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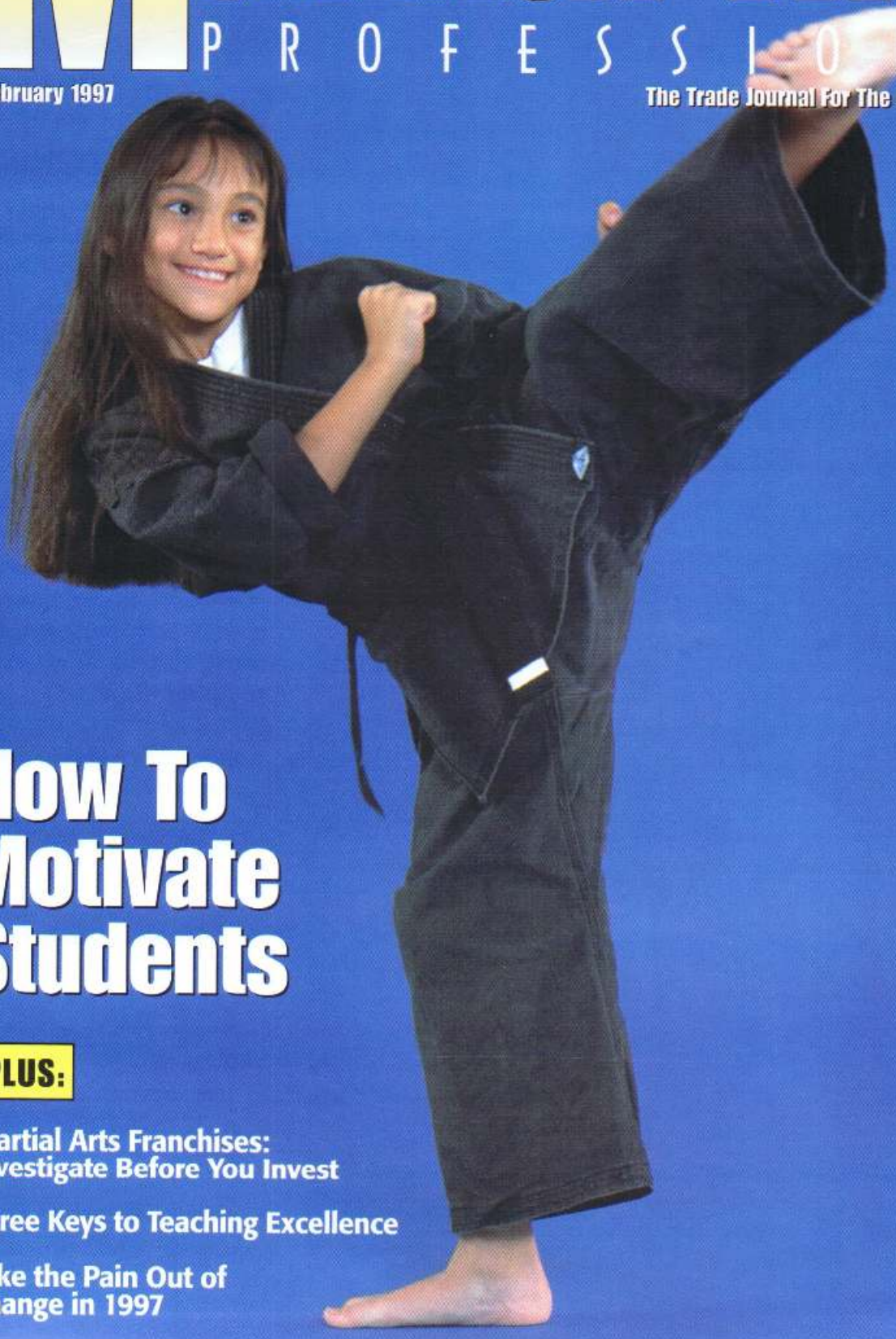
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Gracie to Open New Studio • NAPMA Hires Biz Wiz • Increase Your Retail Sales

Martial Arts PROFESSIONAL

February 1997

The Trade Journal For The Martial Arts Industry



How To Motivate Students

PLUS:

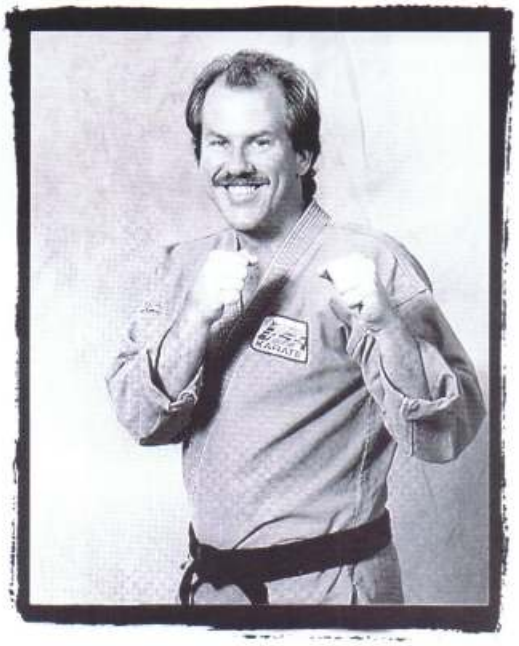
Martial Arts Franchises: Investigate Before You Invest

Three Keys to Teaching Excellence

Take the Pain Out of Change in 1997

AS I SEE IT

letter from the editor



How To Take The Pain Out of Change in 1997

Between this publication and your management information provider, many school owners are faced with the realization that some changes are necessary. They are also faced with the reality that change is difficult.

The implementation of any new program has to be handled very carefully. Wide, sweeping changes can result in a revolt from students and parents. Your upper-ranks, in particular, may be upset with some of the changes. These students like your program the way it is; they're used to it. They, of course, don't account for the numbers that didn't like it and dropped out.

Remember, you have vision. You think about your school 24 hours a day. Your staff and students don't. You can see where you want to take your school and they can't. They only see what they've been doing and they like it. That's not to say they won't like the new changes too, but what they were doing is a "known" and the new material is an "unknown."

Here are five proven strategies for implementing changes within your school.

1. Start curriculum and tuition changes with your white and gold belts. They won't know the difference. The changes will follow them up the ranks.

2. Eliminate testing fees by increasing tuition the equivalent of the annual testing-fee revenue. For instance, if your students test three times a year for $40 each, you can raise the tuition $10 a month. This way, you'll still get the $120 per year and the students won't feel that their progress is tied to money. Few procedures are more irritating to students than having to cut a check every time they move up a belt. Nickle-and-diming your students on exams can turn the positive excitement of progress into a negative resentment and suspicion of the real motives for the exam.

2. Give plenty of advance notice prior to any schedule changes.

3. Recruit your leadership team and upper-ranks to help you to help the under-ranks adjust to the new changes. Tell them you need their support and leadership in taking the school to the next level. It's important that your upper-ranks are included in the transition—hold special seminars and clinics for them on the new material. This can create a lot of positive excitement instead of the panic of having the new material sprung on them.

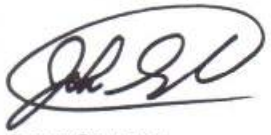
4. When introducing new required techniques or forms, teach the material first for a week or so before announcing that it's a new requirement. People adjust much easier to something they already know. Rather than announce that, "Everything you've been working on doesn't count anymore. Here is the new material," simply begin teaching the new material. After a week or so, the students will be feel more comfortable with it. This goes far towards avoiding panic in your student and parent ranks.

5. Share ideas and material from your management information provider, when appropriate, with leadership team members. For instance, videos on classroom drills will give your team a monthly pump-up and keep them on the same page as you. Often, seeing and hearing new information and drills from a third party is very effective in creating enthusiasm. Never be afraid that your students are actually going to discover there are other black belts out there. Watching classroom drill videos is simply another form of networking in the Nineties.

