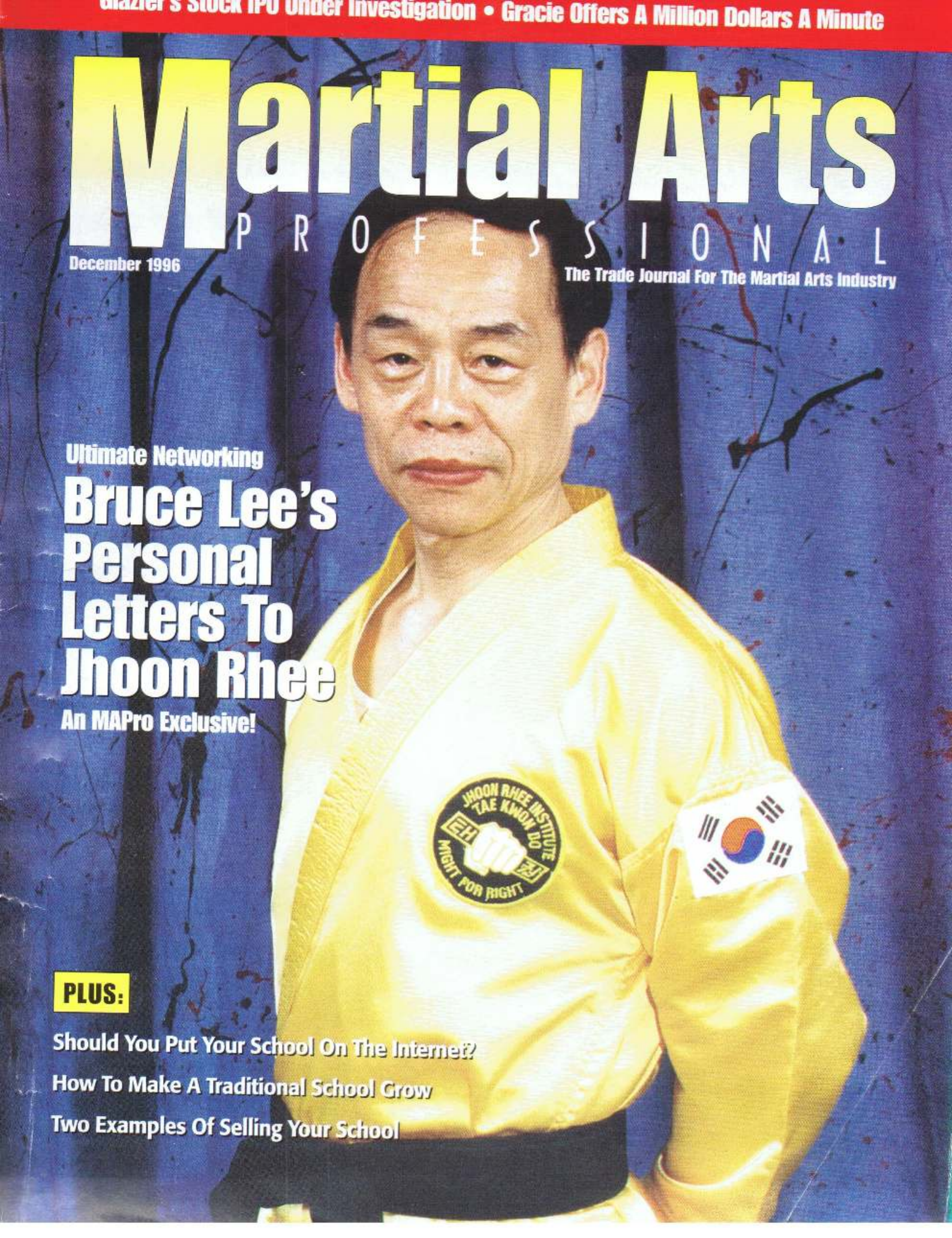
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Martial Arts PROFESSIONAL

December 1996

The Trade Journal For The Martial Arts Industry



Ultimate Networking

Bruce Lee's Personal Letters To Jhoon Rhee

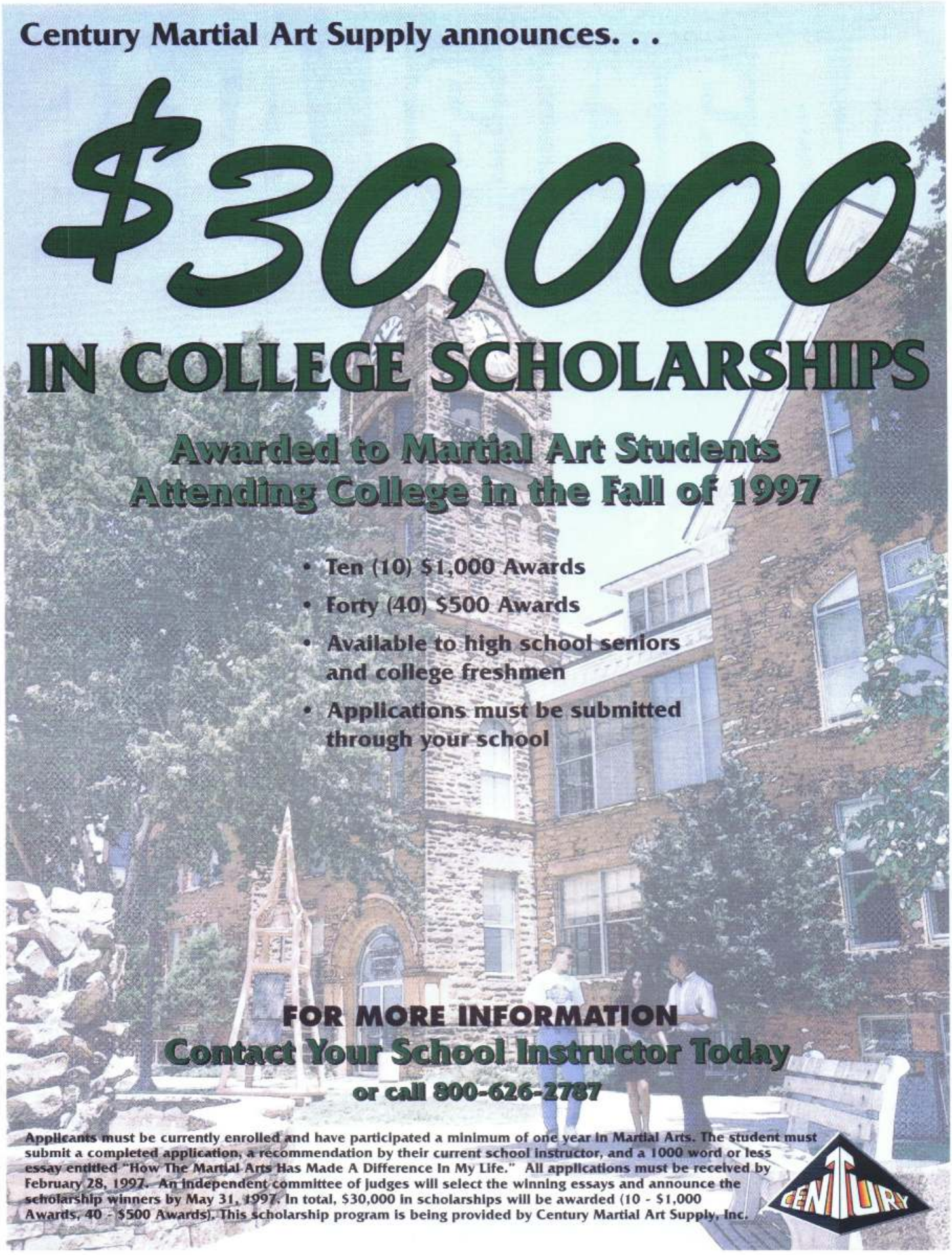
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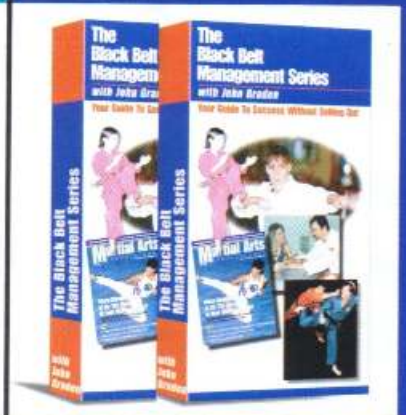
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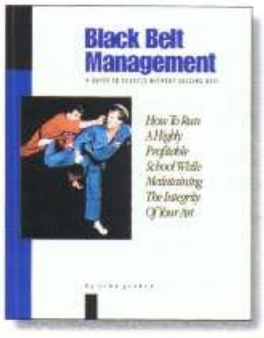
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AS I SEE IT

letter from the editor



What is the Limiting Step in Your School's Growth?

"Never Complain, Never Explain"
— HENRY FORD

One of the real tragedies of our country is the millions of people wasting their lives in a job they hate. This is often a direct reflection of their lack of confidence in striking out for greener pastures. In our country, this is a sin. Equally tragic are martial artists, who have taken the step to make a life doing what they love, but do not follow through and take full advantage of the opportunity. Nothing is more motivating than working hard at something you really feel is worthwhile.

This, to me, is the realization of the American Dream. That dream is, being paid well for what you love to do. While that may sound like a definition of all of our martial arts careers, it's not. Too many professionals hide in a comfort zone of under-performance and lateral growth. They are wasting an incredible opportunity.

Your school will only grow as much as you grow. You have to realize that you are always the limiting step in your school's growth. It's not the economy. It's not the size of your city. It's not because you're from the "old school." It's you.

We have a great advantage over other professionals: We love what we do and we believe in it. That's not to say others don't love their profession, but I would be surprised to find an industry outside of the arts that collectively had as much passion for their work. I don't think the guy delivering Pepsi in a truck would continue to do that if he wasn't paid. Most of us, however, would continue to teach and train even if we won the lottery tomorrow.

"You have to realize that you are the limiting step in your school's growth. It's not the economy. It's not the size of your city. It's not because you're from the *old school*. It's *you*."

Our advantage is that it's really not as hard for us to pour our heart and soul into becoming successful. One of life's goals is to spend your day in a manner congruent with your values. We are there! The martial arts is a wonderful life. However, regardless of the profession, underperformance leads to stress—both internal, as you realize you are not living up to your potential, and external, as your family, the bank and your landlords *also* realize you are not living up to your potential.

We live a privileged life that, in many ways, could only happen at this time in history. Why waste it? Do you think you could have opened a martial arts school in the 1920s? I honestly don't think there has been a time, up until the late 1960s, that martial arts could have been a viable profession.

Even in the '60s and '70s, when the market was strong, lack of professionalism doomed our industry for another decade of decline. Now, I feel, things are different. Our professionals are taking full responsibility for their success.

Finally, realize that the only area that you can control is your activities each day. Indeed, a great definition of time management is the controlling of the sequence of events. You cannot control your competition. You cannot control the market. You cannot control your students. The only thing you can control is what you do. The only thing you can control is the activities you choose to engage in.

Increase the number of things you do to create and keep students. Ask yourself throughout the day, "Is what I am doing right now creating or keeping a student?" If it isn't, or you have to stretch to justify it, then stop it immediately.

You'll only have one shot to be a successful school owner. This is a great time for us. It would be a crime to waste it. Step up to the plate and take full advantage of this opportunity. No excuses, no blaming or complaining—just hard, focused work in the areas that count. ■



JOHN GRADEN
Editor-in-Chief

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The ultimate networker—
Jhoon Rhee.

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TABLE OF CONTENTS

news and reviews

Industry Update • Page 6
NAPMA lands King, IFC raises Bell, and Gracie offers a million dollars a minute, plus much more…

departments

Seven Laws of Success Without Selling Out, Part VI
Now that you have a leadership team, what do you do with them?
Page 32

Saved By The Bell • Page 33
The Prompt is where the rubber meets the road in part four of the 4 P's telephone technique.

As I See It • Page 4
Step one of success is to take 100% responsibility for achieving it.

In Your Corner • Page 29
Learn what the well dressed and equipped martial arts student wears and how to make sure he buys it from you.

Heavy Hitter • Page 34
Master Toddy has 500 student and the key to the city.

features

Inter-NOT! part I
Should you put your school on the Internet? Not according to this professional web designer.
page 16

A Dear Jhoon Letter, part I
Personal letters from the single most successful martial artist in history.
page 10

The Buzz on Tradition, part II
Buzz Durkin puts the student before the style, the kata in the classroom and student service before everything.
page 12

Dates With Destiny
Martial arts history occurring in the month of December.
page 31

How to Sell Your School, part II
Get a good price for your school without making your student do push-ups for negotiating with you.
page 22

INDUSTRY UPDATE

martial arts business news, people, and places

55,000 WITNESS DEMONSTRATION



San Francisco, CA — A crowd of over 55,000 spectators at 3COM Park witnessed a huge karate demonstration during the half-time show for the San Francisco 49ers vs. the San Diego Chargers professional football game.

On August 10th, 1996, 300 martial artists from five prominent Northern California martial arts schools performed in this mammoth production.

Producer and Tae Kwon Do instructor, George Chung, a member of the San Francisco's 49ers football staff, organized the demonstration as a salute to the youth of our country who have helped make martial arts one of the fastest growing activities in America.

