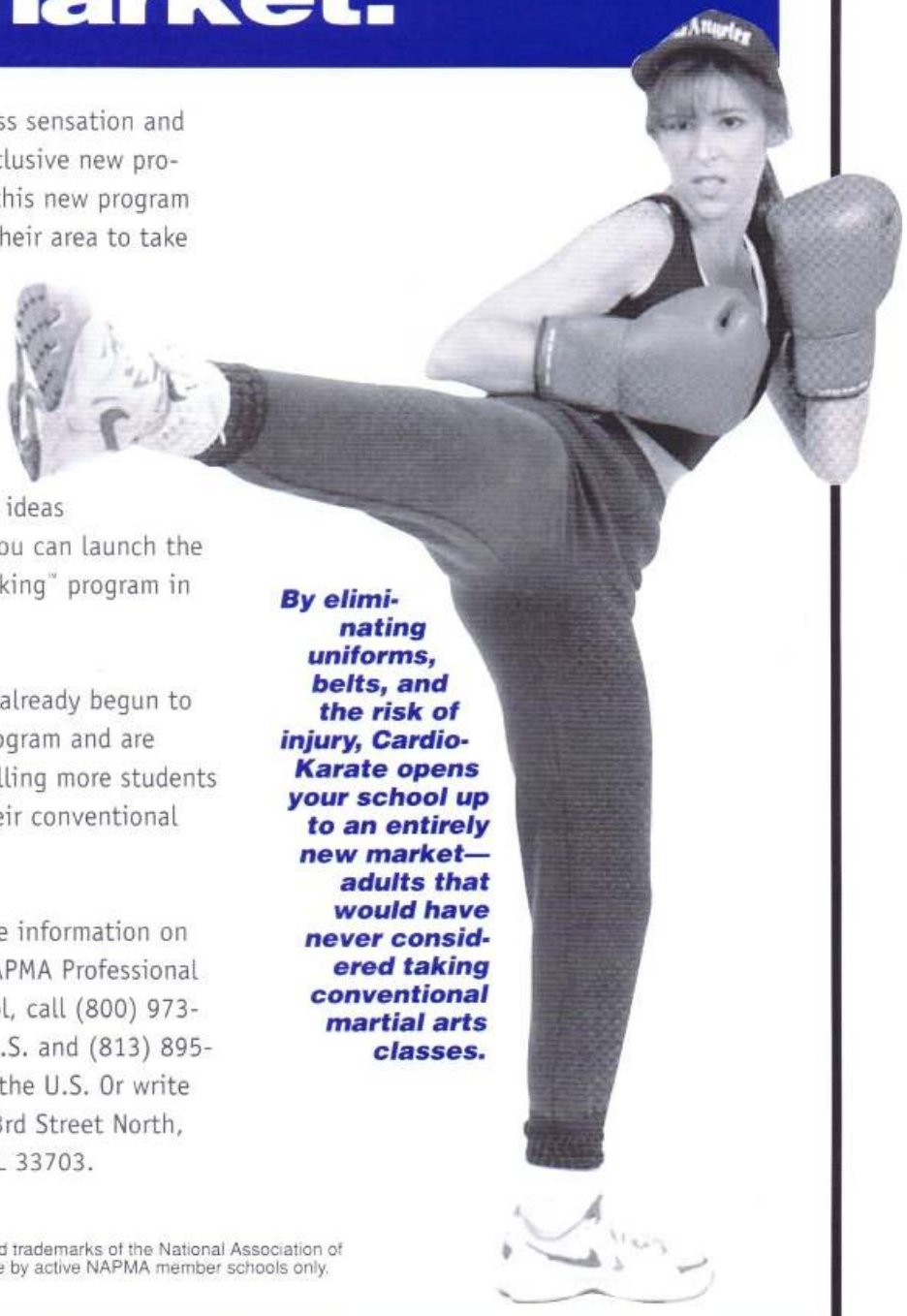
JOHN GRADEN
Editor-in-Chief

Announcing NAPMA's exclusive Cardio-Karate™ program. Your link back to the adult market.

Aerobic Kickboxing is the new fitness sensation and NAPMA is proud to announce an exclusive new program for its member schools. With this new program NAPMA schools will be the first in their area to take advantage of this exploding new market.

Our exclusive Cardio programs, provided to NAPMA member schools at no additional charge, come complete with ads, marketing ideas and video curriculum examples so you can launch the NAPMA Cardio-Karate™ or Cardio-Kicking™ program in your school right away.

Many NAPMA member schools have already begun to capitalize on our unique Cardio™ program and are surprised to find that they are enrolling more students for the Cardio programs than for their conventional Karate classes.



By eliminating uniforms, belts, and the risk of injury, Cardio-Karate opens your school up to an entirely new market—adults that would have never considered taking conventional martial arts classes.

If you would like information on becoming a NAPMA Professional Member school, call (800) 973-6734 in the U.S. and (813) 895-0409 outside the U.S. Or write NAPMA, 3950 3rd Street North, St. Petersburg, FL 33703.

*Cardio-Karate™ and Cardio-Kicking™ are registered trademarks of the National Association of Professional Martial Artists and are licensed for use by active NAPMA member schools only.

INDUSTRY UPDATE

martial arts business news, people, and places



JACKIE CHAN NABS $12-MIL

HOLLYWOOD, CA —Universal Pictures has signed Asian superstar Jackie Chan to a $12-million deal to star in a big-budget action pic tentatively entitled *Confucius Brown.*

Universal also reported it signed Wesley Snipes to star opposite Chan. Snipes will play Chan's distant cousin. The deal came on the heels of the U.S. box-office success of Chan's *Rumble in the Bronx,* which grossed over $10-million in its opening weekend.

The studio also recently signed Jason Scott Lee to play Kato in the big-screen remake of *The Green Hornet.* ■

CENTURY JOINS FORCES WITH MARTIAL ARTS PROFESSIONAL MAGAZINE



Century President Gary Hestilow

DALLAS, TX—In an agreement reached April 4th in Dallas, Texas, Century, Incorporated, parent company of Century Martial Arts Supply, the largest martial arts supplier in the world, made a financial commitment to the new martial arts industry trade journal, *Martial Arts Professional* (MAPro) magazine.

According to Century President Gary Hestilow, "Our industry is long overdue for a solid business publication like *Martial Arts Professional* magazine. After reading the first issue, I recognized the value of this magazine, and felt that it must be published on a monthly basis." Century has taken on the financial responsibility for the publishing and distribution of the magazine.

Martial Arts Professional magazine was created and edited by John Graden, Director of the National Association of Professional Martial Artists (NAPMA). Century mailed the magazine directly to 26,000 professional martial artists and school owners in North America.

Hestilow adds, "Our financial commitment allowed *MAPro* to accelerate its production schedule from quarterly to monthly. This insures that our most important customer, the school owner, receives the information and news provided in *Martial Arts Professional* in a timely fashion."

Under terms of the three-year pact, Graden maintains ownership, editorial and artistic control over the magazine and will continue to follow the format he created in the first issue. Says Graden, "The initial response to the magazine was greater than we ever expected, and, of course, we're very excited about Century's interest and involvement in our efforts. With their experience, reach and resources behind the magazine, we can have a greater impact on the industry."

Joining the staff of *MAPro* as senior editor is eminent martial arts journalist John Corcoran. Graden explains, "Corcoran worked as a consulting editor on the first issue; however, with the change to a monthly publication, he'll take on a bigger role. John's the best in the industry and I'm glad we were able to come to terms to bring him on board."