"The implementation of any new program has to be handled very carefully. Wide, sweeping changes can result in a revolt from students and parents"

In a competitive market, the ability to implement new programs and adjust to the needs of the market is essential. Just as essential is your ability to manage those changes. You can't expect people to adjust to major changes just because you, as the leader of the school, said they should. You have to use the aikido principle of align and redirect.

Using these five strategies will help accomplish that. Make 1997 the year you become competitive. Make this the year you go for it. There is a great big martial arts market out there. Even though it's changing, you can make it work for you. Besides, as Lao Tzu said, "It's much easier to ride the horse in the direction it's going." ■



JOHN GRADEN
Editor-in-Chief

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INDUSTRY UPDATE

martial arts media business report

VETERAN CELEBRATES YEARS OF TEACHING STUDENTS

OAKLAND, CA — Veteran shorin-ryu karate instructor Sid Campbell is still kicking after 31 years of teaching some 31,000 classes!

When Campbell opened his first karate school in 1966 there were, he estimates, less than 50 martial arts schools in the entire United States. Now there are over 18,000.

Campbell feels he has contributed to this phenomenal growth. As a full-time professional sensei, he estimates he has taught more than 15,000 students over the past three decades, in some 31,000 formal classes.

His unique school is a custom-built facility identical to a karate dojo you would find in Okinawa. ■



Shorin-ryu karate instructor Sid Campbell of Oakland, Calif., still has a leg up when it comes to teaching his art.

VAN DAMME IN SUBSTANCE ABUSE CLINIC



BEVERLY HILLS, CA — Belgian action-star Jean-Claude Van Damme is being treated for substance abuse. His publicist confirms that Van Damme is in a program at Daniel Freeman Hospital in the Los Angeles County suburb of Marina Del Rey. This was the same hospital that actor Robert Downey, Jr. checked into earlier in 1996.

The star of *Sudden Death* and, most recently, *Maximum Risk*, reportedly "checked himself" into the hospital's 30-day treatment program on Saturday, Dec. 7., his publicist reported in a short statement. He did not say what substance Van Damme was being treated for.

Van Damme, 35, was born in Brussels and started studying martial arts when he was eleven. He moved to the U.S. in hopes of becoming a movie star, a dream he fulfilled. His first film break came in 1984's *No Retreat, No Surrender*, in which he played a villain.

1996 was a bad year for Van Damme. His three film releases did not live up to higher box-office expectations. And his troubled relationship with his fourth wife, Darcy, fell apart when she filed for divorce for a second time in June, citing irreconcilable differences. But they are reported to have reunited again. ■

GRACIE JIU-JITSU ACADEMY OPENS IN HONOLULU

By Tom Callos



HONOLULU, HI — Relson Gracie, second-oldest son of legendary Gracie Jiu-Jitsu founder Helio Gracie, has opened an official Gracie Jiu-Jitsu Academy here. The new air-conditioned facility is 5,500 square feet, features three separate mat-rooms, and several smaller rooms for private lessons.

There are also dressing rooms and showers for men and women. The color scheme matches the other Gracie Jiu-Jitsu Academy in Torrance, California.

To help celebrate Relson's grand opening, his father, Helio, flew in from Brazil, and brothers Rorion and Royce came from California. The highlight of the event was a demonstration by the 83-year-old Helio. The Gracie patriarch showed an audience of several hundred why his style is considered one of the most effective in the world.

"He's unbelievable," remarked spectator Paul Goldcorn. "I hope I'm in half as good a shape when I'm his age."

Relson opens his doors with 300 students already enrolled, transfers from his popular program at the University of Hawaii. "Relson has a big following because he knows how to teach the Gracie way," said older brother Rorion.

Rorion and Relson are the highest-ranking red-black belts in their system — and the only teachers certified as masters by their father. ■

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Photo by Charles Hodges

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TABLE OF CONTENTS

news and reviews

Industry Update • Page 6
Substance abuse puts Van Damme in a frizz; NAPMA hires marketing whiz, and brokerage firm is out of biz. Plus, trendwatch and more.

departments

Seven Laws of Success Without Selling Out, Part IX
What are the responsibilities and pay for a staff instructor?
Page 33

Saved By The Bell • Page 32
To be a success, ya gotta believe!

As I See It • Page 4
Our version of no pain, no gain.

In Your Corner • Page 30
Good retail sales are not an accident. Neither are bad retail sales.

Master's Degree • Page 28
Three keys to teaching excellence.

Heavy Hitter • Page 34
Meet a multi-system maven, Peter Hill.

features

How to Motivate Students, Part 1
It's time to retire the shinai. Learn how to inspire desire in your students.
Page 10

The Bruce Lee Letters
Experience the positive mental attitude of Bruce Lee.
Page 26

McKarate — Franchising Martial Arts, Part II
When is a licensing program really a franchise? More often than you thought.
Page 24

Dates With Destiny
Martial arts milestones in February.
Page 31

Square Off
Should you encourage your students to compete in tournaments?
Page 21

Superior Interiors
School design and layout is the theme of this new column.
Page 16

INDUSTRY UPDATE

martial arts media business report

BIZ WIZ DOUBLES SCHOOLS' ENROLLMENT

GRANBURY, TX — NAPMA (National Association of Professional Martial Artists) has contracted a new marketing director after he doubled the enrollment of two schools in just three months. Using a combination of his own experience as a successful franchiser and the NAPMA marketing materials, Michael Grozier doubled the enrollment of two area NAPMA schools here.

Grozier has been featured in over 4,000 newspapers, TV news shows and magazines, including "Success" and "Entrepreneur." His highly-successful franchises include Vidtron International, the first totally drive-through video-rental store, and the Letter Suite, the nation's first private postal system.

With Grozier's help, Superkicks in Granbury, Texas, jumped from 63 to 120 students. And Scott Dolloff's school grew to 180 students from 80 when Grozier began assisting the owner with his marketing strategies.

While the doubling of a school's enrollment is always exciting, this accomplishment was done in just three months!

NAPMA Director John Graden says, "Michael will be creating new, exciting marketing programs for NAPMA schools each month. His success gives us tremendous confidence that he will have an impact on NAPMA schools nationwide. He brings a fresh perspective to our marketing."

Says Grozier, "Building businesses is what I'm good at. I look forward to helping NAPMA members build theirs. My number-one goal will be to dramatically increase their enrollment. I will devise strategic marketing campaigns to enhance their studio both from a public-relations standpoint as well as profitability." ■

BROKERAGE FIRM EXPELLED IN KARATE SCHOOL MARKUP SCANDAL

WASHINGTON (AP) — Stratton Oakmont, a Long Island brokerage firm with a long disciplinary history, was expelled from the industry, the National Association of Securities Dealers Inc. said.

The company and two executives were charged with fraudulent and excessive markups on securities issued by Master Glazier Karate International Inc.

The Lake Success, N.Y., firm may have appealed to the Securities and Exchange Commission, Mary Schapiro, president of NASD Regulation Inc. said. The SEC could overrule the expulsion, but it wasn't immediately known how the agency would act.

"This firm has time after time shown a total disregard for customers and the integrity of the marketplace," said Schapiro, who announced the expulsion after the markets closed. "This is a sanction that is called for in this instance."

Daniel Porush, Stratton's president, and Steven Sanders, the head trader, were barred from the industry.

Barry Goldsmith, a senior regulator at NASD Regulation, said Stratton was involved in 12 disciplinary cases since June 1989.

Previously, the Securities and Exchange Commission won a $2.5 million settlement in 1994 after it sued Stratton for fraudulent sale practices. Three Stratton executives were collectively fined $300,000 and one was suspended in that case. The SEC returned to federal court in 1995 and won an order compelling the firm to obey terms of the 1994 settlement. Stratton denied wrongdoing.