Chung's America's Best Karate studios, along with Sid Campbell's Kobudo Warrior Gear Green Dragon Demo Team, Japanese Aikido instructor Jack Wada's dojo, Oshiro's Okinawan Shorin Ryu Karate and Kobudo demo team along with Beicola's Brazilian Capoeria Batuque school provided a rich diversity of martial arts talent for the twenty minute show. ■

GRACIE OFFERS $1 MILLION A MINUTE TO ROY JONES

NEW YORK, NY — Ralph "Pit Bull" Gracie, the reigning *Battlecade Extreme Fighting* Lightweight Champion and a world-class jiu-jitsu fighter, has challenged undefeated IBC Super Middleweight boxing champion Roy Jones, Jr. (32-0, 28 KOs), to a no-holds-barred, winner-take-all fight to see who is the best fighter in the world. Gracie says he will pay reigning Super Middleweight boxing champion Roy Jones, Jr. $1 million for every minute the boxer can fight in the ring against him.

Gracie, 24, laid down his challenge in a recent telegram to Jones. *Battlecade Extreme Fighting*, a subsidiary of Bob Guccione's *Penthouse* magazine company, said it would arrange financing for what would be a multimillion dollar matchup between Jones and Gracie.

"This would be an incredible fight," said Guccione. "We have a story in the December issue of *Penthouse* that says Jones is one of the greatest fighters of all time. So is Gracie. Let's see who's really the best." ■

BLIND MARTIAL ARTIST KILLS ATTACKER

PHILADELPHIA, PA — A would-be robber who thought Courtney Beswick, blind since birth, looked like an easy victim paid for his mistake with his life when Beswick used his martial arts training to throw his attacker to the ground.

When police reached the corner of Wayne Avenue and 51st street in the Germantown section the night of Oct. 9, Beswick, 28, was standing over a prostrate man. The man was taken to the Medical College of Pennsylvania hospital where he was pronounced dead.

Cpl. Jim Pauley said Beswick told police "he was grabbed from behind and pushed up against a wall. Then he flipped him and they struggled on the ground. Beswick used a neck hold to subdue his assailant."

Police have not released the dead man's identity, pending notification of relatives. Beswick was released from custody after questioning, according to Pauley, and will not be charged if no other evidence is uncovered. But Pauley said the investigation was still open. ■

QUOTABLE

"Turn off the TV, especially those extremely irresponsible Power Rangers."

—VICE PRESIDENT AL GORE

INDUSTRY UPDATE

martial arts business news, people, and places

UFC XI CONTINUES RATINGS CLIMB



AUGUSTA, GA — Pay-per-view's exclusive "Ultimate Fighting Championship (UFC) XI" was held at the Augusta/Richmond County Civic Center here on Sept. 20 and once again flexed its ratings muscles. This true sports phenomenon continues to set new pay-per-view audience records with each event, this three-hour, no-holds-barred, mixed martial arts tournament features seven elimination-style bouts.

The event was carried live to more than 30-million American homes through Request Television, Viewer's Choice, DirecTV, TVN and USSB. The competition is also broadcast internationally to Great Britain, Spain, France, Japan, China, Mexico and to countries throughout South America.

The surprise winner of the $50,000 purse was 6-foot-1, 255-pound newcomer Mark Coleman, a two-time national freestyle wrestling champion, Pan Am and World Games medalist, and a member of the 1992 Olympic team. A native of Columbus, Ohio, the powerful Coleman stunned the fighting world with his dramatic win over heavy favorite Don Frye in UFC IX last July.

Launched in 1993, the UFC not only created the sports combat category on pay-per-view; it has become the fastest-growing category in the medium. The concept of a mixed-discipline, martial arts fighting competition is based on established events that have been taking place safely in Europe, Japan and South America for several years. ■

EXECUTIVE UPDATE

NAPMA LANDS KING



A veteran martial artist and MBA, John King (Seen here in China) joins the NAPMA team.

ST. PETERSBURG, FL — After an extensive talent search, the National Association of Professional Martial Artists (NAPMA) has recruited John King as systems manager and consultant. A 3rd-degree black belt with 24 years in the martial arts, King has a BA in management and a MBA in marketing and finance from the University of South Florida.

King comes to NAPMA after completing a two-year project in Atlanta with the 1996 Centennial Olympic Games. He traveled to over 17 countries in the Pacific Rim, Middle East and North Africa to promote governmental and private-industry involvement during the Games.

According to King, "From my own experience as a student and instructor, I have seen firsthand how NAPMA's philosophy has positively changed the way martial arts schools conduct business. I see great opportunities for the martial arts industry as the new millennium approaches."

NAPMA National Director John Graden says, "John will be instrumental in assisting our clients and supporting the new programs we'll roll out in 1997. Our stock definitely jumped when he came aboard." ■

EASYPAY NAMES BELL PRESIDENT



BELTON, TX —"Martial Arts Professional" magazine columnist Rick Bell has been named President and COO of EasyPay Financial Services by its Chairman and CEO, Larry W. Doke.

Bell, a tae kwon do black belt, became a staff consultant with EasyPay in 1990, after developing a model martial arts "Executive Boxing" center that was to become a prototype for many schools. Bell has a strong background in business, and extensive experience in marketing, sales, and advertising.

Says Doke, "I think one of Rick's strongest assets is an ability to recognize future trends and develop programs to embrace those trends. His 'No Intro Enrollment Tour' was responsible for better than 40% growth at EasyPay. Explains Bell, "One of the main reasons I joined EasyPay was because I saw a real opportunity to introduce the concept of Electronic Payments to our industry in a big way, and that excited me."

EasyPay has become the largest provider of Electronic Funds Transfers (EFT) in the martial arts industry, and "currently administers more EFTs than 90% of the banks in America," according to the National Electronic Clearing House Association. ■

INDUSTRY UPDATE

martial arts media business report

NORRIS KO'S TV COMPETITION



Chuck Norris (L) with his brother Aaron.

HOLLYWOOD, CA — As Chuck Norris plants his boots firmly into a fourth season, *Walker, Texas Ranger* has maintained its strong ratings domination in its Saturday night time slot. In its season-opening episode, *Walker* trounced the new competition hoping to unseat him as ratings-leader, particularly NBC's *The Profiler.*

The following week, *Walker* placed 32nd with an 11.6 (11.2 million viewers) while *Profiler* placed 55th at (8.2 million viewers).

What's surprising about the show is its success. When Norris made his deal with CBS, he reportedly promised network executives he'd deliver a top 10 show, something that doesn't happen on Saturday, traditionally a low viewing night. When *Walker* lived up to Norris' expectations and hit the top 10 three different times, network execs were reportedly shocked.

This year, *Walker* promises to tackle more topical stories. "The main thing we're pushing this year," Aaron Norris, Chuck's brother and the show's executive producer told *TV Guide,* "is morals and values." ■

JACKIE CHAN JOINS "SMITHEE" CAST

NEW YORK, NY — According to a *Daily Variety* report, Hong Kong action hero Jackie Chan has agreed to join the all-star ensemble cast of *An Alan Smithee Film,* the mock documentary in which stars such as Sylvester Stallone and Whoopi Goldberg will play themselves.



The satirical tale is about a movie director, Alan Smithee, who kidnaps a fictitious action film because he loathes what it has turned into. In Hollywood parlance, *Alan Smithee* is the name substituted in the credits when a director decides he does not want his own name used.

Presumably, Chan's insistence on performing his own stunts, sometimes injuring himself in the process, will be a source of humor.

Chan has also hired a Hollywood talent agency to oversee his burgeoning career. The William Morris Agency will represent the actor in all areas. Agency officials say Chan's plans also include television projects, books and commercials. The deal also covers Chan's company, Jackie and Willie Productions, which is run by Willie Chan. ■

MAJOR PIX WITH MARTIAL ARTS FLEX LIMP BOX-OFFICE MUSCLE



LOS ANGELES, CA — Traditionally, autumn has been a solid season to release films with martial arts stars/action in theaters. But this year, pix starring our two biggest marque names floundered in the fall.

Jean-Claude Van Damme's *Maximum Risk,* was perhaps the biggest disappointment. It opened at the top of the U.S. box office with an estimated weekend (Sept. 11-13) gross of $5.8 million, against limp competition in the post-Labor Day holiday weekend. It played on 2,358 screens and generated a screen average of just $2,460.

The picture opened to some good reviews. But after four weeks of play, it slid to 18th place with a very modest total domestic gross of just $13.8 million.

The Glimmer Man, starring Steven Seagal and Keenen Ivory Wayans, opened in second (Oct. 4-6) with $7.6 million and a decent per screen average of $3,399. That's weak, given Seagal's track record: His last five pictures, including *Under Siege* in 1992 and *On Deadly Ground* in 1994, had opening weekend grosses from $10.5 million to $14 million.

The pix also opened to poor reviews.

It's very possible that Hong Kong superstar Jackie Chan might ascend to the top of the martial arts box-office throne with the release of his next picture. ■

INDUSTRY UPDATE

martial arts business news, people, and places

TV SHOW LOOKING FOR MARTIAL ARTISTS

Action Star Studios, Inc. is looking for martial artists and wrestlers to be part of a new upcoming TV wrestling show that will feature a World Martial Arts Championship title belt along with ten other title belts. No previous acting experience required. No minimum height or weight requirement. Must be over 18 years of age. To schedule an audition appointment call (352) 748-7292. ■

GLAZIER'S IPO UNDER INVESTIGATION

New York— Stratton Oakmont Inc., a Long Island brokerage is charged in a complaint with making $28 million in illegal profits by manipulating trading of new stock offerings including Master Glazier's Karate International Inc.

The NASD's business conduct committee charged Stratton and some of its executives crafted arrangements whereby customers would agree to buy shares of the companies in the market immediately following the IPO, typically a highly volatile period of trading.

Such a technique, along with other schemes, boosted the stock's price, allowing Stratton to make "aggregate illegal profits" of about $28 million in the first day of trading after the IPOs, the complaint said.

Also named in the complaint were Daniel M. Porush, 39, of Bayside, N.Y., Stratton's president; Steven P. Sanders, 39, of Bayside, a trading manager; Irving Stitsky, 41, of Jerico, a former trader; and Jordan I. Shamah, 38, of New York City, a vice president.

The NASD is an industry self-regulatory body that polices the markets and registers brokers.

Stratton had an extensive legal battle with the Securities and Exchange Commission (SEC) which dates back to 1992, when the federal regulator charged it with engaging in fraudulent and deceptive sales practices. It paid $2.5 million to settle securities fraud charges, and was ordered by a federal judge in 1995 to obey the terms of the SEC settlement.

Stratton didn't admit or deny wrongdoing in that case and, so far, had no comment on the new allegations. ■

LETTERS TO THE EDITOR

feedback from our readers

Brave and True Editorial

Dear Mr. Graden,

I thought the editorial you wrote about school owners who need to show more discipline themselves was brave...and true!

I would also like to compliment you on the recent *Parade* magazine article. So far we have received three calls (and sign ups!) from your referral list. This has added a minimum of $3,500 of new business to our school. I say "minimum" because I fully expect that with a strong and exciting program they will renew several times.

ANDREW HARRIS
Editor
Martial Arts Management and Marketing Report

Lack of Retention Killing Kata?

Dear Mr. Graden,

As an instructor/dojo owner, I feel compelled to respond to your article, "Is Kata Killing Our Retention?" On the contrary. I think the question should rather be, "Is Our Lack of Retention Killing Kata?"

Why have instructors started to question the importance of kata? You indicate that it is largely because it does not have wide appeal for the adult market. Let me respond to several of your points.

I agree that children do account for 70% of our enrollment, and many of them do have attention disorders. That is all the more reason to continue to teach kata. Kata is a powerful learning tool for helping students learn to focus their attention.

I agree that the martial arts needs to be treated as a business, which may dictate that the traditional teaching approaches might need to be modified. Programs such as Cardio-Karate may need to be offered to appeal to a wider range of people.

This broadening of the membership base is good, yet it should not replace the traditional white-to-black-belt system.

I do not believe that everyone can achieve a legitimate black belt. If anyone can achieve a black belt, its special quality is gone.

I do not feel that we should certify our black belts for their aerobic accomplishments. We need to maintain a strict, high standard for our black belt athletes

MURRAY J. JEWETT
JBJ Dojo
Kalispell, MT

Black Belt Management, Wow!

Dear Sirs,

It seems strange to me that I would be writing this letter today. After all, today is a day that I shall remember for the rest of my life. After over 17 years in tae kwon do, 14 of which I have been instructing, today I received my 5th-degree Masters Certification.

To make my day fully complete, I received the new *Black Belt Management* book by John Graden. As tired and sore as I was after a four-hour testing, I sat down and read practically the entire book. WOW!

To make it short, I now plan on making *Black Belt Management* required reading for all my black belts, whether they are actually teaching or not.

Thank you so much.

R.A. JIPPING
New Heights Tae Kwon Do
Zeeland, MI

Finding anything new having to do with the late, great Bruce Lee today, almost 23 years after his untimely death, is nearly impossible. But now, Grandmaster Jhoon Rhee, Lee's close friend, is composing a book based on his personal correspondence with the single most successful martial artist in history. In the next 10 issues of "Martial Arts Professional," he shares a portion of his Bruce Lee letters, published here in Lee's own handwriting, and explains their importance. Write on, Master Rhee.

THE BRUCE LEE LETTERS

BY JHOON RHEE

Introduction

One day a few years ago, I read through all the personal letters I had received from the late Bruce Lee — all hand-written. I was so impressed by his mental acumen and personal philosophy that I have decided to publish these letters in the form of a book. This should be of particular interest to martial arts business people as Bruce's ambition for success is very clear in these letters.