Martial Arts Professional will start its monthly schedule with the July 1996 issue. ■

Martial Arts Film Rental Champions

While martial arts films often have very short theatre lives, their video rental numbers, in many ways, offer a clearer picture of a film's success. Here are the top Martial Arts films listed with total gross generated, distributor, year of release and place in Variety magazine's listing for all films.

Title	Distributor	Year Released	Total Gross	Overall Rental Listing Rank
Teenage Mutant Ninja Turtles	New Line	1990	67,650,000	66
The Karate Kid, Part II	Columbia	1986	58,038,108	91
The Karate Kid	Columbia	1984	43,190,000	150
Teenage Mutant Ninja Turtles II	New Line	1991	41,900,000	161
Mortal Kombat	New Line	1995	36,600,000	219
Billy Jack	Warner Brothers	1971	32,500,000	267
The Trial of Billy Jack	Warner Brothers	1974	31,100,000	276

*Source: Variety Magazine. May 6 – 12, 1996

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About the Cover
Sarah Everingham models the new look of some of the most successful schools in the country

The publisher and editors will not be responsible for unsolicited material. Manuscripts and photographs must be accompanied by a SASE.

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INDUSTRY UPDATE

martial arts business news, people, and places

CANADA JAILS "EXTREME FIGHTING" COMBATANTS





MONTREAL, CANADA—About one-dozen people arriving at the Montreal Airport here to take part in the *Battlecade Extreme Fighting 2* championship matches were arrested by customs officials and jailed overnight to prevent them from participating in the April 26th event. Those arrested included fighters, managers, trainers, and even one member of the television production crew.

Nine more men who actually did take part in the event, sponsored by Penthouse magazine, were charged the following Monday with competing in an illegal prize fight, police said. Six of these nine people were fighters, the majority of them martial arts experts from the United States. The other three charged were officials.

Despite the strong official opposition, the matches were conducted at the Kahnawake Sports Complex in Kahnawake near Montreal, Quebec, a self-governing Indian Reservation, at the invitation of the Kahnawake Mohawks.

The event, in which combatants wearing light gloves, punched, kicked, grappled and wrestled each other into submission, drew some 4,000 spectators at the Kahnawake Reserve just southwest of Montreal. The event was available live on pay-per-view in approximately 25-million homes in the United States.

"Extreme Fighting"—in Jail!

Among the first group arrested at the airport was international journalist Andre Lima of Los Angeles, who came in the capacity of a manager for a Brazilian jujutsu fighter. An immigration official, after checking his name in a computer, told Lima, "We were waiting for you."

Lima was then interrogated. "I explained that I was not there to fight, but to manage a fighter," he said. "I was about to be released when they decided to search my luggage. I had brought copies of my cover story in a martial arts magazine and some action photos. When these were found a senior immigration officer said, 'You lied! You came here to fight! Consider yourself arrested!'"

Lima fiercely argued the false assumption. "I told him I would not accept being arrested without having committed a crime, and that if the government was preventing the event, they should arrest the promoters, not the athletes—and certainly not me."

Despite being told by officials that no charges would be filed against Lima, he was jailed overnight. "When I woke up the next morning," he said, "there were over ten other people in jail with me that were also arrested on their way to the Battlecade event. We joked with the guards that there were enough people there to conduct Extreme Fighting matches right there in the jail cell!"

One by one that day, the "prisoners" were released and escorted to planes to return to their respective countries.

Of the second group of nine men arrested after the event, each was released only after posting a $1,000 (U.S. $730) bond. Charges were filed against them for competing in an illegal prize fight. If found guilty, each faces a fine of $2,000 (U.S. $1,430) or six months in jail.

Police issued arrest warrants for five other people who were believed to have returned to the United States after the fights. Quebec justice officials could not say whether Battlecade or Penthouse magazine would be charged. ■

INDUSTRY UPDATE

martial arts business news, people, and places

GLAZIER SELLS PLANET KIDS SHARES FOR $928,000

ELIZABETH, NJ—Master Glazier Karate International, Inc. (Nasdaq:KICK) sold its 50% interest in Planet Kids, Inc., a chain of children's entertainment and education centers based in Irvine, Calif., to United Leisure, Inc. Master Glazier Karate Int'l. is engaged in the ownership and operations of karate studios in New York, New Jersey and Pennsylvania.

The company sold its share for $928,000 after investing $500,000 in the start-up company in June of 1994. The sale of Planet Kids, Inc. returned a $428,000 net profit.

In conjunction with the sale, Planet Kids, Inc. repaid to Master Glazier Karate a $500,000 note at 8% interest originally due Jan. 1, 1998. Mark Glazier, the company's president and chairman, noted, "The divestiture of Planet Kids was smart for the company. We were able to net an 86% return on investment and the overall deal added approximately 1.5 million dollars in working capital to the company."

The company also recently hired Thomas Wasylyk, 42, as director of marketing. Wasylyk was brought on board to coordinate the marketing efforts of the company and it's subsidiaries. ■



BRUCE LEE MENTOR STIRLING SILLIPHANT DIES

BANGKOK, THAILAND — Writer-Producer Stirling Silliphant, who won an Oscar for his 1968 screenplay *In the Heat of the Night* and was an influential pioneer in incorporating martial arts into motion pictures, died here on April 26. He was 78.

Silliphant died of prostate cancer. He had lived in Bangkok since 1988, and while there became a fervent Buddhist. He is survived by his wife, Vietnamese-American actress Tiana Alexandra Du Long—who was introduced to Silliphant when she was a taekwondo student of Master Jhoon Rhee—and three children.

Silliphant penned such hit films as *The Towering Inferno, The Poiseidon Adventure, Shaft, The New Centurians, Village of the Damned*, and the critically-acclaimed *Charly*, which won him a Golden Globe Award. The writer-producer also introduced martial arts into some 15 of his approximately 50 film and television projects, starting in films in 1955 with *Five Against the House* and in television with a 1959 episode of *The Naked City* series.

Films from his works have reportedly grossed more than $1 billion.

But Silliphant should be equally recognized as the chief Hollywood mentor of the late great Bruce Lee. It was Silliphant, more than any other Hollywood filmmaker, who recognized Bruce Lee's star potential before Lee became a recognized star.

Silliphant not only championed Bruce's cause in Hollywood films, but as well put his reputation where his heart was. When he could use his literary influence, he wrote Bruce into several key roles—like the film *Marlowe* and the TV series *Longstreet*—and where he couldn't write him in he hired him as a fight choreographer, as in *A Walk in the Spring Rain*.

Silliphant trained privately with Lee for three years from 1968-71. He also collaborated with Lee and actor James Coburn on the script of *The Silent Flute*, eventually rewritten and released in 1979 as *Circle of Iron* starring David Carradine. Later, Silliphant also trained with taekwondo pioneer Master Jhoon Rhee of Washington, D.C. and studied karate with Master Tak Kubota of Los Angeles.

Silliphant was also a mentor to eminent martial arts writer/author John Corcoran, currently editor of *Martial Arts Professional*. Corcoran memorialized his mentor with these words: "Stirling wrote many of his films as an inspirational platform to champion racial equality. And he honored this noble human virtue in his personal life as well.

"Stirling Silliphant needs no tombstone," Corcoran concludes. "The records he set, and the acclaimed films he created as a springboard to improve social injustice, are a monument no stone can ever equal." ■

HOW TO CHOOSE A SCHOOL

NEW YORK — The June 30th issue of Parade Magazine, reaching 38,000,000 homes, features an article by karate legend Joe Lewis, on how parents should choose a martial arts school for their kids. The article included his recommendation for parents to seek out certified schools of the National Association of Professional Martial Artists for "safe, fun, and effective" age specific training. ■

LA's new power lunch!