And last year, Stratton announced plans to set aside at least $1 million to resolve more than 100 small customer claims. The firm also received considerable publicity for arranging a one-day stock deal that made a $37,000 profit for Sen. Alfonse D'Amato, R-N.Y., a transaction that didn't bring regulatory charges. ■

OLYMPIC GOLD MEDALISTS TO COMPETE IN BATTLECADE



New York, NY — Battlecade Extreme Fighting 4, scheduled to be held in Oklahoma on March 7th, has signed two Olympic wrestling gold medalists. Kenny Monday, who won in 1988 and Kevin Jackson (1992) will compete against separate opponents.

"This fightcard promises to be even more exciting than our last," said John Perretti, matchmaker of Battlecade.

Battlecade Extreme Fighting 3 was purchased by about 73,000 homes, according to media representative Joe DiBenedetto. ■

CORRECTION: In the December issue of *Martial Arts Professional*, a photo depicting Marcus "Conan" Silviera and Carl Franks competing in Battlecade Extreme Fighting 2, was incorrectly placed in an article on the Ultimate Fighting Championship.

INDUSTRY UPDATE

martial arts business news, people, and places

GLAZIER GOES ONLINE

WHITE PLAINS, NY — Mark Glazier, of Master Glazier's Karate International, will be the moderator for the all-new Martial Arts Interest Group on the Prodigy Classic service.

Glazier will provide insights, commentary and instructional tips to all Prodigy members who visit the interest group (JUMP: Martial Arts). The Web site, which will include a bulletin board and live chat areas, will also feature martial arts entertainment news, tournament updates, a Kid's Corner (information on martial arts for children and teens), and more. Glazier is the president and chairman of Master Glazier's Karate International. His company operates seven karate schools on the east coast and is publicly traded on the NASDAQ stock exchange (NASDAQ: KICK). Martial Arts Interest Group will make its debut on the Prodigy Internet service in first quarter of 1997.

Prodigy Classic features over 100 Interest Groups; 50 more reside on the new Prodigy Internet service. These communities of interest, run by experts in each field, are built as stand-alone Web sites with original content, as well as hundreds of links, articles and files to serve as a valuable resource for Prodigy members. Prodigy's communities of interest also feature live chat rooms and bulletin boards for inter-group communication

For info on Prodigy, call (800) 776-3449. ■

DISNEY TO OPEN FAMILY PLAY CENTERS

LOS ANGELES, CA — In addition to an increasing number of martial arts schools competing for the children's market, The Walt Disney Co. is joining the fray. In February, Disney will open its first Club Disney, a stand-alone, 25,000-square-foot center with 30-foot-high ceilings, in Los Angeles. Others are scheduled to be built shortly thereafter throughout the country.

It's a tough business, one that sent Discovery Zone to bankruptcy court. Many Discovery Zones have closed.

But Disney executives are characteristically confident that they will successfully crack the market. That's mainly because they plan centers that are bigger and better than others have built, said Jay Rasulo, senior vice president of Disney Regional Entertainment. And they can capitalize on the Disney name.

"I would say that the customer is probably similar [to Discovery Zone's customer], a young family, but our concept is much more diverse. It's active, creative, interactive," Rasulo said.

The centers are expected to draw people from as far as 30 minutes away. Admission costs will vary, but will run about the same as a movie ticket. ■

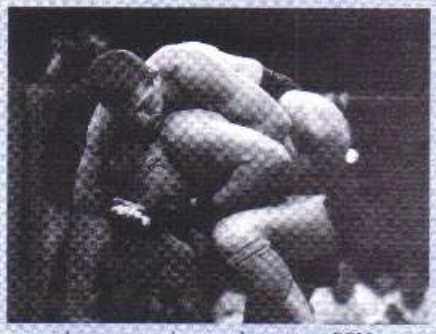
QUOTABLE

"Foolish consistencies are the hobgoblins of little minds."
—RALPH WALDO EMERSON

TAE KWON DO REPORTER REORGANIZES

ORLANDO, FL — The shareholders of Communicare Advertising Inc., the parent company of the *Tae Kwon Do Reporter*, have elected Mr. Ernesto Lopez as President and Chief Executive Officer of Communicare Advertising, Incorporated. Lopez will also serve as Publisher of the *Tae Kwon Do Reporter*, replacing Michael Kerrigan, the founder of the newspaper, who assumes the position of Chief Editor. ■

PAY-PER-VIEW ALL-TIME TOP-10 BUYS* TOTALS



As a comparison to the top ten PPVs, Battlecade Extreme Fighting 3 had approximately 73,000 buys. The UFC events have ranged from 80,000 to 300,000 buys.

1. Mike Tyson – Evander Holyfield	Nov. 1996	1.65 million buys
2. Tyson – Peter McNeeley	Aug. 1995	1.56 million
3. Tyson – Frank Bruno	March 1996	1.38 million
4. Holyfield – George Foreman	April 1991	1.3 million
5. Tyson – Razor Ruddock II	June 1991	1.15 million
6. Tyson – Bruce Seldon	Sept. 1996	1.1 million
7. Holyfield – Riddick Bowe I	Nov. 1992	910,000
8. Holyfield – Bowe II	Nov. 1993	900,000
8. Pernell Whitaker – Julio Cesar Chavez	Sept. 1993	900,000
10. Tyson-Ruddock I	March 1991	890,000

*Buys = total households subscribing to the event.

HOW TO MOTIVATE Students



the roots of motivation

Editor's Note: Motivating students toward self-improvement is an essential part of a professional martial arts instructor's occupational skills. This is particularly true when it comes to young students. Over the years, many martial arts students, myself included, have completely transformed their lives for the better, thanks to the motivation and guidance provided by our instructors and mentors.

This year, a distinguished member of our own industry wrote what I consider a landmark book on the subject of motivation. The author is Taekwondo master/motivational speaker Sang H. Kim, Ph.D., and the book is entitled *1,001 Ways to Motivate Yourself and Others*. This is not a martial arts book, but an expert study of the topic for use as a business management manual by people from all walks of life. This two-part article is excerpted from Master Kim's excellent book.

Published in July 1996, *1,001 Ways to Motivate Yourself and Others* has already been translated and published in seven languages, a remarkable accomplishment. Further, the book has enjoyed critical acclaim in the mainstream media and acceptance in prestigious corporate and educational circles. I met Master Kim through our shared literary status as authors. I can tell you without any reservation that he is one of the finest professional writers in the martial arts field, and one of the most open-minded, progressive-thinking Korean martial arts instructors I've met in my 30-year career.

His own story is an inspiration. Today, in less than a decade after arriving from Korea and settling in Wethersfield, Connecticut, he has risen to international prominence as a Taekwondo coach, teacher, lecturer, author and mentor.

Rising above the struggles of adapting to a new culture, Master Kim has achieved such diverse accomplishments as starting two successful businesses (a publishing company and a martial arts academy), establishing a college course, training an Olympic champion, presenting seminars throughout the world, and starting an inner-city youth self-esteem-building program. Yet he still finds time to give a motivational speech at his town's middle school at the start of every school year.

In Part 1, Master Kim illuminates the fundamentals of motivation. Here's a teacher who really knows his subject — and has obviously applied it to his own life. —John Corcoran, Senior Editor

BY MASTER SANG H. KIM

LETTERS TO THE EDITOR

feedback from our readers

Martial Arts is False Advertising

This letter is in regard to *Black Belt Management*. Your book should be read by all instructors. Perhaps if two martial arts instructors had taken your advice, I would still be participating.

My personal belief is that a black belt is merely a status symbol to most people to feed their own egos. I have learned that martial arts is false advertising (self-defense). Their ancient belief of barbarianism, plus artistic ability, has established a negative attitude in my mind.

I was nearly attacked by a co-worker last summer. I paid for six months of training only to learn weeks later that the instructor altered the class time which conflicted with my work shift.