The purpose of publishing these personal letters from Bruce Lee to me is to share his personality and winning philosophy with other martial arts professionals. When I read them, I felt guilty that I took for granted how much he had done for me over the years of our close friendship.

As you will discover through reading these letters, Bruce was bright and philosophical. In the 1960s, he was always helping his friends by promoting them, and their activities, to Mito Uyehara, the publisher of *Black Belt* magazine. It was Bruce who persuaded Mito to publish my five books on the subject of Tae Kwon Do through his book publishing company, Ohara Publications.

Bruce also on many occasions talked Mito into publishing articles about my Tae Kwon Do activities in *Black Belt* and its sister magazine, *Karate Illustrated*.



I must openly admit that I forgot how much Bruce had done for me in so many ways during those early years of martial arts in the United States. Even the movie, *The Sting of the Dragon Master* (a.k.a., *When Tae Kwon Do Strikes*), in which I played the lead role, was arranged by Bruce Lee. That opportunity came about because Bruce introduced me to Raymond Chow, his partner and the chairman of Golden Harvest Productions.

I know I am not movie star material because I was never even chosen to play in a high school drama, not even in the smallest part. Nevertheless, one day, because of Bruce, I was asked to star in a Hong Kong feature-length motion picture. I just could not believe it then.

I met Bruce Lee for the first time at the late Grandmaster Ed Parker's International Karate Championships in Long Beach, California on August 2, 1964. I was a 32-year-old "young" man and Bruce was just 23 but looked about 16 years old.

We were both invited to perform our respective demonstrations between the fighting matches. I was very impressed by Bruce's presentations, particularly his close-quarter hand techniques while blindfolded.

I gave a front jump kick demonstration, breaking three



one-inch-thick boards held at seven feet in the air. It was one of my two demonstration trademarks back then. The other was performing a triple side jump kick in the air before landing back on the floor.

Bruce, evidently, was impressed by my presentation, just as I was with his. He told me that it was "powerful" and "beautiful." We spent an hour or so sharing our martial arts experiences that evening.

Then, one morning in the spring of 1966, I was watching a television show on Channel 7 in Washington, D.C. which showed Bruce Lee promoting a TV series in which he played a character named Kato. This was, of course, *The Green Hornet*, the TV series which initiated his fame. In this interview, Bruce was extremely witty and skillful.

Right after the show, I called the television station and asked for Bruce. A staff member there was kind enough to let me talk to him. I asked to meet with him and he invited me to have lunch with him one hour later at the Washington Shoreham Hotel where he was staying. I met him in his luxury suite at the hotel.

Bruce appeared to be a little cocky and arrogant, yet very funny. I liked Bruce's humor and I enjoyed his company very much. I invited him as my special guest of honor to my National Championships in May 1967. He cordially accepted the invitation.

As it turned out, because of Bruce's popularity and his appearance there, that tournament produced the largest audience of any tournament I ever produced. Ever since then, we were "brothers" in the martial arts — until July 20, 1973, the day Bruce physically left us from this planet.

In 1969, there were over a dozen Jhoon Rhee Institutes of Tae Kwon Do in the Dominican Republic. I used to visit that country once a year for their black belt promotional testing. In July 1970, I invited Bruce to Santa Domingo, Dominican Republic as the guest of honor at one of our black belt testings and ceremonies.

There he gave a few personal demonstrations in theaters, television stations and in martial arts studios. I remember one demonstration Bruce gave in a theater. He broke four one-inch boards suspended by one hand with a flying side jump kick. It was one of the most spectacular martial arts demonstrations I had ever seen.

The broken boards flew about 20 feet in the air and broke the bright lamp prepared for the TV show. It brought the house down, as they say in show business, for nearly five minutes.

Bruce Lee made an enormous impression to the people of the Dominican Republic during those three short days. He always joked and made everybody laugh all the time. He was a positive and confident martial artist who always set big goals. In January 1969, when he wrote the goal to earn ten-million dollars before 1980, I was sitting right next to him watching him write it down. In 1994, that single piece of writing was auctioned off for $15,000 by a Beverly Hills auctioneer.

During the years 1967-73, Bruce and I exchanged a number of correspondences, about 20 of which I have been able to locate. I am honored to share these personal letters in Bruce's own handwriting. I am fortunate, in fact, to have saved this many of them.

I would like to thank Mr. John Graden, the founder and editor-in-chief of *Martial Arts Professional*, and the senior editor, Mr. John Corcoran, for agreeing to publish one letter per month for the next 10 months in this magazine.

In one near future, I will collect them together and publish them, along with other previous unpublished Bruce Lee letters, in a book entitled *Bruce Lee and I.* *continued on page 24*

"I invited him as my special guest of honor to my National Championships in May 1967. He cordially accepted the invitation. As it turned out, because of Bruce's popularity and his appearance there, that tournament produced the largest audience of any tournament I ever produced. Ever since then, we were 'brothers' in the martial arts."





part II

The New Mission For Tradition

An interview with Buzz Durkin

BY ANDREW BREEN

Last month, Uechi-ryu instructor Buzz Durkin, the owner of one of New England's largest and most financially successful schools, talked about his service-directed approach to teaching traditional martial arts. In the conclusion of this two-part interview, Durkin explains how the combination of superior student service and a dojo's family orientation can be a powerful force for attracting students.

Through the example of his own dojo, Durkin also contends that traditional schools would be well-served by marketing the character-building aspects of the martial arts, especially for younger students. Parents understand that any karate school can teach their child how to kick and punch. However, most parents are looking for something more, either for their kids or for themselves.

Traditional schools have an edge over their competition-oriented counterparts in this regard. Etiquette, discipline and respect are inherent components in their curriculum, and, in fact, were main ingredients in the higher values that Gichin Funakoshi, the "Father of Modern Karate," brilliantly conceived and applied to successfully introduce Okinawan karate to Japan way back in the 1930s, over 60 years ago.

Furthermore, those values were an integral aspect of the karate curriculum Funakoshi's hand-picked, college-trained black belts brought with them when they pioneered the traditional Shotokan style throughout the Western world, beginning in the late 1950s. (Part of their collective mission was to establish karate programs in major universities, which they did, an impossible goal to achieve if your instructional priority is mere "fighting.") Is it not interesting that "open-style" instructors, or non-traditionalists, across America have only lately, as of the 1980s, begun emphasizing these same higher values and, consequently, are decidedly more successful because of it?

Traditionalists have unquestionably proved that the size of a school has no bearing on its owner's ability to impart these honorable qualities. Buzz Durkin, however, has unquestionably proved that coupling sound traditional karate instruction with sensible modern business techniques is virtually essential to a style's survival in America's intensely competitive market.

Preserving the past and protecting the future, as Durkin is doing, is, we're certain, a principle that a great visionary like Funakoshi would wholeheartedly endorse. By being successful,

Buzz Durkin can — and will — spread his style's traditional values to tens of thousands of people in a pride-of-ownership facility, instead of reaching perhaps mere dozens in a sadly outmoded storefront.

MA PRO: *You are a traditional stylist who has achieved an impressive level of success in a small town. To what do you attribute this?*

DURKIN: Whether you're in a small town or a metropolitan location, people are people. We have always tried to do two things: Think in human terms as far as what's right for the student, and think for the long term. If a student had a particular issue with the school, for the most part we'd acquiesce to what the student wanted.

I don't want to sound like I'm talking compromise, but we will do what we think is the right thing for the student even if, in the short run, it isn't to our advantage financially. I have found that by treating people like that, a year from now that same student is going to send his aunt, or uncle, or his younger brother or his two sisters to see me. Our school is very family-oriented. If a child starts training, maybe the mother will join, or the older brother or sister. Right now, we have second—and even third-generation students.

In a small town, when you put a student's interest at heart, you become known as a person who treats people fairly and courteously. Unfortunately, today it's not always the case that people are treated respectfully. So when they are treated well, they remember and respond to it.

Our success hasn't been the result of a lot of hype and promotion so much as working hard and sincerely trying to make people more successful. In our community, I believe our school has become known as the type of place that builds character. It's quite common for a father who studied with me fifteen years ago to bring his son down and tell me that he wants his son to receive the same type of education that he did at our school.

MA PRO: *Looking back, what would you have done differently in the development of your business?*

DURKIN: I would probably be more nurturing, more forgiving and less demanding of students in the initial stages. In the early days of our school, we lost a



lot of people and turned a lot of people away just trying to show them how tough we were. I don't think that's important anymore.

We use the ten-kyu ranking system and I use that ranking system as a teaching tool. I'm not so concerned with what my green belts look like in the big scheme of things, but I'm darned concerned what the black belts look like. In the larger picture, what is a green belt or a blue belt?

We use the curriculum and testing procedures as a tool to advance the student. I believe that black belts — uncompromisingly, without qualification — have to be excellent. We put our imprimatur, our seal of approval, on our black belts, but I think too many traditionalists place too much emphasis on being proficient at lower levels when students don't really have that full of an understanding of what they are doing. As a result, they drop out.

If we really believe this is such a great activity, we should make it easier for people to stick with it. I can certainly teach someone more in ten years than I can in ten months. I believe any school would be well-served by not being so demanding at the beginning stages. That just makes it hard and less enjoyable for someone to do it.

We do what we can do, without compromise, to keep them in the program. Eventually, they come around to a black belt mindset and train as hard as anyone. And when they do, we've likely got a student for life.

MA PRO: *There is a proliferation of schools that maintain a high retention by serving the needs of the student and not the style or some distant association. Where does this leave schools whose focus is on adhering to a style, regardless of the effect on student retention?*

DURKIN: I think the key to teaching is communication. I don't think that adhering to a style should affect retention, regardless of the style you teach. If you're a good communicator, you'll find a way to make that style interesting. You will find a way to have that student benefit from that style.

Are we going to put the style or the person first? The person always comes first. We're teaching people; the style is a means to an end, the end being to make that person more successful. We're trying to produce respected, contributing members of society, people who can take care of themselves and are confident in their daily dealings. Consequently, any good teacher will use his style to get to that end. You hear instructors say, "Because my teacher did it this way, I have to do it this way." That type of adherence to a style is so detrimental. We have to grow, we have to change, we have to expand and keep in mind what we're trying to accomplish. If you're in a community where people are frequently attacked, your training has to be geared for that. We have to make it relevant to people's lives.

MA PRO: *One of the recent trends in our industry is the Cardio-Karate movement. While we all agree that this isn't martial arts, it's extremely popular with the adult market. As school owners, is there a lesson there for us?*

DURKIN: I think there is, and I think that being cognizant of recent trends and activities is a good thing. For most schools, there are so many hours that the school is not in use and if you can offer something that doesn't interfere with what you do in the afternoons and evenings, why not? It will bring more people to your school as a center of activity. It may also keep the school owner more tuned in to the local community.

continued on page 26

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6-8	FL	ICAN School Owner Seminar, Contact: Rob Hartman, 1929 North Pine Island, Florida Keys, FL 954-370-0001 Email: @AOL ICANBBS
7-8	OH	Larry Hartsell Seminar, Ursuline College, Contact: Ken Gleeson, 35110 Lakeland Boulevard, FL. 2, Eastlake, OH 44095 216-946-8276 Email: JUNFAN1@WOW.COM
8	OH	Shootout at the A.F.K.O. Corral, Woodlawn Gym, Contact: Al Francis, 1022 Dawson Street, San Antonio, TX 78202 210-242-8147
13-15	PA	Ron Richards Pressure Point Seminar, Contact: Ron Richards, 27 Madison Avenue, Reading PA, 19605 610-929-2074 Email: rar1@ptd.net
14	PA	Nakamura Batto-Do Sword Seminar, Erie, Contact: Matthew Durant, 2521 Buffalo Road, Erie, PA 814-899-5282

JANUARY 1997

11-12	TX	Dan Inosanto Jeet Kune Do Seminar, Contact: Tim Mousel, 4010 South Dairy Ashford, Suite 128, Houston, TX 77082 713-293-9977 Email: mousel@he.net
25	AZ	Full Contact Submission Boxing, Yuma County Fairgrounds, Contact: Ralph Villa or Santos Castaneda, 520-580-1134

FEBRUARY 1997

1	FL	3rd Annual Junior Karate Do Invitational Championship 1997, Contact: Gilbert Venero, PO Box 17097, Hialeah, FL 33017-0974 305-824-9311
2	CA	Shotokan Karate USA West Coast Championships, Yuba Community College, Contact: Alex Miladi, 229 Clark Avenue Suite G, Yuba City, CA 95991 916-751-2540 Fax: 916-751-7308
9	OH	Stroud's Grand Nationals/Final Movie Tryouts, Contact: Stroud's Jinen Do, PO Box 140825, Cincinnati, OH 5250 513-651-0048
9-11	MS	6th International Hapkido Seminar, Contact: J.R. West, 291 Highway 51, Ridgeland, MS 39157 601-856-8487 Email: hapkido@netdoor.com
22	CAN	21st Ontario Open Provincial Karate Championships, Hamilton Convention Center, Contact: 905-338-1661 or fax 905-338-8729
22	MA	Boston Internationals, Wilminton, Contact: Tony Cogliandro, 171 Broadway, Route 1 South, Saugus, MA 01906 617-233-8135 Email: COGLI @AOL.COM
22	NC	Donald McCluney's 17th Annual Mid Cleveland Karate Championships, Kings Mountain Community Center, Contact: Donald McCluney 487-1377
21-23	MS	6th International Hapkido Seminar, Ridgeland, Contact: J.R. West, 291 Highway 51, E 10, Ridgeland, MS 39157 601-856-8487 Email: www.hapkido.com

MARCH 1997

15	FL	Gulf Coast Championships, Bevies Community Center, Contact: Joe or Terry Off, 1468 College Parkway, Gulf Breeze, FL 32561 904-932-3965
21-22	CAN	The Tiger Balm Internationals, Contact: Jon Funk, 8875 Horne Street, Burnaby, BC B3N 4J8 Canada 604-421-3637 Email: jfunk@smartt.com
21-22	FL	Florida Sunshine Cup International, Miami, Contact: Leonel Perez, 350 Palm Avenue, Hialeah, FL 33010 305-887-1423 Email: LEONEL@GALAXYGATE.COM
23	CAN	Super Sunday III—The Ottawa Open Karate Championships, Nepean, ON, Contact: Jamie Sabourin, 170 Colonnade Road, Nepean, ON, 613-521-4332

APRIL 1997

12-13	ME	20th Tao Open M.A.C., Civic Center Augusta, Contact: Jeff Wood, PO Box 469, 301 Water Street, Hallowell, MA 04347 207-622-4002
25-26	TX	The Masters National Karate Championship and Expo, Jose Santamaria, 9421 Burnet Road, Suite B, Austin, TX 78758 512-837-5425

MAY 1997

9-11	WA	17th Annual Pacific Northwest Open Judo Championships, Contact: Jerry Alien, 630 174 South Spanaway , Tocoma, WA 98387-9111 206-531-0476 Fax: 206-537-9942
31	MA	21st Annual New England Open National Karate Championships, Royal Plaza Hotel and Trade Center, Marlborough, Contact: Richard or Maria Baptista, 24 Swan Avenue, East Boston, MA 02128 617-567-4989

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THE WEB

Part One

Should You Put Your School On The Internet?