As evidenced by their shrinking numbers in our schools, the majority of adults are not interested in earning belts, wearing traditional garb or subjecting themselves to the subordinations inherent in the martial arts. They are, however, interested in self-defense and fitness. As you'll read in this three-part series, some entrepreneurs have created programs that cater to these needs. Move over Le Dome, aerobic kickboxing is LA's new power lunch

BODIES IN MOTION

an interview with bruce gordon

Bruce Gordon of Los Angeles, California is probably the single most successful entrepreneur to come out of the martial arts instructional business in a town renowned as the "mecca of martial arts." In this center of Southern California capitalism, the competition is fierce and the overhead is staggering. If one doesn't put you out of business, the other usually will.

A lease for a small school in a good part of town here can cost over $5,000 per month! There are literally hundreds of martial arts schools in L.A., operated by both the clever and, mostly, unfortunately, the clueless; consequently, there are as many Grand Closings as Grand Openings. Even the big-name instructors struggle to keep their schools afloat because of the astronomical cost of simply doing business. Yet, Bruce Gordon thrives on an unprecedented level. Gordon's business, Bodies in Motion, specializes in teaching executive kickboxing and executive boxing programs. He runs a chain of three facilities comprising some 35,000 square feet and boasting a current enrollment of 6,000—that's right, 6,000— active members!

Make no doubts about it, Bruce Gordon has brought big business to the typically small business of martial arts instruction. In this intriguing interview, he discusses—rather matter-of-factly—his innovative concept, his remarkable success, and addresses the prob-



lems he feels restrict the growth of conventional martial arts schools.

Buckle your seatbelts!

MARTIAL ARTS PROFESSIONAL: *Do you have a background in the martial arts?*

BRUCE GORDON: Yes I do. I started training in martial arts when I was 15 years old, in 1977.

MA PRO: *Obviously, you trained enough to understand how a martial arts school business was run, correct?*

GORDON: Yes. But I went to school too. I have a degree in mathematics from the University of California at Berkeley, a minor in medical school, and also a year at Southwestern Law School.

MA PRO: *Why did you drop all the traditions typically associated with martial arts when you started a school?*

GORDON: I competed in kickboxing up until the age of about 21, and I got tired of the bumps and bruises. So I took the strategies, the techniques, the forms—essentially the science—of the fighting skills and the martial arts practices and I created this format [executive kickboxing].

Essentially, what I did was remove the risk of injury. Basically the martial arts have traditionally been an area that has been interesting to a very small percentage of the population. In the United States, I'd say that no more than five percent of the population really has a sincere interest in practicing the martial arts.

I think there are two reasons for this: First, again, is the high risk of injury in most martial arts styles. The second reason is, I believe, as they begin to mature people begin to participate in their professional practices. They become more settled in their lives, and they're not so much in the exploratory stages any more as they are as teenagers or young adults. They have come to face the harsh realities of what is required of them to make a living and support a family—and the time dedication necessary to do these things.

At this stage, it becomes much more difficult for people in general to make the same type of commitment to the martial arts. And the rituals and traditionalism don't play a significant role in people's lives. Providing for one's family in terms of time support and emotional contribution is a much higher priority to people as they become more mature.

So what I tried to do is take the more applicable aspects of the martial arts and put it into a format that would be purposeful for those people who cannot afford the type of dedication that a traditional or more ritualistic martial arts style requires.

MA PRO: *How did you get the idea to teach both executive boxing and executive kickboxing?*

GORDON: The idea really came out of my selfish desire to train personally. I wanted to continue to learn and develop as a martial artist. At the same time, I had a difficult time justifying some of the other aspects that go hand-in-hand with most traditional martial arts practices. So I took the techniques of the martial arts and basically redesigned the format so that it had a much more marketable feel to it for those people interested in working out.

So I took the experience and knowledge that I have from medicine and from my degree as a personal trainer. I took the necessary physical fitness routines—such as getting a minimum twenty-minute cardiovascular workout and to have resistance training as an inherent part of the program.

So that looking at it from a physical-fitness standpoint, this was essentially a new and revolutionary way to exercise. From a martial arts standpoint, I had created a low-risk, high-energy, feel-good approach to the martial arts—one that at the same time stimulates your mind and teaches self-defense skills. The match worked very well, and that pretty much has been the backbone behind the success of both the executive boxing program and the workout.

MA PRO: *When did you open your first facility?*

Here's Your Invitation T Growing Professional

NAPMA



As martial artists, most of us didn't decide to get into the martial arts business because we thought it was a quick way to get rich.

We chose this life because we love to teach and we love to train. However, the reality is that a Martial Arts School is a business, and you can't make it in this highly competitive business without growing revenues, without new students, and without constantly marketing and prospecting to make your school grow.

We understand that school owners want to focus their time and attention on the students, not on marketing. That's why the National Association of Professional Martial Artists (NAPMA) was formed.

"I have run successful martial arts schools for over thirty years now. After viewing the NAPMA material, it looks like an old dog can learn a few new tricks. I'm joining today."
JIM HARRISON
—American Karate Legend

NAPMA has put together a powerful team of marketing professionals to give school owners affordable access to proven, quality marketing and advertising materials that would normally be out of reach for most small to medium sized businesses.

The response has been absolutely phenomenal! Why? Because each month NAPMA provides you and your school with the professional marketing, advertising, and operational materials to make your school grow faster than you ever dreamed possible. This allows you to focus on the area that motivated you to open a school in the first place: teaching Martial Arts. NAPMA was designed from the ground up to be so affordable that any school could afford to participate. Besides, the program is set up to pay for itself by adding just TWO new students! And the whole program is backed by NAPMA's unconditional money-back guarantee! But these are just part of the reasons why NAPMA is experiencing this incredible growth; if the program didn't work, it wouldn't continue to grow.

Why NAPMA Works

Since NAPMA launched, back in January 1995, over 500 schools have signed on and are already enjoying the benefits and advantages of the latest in innovative martial arts marketing, teaching and business education. NAPMA membership gives your school a major advantage over your competition by helping you retain more students, sign up more new students, and become more successful WITHOUT selling out!

Monthly Marketing Muscle

As a NAPMA Professional member, We'll supply you with everything you need to help make your school a success, including:



Pre-designed camera ready ads that get results!

NAPMA has contracted a team of professional design experts to provide you with the most powerful ad campaigns our industry has ever seen, all camera-ready, and de-



signed to get results fast! For instance, Terry Bryan's school in Colorado Springs, Colorado enrolled over 70 students from our special NAPMA promotional tie-in with the Power Ranger film in theatres. Our marketing strategies get results, and we do all the design, copy, and research work for you, leaving you free to concentrate on providing quality training.

National Black Belt Club Renewal Program

It's no secret that in the past some Black Belt Clubs were used as a way for students to "pay" for black belt status without earning one. This is absolutely not the case with NAPMA and our program is set up entirely different. Our National Black Belt Club is designed to help you, the school owner, attract and retain quality students though their commitment to reaching Black Belt Status the right way; through hard work and discipline.