Next, I joined a tae kwon do club at a local elementary school. It consisted of one 4th-dan black belt, one 2nd-dan black belt, one 1st-dan black, one green belt, one 8th gup, plus several white belts all under 12 years of age. I am 45 years old.

Early in the class I explained the reason for joining the club. All the senior instructor wanted was to teach the entire procedure as he had been taught. Months into the class, he refused to teach me the final fist blocks plus three of the kicks. Then he expected me to perfect these and the forms within a few weeks.

Could you explain why martial arts instructors place overriding emphasis on the artistic value of precise forms and techniques, instead of teaching students how to incapacitate an aggressor?

Having two unsuccessful attempts at learning styles of martial arts leaves me with but one option. That is, to pray and bluff my way out of any future threat to my life.

Never will anyone be able to convince me differently.

Thank you for your book.

RONALD L. CHAPMAN
Fennville, MI

Please Omit The No-Hold-Barred Events

First, I would like to say that your magazine is always interesting reading and has been helpful to me on several occasions.

The main subject that I am writing to you about is the so-called, "no-holds-barred tournaments." I would first like to call attention to the article, "UFC Continues Ratings Climb" in your December 1996 issue. In that article it states, "The event was carried live to more than 30-million American homes...."

An article in the January issue of *Black Belt* magazine states about that same event, "A pay-per-view audience that one time numbered close to 300,000 reportedly dwindled to approximately 100,000 for UFC XI last September."

Either the statement that the event was carried live to more than 30-million American homes is misleading or you would want me to believe that 1 in approximately each 8.5 Americans watched UFC XI. I really don't believe that is true.

I believe that a publication which wants to be a trade journal for those who consider themselves martial arts professionals should not be promoting, extolling the virtues of, or even advertising events such as these by having them in your magazine.

To call these events tournaments is nothing more than covering up the fact that they are simply "tough man competitions." To call them "martial arts" tournaments is degrading to true martial artists. To call them "no-holds-barred" is simply a lie. In a no-holds-barred fight, there is no need for referees. In a no-holds-barred fight, people would be seriously injured and very probably die. Advertising these fights as "no-holds-barred" is nothing but a marketing technique.

Once again, please do not misunderstand me. I am not one of those who would tell people what they can or cannot watch on television or at the movies. Quite the contrary. Let people watch whatever they want. What is needed is for people like yourself and editors of other martial arts magazines to downplay — or not mention — these events at all. Stop raising their participants to somewhat of a godlike status for young people to worship.

WILLIAM D. PATTERSON
Westmoreland Martial Arts
Derry, PA

Dear Mr. Patterson:
Being "carried live to 30-million American homes" is not the actual audience rating of the event; it is merely the audience potential for this pay-per-view event and is, therefore, a fact that our readership should be made aware of. After every UFC and Battlecade event, we have asked the promoting companys' public relations firms to give us the audience ratings, but they did not follow through.

Our magazine covers the entire spectrum of martial arts business. And, objectively speaking, business is business. Whether we personally enjoy or dislike any aspect of it, we just try to present the facts as they occur. The UFC and events like it are simply part of the martial arts universe we cover.— The Editors ■

MAPro Not What I Thought

I received the December issue of *Martial Arts Professional* today and have received/read all issues back to Vol. 1, No. 2. Your magazine is getting better each month! My initial thought was that it was a thinly disguised attempt to promote NAPMA and Century products with an "info magazine". However, the issues have really been interesting and informative. I look forward to receiving the magazine each month now. Keep up the good work.

TAYLOR HAYDEN
(tkhayden@aol.com)
Goodlettsville, TN

Nice To See

Just received your November issue and we are very pleased with your product. Nice to see this level of professionalism in the martial arts and we hope to receive more issues in the future.

Thank you.

DIANNE COOPER/MIKE MCGUIRE
Rising Sun Martial Arts Supply ■



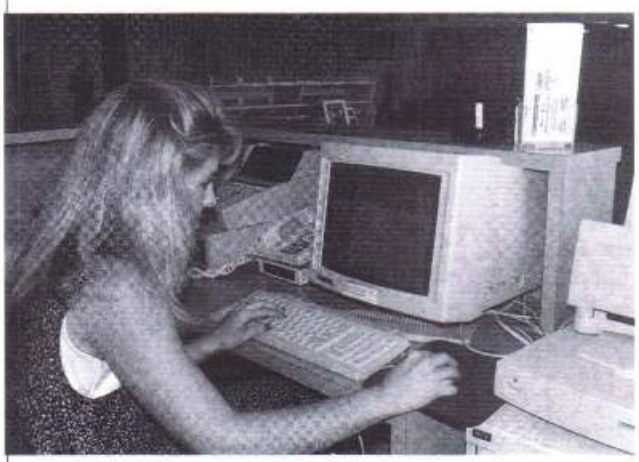
MARTIAL ARTS FRANCHISES

INVESTIGATE BEFORE YOU INVEST — Part II

In part one of "Investigate Before You Invest," we briefly described what makes up a franchise, as well as some of the advantages and disadvantages of purchasing one. The high points to look for are: a publicly-recognizable trade name with goodwill associated with it; a product and/or service that can be duplicated in unlike markets; an existing relationship with suppliers that guarantees collective buying power; an ongoing research and development team whose primary objective is to create new and exciting ways in which to make your franchise more successful; and a very detailed start-up plan to ensure you hit the ground running.

First, let's look at some other alternative business strategies whereby one could receive similar benefits without 1) the heavy financial exposure, and 2) losing some of that control and peace of mind that you so dearly wanted by being your own boss in the first place. 3) Giving up your school name and identity.

The easiest and possibly the most obvious is by joining a top industry association. But don't be too quick, you must still do your homework. Remember, business is not simple. It's very abstract.



No one — at least no one I know or have ever heard about — will do the work for you. In other words, you should not expect a $1,000 per day premier consultant for 100 bucks a month. What you clearly do not want is someone in some association and/or franchise organization who will be quick to tell you what you're doing wrong and slow to tell you what it is you need to be doing, and even slower to tell you how to do it!

There are, as you well know, many very different facets to running a successful business. Most small businesses, for example, do not keep track of their books very well. I call these "check book businesses" — if the money isn't in the bank, then we don't do it! Why is there no money in the bank? Sure, we need more business, but that's not always the right answer.

For example, let's say you do $2,500 per week in business, but you spend $2,250. You say that you need to bring in $3,500 per week, and you'll make $1,000 per week. Sounds good, right? But if you are like most businesses and people in general, what

BY MICHAEL GROZIER

Motivation is a force that creates behavior to fulfill a need. It is not necessarily positive or negative, fulfilling or frustrating. It can be all, some or none of these.

When motivation is mentioned, an image springs to mind of a coach giving his team a fiery pep talk, of a sales manager rallying his sales force, of a marathon runner setting out to train on the coldest day of the year. However, motivation is not just about heroic feats of positive action.

How often have you heard the phrase "Police are still searching for a motive?" Yes, people can also be motivated to take negative actions. Someone can be motivated to commit a crime, overthrow authority, sabotage a rival or seek revenge. This is the darker side of human motivation, but it is motivation just the same.

Motivation is a powerful and complex force that causes us to act. Motivation itself is not an observable phenomenon, but the force behind the resulting behavior. One behavior can have many possible motives. For instance, a man can be motivated to exercise because he wants to look more muscular; because he is suffering from heart disease; because he is under a lot of stress; because he wants to socialize more; because he is training for an athletic event; because he likes to feel healthy; because he wants to lose weight; because he wants to meet women interested in fitness; or simply because he likes exercising.

What we see is not his motivation, but the external results of that motivation manifested in his desire to exercise. Understanding the underlying motive behind the action is the key to motivating anyone, including yourself.

Imagine you are a personal fitness trainer and a young woman comes to you for guidance in setting up an exercise plan. Without knowing what her motives are for exercising, you cannot effectively design a plan to keep her motivated to exercise. If she is training for a marathon and you give her an intense weight-lifting plan, she will view the regimen you have designed for her as irrelevant to reaching her goal. Knowing what she wants to achieve is essential in motivating her to achieve her goals.