BY SCOTT KELBY

If your area of the country is anything like mine, you're probably getting two or three calls a week from companies offering to put your school "on the web." They always seem to have impressive statistics and mind-boggling figures right at their fingertips and they make it sound like everybody's getting rich off the web. . .but you!

There's no doubt about it, the public is taken with the Internet. Many don't have any idea what it is, how it works, but they know it's hot and that Wall Street jumped right in with both feet. Take a look at Yahoo!, a popular cost-free search engine for the Internet. The company just went public in a $300+ million stock offering. Investors snapped it up and the stock shot up the same day as its initial offering.

That's pretty impressive for a company whose product is free to everyone and whose total revenue for the year was less than what one single McDonald's restaurant would do. A $1 million company becomes a $300 million company overnight, all based on the fact that it's an Internet company. Not based on profits or sales, but based on the fact that the public is hypnotized by the Internet. Everyone's making money. I want in!

But is the Internet's World Wide Web (here we'll just call it the Web) the right place for your school? Is it worth the investment in time and money, and what will it do for your school? We'll take a frank look

at these questions and help you determine for yourself if martial arts schools have a profitable place on the web.

Before we get into this, I must confess. I love the web and I'm actively involved in it every day. I'm an instructor at Internet Seminars across the country; I design for the web myself and have numerous customers that my firm has put on the web.

And although having a web site is ideal for some businesses, there are others that, quite honestly, would be wasting their time and money on the web. Like Martial Arts schools. Let's take a look at the business end of having a web site and why they're often a time and money resource hog without a verifiable source of benefit to the school owner.

A Buying Decision

Let's first look at reality. How do people choose a martial arts school? Let's take a typical American family. Mom and dad, 2.3 kids, a dog, etc. Mom decides that martial arts training would be a good positive influence on her daughter's development and she's ready to take the first step: finding a school.

One thing we know up front. Chances are, she's going to choose a school that's convenient for her. One that's near home or the kid's school, or both. She's probably even seen a couple of schools on her daily errands (for example, there are three martial arts schools on my street alone, and when I send my child, you can bet he's going to be to one of those three schools.)

So now that mom's in a buying mode, what is she most likely to do? (a) Pick up the phone book, turn to "Martial Arts" or "Karate Instruction," and find one of those two schools? (b) Stop by the schools while she's out running errands or picking the kids up from soccer practice. Or (c) Go into her office, boot-up the computer, log-on to the Internet, launch her Web Browser, jump to an Internet search engine and type in the word "Karate."

(By the way, I went to the popular Web search engine Alta Vista™ and tried it myself. It brought up nearly 30,000 web pages that contain the key word Karate.) Now the task of finding the needle in the haystack begins. Do I search all 30,000 pages for our local martial arts school? No, you'd probably refine your search and start over. (Finding what your looking for isn't as easy as it sounds—that's why there's a dozen books at your local bookstore that are specifically for teaching you how to use web search engines.)

"...if you're going to call the school to ask them for their web address, once you've got a live person on the phone, what do you need the web for?"

The local Yellow Pages have a huge advantage over the Internet. Consumers know that martial arts schools near their home will definitely have ads (or at least phone numbers) in the Yellow Pages. It's an almost 100% certainty, but chances are these schools don't have a web site.

In fact, most companies don't have a web site. Does your dry cleaner have a web site? The bagel store, the local 7-11, your corner gas station, or the supermarket? Of course not. But are they all listed in the Yellow Pages? Absolutely! That's my point. People are going to look where they know they can find what they want fast. They know they can get an ad and a phone number in the Yellow Pages fast.

This "Yellow Pages theory" seems pretty obvious, but I wanted to be fair and put it to the test. I asked my wife to find a specific karate school that is down the street from us in the Yellow Pages, without even knowing the name of the school, and I would go into my den and find the school using my computer on the Internet. We'd time it to see who found the school first.

The results aren't the least bit surprising. My wife was on the phone with a school owner, before my computer even finished booting up. I never even got to log-on to the Internet and begin my search, because she was already at the source. She got what she wanted fast and easy. It's tough for the Internet to compete with that at this stage of the game.

The Fingers Do the Walking

One of the best analogies I've heard is that "the Internet is like a giant phone book, four feet high, six feet wide, with millions of businesses in it, but they're not in alphabetical order or sorted by industry." They're all just tossed in together, and if you want to find the local karate school, you just don't flip to the karate section, you start what's called a "search."

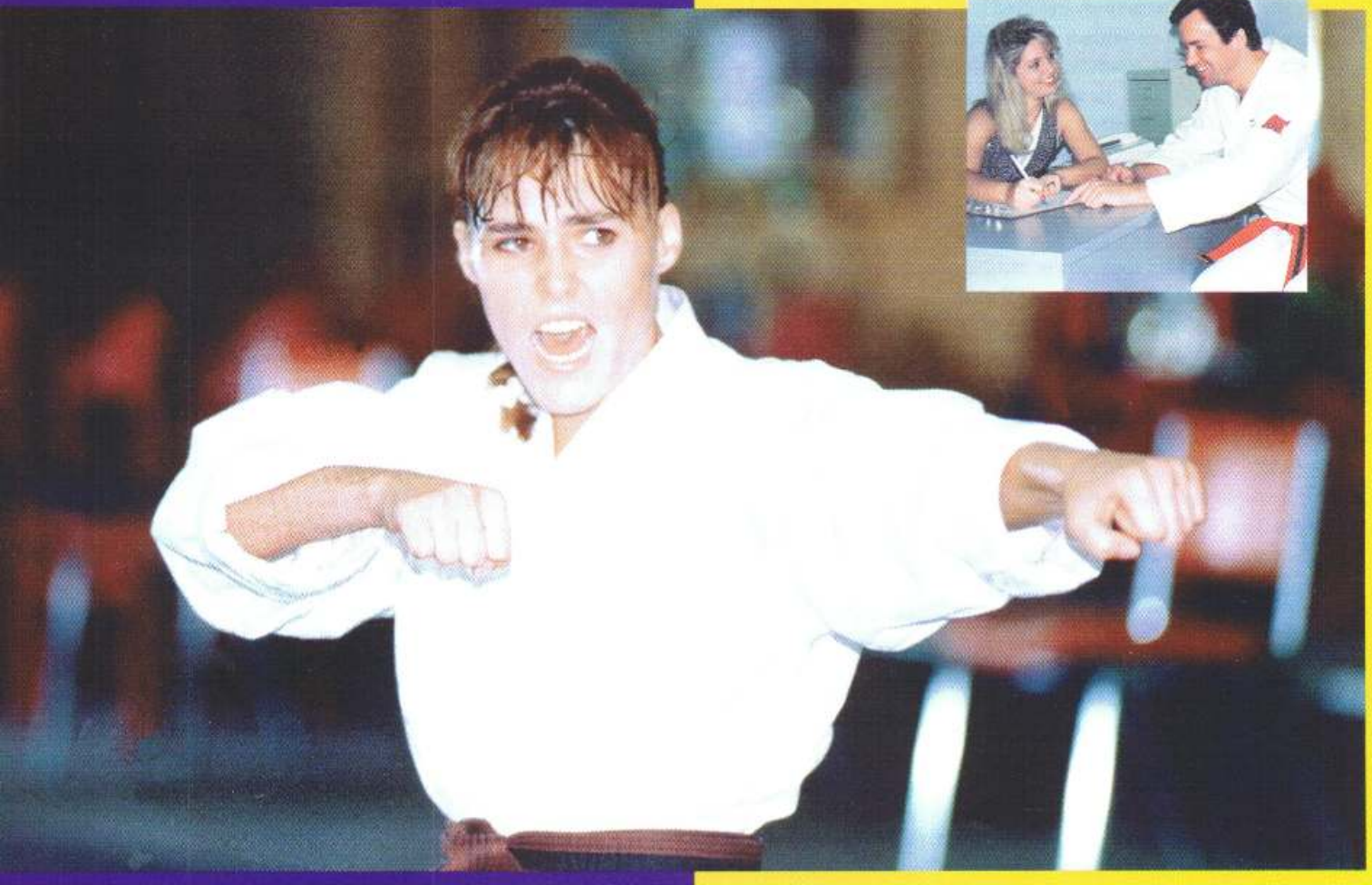
And that's just what it is. You're searching through this giant phone book and the number you're looking for may or may not be in this giant phone book at all. But the only way you can prove that is to search, or call the school on the phone and ask them. But frankly, if you're going to call the school to ask them for their web address, once you've got a live person on the phone, what do you need the web for?

The problem is this: people still use the phone book to find local products and services, and even with the massive growth of the Internet, they'll still be using the phone book first for a long time to come. One of the reasons is: To access the Internet you need a computer, a modem, an Internet access account, web-browsing software, and a certain level of expertise.

But the phone book is free, they drop it right on your front door. And it requires virtually no expertise, no modem, no software, etc. It's just too convenient and that's what America wants. Convenience, simplicity, and the one thing consumers love more than anything—it's free. ■

Scott Kelby is editor-in-chief of Mac Today Magazine, and training director for the Designing For The Web seminar tour. Scott is co-author of the book "Maclopedia", the complete guide to everything Macintosh, and Scott is a speaker at a variety of computer and graphics related events across the country, and is featured in a series of graphic design and software training videos.

Join The Nation's Fastest Growing Professional Martial Arts Association



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, new students, and without constantly marketing and prospecting to make your school grow. That's why the National Association of Professional Martial Artists (NAPMA) was formed.



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.

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, and is set up to pay for itself by adding just TWO new students (not two students a month, just two students!) And the whole program is backed by NAPMA's unconditional money-back guarantee!

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NATIONAL BLACKBELT CLUB

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. It's 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.