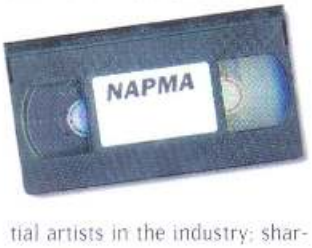


Join The Nation's Fastest Martial Arts Association

The National Black Belt Club is the perfect system for generating a steady monthly source of highly profitable renewals and should account for 60% of your tuition income while having a huge effect on the atmosphere and energy in your school. NAPMA provides you with all the flyers, brochures, patches, certificates, posters and most of all, national affiliation for your Black Belt Club students.

Video Training Seminars for Your Staff

NAPMA members nationwide say that this is the most valuable tool they have ever used to educate and motivate their staff. Imagine the benefits of exposing your staff to the most successful mar-



tial artists in the industry: sharing their drills, their business strategies for success, and their experiences. Our monthly video training provides you with three 20 minute seminars targeted to a specific area of the school: Instructor training, office training, and owner training.

Professional Designation

Only NAPMA member schools receive the authorization to use the designation, "Member: National Association of Professional Martial Artists" on their marketing materials, ads, business cards/letterhead, and even



on the school itself. This designation shows your affiliation with a nationally recognized professional organization and speaks volumes to the public about your commitment, integrity, and concern for your school and your students. NAPMA schools uphold the highest ethical and safety standards in the business and it's our intention to inform the public of the benefits of patronizing NAPMA member schools.

Networking: We've found that NAPMA member schools want to help each other succeed. Many school owners find this an invaluable resource; the ability to instantly have a common bond with another member school and to interact on a variety of issues, techniques, and challenges all school face in today's marketplace.

Toll-Free Consulting Hotline

The NAPMA hotline is there as your link to getting the most from



the NAPMA program material, videos, Black Belt Club program, and all aspects of NAPMA membership. School owners have told us time and time again, how important this toll-free access is.

Cutting Edge Developments:

Aerobic Kickingboxing is the new fitness sensation and NAPMA is proud to announce an exclusive new program for its member schools. With this new program NAPMA schools will be the first in their area to take advantage of this exploding new market.

"In my first month with NAPMA, I enrolled 10 students into the National Black Belt Club. Thank you!"

—SCOTT ASHLEY KARATE Kickboxing Athletic League

Our exclusive Cardio programs provided to NAPMA member schools at no additional charge, come complete with ads, marketing ideas and video curriculum examples so you can launch the NAPMA Cardio-Karate™ or Cardio-Kicking™ program in your school right away.

As a NAPMA Professional member you will have the opportunity to implement many of the latest, cutting-edge marketing strategies months before your competition even knows what hit them. Many of these brilliant strategies and new products are more powerful and even more profitable than you can imagine. We make sure our members always get the competitive marketing edge.

In-House Promotional Events

These can be very lucrative (poten-

continued on back

NAPMA



"I have seen the futu
and the future
NAPMA."
— JOHN CORCOR
Author, Martial A
Sourcebo

"John Graden has the be
material on running
successful school."
—JEFF SMI
6 schools, 2800 studer

"A sign of greatness
when someone do
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We are so confident in our program, and so many schools have had such resounding success with our program, that we extend a full 30-DAY MONEY BACK GUARANTEE from receipt of your Start-up Kit.

Run the ads, watch the tapes, read the material and learn all you can. If you don't agree that your school will benefit from NAPMA membership (at $3.25 a day), then return our package for a full refund.



NAPMA

HOME OF THE NATIONAL BLACKBELT CLUB

National Association Of
Professional Martial Artists

1362 86th Terrace N. • St. Petersburg, FL 33702
1-800-973-6734 (Outside U.S. call 813-895-0409)

THE SEVEN LAWS OF SUCCESS WITHOUT SELLING OUT

PART II

the laws of positive retention – why students get bored

PART TWO OF THIS series features excerpts from the top-selling martial arts business manual "Black Belt Management, a Guide to Success Without Selling Out."

1) Lack of Progress.

Students must feel progress! Let your students know how they're doing and try to phrase it as positively as possible. Rather than tell them their side kick needs work, tell them it's coming along great, and if they would pull that knee a little more, it would really make a difference. Most of all, let them know you recognize their efforts and appreciate them.

2) Lack of Goals.

How can you expect students to overcome obstacles or distractions without a compelling goal? There must be a strong reason for them to pull themselves off the couch twice a week and go to class. We all need goals and students are no different. Equally as important is their education on goal-setting. Use the black belt goal continually in classes to keep them focused. That's what makes a black belt so special. Karate is about discipline and the first discipline is to come to class.

3) Lack of Excitement or Enthusiasm in the Classroom.

Some schools do not allow any smiling or laughter. Many instructors are so regimented and caught up in controlling their students that they don't teach a very exciting class.

Other instructors seem to like the sound of their own voice and go off on long-winded dissertations and explanations that only make students look at the clock. Keep things moving and watch your students closely for signs of boredom.

Sometimes a group will just be tired from the day's events and you have to change your lesson plan to pump them up. Remember, you can be as pure and traditional as you want, but with a little work on pacing and peak performance



you'll have a psyched group of students.

4) Too Much Repetition.

While you must work a technique enough to create a skill, too much repetition results in students not learning any skills, because they drop out. You must become creative in your teaching so techniques can be repeated, but in a variety of fun and interesting drills.

A great example is to take a technique like a round kick and work 10 times on each side in the mirror. Then work 10 times on each side against a partner to practice accuracy and application, and finish with 10 times on each leg on a target. That's 60 kicks in an exciting, interesting class application.

5) Lack of Recognition or Interest from the Instructors.

Many students feel they work very hard, but get discouraged because their efforts are never recognized or appreciated. Personally, I didn't get a compliment from my instructor until I was a second-degree brown belt. Regardless of technique quality, you have to find something positive to recognize.

We use Praise-Correct-Praise or PCP. An example would be, "John, your kick has great power! Now, if we just bladed that foot a little more it would look just like a black belt's. That's better!"

After class, seek out the silent students and let them know you're glad they came to class.

6) Lack of Encouragement from the Instructors.

Students have to believe they can be black belts. While many of your more athletically confident students will believe from day one, the majority will have some doubts. You must encourage them.

Tell them they are on track and that you are proud of their progress. Let them know that you are their success coach and you're behind them all the way. Recognize even the smallest improvements as a way of communicating progress.

Point out their strong points to the rest of the class. If they have a good reverse punch, pull them up in front of the class and use it as an example for the rest and finish with a round of applause for the performer. Few things will encourage a student faster than that level of recognition.

7) Poor Curriculum Design.

Here we get into a sticky subject. Regardless of what techniques are required for a student to earn a black belt, they can be adjusted in their presentation to make the curriculum more interesting and easier to learn. For instance, while the six basic blocks are required, is it important they learn all six in the first month? Couldn't they be spread out a little so it wasn't so overwhelming?

This approach is important. You want to maintain the integrity of your style, but simultaneously set it up so that even more people will enjoy it, because they aren't dropping out.

Your program should not encourage discouragement by its design. ■

IN OUR FINAL SEGMENT, WE WRAP UP OUR EXCLUSIVE INTERVIEW WITH CENTURY FOUNDER AND CEO MIKE DILLARD

A Century On Top

PART III

MA Pro: So how did the relationship with Chuck Norris begin? Dillard: You know, I had a call one day from this guy named Mike Emery, who was Chuck's manager. He said, "I've heard you are the only honest person in the supply business." I said, "Well, I'm very flattered to hear that. Who told you?" "It doesn't matter who told me," he said. "I represent Chuck Norris and I'm up to the possibility of an endorsement contract." The relationship has been an excellent one ever since.