Survival Vs. Achievement

Basically, there are two levels of motivation: survival and achievement. Survival needs include safety, nourishment, shelter and procreation. These fundamental physical needs must be fulfilled to satisfy our bodies' daily requirements. Once these basic needs are satisfied, we begin to look to other areas of need including achievement, emotional fulfillment, personal growth and self-worth. It is these higher emotional and spiritual needs that we address when we speak of motivating others.

The key to motivating a person into action lies in knowing which of these needs is most prominent in that person at a particular point in time. Motivating forces are not universal. They are subjective and can change at a moments notice as priorities change. What motivates today may seem hollow and useless tomorrow.

Needs and Priorities

Every motive we have for action arises from a need and our desire to satisfy it. When your body is hungry, it signals your brain, and you feel the need to eat. Your hunger creates a need to satisfy your discomfort by eating. If you ignore this feeling of hunger, it increases in strength until it overshadows any other motives that may have been taking precedence over it.

Motives come in many varieties and change throughout your lifetime. Motives can also change over the course of an activity. You may take up aerobics to lose weight and find that you actually enjoy the class. Soon, personal fulfillment becomes your primary motive and weight loss is a secondary benefit of your new hobby.

Actions Rewarded

In its most simplified form, motivation is based on motives and incentives. Motives are desires or needs that originate within you. Incentives are rewards that, when related to motives, become motivating. For example, if you want to lose weight, you might create the incentive of promising yourself new clothing when you can fit into a smaller size. If you like shopping and wearing new clothes, you may be highly motivated by this incentive. If you are not particularly fashion-oriented, this incentive probably would not motivate you.

To create a strong incentive, your reward for achieving a behavior must be directly tied to the motive for action. Your incentive also must be attractive enough for you to endure the required sacrifice to earn it. The excitement of reaching your goal and attaining its corresponding reward gives you endurance you might not otherwise have.

Choosing a Reward

When choosing an incentive, bear in mind that people can respond differently to the same stimulus. Simply because a car dealership advertises big discounts on its new cars does not mean every person in town will hasten to the dealership to take advantage of the offer. Each potential customer must first have a corresponding motive — he or she must be at least remotely in need of a new car.

A tantalizing reward alone does not motivate people to act. We are bombarded daily by hundreds of incentives to take action, yet react only to those for which we already have an underlying motive.

Often, the value of a reward is not in the reward itself, but in the emotional fulfillment that comes from receiving it. A child will happily do his chores to get smiley-face stickers applied to his chore chart at the end of the day. The smiley faces themselves are insignificant, but the love and approval that they signify are invaluable.



The key to motivating a person into action lies in knowing which of these needs is most prominent in that person at a particular point in time. Motivating forces are not universal.

At times, the line between motivating and manipulating may seem to blur. When does the positive action of motivating become the negative action of manipulating? Manipulation is the act of deceiving someone into doing something he might not otherwise do. Motivation is the act of encouraging someone to do something he needs

continued on page 22.



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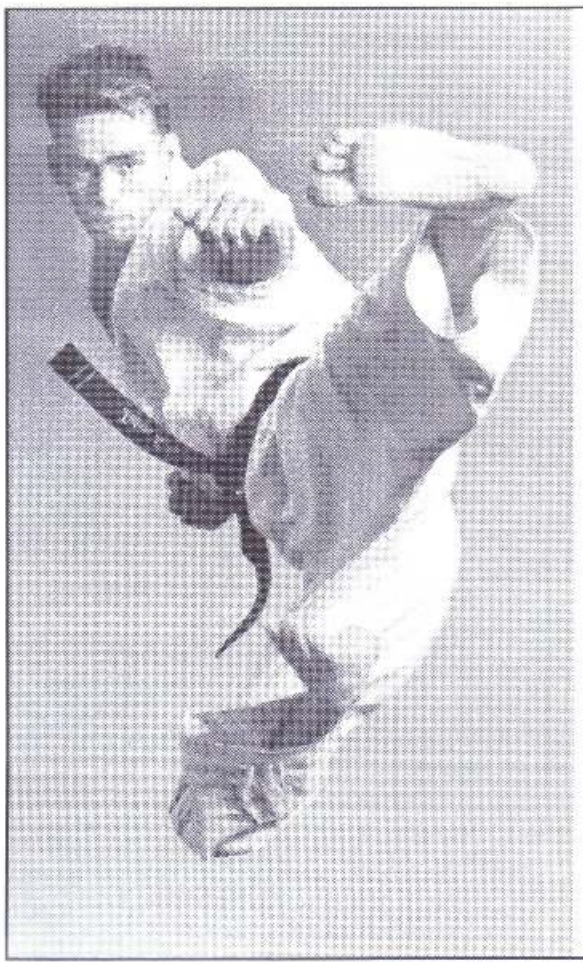
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will happen is that you'll also spend more, so that in reality, your income-to-debt ratio hasn't changed at all. You have worked harder that week, but obviously not smarter.

Statistics are very important. You must know where customers come from and why, as well as what customers "cost." Also, you need to have a clear and precise breakdown of your expenses. These expenses are not to be arbitrary — they must be within your budget. I realize that these areas of business are, to some, boring, but nonetheless, they are the foundation of your enterprise.

So, when researching for that franchisor or industry association, make sure that they can be of help in these areas, as well. This is hard for me to say, because I am from a strong marketing background. I have the attitude that if you don't have the customers, then you don't have to worry about the books, because there will be no business with books.

What I have learned — partly through the University of Hard Knocks — is that, all areas of business are important, not just the ones that hit your hot button. And for this reason, you want to beware of that slick-talking salesperson who just focuses on hitting your hot buttons. Make sure that whomever you align your business with, they have covered all business disciplines. Take the time to investigate before you invest.

Never make financial decisions that will affect your future, as well as your families', when you're emotionally consumed. It's like going for that third- or fourth-degree black belt — FOCUS, FOCUS, FOCUS: Remember what the objective is.

One more thing. When investigating what group to get involved with, there are a lot of "deals" out there: franchises, licensing programs, consulting services, management services, industry associations, etc., etc. My point is, be sure that "what it is, is really what it is."

When Is a Licensing Program Actually a Franchise?

It infuriates me to see people out there being totally misleading and irresponsible. Franchising is, by far, the most legalistic, and regulatory of all business structures. A franchisor must comply with a myriad of both state and federal laws. This can be very costly. Legal fees alone to draft and register these Offering Circulars can sometimes cost tens of thousands of dollars.



Virtually all operational procedures sold as licenses or franchises are available from other sources without giving up your school's identity.

As a result, some of these folks choose to not call themselves a franchise. Instead, they use words like "licensing" to avoid the legal responsibilities. As a consequence, they do not prepare the proper disclosure documents.

A disclosure document is information that, by law, must be disclosed to you by the franchisor prior to you signing on. For example, they have signed up 25 new studios in the last three months, but they also had eight close down during that same period. Or, they leave out pertinent financial information. Both could be very crucial in your making an intelligent business decision on whether or not to join their program.

Refer to last month's article, if you feel like the opportunity you're investigating might actually be a franchise. Then check with not only your attorney, but also with your state regulatory agencies, as well. There are 18 states that require some kind of formal registration of the franchisor's offering. Where formal registration is not required, the state usually has "business opportunity" laws that will be of help to you, the investor.

Knowing exactly what you have invested in will determine how best to get you out of the program. So please, make sure that you check with the proper regulatory agencies to determine this point for you. Do not just merely accept the word of a salesperson. He/she would have you believe that what you have invested in is a Co-Op or a licensing deal, etc., etc.