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

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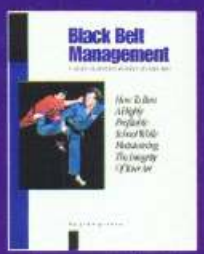
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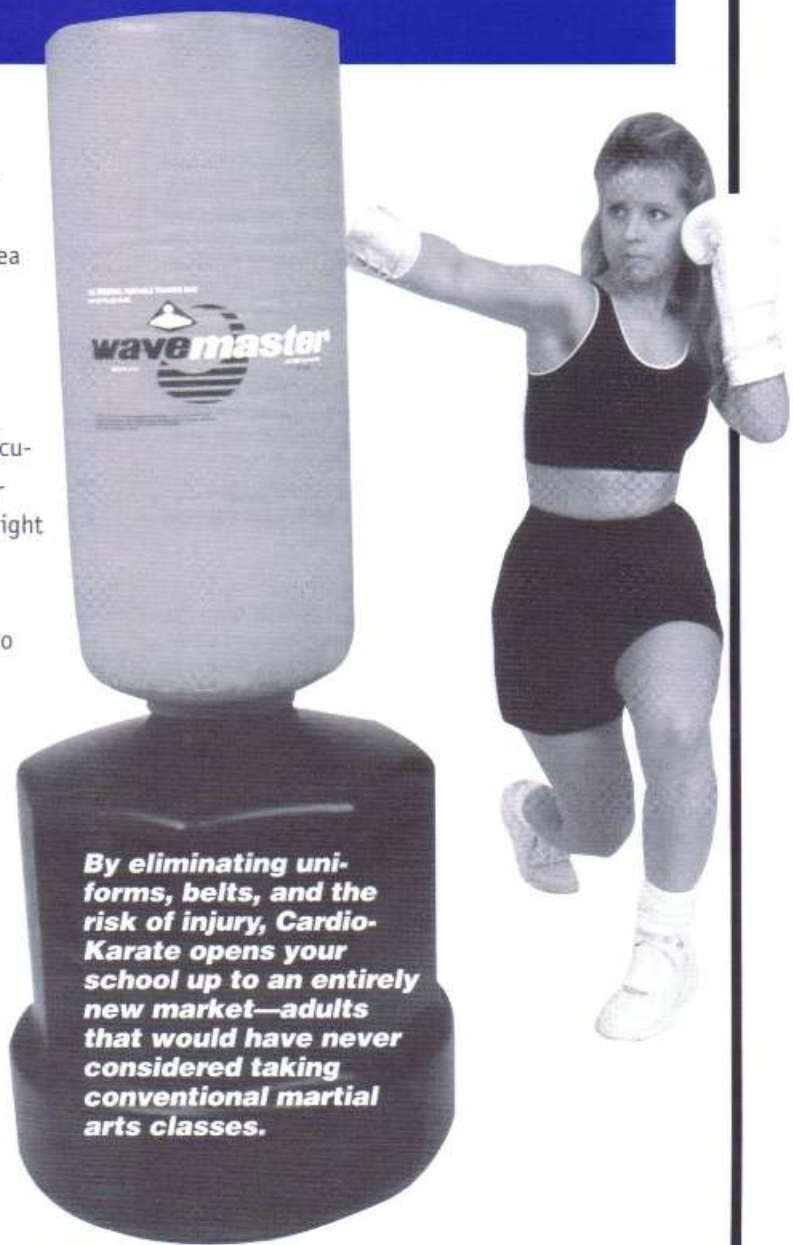
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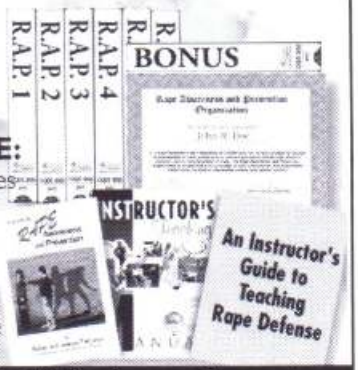
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selling your school



A healthy school has to have a healthy and happy student body.

HOW TO SELL YOUR SCHOOL

part two

by Tom Callos

Get Ready to Negotiate

Before a sale is over, a school will wear at least three price tags: the seller's asking price; the buyer's counteroffer; and the final price. Those three figures could vary by thousands of dollars.

One of the biggest obstacles a martial arts master can face when selling his school is having a loyal and obedient underling suddenly become a hard-bargaining equal. One week he's following your commands without so much as a peep or a raised eyebrow — the next week he's telling you that your school isn't worth what you're asking for it. Wouldn't it be nice if he would only answer, "YES, SIR" and hand over the cash?

But it isn't going to happen. Would you buy a high-ticket item yourself without expecting to negotiate?

Face it, you want to get as much money as you possibly can. Your buyer wants to get as much of the school as he can for the least amount of money. You have to be mentally prepared, egoless and inwardly calm when your buyer offers you half of your asking price. Resist the temptation to punish them with 1,000 push-ups or a full-contact "mat chat." It's only negotiation. Chances are, you're going to have several offers that get tossed back and forth.

If you're motivated to sell, throwing your buyer out on his ear won't help create a smooth and trouble-free transaction. Most smart buyers will tactfully ask for more than they expect during negotiation. Here's a solid comeback for such a request, "You know, I really respect you for being a skillful negotiator. After all, most of the time you don't get what you want unless you ask. But, NO, thank you."

It took almost a year from the time Paul Reyes and I started to talk about a sale, until we signed the final papers. Negotiation doesn't have to take that long, but it wouldn't be a bad idea to prepare yourself mentally in case it does.

Accountants and Attorneys

It's absolutely necessary for you to consult with your accountant and attorney throughout the process of selling your school. They might be expensive, but not using them can be disastrous. Your accountant will help you to minimize your tax obligation. Your lawyer will help you to expect the best and prepare for the worst. They'll put together a standard contract-of-sale for your transaction.

Your lawyer's job is simple. He/she turns your three pages of notes into a 200-page legal document. Once the contract is drawn up, your attorney will send the buyer's attorney a copy, and here's where the real fun begins.

If you thought the Ultimate Fighting Challenge was a brutal affair, wait until you see what two attorneys can do to your sales contract. Every third word in your contract will be deleted or changed by your buyer's lawyer. Your lawyer will get it back and then do the same. During the sale of my Reno school, I spent triple what I should have in legal fees because I allowed the attorneys to bat our contract back and forth six or seven times over trivial wording. Here's some advice on how to keep that from happening to you.

Once you and the buyer have consulted your lawyers and understand the core of the agreement, you both meet with just one of the lawyers, and work out the rough spots to get a final agreement. Being face-to-face with the buyer, with an attorney there to translate the legalese in the contract, will save you an enormous amount of time, money and anxiety.

A few more tips:

1) Before you spend a dime with an accountant or an attorney, do your homework with people in the martial arts industry who have already sold

schools. You'll glean a wealth of information about what to do and what not to do.

2) Go to meetings prepared with a written list of questions. It's a good idea to keep a page in your day planner to write questions down as they arise.

3) Ask your accountant and attorney for their advice on how to make your sale as uncomplicated, trouble free, and inexpensive as possible.

4) After your first consultation with your lawyer, spend a few hours with your buyer to work out as many of the specific details of your transaction as you both can think of. Put everything in writing and make a copy for each of you.

5) Remember, when dealing with both accountants and attorneys, they are only consultants. They shouldn't make the final decisions, nor should they convince you to deviate from your original intention, if you don't want to.

Cash Versus Term

Is it better to get cash-up-front, or to sell with a payment plan (terms)? Without a doubt, getting cash is a cleaner way to sell a school. The seller walks away without any strings attached and the buyer gets to tame the lion with the cage door locked.

But, cash is hard to come by, especially if you're talking about the price tag on a healthy school. A school with 400 or 500 students could easily be valued from $100,000 to $300,000 and up. Chances are, a seller will have to arrange some type of payment plan for the buyer.

In a perfect world, the buyer would make a substantial down payment and then secure the note (which is the unpaid balance) with something of equal value, like real estate. If the buyer has a chance of losing his down payment, his home or other valuable assets, then he is less likely to default on his loan.

I sold my school on terms. Cash would have been nice, but my buyer didn't have the resources (after all, he worked for me). He didn't have much of a down payment either. But I sold it to him anyway, for three good reasons. First, I knew he would run the school successfully. The second reason, and the one that's probably the most important in determining what kind of terms an owner will arrange, was that I was motivated to sell and ready to move on. The third reason was because I was able to sell my school for what I considered to be a very fair price.

A cash sale will result in a lower price tag than a term sale, maybe as much a 50%. A term sale means a healthy sticker price, but it doesn't guarantee you'll get paid. With a sale on terms, you just have to weigh the risks and decide if you can deal with the consequences if things don't go as planned. If the terms of the sale are reasonable and affordable, and the new owner is capable, then you have to expect the best and prepare for the worst.

In the worst case scenario, a seller takes his

continued on page 28

Two Examples Of Selling



There is no best way to price and sell a school. Motivation effects the price. How much money each party has or needs is a factor. The school's lease, debt and size all influence the sale. The following two examples, one an imaginary sale, the other an actual sale, illustrate some of the variables that influence a transaction.

Example #1 — For Sale: Imaginary Karate School

The Imaginary Karate School has been in operation for 17 years. Through precise money management, the owner has accumulated the resources to retire. For four years, the owner has groomed her top student to take over the school. The student is capable, eager, and trusted by the school's students.

Imaginary Karate has 300 active students with 250 contracts being collected-on each month (the other 50 students are either paid-in-full, collected in-house, or on scholarships). Each of the 250 contracts pays $70 per month, which brings in $17,500 per month in tuition. The school collects an additional $6,000 per month in down payments, courses paid-in-full, and special events. Retail sales average $1,500 per month.

Combined, the total monthly cash income is $25,000 per month, $300,000 per year. The accounts receivables are $300,000, of which the school traditionally collects 90%. Expenses to operate the business are $19,000 per month. The owner draws out the remaining $6,000 a month as her salary.

The Deal

The buyer doesn't have a down-payment, but she is giving the seller a second on her home. The owner will lease the school to the buyer for two years. The seller reduces her salary to $3,000 per month and applies $1,000 each month towards a down payment. At the end of the lease, the buyer will have accumulated $24,000 towards the school's purchase. The sales price on the business is $200,000. After the first year, the buyer will continue to pay the owner $3,000 a month for 59 months.

Example #2 — For Sale: A School in Trouble

The following example is an actual sale currently in negotiation. I have changed the names of those involved to protect their privacy. Three years ago this "school in trouble" had a financial situation almost identical to the "Imaginary Karate School" described above. Two years ago the seller, Joe, went through a severe mid-life crises and completely lost interest in his school and the martial arts. What kept Joe from going out of business was his employee and chief instructor, Dave.

Dave was able to keep the student service at a high level, which gave the school enough money to pay salaries and most of the bills. The school currently grosses about $18,000 per month, has $175,000 in accounts receivable, and about 175 students.

Joe is in deep financial trouble with the I.R.S. To solve the problem, he has offered the school to Dave for $60,000. Joe wants $10,000 down and the balance in $1,200 a month payments. Since Joe has no interest in returning to his school and Dave has assumed the leadership, Joe is left with little negotiating power. Dave is a loyal student; otherwise, he would have probably opened his own school already. Dave has a counter offer on the table of $40,000. I predict he will buy the school for slightly less than $40,000, with a $10,000 down payment and $1,000 per month payments. ■

LETTER NUMBER ONE



from page 11

This letter demonstrates Bruce Lee's efforts to promote my five Tae Kwon Do book series, which was eventually published and has been available to the public for the last 25 years. Generally, martial artists are exceedingly loyal to their own style and tend to be prejudiced against those who practice other styles.

Bruce was always happy to see my name appear in magazines. He was truly a genuine friend.

The reason he mentions the Dominican Republic in this letter was that he knew I had over 25 Jhoon Rhee studios in that country. He was the guest of honor at our 1970 annual promotional exam [see "Introduction"]. I never knew just how well Bruce Lee was known in the Dominican Republic until we both arrived there for that promotional test.

One day, Bruce called to inform me that Mito Uyehara, the publisher of *Black Belt* magazine, was interested in doing an article about kicking techniques of all the different martial arts—kung-fu, karate, Tae Kwon Do, etc. Bruce believed that I should be the spokesman for Tae Kwon Do. So he asked me to send my article on kicking as soon as possible.

Bruce knew that my English still needed improvement and he wanted to help edit my article before giving it to Mito. I sent my completed article to Bruce. I had worked very hard on it and had high hopes that he would find it well written. Bruce didn't. I had to spend another week rewriting the article, and Bruce patiently waited.

In his letter, Bruce also mentions Tsutomu Ohshima, Sea Oh Choi and others because they were very active martial artists at the time. Master Ohshima is the karate master from Shotokai, Master Choi was one of the most respected Hapkido masters back then.

Bruce always liked my kicking ever since the day we first met at the Internationals on August 2, 1964 on Long Beach, California. He later invited me to do a movie entitled *When Tae Kwon Do Strikes* (a.k.a., *Sting of the Dragon Master,* which is the title the American film distributor used in the U.S.). I was very disappointed with the new title because it promoted a movie and not Tae Kwon Do.

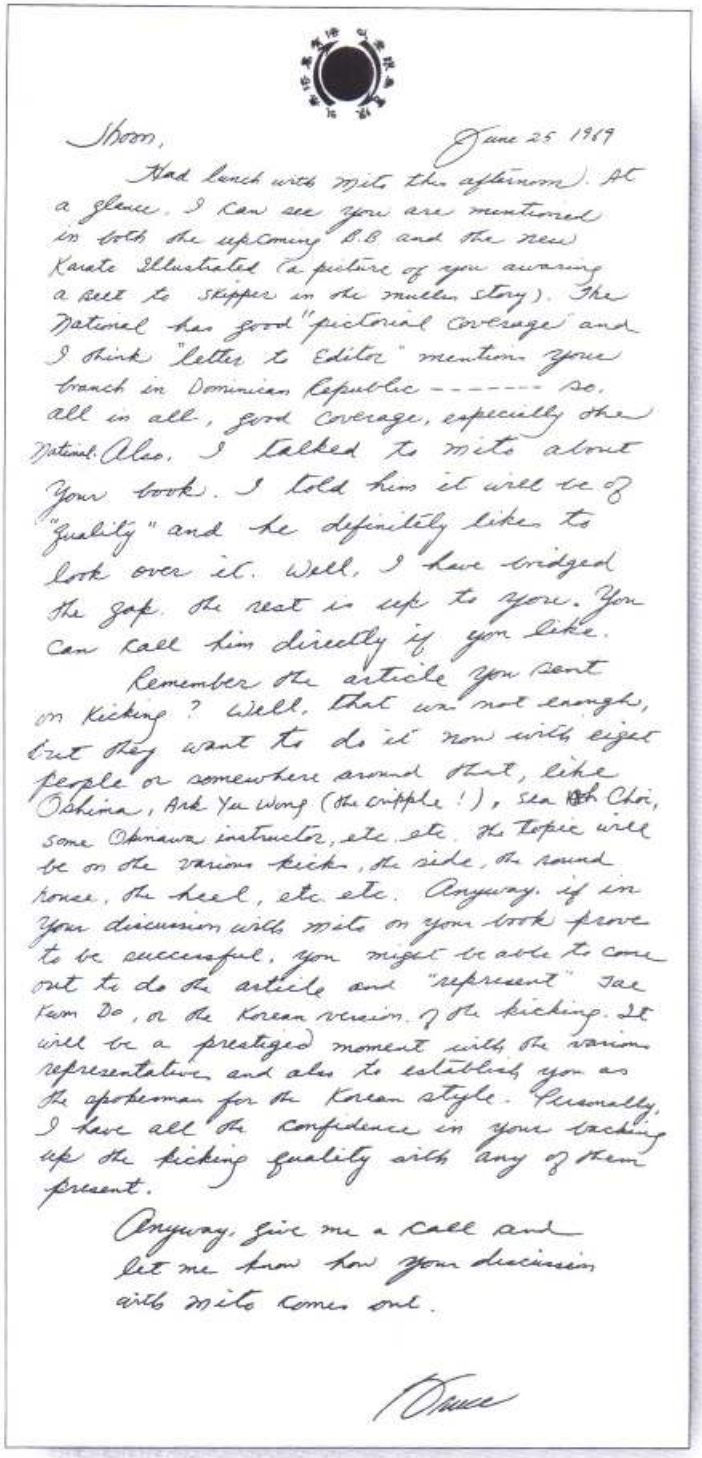
It was not real to me that Jhoon Rhee, who never was able to win even a small role in a high school drama, was playing a leading role in an international movie.