We also did some endorsement ads with Bill Wallace, John Longstreet, Ernie Hart and others, and out of all those people, I can't say a bad word about any of them. I can't say a bad word about Jhoon Rhee; he's been rock solid, a solid competitor since day one. I don't think he's ever lied to me, and he's a gentleman.

MA PRO: *Bill Wallace was a major kickboxing star when you got him to endorse your products. How did that happen?*

DILLARD: I called Bill Wallace and I said, "Bill, originally I planned to do my own endorsing. I was going to be world champ, and I would just endorse my own products myself. Then I figured out that wasn't going to happen."

The odds of me working 18 hours a day at my business and trying to be a world champ were nil.

I had never fought Bill, but we would run into each other at tournaments. I said to him, "Look, I know you got burned on a deal with [Mike] Anderson and I'm not making a lot of promises I can't keep. I'll pay you some money. I'll pay you a couple hundred dollars now and every month or so, if you will let me take your picture in my uniform and run it in the ads, I'll pay you more when I can." Bill said that's okay, we'll do that, and we did.



We started to deal with Chuck Norris. Then I get a call from Don Quine [president of the PKA and Wallace's manager]. You know all these people, right?

MA PRO: *Sure.*

DILLARD: Okay. Don said, "We are trying to promote Bill's career, and we still get those checks from you. I mean, we appreciate that, but we notice you don't use him in the ad anymore."

I said, "When we started with Bill, I told him I'd pay him

interview by john graden

some money now and I'd pay him some more when I can. There was about eight months when I couldn't pay him. So I'm paying him for eight months right now. That's why you are still getting the checks. I've got to use Chuck Norris because he has become a star and Bill has not become a film star; he's a karate star."

Don said, "I respect you for that. How can we negotiate?"

I said, "Well, unfortunately my deal with Chuck is exclusive."

They didn't want Chuck to be just another endorser that we used; hence, we are unable to use other people, although we asked the Norris people if we could use Kathy Long because Kathy Long doesn't compete with Chuck Norris. They've always been gracious and said yes.

MA PRO: *At what point did you start to realize that you had something really big here?*

DILLARD: You know, to be honest, I kind of just went along with it. You see these license tags that say, "A bad day fishing is better than a good day at work"? [That defines me.] I went to work for the martial arts and I never wanted to be an accountant again.

I figured this would become a mature market and it has. In a mature market, the margins are very much more narrow than they certainly are in a new market—and they certainly have begun to be narrow lately. I mean, we sold uniforms cheaper in 1977; I sold little sizes for $7.00 and big sizes for $9.00. The cost [of producing uniforms] in 20 years has gone up tremendously.

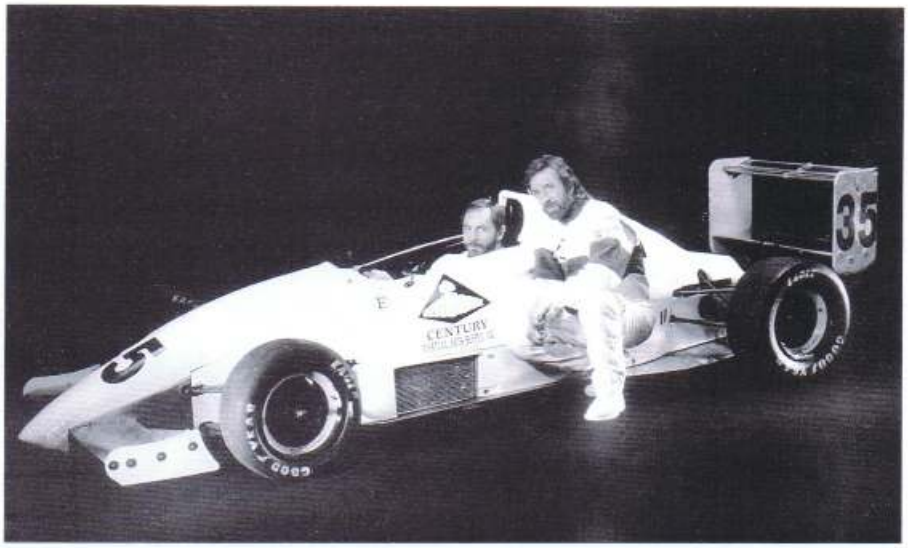
I live in Oklahoma and during the oil boom it was a great time.

Everybody had their own rig, their own wells except me, because I was just a karate guy and I knew I was just a karate guy, and I knew I didn't know anything about oil. It was incredibly hard [for me] to borrow money from the banks to sell karate uniforms.

So [when the boom went bust] everybody else went broke and I didn't.

This is great!

Still, I didn't have any money; the banks wouldn't lend me any money, I was the karate guy. I could hardly buy a house because I was the karate guy. I did not have what anybody considered to be an historical form of income. I met a couple guys. I said, "Let's start a real estate company."



The endorsement from Chuck Norris helped put Mike Dillard and Century on the fast track to success.

One of them said, "We could name it the Dillard Organization." I said, "Why are you going to name it after me?" They said, "Because you are the only one of us who hasn't filed bankruptcy."

Is this success? I don't know. [Today] I owe several million dollars against real estate. Before I didn't owe anything.

MA PRO: *Through the years it seems that Century has always been on top. What do you think has been the source of your company's success?*

DILLARD: Well, certainly our endorsement [arrangement] with Chuck Norris and, before him, Bill Wallace didn't hurt. Despite what people would say, we tried to put a lot back into the martial arts community, but we tried to do it in a different way.

People here ask me why I don't want to run for congress? They've got to be kidding. First, nobody thinks that the karate guy is going to be smart enough to be congressman and, of course, you have to be here to know the congressman that we just lost. Anybody was smarter than him.

My job in the local community is to provide good jobs. Our job in the martial arts community is to provide service and quality at a fair price.

For a while we thought it was promoting tournaments and then we found out, no, that's competing with our customers.

MA PRO: *But if I recall correctly, you did promote tournaments, right?*

DILLARD: One day I woke up and I said, "I think we'll have the National Finals Karate Tournament and it will be a service." It seemed like a good idea. We got a lot of advertising, we got a lot of tournaments going for a national circuit, and then one day it came time to hold the Nationals. Where are you going to have them? Well, let's have them in Oklahoma City, that's where we are. This was back in the late 1970's.

So we get about 1,000 of our best customers [to participate]. All of them arrived at the airport at one time, and they all want us to pick them up. They all wanted to tour the factory. I gave them a tour which they certainly deserved and took them out to eat. I mean, they're our customers coming to town so let's visit.

All of that was a killer. It wasn't nearly as bad as when they all wanted to fight the next day and they wanted me to referee, and [yet] only one could win. Think about that! Then I knew I really screwed up.

I don't know where you guys are from, but around here nobody ever lost a karate tournament. You either got a bad call, or slipped, or the judges—they never cheated—were just I don't know what. Nobody every said, "God dang, he beat the crap out of me."

I can tell you one story about me. I was a brand new black belt. I had to fight Demetrius Havanas. He beat me 15 ways to Sunday. I turned around to my wife and said, "He beat me five to nothing!" She looked at me and I said, "Well, look at it this way, maybe you shouldn't beat your customers." She said, "You could have come a little closer." Thanks, honey.

Continued on page 21

GORDON: The beginning of 1991.

MA PRO: *Is the boxing or the kickboxing program more popular?*

GORDON: The kickboxing program is little more popular with women. The executive boxing program is very evenly distributed between men and women.