Recognizing this deception is critical. If someone had smooth-talked you into investing several hundred or several thousand dollars into something they call a licensing program, that in reality is a bonafide franchise, then with some help from the state and/or Federal Trade Commission (FTC), you should be able to get out of the Agreement very easily.

How do you know if what is presented to you as a licensing program is, in fact, a franchise and, as such, bound by FTC regulations? Here are two critical factors that define a franchise, regardless of what it's called:

1. You are required to use a common name such as XYZ Martial Arts.

2. Your initial investment exceeds $500.

If, in your case, this is true, it is the responsibility of the person who sold this to you to provide a UFOC (Uniform Franchise Offering Circular) document that contains 23 items pertaining to the offering. The document typically runs about 35 pages and is required by law. If you did not receive such a document, then that is a red flag. You should immediately contact your state regulatory agency and notify them of the situation.

Also, if they are acting as a franchise company, and referring to themselves as such, but fail to properly disclose it to you, then that also could be grounds for immediate termination of any Agreement.

For example, you begin talking to someone about his franchise offering in the airport in Illinois and find out his company is

continued on page 24

a view from the inside

SUPERIOR INTERIORS

Jim King's American Karate Academy – Altamonte Springs, FL



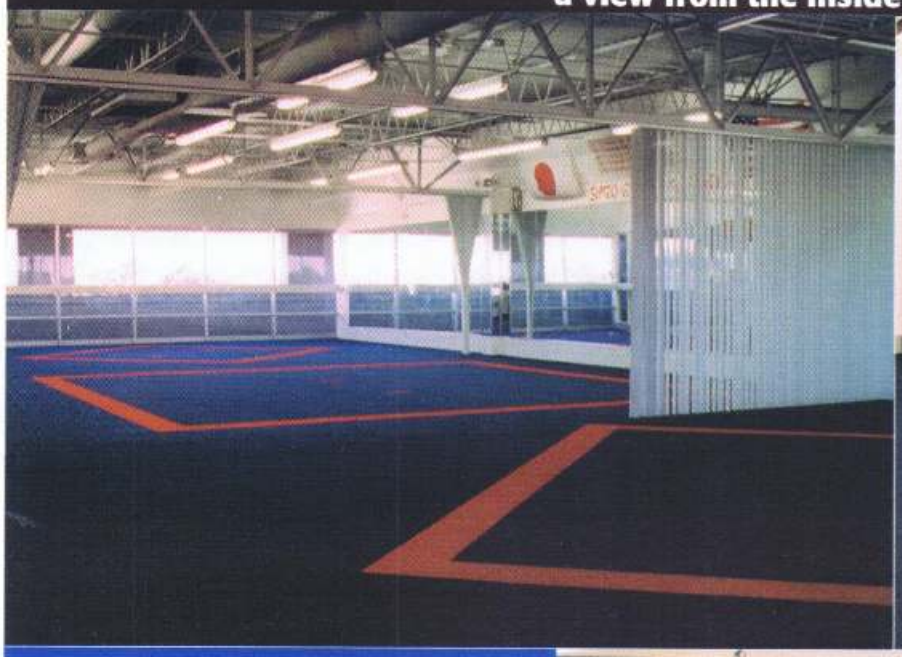


David Wantling is a martial arts photographer who specializes in student body photo packages. David has offered to shoot the interiors of some of the schools that he visits so we can share the design ideas with our readers.

This month's featured school is Jim King's American Karate Academy of Altamonte Springs, Florida.

If you would like your school featured in "Superior Interiors," please submit large, color transparencies or slides for consideration to: Interiors, c/o *Martial Arts Professional* Magazine, 3950 3rd Street North, Suite C, St. Petersburg, FL 33703. Photographer David Wantling can be contacted at (904) 571-0223. ■

a view from the inside





SUPERIOR INTERIORS

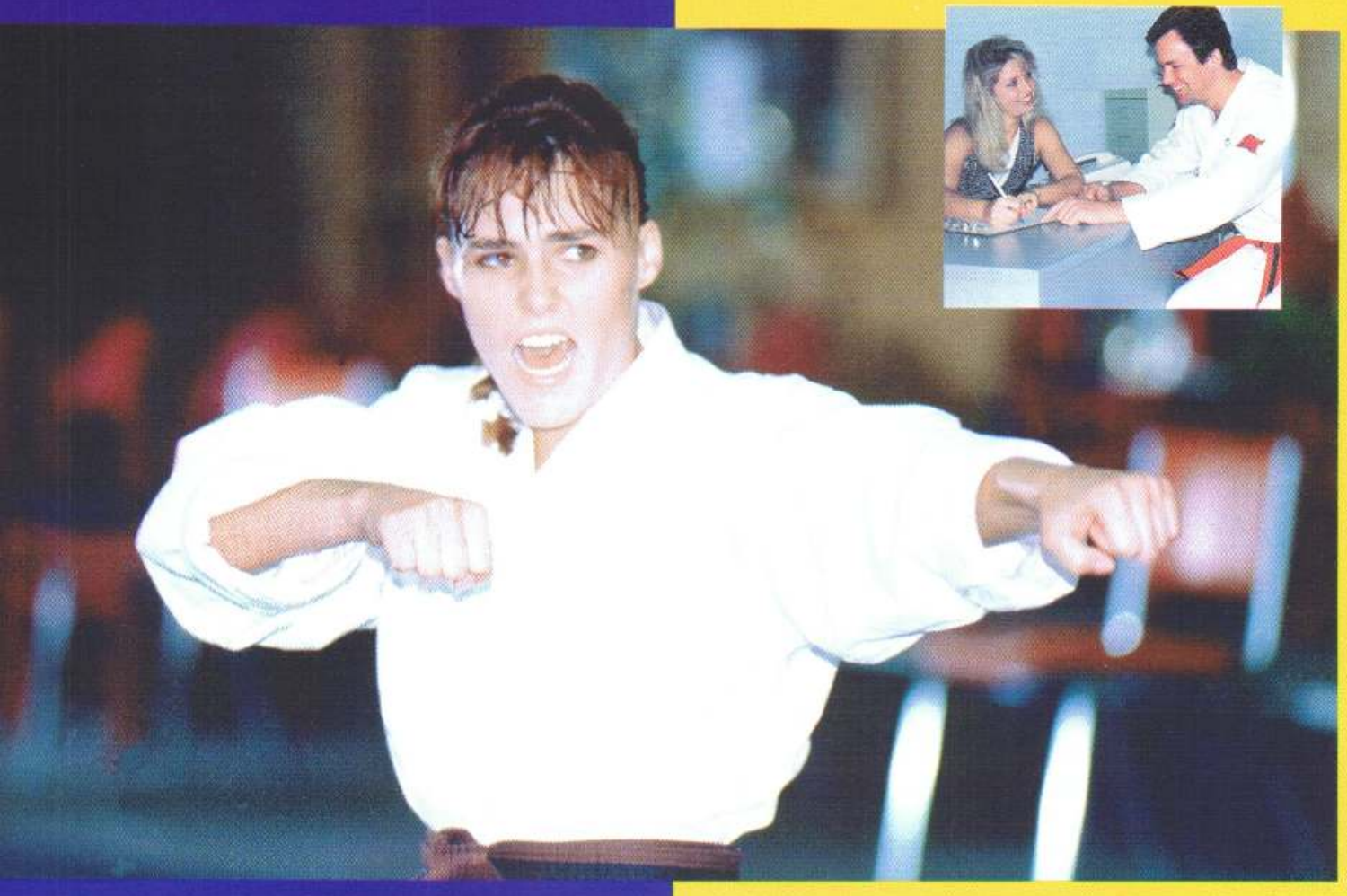
Good lighting, exciting colors, and a clean open space give Jim King's American Karate a professional appeal that is conducive to training high volumes of students. Multiple heavy bags, a classroom partition, and efficient storage space insures maximum efficiency for every square foot of the facility.