Bruce was a very loyal person to his true friends. I am forever grateful to the legend, Bruce Lee, for what he has done for martial arts and for me personally. ■

Among many other achievements, Jhoon Rhee is recognized around the world as the "father of Tae Kwon Do in America." He introduced this Korean art here in 1956. If you are further interested in Rhee's philosophy, or his upcoming book "Bruce Lee and I," write to him at 4068 Rosamora Court, McLean, Virginia 22101.

"The purpose of publishing these personal letters from Bruce Lee to me is to share his personality and winning philosophy with all his fans around the world. When I read them, I felt guilty that I took for granted how much he had done for me over the years of our close friendship."

LETTER NUMBER ONE



Jhoon, June 25 1969

Had lunch with Mito this afternoon. At a glance, I can see you are mentioned in both the upcoming B.B. and the new Karate Illustrated (a picture of you awarding a belt to Skipper in the Mullin story). The National has good "pictorial coverage" and I think "Letter to Editor" mentions your branch in Dominican Republic ------- so, all in all, good coverage, especially the National. Also, I talked to Mito about your book. I told him it will be of "quality" and he definitely like to look over it. Well, I have bridged the gap. The rest is up to you. You can call him directly if you like.

Remember the article you sent on Kicking? Well, that was not enough, but they want to do it now with eight people or somewhere around that, like Oshima, Ark Yu Wong (the cripple!), Sea Oh Choi, some Okinawa instructor, etc. etc. The topic will be on the various kicks, the side, the round house, the heel, etc. etc. Anyway, if in your discussion with Mito on your book prove to be successful, you might be able to come out to do the article and "represent" Tae Kwon Do, or the Korean version of the kicking. It will be a prestigied moment with the various representatives and also to establish you as the spokesman for the Korean style. Personally, I have all the confidence in your backing up the kicking quality with any of them present.

Anyway, give me a call and let me know how your discussion with Mito comes out.

Bruce

TRANSCRIPT OF LETTER:

June 25, 1969

Jhoon,

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Anyway, give me a call and let me know how your discussion with Mito comes out.

Bruce

continued from page 13

The Cardio-Karate movement may last or it may not, but I don't see it as a negative. In our case, we run so many classes that our regular curriculum keeps us busy enough.

MA PRO: *The founder of this publication, John Graden, posed the question in a recent editorial, "Is Kata Killing Our Retention?" As a traditional school owner, what do you think?*

DURKIN: "Mr. Graden poses an excellent question and knowing John as I do, I know he sincerely believes in the value of kata practice. John is an excellent instructor and his question has stimulated a lot of thought in the martial arts community. I do not believe kata is killing our retention. Kata is the essence of what we do and, in a town of forty-five-hundred people, we've been able to retain students and enjoy growth in the school. Kata isn't killing our retention. Poor instruction is killing our retention. Lack of student service is killing our retention.

I think a good motivator, a good communicator, a good teacher can certainly teach kata. Kata offers so much in terms of personal growth and development, but a teacher first has to understand it himself and then he has to be able to communicate how it works and how it relates to people's lives. Unfortunately, a lot of teachers don't know exactly how it works and, because of that, they are unable to equate kata practice with life skills. And it's the life skill that's going to keep people coming back because I can always develop more perseverance; I can always develop more confidence. If you teach a student how he can continually do that through kata, he'll be a student for life.

If you present kata as a boring, repetitive activity and with a "here we go again for the three-hundredth time" attitude, then, of course, it will kill retention.

So is kata, per se, killing retention? No, kata, done correctly, enhances retention, and I feel very strongly about that. One student competing against another, that's shallow, and will lend itself to a short-term student. Okay. Joey's better than Jimmy, Jimmy's better than Frank; so what? After a very short period of time that wears off when someone comes to the realization that it doesn't matter who's a better fighter.

The beauty of kata is that a person is always competing against himself. By doing



kata regularly, a student is always redefining himself, discovering more about himself — physically, mentally and emotionally. And that's a life struggle, a life experience, and a life study. If kata is presented in that way, the person will be a student for life. Even if he takes three years off, four years later he'll come back.

In short, I believe that it is the inferior teaching and understanding of kata which is hurting retention, not kata itself.

MA PRO: *Do you work with contracts? Do you offer incentive deals or discounts to attract students?*

DURKIN: Yes, we work with contracts which we call "membership agreements." I believe wholeheartedly in them because I've learned through the years that to help someone accomplish what they want, we have to work together. I can't do it alone. I'm totally committed to that student. Our instructors are totally committed to that student, but we can only succeed if the student is willing to make a commitment.

Our membership agreements are not about finances. The financial end of it is the least important aspect. The most important part of it is that you come to me because you want to develop flexibility, control your weight, build your confidence, etcetera. Bingo! You came to the right place. I'm very excited. I can help you achieve those things, but I can't help you if you're going to be here today and gone tomorrow, or if you can only do it for eight weeks. Those things take time to develop.

For instance, if you give us a hundred lessons, two classes a week over the next fifty weeks, we can show you real progress in those areas. Are you willing to make that commitment? Yes! Great, I'll work with you hand-in-glove.

Frankly, I think that's the first step in helping the student build self-discipline. With the membership agreement, you agree to come twice a week for the next 12 months; I agree to help you achieve your goals. And by the way, if I ever falter on my end, I want you to come in and tell me right away and I'll rectify the situation. And if I haven't lived up to your expectations at the end of that year, I'll give you your money back. I sincerely mean that. As far as discounts and specials, no, I don't operate that way. I believe we have a fair tuition price and provide value for that price. I definitely don't want someone coming down just because they're getting a deal on tuition.

MA PRO: *How do you promote your school? How much of your gross do you budget for advertising?*

DURKIN: We've been very fortunate in that most of our advertising has been through word of mouth. We do a lot of in-house promotions such as Parent Appreciation nights, Parent Appreciation months, Spouse Appreciation months, things like this versus going outside. Most of our advertising and school promotion are done from the inside out and that's worked very well for us because it's a lot less expensive that way. Over the years, we have done everything, including newspaper ads. We've had some success with television advertising, too.

I've learned that ten percent of your gross should be budgeted for advertising. I know it's the smart thing to do and, in so doing, it's not going to hurt you. Spending a heck of a lot less than that won't get the results. Spending a lot more than that can be detrimental. I would say ten percent is a good figure.

MA PRO: *Have you had any boosts from the local media?*

DURKIN: We haven't had as much of this type of exposure as I'd like. We've had some on occasion through the years, but I wouldn't say it's been a big boost for us.

MA PRO: *Do you sell equipment other*

than uniforms? Is this a significant source of revenue for you?

DURKIN: Yes, we do. We sell sparring gear, t-shirts, sweatshirts and the like. We have a little pro shop and the sales are helpful. It's also a good source of advertising and with all the students we have, it's gratifying to see the Buzz Durkin logo around town on bumper stickers and things like that.

MA PRO: *Do you sponsor seminars or special training events for students?*

DURKIN: Yes, I think it's a nice way to peak interest and have students look at things from a different angle. Maybe quarterly, we bring in instructors, either from our style or from a different style, to provide seminars, special training, things like that.

MA PRO: *How do you feel about tournament participation?*

DURKIN: I think for those that are interested, tournaments are fine, well and good. However, I feel that tournament participation does nothing for the growth of a school. We have a board where every tournament notice in New England is posted and, typically, a very small percentage of our students choose to participate in these tournaments.

I believe that tournaments, quite frankly, can have more of a negative effect on the growth of a school than a positive one. What I do believe strongly in, and what has worked successfully for us, is intramural tournaments. The intramurals are like an in-house tournament from our association of schools. In these events, everybody's a winner. Everybody gets a medal for participating. It's done in the spirit of fun and excitement, where the real joy is just to perform.

This is in contrast to the situation where there are thirty people in a ring and only three people get a trophy and everyone else goes away disappointed. I believe intramural-type events can be very powerful in the growth of the school and in developing a family environment. But tournaments, generally, I think, do not have a positive effect on the growth of a school.

MA PRO: *What activities does the dojo participate in to foster a family atmosphere?*

DURKIN: The school promotes many get-together-type activities. For instance, coming up, we have an annual mini-golf tournament. Last year, we had about six-hundred participants, with students, mothers, fathers, and friends of students all invited.

We also do other community-type things like bring in the Chief of Police to talk to the kids prior to the start of the school year or prior to the beginning of summer vacation. We've had an Uechi-ryu night at a local amusement park.

I think these things do help to build camaraderie and turn out to be a lot of fun. People like to belong, and when they're proud of their school, they love to participate.

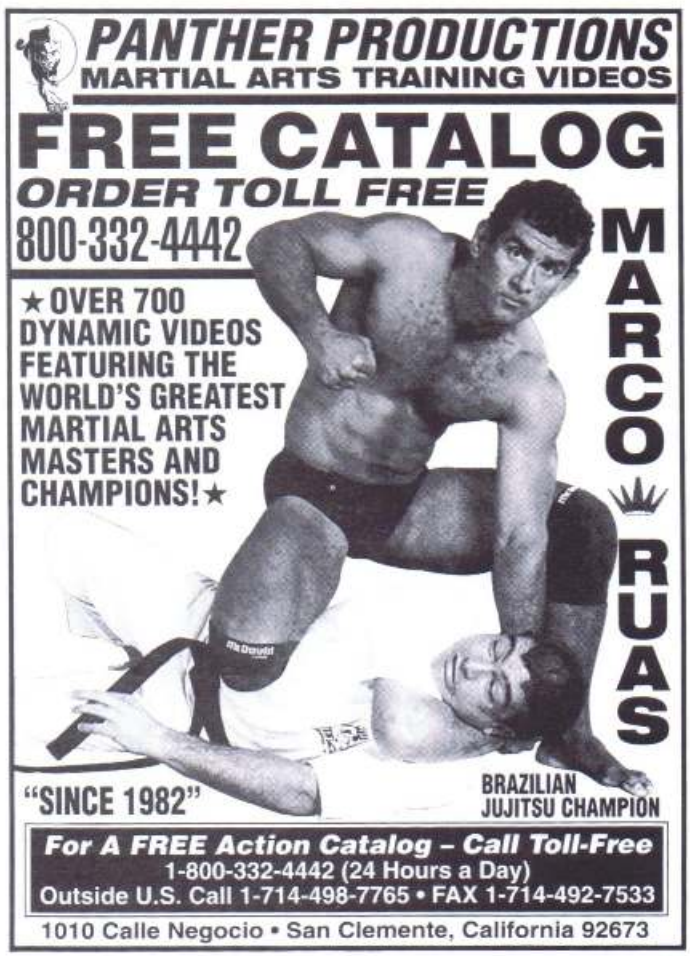
MA PRO: *What will the martial arts market for traditional schools be like in the year 2001? Where will you be then?*

DURKIN: I think it will be great, and I have the highest hopes for the industry in the future. Traditional schools, when presented correctly, can offer so much, in terms of life skills and training, that will benefit individuals and be of value in their everyday life. The need will continue to expand and, hopefully, teachers will continue to evolve, become better communicators and better instructors.

As far as myself, I hope I'm still here enjoying it as much as I do now. I have plans for our school. I would like, and I think that we are getting to that point to some degree already, for our school to become known as a place where every parent in the area wants to send their child. I want our curriculum of teaching life skills to be as important, in its own way, as elementary school, or grammar school or junior high school.

I want people in the community to say, "I want my child to have that type of black-belt education that's offered at Buzz Durkin's Karate School" Fundamentally, I see our school as becoming, or continuing to be, an institution of learning that helps people become more successful in life. ■

Andrew Breen is a black belt and a professional writer based in Boston, Massachusetts.





A school's appearance affects its value tremendously

continued from page 23

school back (hopefully with a few students left), and the buyer forfeits any payments made and anything used to secure the sale, such as a piece of property or a house. All the details of a worst-case scenario should be discussed with your attorney prior to the sale.

When it comes to selling a business, there is, as you can probably guess, more than one way to skin a you-know-what. The best recommendation is to study a wide range of options and seek the advice of peers and consultants. (See accompanying sidebar, "Terms," for advice on how to sell a school. These derive from a couple of the top school owners in the nation.)