MA PRO: *What was the initial reaction to your programs?*

GORDON: It was good from the very start because, number one, we started in Los Angeles where people are certainly always looking for new things, and the more progressive, the better. However, the workout, when compared to other physical-fitness regimens, is far superior, and people recognize that right away. Anybody who is interested in burning more fat or calories and at the same time looking fit and trim, is going to appreciate the executive boxing and kickboxer's workout. In addition to that it also has a tremendous appeal in big cities, where the threat of violence and the overall fear of crime are growing.

So in a lot of ways this basically killed several birds with one stone.

MA PRO: *How much does each program cost?*

GORDON: Each program for the first class costs ten dollars, and if the member decides he or she wants to continue we sell them a membership.

MA PRO: *What's your most expensive program, and what's your least expensive?*

GORDON: The most expensive program is one that includes unlimited usage of both the executive boxing and kickboxer's workout. It runs approximately seventy-five dollars a month. The least expensive program we offer is one that does not allow any usage of the executive boxing and the kickboxer's workout. It is basically a gym-only membership. That's forty dollars a month.

MA PRO: *Are these long-term agreements?*

GORDON: Essentially, twelve months and over.

MA PRO: *How many active members do you have, and how much total square footage?*

GORDON: We have approximately six-thousand current members—Our three facilities occupy about thirty-five-thousand square feet.

MA PRO: *What is the square footage—and the number of active members—at each of your clubs?*

GORDON: Our Pasadena location has about three-thousand members in about twenty-two-thousand square feet. Our West L.A. location has approximately one-thousand members in about thirty-five-hundred square feet. And our Santa Monica location has about two-thousand members in about eleven-thousand square feet.



MA PRO: *How many info calls do you get each day?*

GORDON: Approximately twenty to thirty each day altogether.

MA PRO: *On average, how many new members join each month?*

GORDON: We're currently operating at about five-hundred new members per month.

MA PRO: *What kind of advertising budget do you have and where do you find it to be most effective?*

GORDON: It really varies from month to month. There are times where we definitely have much more elaborate campaigns than others. However, I would say that the company averages about ten to fifteen-thousand dollars in advertising a month.

MA PRO: *Do you offer programs other than the executive boxing and kickboxing at your facilities?*

GORDON: At the larger facilities we've been able to create a much more diverse instructional/fitness program.

MA PRO: *What's your rate of membership retention?*

GORDON: According to the numbers I have seen, we have been as high as eighty-five percent. And that was consistently over several years. We're not quite as high now. However, with the more numbers you have it becomes more difficult to ensure that the quality of service is high.

MA PRO: *What is your ratio of men to women?*

GORDON: We are seventy percent [women], thirty percent men.

MA PRO: *No wonder I've seen your publication ads and billboards featuring women in the pictures.*

GORDON: Our strategy has been to market to women, knowing that if you get the women the men will come.

MA PRO: *Do you offer kid's classes at all?*

GORDON: Yes we do. Kid's kickboxing. Although it is a focal point of most traditional martial arts studios, the kid's program is not our focal point.

MA PRO: *How many instructors do you employ at each location?*

GORDON: We have approximately one-hundred-and-twenty employees in the company. I would guess that we probably have about sixty instructors.

MA PRO: *Who are some of your name instructors?*

GORDON: Altogether we have seven world champions and seven national champions. We have World Kickboxing Champions Kathy Long, Pete Cunningham, Jerry Trimble and Lucia Rijker. We have June Castro, and the Colombian Taekwondo Champion Mauricio Gonzales. We have former World Heavyweight Boxing Champion Mike Weaver and middleweight boxing contender Eddie Levine. We have Klaus Price, who's trained three world boxing champions including Mike Weaver.

MA PRO: *How do your instructors feel*

about working with non-fighters in a light atmosphere? Was it a difficult transition?

GORDON: Well, you're now getting at the backbone of a good organization or a good business. That is, the people really have a good sense of teamwork and camaraderie.

Unfortunately, I hate to say this but it's true: A lot of the martial artists out there have problems working with other martial artists, and for no good reason. Our instructors are carefully chosen to make sure that they're team players and they have a real desire to teach and to improve the lives of their students. What we are certainly not looking for are martial artists who feel their style or their form of practice is helpful and all others are not.

MA PRO: *You have a reputation for paying your instructors well. How much could an instructor working for you expect to make?*

GORDON: I think you're going to get me in trouble on this one [laughter]! Let me just say that we believe in compensating our instructors well because of the fact that they are our product.

MA PRO: *How would one of our qualified readers go about contacting you for a teaching job?*

GORDON: They are more than welcome to contact us on our 800 number. If they are interested in teaching information they can call 1-800-4-KICKBOX.

Also, considering that we have such a large membership base, we manufacture a full line of equipment and apparel. We're most well-known for the quality of our gloves. Anyone interested in our products can call 1-800-4-BOXING and we'd be very happy to provide them with information very quickly.

MA PRO: *Do you feel your type of school will predominate over conventional martial arts schools in the future?*

GORDON: I think the conventional martial arts schools will always have their following. I don't think that it will radically increase or decrease in size because they offer a very unique service. However, we expect our type of programs to continue to grow and become much more of an alternative in people's lives if they decide the traditional martial arts schools are not what they're looking for.

Let me make a really good point here. The martial arts, in many ways, has refused to change and basically retains the principles and concepts that can be as old as several thousand years. My point is, the martial arts embraces consistency, and fights to remain unchanged.

Unfortunately, that's not really a wise move, in my opinion, in the sense that there is tremendous scientific data that becomes available to us at really a phenomenal rate these days, which dictates better than even five years ago—and certainly much better than fifty years ago—how the human body works.

So there are a lot of advances made in the physical-fitness industry, that the martial arts, instead of embracing and learning from them have in a lot of ways shunned and basically ignored them. And that's sad because the martial arts should be something that really gives something to people to become better in their lives.

My father used to always tell me, "The omission of a relevant fact is the equivalent of a lie." There is an obligation that martial artists need to make in terms of training themselves and being aware of the new information and knowledge that is now available to us about how the body works. So, to meet consumer demands the martial arts industry must adapt to, and evolve with, today's standards. ■

IS THIS JUST FOR HOUSEWIVES?

by john graden

As a 20 year veteran of kickboxing, I approached my 12:15pm "Executive Kickboxing" workout at Bodies in Motion with mixed feelings. On one hand, I knew I wasn't in fighting shape (launching a magazine is deskjockey work). On the other hand, I wondered how hard could an "aerobic kickboxing workout" be?

I mean, the whole appeal of this fad is the fact that everyone from housewives to executives could participate in a kickboxing workout without getting their bell rung. Needless to say, I was expecting a good deal of fluff in the guise of kickboxing.

What I got was one of the best workouts in years. Our instructor, Fernando Rodriquez, an experienced kickboxer with a 16 – 0 record, did a great job of pushing a diverse group of five participants to their respective limits.

Clearly, this is not a martial arts class in the traditional sense. The atmosphere is very loose (as is Ferdinand's language), yet there was enough technical work on combinations and self-defense applications of techniques to distinguish it from any aerobics class I've ever seen.

Sloppy sweats seemed to be the attire of choice and I was the only one in bare feet. Some traditions die hard, I guess.

Before the class started Fernando made a point to introduce himself to each class member individually and ask them if they had any injuries he needed to know about and if they had ever taken a kickboxing course before.

I told him about my Achilles tendon strain that had been bothering me for about six months.