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s martial artists, most of us didn't decide to get into the martial arts business because we nought it was a quick way to get rich. We chose this life because we love to teach and we love o train. However, the reality is that a Martial Arts School is a business, and you can't make it in his highly competitive business without growing revenues, new students, and without con-tantly marketing and prospecting to make your school grow. That's why the National Associa-on 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!

Benefits of NAPMA Membership

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

• Camera Ready Ads That Get Results!



NAPMA has contracted a team of professional design experts to provide you with the most powerful ad campaigns our industry has ever seen, all camera-ready, and designed to get results fast! Our marketing strategies get results, and we do all the design, copy, and research work for you, leaving you free to concentrate on providing quality training.

• National Black Belt Club Renewal Program

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.

• Video Training Seminars for You and Your Staff

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.

• Professional Designation

Only NAPMA member schools receive the authorization to use the designation, "Member: National Association of Professional Martial Artists" on their marketing materials, ads, business cards/letterhead, and even on the school itself. This designation shows your affiliation with a nationally recognized professional organization and speaks volumes to the public about your commitment, integrity, and concern for your school and your students.

• Toll-Free Consulting Hotline

The NAPMA hotline is there as your link to getting the most from the NAPMA program material, videos, Black Belt Club program, and all aspects of NAPMA membership. School owners have told us time and time again, how important this toll-free access is.

• Cutting Edge Developments

As a NAPMA Professional member you will have the opportunity to implement many of the latest, cutting-edge marketing strategies months before your competition even knows what hit them.

An example is NAPMA's exclusive new Cardio-Karate™ and Cardio-Kicking™ programs. With this new program NAPMA schools will be the first in their area to take advantage of this exploding new market. Our exclusive Cardio programs, provided to NAPMA member schools at no additional charge, come complete with ads, marketing ideas and video curriculum examples so you can launch either program in your school right away.

• In-House Promotional Events

These can be very lucrative (potentially generating thousands of dollars in additional monthly profits) and easy to produce. We'll provide you with step-by-step instructions, ready-made ads and flyers for successful in-house promotions for student retention and additional profits.

• Networking With Other Member Schools

Many school owners find this an invaluable resource; the ability to instantly have a common bond with another member school and to interact on a variety of issues, techniques, and challenges all schools face in today's marketplace.

How To Become A Member



NAPMA Professional Membership includes a monthly support program that provides you with:

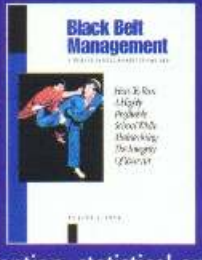
- A three-part video seminar each month
- Separate Audio Tape Seminars
- Camera ready advertisements that get quick results
- Proven Retention techniques and strategies
- Pre-designed marketing campaigns
- Authorization to use the NAPMA member designation on your printed materials
- In-house NAPMA sponsored promotions for student retention and profit
- The National Black Belt Club
- Newsletter
- Travel Discounts
- Toll-free consulting hotline to help you get the most from the material and much, much more.

NAPMA membership is affordable for every school

NAPMA membership is an ongoing monthly subscription at $99 (+$3 shipping). There are no contracts and you can cancel at any time. If NAPMA helps you enroll just two more students and they stay in class, your yearly membership is paid for by their tuition. That's not two students per month; that just two students period! That's only $23 per week for all of the value of the NAPMA Professional membership.

NAPMA Start Up Kit is Only $99 (plus $10 S&H)

The NAPMA Start Up Kit includes a sample month's material plus two bonuses:



Bonus #1—THE BLACK BELT MANAGEMENT MANUAL (Retail $149.00)
This fully illustrated guidebook to operating a successful school is considered to be the best book ever written on the subject.

Bonus #2—THE NAPMA RETENTION AND FINANCIAL CONTROL SYSTEM
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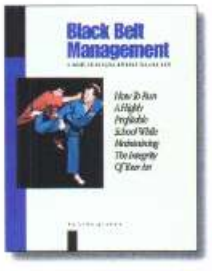


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OPINION

SQUARE OFF

Q. Should you encourage your students to compete in tournaments?

PRO-TOURNAMENT *By Tony Cogliandro*



Sport karate is a very important entity to offer in any studio! It has always been a major part of my 23 years as a competitor, official, promoter and sport-karate organization head.

While most students don't compete, each school should offer sport karate classes and have a tournament team. By diversifying your school in this way, no student should be turned away.

Students gain much knowledge from competing — increased self-confidence is the major one. Most cities offer only team sports and some kids are just not good enough to play. Conversely, sport karate is an individual effort; everyone can play. Besides children, it is a great sport for adults. It is also exciting to travel to different events for many children and adults alike.

While some events are not run very well, there are some very well organized, safe events with fair judging, etc., such as in the NASKA (North American Sport Karate Association) and KRANE (Karate Referees Association of New England) organizations.

In my area, greater Boston and Northern New England, 75% of the studios do not participate in sport karate! Why? Here are a few reasons:

1. They may not teach sport karate.

2. They feel their students are not good enough to compete against the level of competition out there.

3. Many consulting and/or billing companies advise their schools not to go to open tournaments because they should not encourage students to spend any money on martial arts except in their own school. (This I totally disagree with, but it is very true.)

4. Instructors will not allow their students and parents to view quality martial arts at tournaments simply because they are teaching sub-quality martial arts — and risk students/parents putting them on the spot by asking embarrassing questions!

Lastly, the important thing to remember is that martial arts and the tournaments were very close in nature in the 1960s, '70s and even in half of the '80s. By this I mean that more traditional forms were used and the fighting was much harder.

Now, in the '90s, the sport and the art have moved very far apart as two separate entities. Training for the sport is considered separate from the art.

Instructors need to realize that big changes have been — and will be — made, all for the better. ■

Tony Cogliandro, a 6th-degree black belt in American kenpo (Parker) karate, is president of the Krane World Ratings and president of American Kenpo International with over 50 schools worldwide. He is also president of Tony Cogliandro's Kenpo Karate Studio chain in Massachusetts. He has promoted the Boston International Karate Championships since 1980.

ANTI-TOURNAMENT *By Kathy Marlor*



After competing in state, national and world-championship martial arts tournaments, one may assume that I would encourage my students to compete. No way.

The first reason I don't recommend tournament participation is that some students base their self-esteem on the results of competition. Just as you are making progress with a student in developing his confidence, you roll the dice and send him off to an event that you know is usually a bad experience.

If he loses or is cheated, he may place blame upon himself, his instructor or other circumstances. It makes my job much harder. Many students do not possess "unconditional self-esteem."

Next is the threat of injury. Tournament contact rules are not always enforced consistently ring-to-ring. I've seen too many splattered noses and cracked ribs to risk that for my students.

Beginning and intermediate students are seldom ready for that intense level of contact. Especially when they read in the rule book that, "No face contact and moderate body contact will be enforced," and it isn't. I've had students miss months of class due to a tournament injury, and some never came back to class. That's why we only encourage in-house tournaments. We have much more control over the event and the enforcement of rules.

We try to teach students and parents that everything we do in martial arts is based on courtesy and respect. At our in-house events, we can maintain a standard of martial arts etiquette. Yet, time after time at open tournaments, I've witnessed adults yelling at kids; competitors cursing at judges; parents fighting with other parents; etc.

Although, I'm sure there were many fine examples of respect throughout the day, the bad examples stand out in my mind and that of my students and families. It's embarrassing having to explain to a student why an adult black belt acted like a spoiled child. That behavior also can be disillusioning to a student who upheld and believed in the black belt ideals that we teach.

Finally, tournament entry fees equal about one-half of your school's tuition. Add in traveling expenses and you may have several months worth of tuition leaving your school. Many students have a limited budget for martial arts. I want to make sure they are getting the most return for their investment. That return comes in my classroom, where it's safe and the only temper tantrums are being thrown by the two-year-olds in the viewing area. ■

A former world champion, Kathy Marlor won the 1991 World Open Tae Kwon Do Championships in Liecester, England; the 1990 silver medal in light-contact sparring at the WAKO World Championships in Venice, Italy; and was a 1990 WAKO National Light-Contact Champion. She is the owner of USA Karate in St. Petersburg, Florida.