Some Final Advice

Bob Montgomery took a few years off after he sold his three schools in Ohio. It gave him the break he needed to give time to his children in their most impressionable years. He has since started a new school in Columbia, South Carolina. Montgomery has three suggestions to other school owners who are thinking of selling.

"You have to disconnect yourself from your emotional attachments to the school." He says that as hard as it may be, the seller needs to keep focused on his new goals rather than all the great memories, at least until after the sale. "When pricing your school," Montgomery adds, "don't underestimate its value. Since I've restarted, I'm reminded that a school's not easy to build and maintain."

His final words of advice he considers the most important. "Get help! Find someone in our industry to consult with who has experience in selling a school. It will save you a load of time and money."

"You want to sell an "A-rated" school, not a dying dojo," warns Steve Lavalee. "You have to tighten and polish every aspect of your operation. Start an intense training and advertising campaign (to your students) for the new owner at least six months prior to the sale," he says.

According to Lavalee, most schools go gangbusters for the first few months after the sale, and then drop off after the new owner realizes how much work it takes. He recommends following up closely and keeping an eye open for ways to help. ■



Terms

Here are a few ways a martial arts school owner can sell his school, be fairly compensated, and take care of his successor.

Cashing-out

A cash-out sale can be 10% to 50% lower than a sale on terms. Very small schools often sell for cash, but big schools demand higher price tags, making cash harder to get. Most schools sell to staff members, who usually can't raise $100,000 or more to pay up-front. If the buyer can pay cash, great! The seller can walk away and it's up to the new owner to make the business prosper. If paying up-front is out of the question for the buyer, it may be wise to not even offer a discount for cash. Why cause a buyer to fret over the money they might have saved?

20% Down

For a school priced at $200,000, a 20% down payment is $40,000. That's no small chunk of change. The buyer has a substantial investment in the school and is less likely to walk away from it. The buyer also has some solid negotiating power on the final sales price. However, with 80% of the sale still unpaid, the seller has to keep a close eye on the operation. The key to the seller getting his money is to arrange a payment plan that the buyer can easily afford monthly. If the buyer gets eaten alive by debt and doesn't see some financial reward for his effort, he may lose interest and motivation quickly.

No Money Down

It's a risky way to sell a school, but sometimes it's the only way. It's best to first lease the school to the buyer for one or two years. Each month a portion of his payment is applied to a down payment on the business.

Thus, a school that would sell for $200,000 with 20% down, might sell for $225,000 on a lease option. Since the buyer has nothing to lose by buying, and the owner has everything to lose, the seller has got to maintain considerable control over the operation—perhaps as a partner—until the buyer has proven his ability and sincerity.

Consider also that a buyer who doesn't have a down payment may own some other assets that he can put up as collateral, such as a house or property. ■

In Your Corner

By Gary Hestilow

How much money should a school do in retail sales?

I talked recently with a very good customer. He has been in the business for over 25 years and has developed a very successful chain of schools. We were talking about building a stronger retail program and what Century could do to help. He asked the question, "How much should a school do in retail sales?" It was not a bad question — but it really was the wrong question. I asked him how much he was selling per student. He made a guess: "$125 — no, maybe more; probably $150 on average."

He knew exactly how much tuition his schools had collected. He could tell me how many new students enrolled last month, the number of students testing this month and his retention ratios by school. He knew everything that was worth knowing about his business—if it related to teaching and tuition. But he could only guess at the retail side of business.

How many of you are in the same situation? How much you sell per student is important. How much you should sell is just as important.

How Much Should You Sell?

The best way to answer this question is to make a list of what the ideal student would like to buy. I would list a uniform, boots, gloves, headgear, shin pads and a tote bag. At this point, I am at about $150.00, but I won't stop here.

Practice at home is important for good progress. In fact, students should train at home as they train in class — with equipment. Include a hand target or two, a blocker and a body shield. These items add $100.00 to the total. A student always needs a second uniform. A heavyweight uniform adds $60.00. All students learn a bo ("staff") form and buy the bo and textbook from you. Ring up $30.00.

The complete home gym would have a PowerLine WaveMaster. Don't forget the Chuck Norris wristwrap gloves. This will bring in an extra $200.00. That new Sport Stretch would be great for stretching. Add $120.00 to the total.

The well-dressed student will be wearing sweats, T-shirts and shoes with a martial art theme. Figure about $100.00 per outfit. How much for other books, videos and everything else? Add at least $50.00.

"You will probably find that your new students are purchasing the biggest part of your product sales."

At this point, many of you are thinking these goals are not realistic. If you decide your school can't get these results, you will make that failure happen. Only when you decide to set a retail sales goal and work to reach it will you be successful.

Put the same thinking on your teaching business. Will every student make black belt? No. Do you encourage your students to aim for black belt? Sure you do. Do you enroll them on black belt programs? Yes! In fact, this is probably an important goal in your school.

Do not set your retail goal at $150.00 per student — that only covers the basics. Set your goals for retailing as you do for teaching. How much should you sell? At this point, I would say about $800.00.

How Do You Go from $150 to $800 Per Student?

Start by reviewing the mix of products you are selling. Use these product categories: 1) Uniforms; 2) Sparring Equipment; 3) Training Equipment; 4) Weapons; 5) Apparel; 6) Videos and Books; and 7) Accessories. You will find that some categories have almost all the sales and others will have nothing.



Next, review which of your students are purchasing the products. You will probably find that your new students are purchasing the biggest part of your product sales. Once you have sold these few basic products, then your retail effort stops. If you know who is buying and what is sold, you can plan to fill in the lost sales.

Think about the teaching again. Your goal is to teach more than the basics. Your curriculum is carefully planned to keep your students motivated and improving from beginner to black belt. You don't stop after the basics in class, so don't stop after the basics in retailing.

Opportunities to Sell!

Your students want to buy martial art products; it is not a question of whether they will buy. Students would rather buy from you and support the school. Give them the chance to do it by offering products for sale. Contact your supplier to get materials to boost your sales. Put these to use. Remember, your students will only buy what you show them. Catalogs, posters and product displays are the best way to show the variety of products available to your school.

Retailing is a new business to most of you. It will take time and effort to build the successful program you want. The first step is to make the decision to do it. Review who buys what in your school right now. Then work with your suppliers to put a successful program in place. ■

Gary Hestilow is the president of Century Martial Art Supply.

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historical perspective

DATES WITH DESTINY

celebrating prominent people and events for december

By John Corcoran

Celebrity Birthdays

Dec. 1st
Bill "Superfoot" Wallace, 51
World Kickboxing Champion

Dec. 2nd
Masaaki Hatsumi, 65
Japanese Togakure-ryu Ninjutsu Grandmaster

Soloman Kaihewalu Sr., 61
Hawaiian-American Martial Arts Promoter

John Graden, 36
Martial Arts Pioneer & Administrator

Dec. 4th
John Payton, 28
Member, WAKO American World Championship Karate Team

Dec. 5th
Nick Gracenin, 38
Wushu Administrator

Dec. 6th
Herb Perez, 37
Olympic Tae Kwon Do Champion

Dec. 7th
Douglas Wong, 48
Chinese-American Kung-Fu Pioneer

Jerry Beasley, 46
Martial Arts Administrator & Writer

Dec. 8th
David Carradine, 60
Actor & Kung-Fu Expert

Dec. 10th
Takayuki Mikami, 63
Japanese-American Karate-do Champion & Pioneer

Dec. 14th
Adam Hsu, 55
Chinese-American Kung-Fu Master

Dec. 16th
Pat Romero, 33
U.S. Kickboxing Champion

Dec. 20th
Lori Lantrip-Stanley, 34
National Forms, Fighting & Weapons Champion

Dec. 21st
Roger Carpenter, 56
Karate Pioneer

Michael Swain, 36
World Judo Champion

Dec. 22nd
AlGene Caraulia, 56
Karate Pioneer & Champion

Dec. 24th
Keith Vitali, 44
National Karate Champion



Don "The Dragon" Wilson defeats Yugoslavian strongman Branko Cikatic by 7th round TKO to win biggest purse in kickboxing history.

Frank Trejo, 44
Kenpo Karate Master

Dec. 25th
Morio Higaonna, 58
Okinawan Goju-Ryu Karate Master

Dec. 26th
Alberto Montrond, 27
Member, WAKO American World Championship Karate Team

Dec. 27th
Andre Tippett, 37
All-Pro Football Linebacker & Karate Instructor

Dec. 28th
Mitch Bobrow, 46
National Karate Champion & Businessman

Dec. 30th
Ralph Castro, 65
Karate Pioneer

Jim Harrison, 60
Karate Pioneer

Dec. 31st
Francisco Conde, 60
Karate Pioneer & Promoter

Pat Johnson, 57
Martial Arts Film Choreographer

Historic Arrivals/Departures

December 1870
Okinawan Karate Master & Pioneer Chotoku Kyan was born on an uncertain date. He founded the shobayashi-ryu branch of shorin-ryu karate and taught many influential proteges including Gichin Funakoshi. He died in 1945 at age 74 in Okinawa.

Dec. 1954
William Dometrich, who began his karate training in Japan in 1951, returned in December 1954, settling in Kentucky. A student of Dr. Tsuyoshi Chitose, the founder of chito-ryu karate, Dometrich was the first to teach this system in America.

Dec. 1961
All America Karate Championships, Los Angeles, CA.
Shotokan's Hidetaka Nishiyama promoted the first national karate-do tournament, as a fund-raiser for Muscular Dystrophy. The event was held concurrent with his formation of the All America Karate Federation.

Dec. 1989
The Soviet Union officially lifts its longstanding ban on martial arts. Previously, only judo and sambo had been permitted since they were official sports.

Dec. 1, 1972
Chinese Wing Chun Kung-Fu Pioneer **Man Yip,** Bruce Lee's original teacher, died in Hong Kong. His age is uncertain.

Dec. 5-6, 1987
Atlantic Grand Slam, New York, NY. Chuck Merriman promotes the first of four such events. Drawing on an Atlantic Richfield Oil sponsorship, the event awarded an unprecedented $40,000 in prize money.

Dec. 12, 1987
In Orlando, Florida, **Don "The Dragon" Wilson** defeated Yugoslavian strongman **Branko Cikatic** by 7th-round TKO. Wilson earned $60,000, up to that time the biggest purse in kickboxing history.

Dec. 14, 1883
Aikido Founder & Pioneer **Morihei Uyeshiba** was born. Renowned for integrating strong spiritual aspects with the martial arts. He died in Japan on April 26, 1969 at age 95.

Dec. 15, 1882
Chinese Pa-Kua Kung-Fu Founder **Tung Hai Chuan** died in China. His age is uncertain.

Dec. 15, 1990
Karate Pioneer **Ed Parker,** the "Father of American Karate," died in Hawaii. He was 59. Parker impacted martial arts tournament promotion, films, technical principles, business and instruction.

Dec. 18, 1984
In Montreal, Canada, **Don Wilson and Jean-Yves Theriault** — world champions of two different sanctioning bodies — met to decide the undisputed world kickboxing light heavyweight champion. They battled to a highly controversial 12-round split-draw. Many observers, even from the Canadian mainstream media, held that Wilson won the bout.

Dec. 21, 1974
World Martial Arts Championships, Honolulu, HI. In promoter Tommy Lee's inaugural no-weight-limit, full-contact elimination event, welterweight Benny "The Jet" Urquidez plowed through all comers and won the title by pinning heavyweight Dana Goodson in the final match.

Dec. 23, 1915
Okinawan Karate Master & Pioneer **Kanryo Higa**(shi)onna died in Okinawa. He was 63. He taught many influential proteges including style-founders Chojun Miyagi (Goju-ryu), Kenwa Mabuni (Shito-ryu) and Tatsuo Shimabuku (Isshin-ryu).

Dec. 25, 1928
Japanese-American Aikido Pioneer **Harry Ishikawa** was born. He died on Jan. 20, 1978 at age 50.

Dec. 25, 1979
Japanese Aikido Grandmaster Kenji Tomiki, founder of **Tomiki Aikido,** died in Japan. He was 79.

Dec. 30, 1915
Hawaiian Kempo/Karate Pioneer **James Mitose** was born. He died in 1981 at age 65 in Hawaii. Mitose taught William K.S. Chow, kenpo pioneer Ed Parker's chief mentor.