Class started with about five minutes of skipping rope followed by some simple stretches. Then we moved to the wall and Fernando took the class through an ankle/Achilles stretch. He made a point to stick close to me for feedback on how my Achilles felt and to make sure I understood the stretch enough to work it on my own.

We then moved to some shadow boxing followed by rounds of front, round and side kick. Then we gloved up and moved to one of the 16 floor-to-ceiling heavybags and repeated the same punching and kicking drills on the bag.

Fernando kept the class moving at a fast pace, yet he would pause long enough to demonstrate a combination or technique and its application. This was an unexpected pleasure. I was wondering how much technical material would be covered and I think he hit a good balance. Though the goal is a good workout and none of the class had any ambitions of ever fighting competitively, Fernando made sure we understood the whys and wherefores of each combo. In fact, we finished with a kenpo-type combination of rear hammer fist to the groin-elbow the chin-step away back kick. Cool.

All in all it was a great workout and the hour flew by. We finished with a good stomach routine and class was over.

As I sat on the floor, drenched and pleasantly exhausted, it occurred to me that, if given the choice for an hour workout, most black belts would turn on some music, warm up and then beat the bag and kick and punch in the mirror. Very few black belts would put a full gi on and spend that hour doing kata. As we all try to improve the retention in our schools, I think maybe there is a lesson here.

As for me, I'm no worse for the wear, other than some stinging welts on top of my foot from the jump rope. I felt great at the end of class as did my classmates, who did all their groaning with a smile on their face. Best of all, my Achilles feels better than it has in months. ■

MA PRO: Did you invest in any other martial arts sidelines?

DILLARD: No. We asked ourselves if we should have our own chain of schools? No, and we encouraged Mr. Norris not to have his own chain of schools also. We asked him not to put his name on schools because they would compete with our other customers. Some of his students do associate themselves very well with him, but they have every right to, they are his students. But we asked him and he has agreed.

There is a [Chuck Norris] school in Virginia that supersedes our contracts with Mr. Norris that does have his name on it. But what am I going to do tell him? He was there before we were.

So we try to put a lot back, but you put it back by providing services and quality and innovation where it can be instituted.

MA PRO: What would you say separates Century from the other supply companies?

DILLARD: Well, you take the name Century. There were so many other companies, each identifying itself too much with one style or one country or one group. We chose the name Century because we don't want to be that. We just want to be the martial arts supplier. I think we had a clear vision of what we wanted to be. I just wanted to sell the product.

MA PRO: In my book, *Black Belt Management*, I describe the martial arts as "a 30-year-old industry still in its infancy." How would you describe the martial arts industry?

DILLARD: The problem with the martial arts industry. . .I don't know, that would take a long time [to fully explain]. I used to sit on the edge of my bed after college, in my house that I grew up in when I was seven years old, in this little room, and dial up schools so I could ask them if I could sell them uniforms.

Well, for half of them there was no answer. They either hadn't opened up yet—and this is before everybody had answering machines — or their number was disconnected. Or the [main] guy was giving lessons and didn't have time to talk to me.

We have a great number of people trying to compete in this market and typically they have about three or four things wrong. One is, they didn't understand their cost. They don't understand the contingency cost of replacing a uniform that has a flaw or stain on it or anything like that.

They start with an initial sales price that is too low, which drives the market crazy.

Then what they do is call someone who owns a school. They say, "I've got these uniforms, this is the price, I'll get them out to you tomorrow," but then they don't. That screws up everybody. Then, frankly, the next thing that happens is, this person runs out of cash so he has a fire sale.



Odds are the belts your students are wearing were created here in Century's huge plant.

That's their first fire sale. They only get two. The first one is when they are selling anything they can for cash that day, especially on a credit card, to try to keep their electricity from being turned off. Their final fire sale is when they just flat go out of business. At that time they are selling their product at probably less than it cost them.

I've seen this happen dozens of times. That's why we try to compete with a very competitive price, but we try to win and keep our customers with service and quality. I do everything I can, although I cannot make this company perfect. I go back there and tell those people in sales, "Don't ever tell a customer we got it [in stock] when we don't, or that we are going to ship it today when we can't, or that you know it is going to fit when you don't.

MA PRO: The year is 2005. Describe the martial arts industry.

DILLARD: When I started martial arts, probably when you did, I had people tell me you can practice that crap all you want and it will never help you in a street fight. Everybody today knows it will help you win on the street.

I see the martial arts as a part of every child's education. I will not let my kids go to adulthood without having given them the confidence that martial arts training gave me.

MA PRO: Where is Century in that?

DILLARD: We want to be here doing our job, supplying quality and service.

We want to help in every way we can, but we don't want to play politics. ■

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We are seeking to acquire private collections of quality photographs, films (8mm, super 8mm and 16mm) and videos of famous martial arts personalities, tournaments and events throughout history. From Funakoshi to Joe Lewis, we're creating a central national archive of martial arts media. We are willing to pay for quality collections and appreciate all donations of material. If you were a ringside photographer or shot footage with your 8mm in the 60's and 70's at karate tournaments, we would like to talk to you about purchasing your collection.

Email all responses to NAPMA@aol.com or call (800) 973-6734.

SAVED BY THE BELL

what if they want to think about it? how to conquer the stall tactic

By Rick Bell

One of the cold hard facts of martial arts life instructors must face is this: When a potential student says he's going home to "think about it," he never really thinks about you or your school once he leaves your parking lot. The chances of you ever enrolling him are almost nonexistent once he walks out your door.

The "I want to think about it" objection is just a stall tactic. Rarely does a potential student not receive enough information on the first visit to make an educated decision whether or not to enroll in your school. If anything, most instructors are guilty of "information overkill" with a potential new student.

Most instructors are more comfortable talking and explaining more and more detail about the art, than actually getting to the close and asking for money. Lack of imparted information on the instructors part is not the reason people stall you when you're asking them to enroll.

So why do potential students say they have to go home and think about it before they can make a decision? Is there some deeper level of concentration available only in the sanctity and safety of one's dwelling?

Does going home allow a person to come to an enlightened revelation otherwise not attainable in your office? Of course not. The real reason potential students stall has little to do with you, or your school. People stall because of a basic human trait: An underlying fear of making the wrong choice in a decision, and suffering imagined consequences. Studies show that 3 out of 4 people have a definite tendency to procrastinate when it comes to making decisions, not only about enrolling in martial arts classes, but decisions about anything. The reason for this reluctance to decide on options available is an unrealistic and often paralyzing fear of choosing the wrong one.

Knowing that a great number of people are reluctant to make a decision for fear they will make a mistake, you can help potential students feel much more comfortable joining you, simply by removing any imagined risk from enrolling in your school.

What I'm about to share with you is the most significant tool I've ever found for enrolling students. I first developed and started using this technique in 1990, and later wrote about it in my book, "The No-Intro Enrollment Tour." Instructors who read the book have often told me they got more enrollments from this one technique than any other tool they had ever used. My secret weapon for enrolling students, killing the stall tactic, and overcoming any objection is: The 30-Day Money-Back Enrollment Guarantee

Almost every type of business today offers some sort of no-risk 30-day guarantee, because it puts the customer's mind at ease and ultimately makes the company more profit; otherwise, it would not be used.

A guarantee for new students enrolling in martial arts classes just makes sense. Wouldn't it be great to put their mind at ease with the promise of a guaranteed refund if their child didn't like our classes? You bet it would.