Dec. 30, 1992
German Martial Arts Pioneer **Georg Bruckner,** the "Father of Kickboxing in Europe," died in Germany. He was 55. ■

THE SEVEN LAWS OF SUCCESS WITHOUT SELLING OUT

PART VII

the law of multiplied efforts (continued)

BY JOHN GRADEN

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

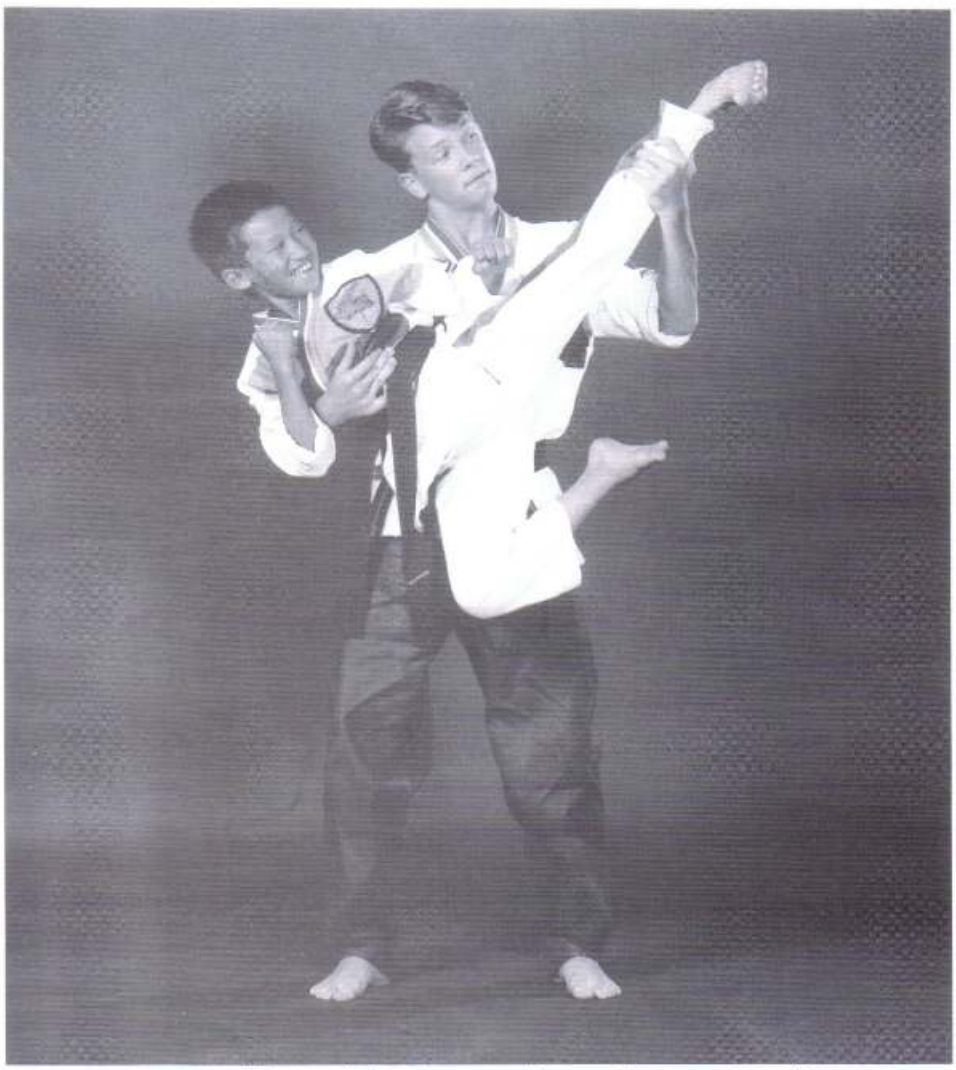
In the last two issues, we've discussed the importance of creating a leadership team to help teach classes. This is a team of hand-picked students who will take classes from you on how to warm up a class; how to teach your curriculum; and how to circulate and make corrections in class.

Teaching a leadership class is not always easy. It forces you to really think through what you are doing during a class so you can coordinate the efforts of your leadership team effectively. This works best when the school has a well-defined (and reasonable) curriculum and testing process. Instructors should work from a lesson plan in order to insure all material is covered in each class, and that all the instructors and leadership team members know how to prepare to teach and assist in the classes.

In your leadership team class, you should preview the coming week's lesson plans and rehearse the drills and requirements that will be covered, so the leadership team knows exactly what you are looking for. One of the biggest challenges you'll face as your school grows is curriculum consistency. You want to make sure that all the technical aspects of your forms and drills are taught consistently from instructor to instructor. Using a lesson plan and breaking down the coming week's material will help keep everybody on the same page.

A lesson plan breaks down your classes into segments. In the following example, a 45-minute kid's class is divided up into segments.

The first ten minutes is devoted to a quick warm up and the delivery of a philosophical message. Then the class breaks into groups for 15 minutes to work on curriculum-related test requirements. This is where your leadership team can make a big difference. If you have two or three ranks in the class, it's very difficult to work each rank's testing requirements if you are the only instructor. However, if you had two assistants from your leadership team, then you could divide the class up and rotate the instructors every five minutes. This way, each group receives rank-specific training and each group would also have a chance to work personally with you.



Not only will having a leadership team provide you with a source of potential instructors, but they can also serve as excellent role models for your younger students.

Then, when you break into sparring drills, your leadership team will circulate among the lines of students and help keep them focused on the drill.

When sparring begins, each leadership team member will be a safety monitor for each match. It's not a good idea to have all the students sparring at once, with just yourself or one instructor watching a group of 20 kids kick and punch each other. This can lead to some liability issues if someone gets hurt. Instead, have your leadership team and yourself each grab two kids for 90 seconds worth of sparring. Rotate the kids in and out each round so that everyone gets to spar at least two rounds. Again, this would be difficult without a trained leadership team to help run the rings.

SAVED BY THE BELL

how to prompt callers to visit your school (part 4 of the 4 Ps)

By Rick Bell

Over the last few issues we've been discussing a technique I developed for effectively turning info calls into appointments. The technique is called "The 4 Ps."

If you have kept up with your back issues of *Martial Arts Professional,* as you definitely should, you will have a future guide to follow to become more effective yourself. But more importantly, to train the staff members you must depend on when you're absent.

The Assumption Close means that in every step of the enrollment process, from the initial phone call to the actual sign up, you assume the person will enroll.

How important is a powerful telephone procedure? Just ask any service business professional and they will tell you that, in today's stiff market competition, the way you answer the telephone is the pivotal "make it or break it" step in your business.

I received a call the other day from a very sharp businessman who wasn't even associated with the martial arts industry. He had run across a copy of *Martial Arts Professional,* and was so impressed with the 4 Ps' method that he tracked me down at EasyPay headquarters, requesting any other articles I had written, or intended to write, on the subject.

Some of you may think it unusual that an individual from a totally different business would get so excited about a telephone procedure developed specifically for the martial arts industry. However, because of the approach I took in developing the 4 Ps — researching other service businesses and studying psychological buying motivators — the 4 Ps will work for any service business.

So far, we have covered the first 3 Ps: the Pivot, the Profile, and the Praise. Now we will tie the whole package together with a strong, dependable end-wrap called the Prompt.

The Prompt is where the rubber meets the road. You can Pivot like Michael Jordan, Profile like the FBI, and Praise like Regis and Cathy Lee, but if you don't Prompt, you don't get the enrollment. The Prompt is where you insist, in a nice way, of course, that the caller take some action, which, in this case, is to come to your school in person. The Prompt in the 4 Ps is designed to get the caller off the couch, out of the house, in the car, down the street, and into your school so he/she can enroll.

The entire 4 P series is built upon something called the "Assumption Close." The Assumption Close means that in every step of the enrollment process, from the initial phone call to the actual sign up, you assume the person will enroll. The assumption in the phone call is that the person would be willing to come down and at least look at the school. Remember, if you used the first 3 Ps in your phone interview, the caller will probably want to take the next step and come down to find out more about your wonderful program.



The Prompt will always follow directly after the Praise because it is set up by the Praise.

For example. Praise: "We have a great listen-and-learn program that Ms. Franklin is in charge of, and she is great with the kids. . ."

Prompt: "In fact, what I need to do is invite you to come in and meet Ms. Franklin, and take a tour of our school. I guess you get off at five?" (It is very important that you ask what time they get off in the Prompt so you can say the following.) "Since you get off at five, let me set a time for six tonight for you to come in and visit for a few minutes. . .let me get your phone number in case we miss connections."

If the caller says that tonight is not a good time for an appointment, try and set the appointment for as soon as possible within one week. Remember, you must prompt the caller to come in while the notion of taking lessons is still fresh on his/her mind.

If you will practice and use the 4 P method, you will see dramatic improvements in your appointment-to-call ratio, and that will translate directly to your bottom line. ■

Rick Bell is president of EasyPay Tuition Services and developer of the No Intro Enrollment Tour.

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heavy hitters



Master Toddy

In the less than three years since you moved to Las Vegas from England, you've been awarded a Key to the City and have over 500 students. What are you doing to achieve that level of success in such a short time?

Muay Thai is hard to teach because it has many arts combined into one; boxing, elbows, knees and kicks as well as some stand-up wrestling. My system works because; a) The order in which I teach the techniques; b) I teach my students excellent control; c) I give many good demonstrations to show my students power and technique. d) My students know and understand what they will learn for every belt testing.

What are the primary differences between teaching in Las Vegas and in England?

The biggest difference is the cultural mentality of different countries. People that phone to inquire about the martial arts in England are primarily concerned with the quality of the instructor. People that phone in America are concerned about the cost first and rarely bother to ask about the quality of the instructor.

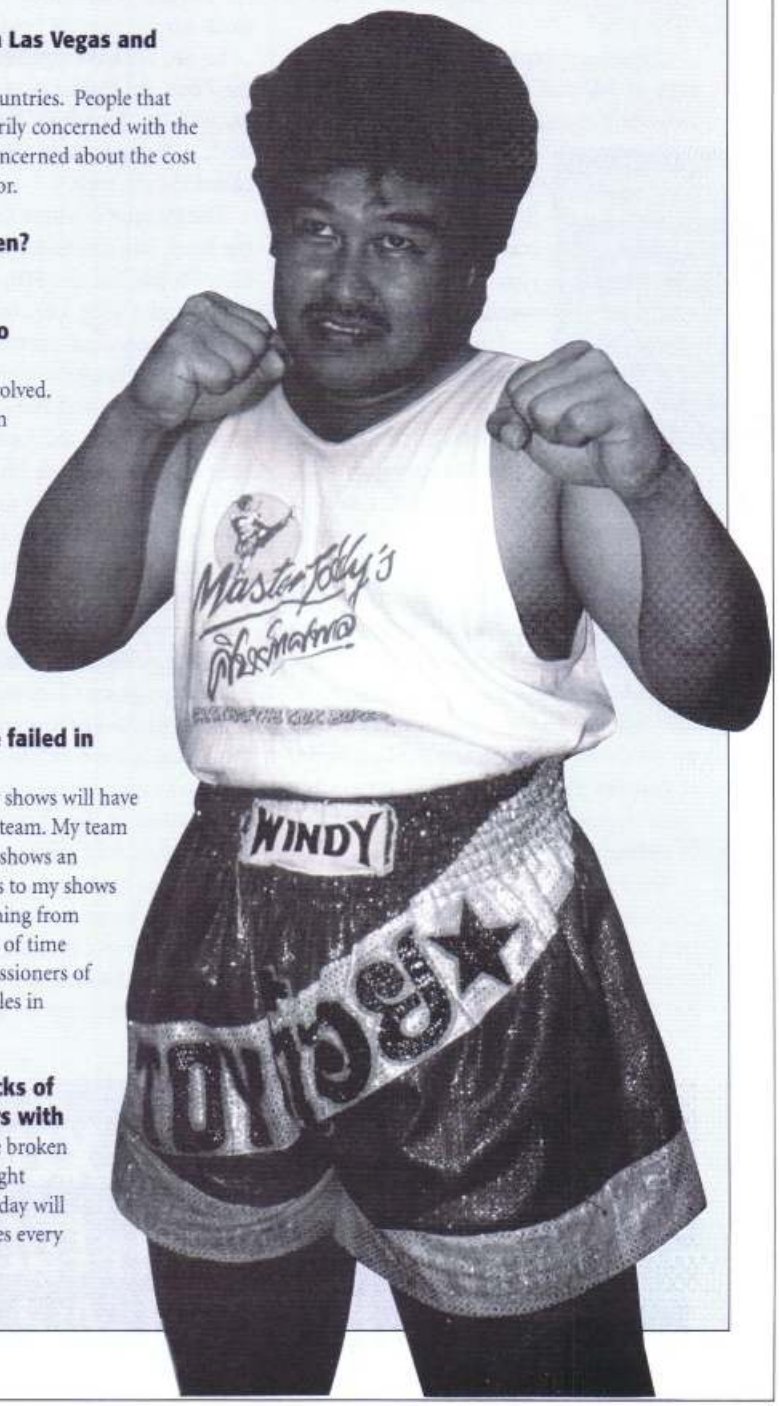
What percentage of your students are children? Women?

20% Children, 40% Women

How do you teach something as rough as Muay Thai to women and children so that they won't quit?

To teach the children there needs to be a lot of equipment involved. Children are very energetic so it is also necessary to keep them moving with footwork to keep them from getting bored.

Women are fast learners. They are very courageous when it is time to fight. No one can join my school easily, they have to pass an acceptance test first. Women rarely have any problems with the acceptance test. I don't teach women boxing first. I teach them quick, powerful and practical techniques like elbows and knees to give them power and confidence in themselves.



How will you succeed where other organizations have failed in promoting kickboxing on television in America?

I will be successful in Muay Thai for five main reasons; 1) My shows will have all well matched, top fighters. 2) I have an American fighting team. My team fights the rest of the world in their hometown. This gives my shows an excited, participating audience. 3) I invite many special guests to my shows such as business people, politicians and executives. 4) Everything from advertisements to dressing rooms is first class. 5) I spent a lot of time explaining the Muay Thai rules and techniques to the commissioners of Nevada so that they would allow me to use full Muay Thai rules in my shows.

Our senior editor said you have the most powerful kicks of anybody he has seen. What's it take to rock the rafters with a round kick? Practice, practice, banana trees and practice. I've broken about ten legs and 15 arms. Anyone can kick hard with the right technique and plenty of practice. 500 – 1,000 roundhouses a day will make a big difference in your kicks. I used to kick banana trees every day until I could break 3 or 4 a day with my roundhouse. ■

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