Besides, any instructor knows that the most exciting time for a new student is the end of his/her first month in class, when they're close to testing for their first belt, and they're starting to feel like they belong. In fact, the first 30 days a student is in class is one of the most secure times, as far as retention, that you will ever enjoy with that student, because his/her excitement level is so high.

So a 30 day guarantee is really no risk at all for a good instructor, but it can make a huge difference with potential students, and parents, who would otherwise stall and procrastinate about getting enrolled.

Refunds should never be a problem with an Enrollment Guarantee. In six years of using a guarantee, I gave only one refund out of over 1,000 enrollments, and even that was a special circumstance where a family discovered the husband was being transferred after they had enrolled.

Once in a while I'll get this comment from instructors hearing about the Enrollment Guarantee for the first time: "I'm afraid I'll have to refund a lot of money if I use the 30-Day Guarantee."

My response is: "If you do have to make several refunds, you should be very thankful to have discovered a serious problem with your curriculum, or your instructors, or both, that must be corrected right away or else it will eventually put you out of business!



I wrote a simple one-page, Enrollment Guarantee to help me over the stall tactic in the office during enrollment conferences. The Enrollment Guarantee effectively answers any objection that could possibly arise.

Here's an example of how to use the Enrollment Guarantee: The parent of a potential student says, "I want to think about it, and I'll get back to you."

You reply: "Mrs. Franklin, that's exactly why we enroll each new student on our exclusive no-risk Enrollment Guarantee. We know that parents always want to make the right decision for their children. That's why we give you and Johnny a full 30-days of classes to learn more about the program, with absolutely no risk involved. If for any reason during that period you feel this is not the school for Johnny, we will gladly refund any amount of your enrollment you feel is appropriate, up to 100%. All we ask you to do today is take care of the paper work, and the enrollment deposit, so we can get Johnny started without delay.

Mrs. Franklin, we know from experience that Johnny is going to love the classes here. In fact, you won't be able to keep him away, but we want our parents to feel comfortable they are making the right decision, so we make it very easy to get started, and then we give you a full 30 days to decide. So let's do that paper work and get him in class tonight."

If you will practice and use the script above (with some variation for adult students), along with an Enrollment Guarantee, you can overcome any stall objection you'll ever hear from a qualified prospect. ■



heavy hitters

John Worley

John Worley *President—Network Karate Services, Inc. and Director —National Karate Schools*

Personal Stats: *D.O.B.: January 22, 1944*
Year started in Martial Arts: 1967 • Year School Started: August 1973—Bloomington, Minnesota

School Stats: *Number of Schools: There are currently 24 National Karate Schools that use the National Karate business system and curriculum. Ten are owned by Network Karate Services, Inc which is owned by John and Patty Worley. Eleven are licensed by Worley and Larry Carnahan and three are owned by Carnahan. Worley and Larry Carnahan co-own the name "National Karate Schools."*

Total Students: *Our schools average 100 – 275 students per location.*
Estimated percentage of kids vs. adults: 5 – 7 year olds: 30% • 8 – 12 year olds: 30% • 13 and older – 40%
Our black belt requirements have changed over the years, based on an ever-changing clientele, but I believe our black belts are, all in all, as good as they have ever been.

Goals and Ambitions: *My goals and interests have evolved over the years. As a young school owner, I wanted to produce top sport competitors. We developed a solid base of quality competitors like John Longstreet, Terry Norblom and others. We still have outstanding competitors and I still enjoy that aspect of our business. However, I'm not as motivated in that area as I once was.*

Ambitions: *I want to see our company continue to offer career opportunities that compare with any other industry. We have some ideas for future growth that we feel are viable and, if they work like we think, will offer young, talented martial artists the opportunity to have a great career with a good future and financial security.*

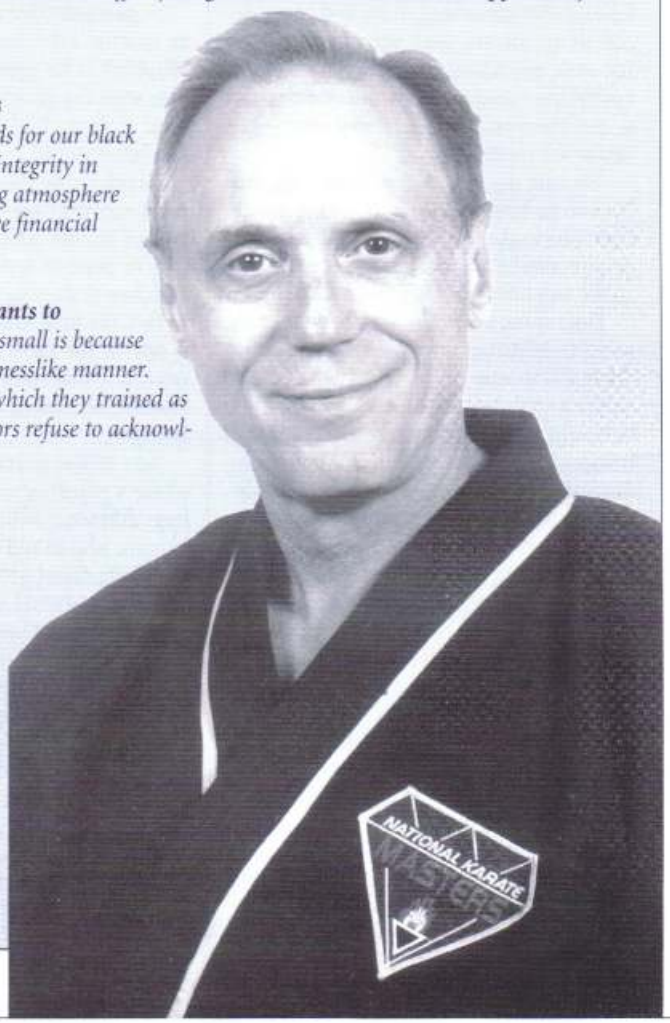
Questions:

1. What factors contributed to your organization's growth to this point? *We have always tried to maintain high qualification standards for our black belts. Though we are fairly large, we have not compromised our integrity in order to achieve financial success. Also, we try to create a working atmosphere for our staff that allows them to feel great job satisfaction, achieve financial success and know that they have a future with NK.*

2. What advice would you give someone with 50 students who wants to grow their school? *The biggest single reason that many schools stay small is because the owner refuses to approach their school in a professional, businesslike manner. Many instructors still hang on to the "club-like" atmosphere in which they trained as students. Martial arts training is constantly evolving. If instructors refuse to acknowledge this evolution, they won't grow.*

3. Regardless of style, what kind of schools will succeed in the coming years?

a. Schools will be clean, well-maintained and well-organized.
b. Staff will present a professional image. Trendy clothing, extreme hairstyles and jewelry, and "rock and roll" attitudes are turnoffs.
c. The public is becoming more demanding regarding the quality of service they are receiving. Schools must learn to maintain high standards without having requirements that are unreasonable for the average person.
d. Schools who try to enroll students in black belt programs, but have requirements that are so extreme that most people will never reach black belt, will have difficulty.



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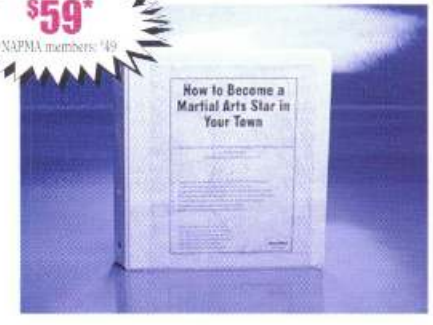
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