What do you think? email us at NAPMA@aol.com • Fax us at (813) 895-1235 • Mail: 3950 3rd St. N., Suite C&D, St. Petersburg, FL 33703

What Motivates?

Below is a list of motivating needs and actions that ignite people to action. An asterisk is placed beside those that are usually manipulative, and therefore negative, motivators:

Achievement	Happiness
Acquisition	Harmony
Advancement	*Hatred
Affiliation	Information
Ambition	Involvement
*Anger	Learning
Attention	Love
Autonomy	*Money
Balance	Notoriety
Belonging	Order
*Betrayal	Peace
Camaraderie	*Politics
Challenge	Power
Change	Praise
Closure	Prestige
Compassion	*Rebellion
Confidence	Recognition
Consistency	Redemption
Construction	Respect
*Control	Responsibility
Cooperation	Resolution
Creation	Retention
*Deception	*Revenge
Decisiveness	Security
Defense	Self-Improvement
*Desperation	Self-Worth
Education	Sharing
*Ego	Simplicity
Enjoyment	Status
Esteem	Stress Relief
Excitement	Support
Fairness	Time
*Fear	Trust
Forgiveness	Unity
Freedom	*Vanity
Giving	Victory
*Greed	Vision



Students have varied needs and desires. What one student perceives to be an award may not have any effect on another.

Intrinsic Vs. Extrinsic Reward

There are two classes of rewards that motivate people to act: intrinsic rewards and extrinsic rewards. Intrinsic rewards are the intangible feelings we have that motivate us, like happiness, recognition, fulfillment, love, understanding, peace and acceptance. Intrinsic rewards are the most fulfilling and powerful for long-term motivation. They are also the most difficult to bring about because they require an active investment of emotional energy.

Extrinsic rewards are tangible materials that motivate us including money, awards, promotions and gifts. Extrinsic rewards are easy to give and are powerful short-term motivators. The drawback is that they become addictive. Once you are motivated by an external reward for an action, you expect it the next time you perform the same action. And worse, as the novelty wears off, you may begin to expect more rewards for the same amount of effort.

Conditioned Response

Motivation is often the result of social conditioning and experience. Most adults are motivated to work for money because they know it can be exchanged for material possessions that they value. The paper itself is not actually different from other paper, but we are conditioned to value money and learn to become motivated by it.

If you want to test this theory, give a ten-dollar bill to a one-year-old and she will probably rip it to pieces for the fun of it. Give it to a seven-year-old and she will be off to the toy store.

Motivation also can be negatively ingrained through experience. We tend to transfer experiences of failure from one area of our life to another. A young man who has experienced failure in successive jobs may be averse to going back to school for more training, assuming this too might fail. Although his lack of training might be the reason for his job failure, he resists getting the education he needs because he associates all work-related tasks with failure.

Theories of Motivation

There are several accepted theories of motivation. While this book is not a scholarly text that subscribes to any one theory, understanding the background of motivation theory can help you apply the ideas presented in the following chapters.

The Behavioral Theory, probably the

most commonly known motivational theory (everyone who has ever taken a high-school psychology course is familiar with Pavlov's salivating dogs), states that desired behaviors recur when reinforced and that people can be influenced to behave like others whom they see rewarded for such behavior. According to the Behavioral Theory, one person can motivate another person simply by rewarding desirable behavior and punishing or ignoring undesirable behavior.

While we all know that this works for training pets, humans are more complicated. Humans have varied needs and desires and what one person perceives to be a reward may not have any effect on another. And there is always the risk that the desired behavior, once established, will disappear once the rewards cease.

The Cognitive Theory suggests that people are most motivated by things that pique their curiosity and are interesting or fun. This theory relies heavily on intrinsic motivation and the desire of the individual to answer a question, fulfill a need, or achieve competency in a subject. It does not, however, account for the reasons that people endure intense or prolonged suffering (neither interesting nor fun) to achieve a goal.

The Humanistic View is based on Abraham Maslow's idea that people have a fundamental drive to fulfill certain needs in a specific order. The basic human needs, according to the theory, are physiological satiation, safety, belonging, esteem, self-actualization, understanding, and aesthetic. As a level of need is quenched, a new level is approached and the quest to satisfy begins anew.

The Achievement Theory states that people develop a need for achievement and seek to fulfill that need while avoiding the possibility of failure.

While each theory has merits and applies in many real-life cases, a blanket theory to motivate people in every situation is elusive. The sheer number and complexity of variables involved in motivation defy a "perfect answer" or "magic technique." Motivation depends upon having an understanding of people and their wants and needs. Your ability to identify and fulfill these fundamental needs is the key to being a successful motivator.

"1,001 Ways to Motivate Yourself and Others," by Sang H. Kim, Ph.D., is available through Turtle Press of Wethersfield, CT, for $9.95. Call (800)778-8785. ■

Motivation or Manipulation?

At times, the line between motivating and manipulating may seem to blur. When does the positive action of motivating become the negative action of manipulating? Manipulation is the act of deceiving someone into doing something he might not otherwise do. Motivation is the act of encouraging someone to do something he needs to do, but may not be able to initiate or complete on his own. When you motivate someone to do something, you build on his latent intrinsic desire to do it. When you manipulate a person into doing something, you create a false desire to do it.



As an example, imagine a baseball team. The coach of the team is aware that one of his average players has the potential to be a much better player, but is not applying himself to the game. Although the player is always on time for practice and follows instructions, he does not have the emotional commitment necessary to use his full potential. Of course, he wants to play better, but he is not sure how to improve his game.

To motivate the player, the coach gives him a few performance goals to meet in practice, promising him a spot in the starting line-up if he can meet the goals within four weeks. This is an example of motivation. The player wants to improve and the coach provides him with the necessary direction and rewards to spur him on.

On the other hand, consider another team where the coach is not as caring. Instead, he has a personal vendetta against his star outfielder. They have never gotten along and the coach is anxious to be rid of him. The coach approaches an average player and mentions that if he works a little harder, he could have the star outfielder's position. He also mentions, deceitfully, that the star outfielder has made unkind remarks about the player behind his back.

This makes the second-string player angry and vindictive toward the star player. He begins to play little tricks on the star, hiding his equipment, making him late to practice, starting rumors about him, and generally distracting the outfielder from his game. When the star's performance becomes erratic, the coach seizes the opportunity to replace him with the second-string player, his intention from the beginning.

As you can see, manipulation is an unintelligent and negative form of motivation. Eventually, both players will figure out what the coach has done to them and turn against him. Consequently, manipulation is a very short-term answer. It might make the situation better for a short time after which things will get considerably worse.

When motivating yourself or others, it is best to avoid the manipulative motivators [see sidebar list; negatives are designated with an asterisk], since the results generally will be short-term and the problem will resurface when the initial motivation disappears. Consider a real-life scenario in which the motivators are all negative. You work in a large manufacturing company and discover that a long-time rival has applied for a supervisory position in your department. Not wanting to see him advance ahead of you, you decide to apply for the position as well. Although you have little interest in the position, you are not particularly happy with your current job and do not want to be at the mercy of your contemptible colleague.

You are offered the job and accept it, but in a few weeks your rival finds a better job at another company and leaves your department. You suddenly realize that your job is no longer gratifying, now that your rival is not there to see your success. In fact, you now feel just as unhappy and empty as you did in your previous position.

The reason? In short, your motives in applying for the new job were not related to your long-term success, rather to short-term vengeance against someone else. When your rival fled the scene, so did your motivation, leaving you with the same lamentable feelings with which you started. ■

Franchising — continued from page 13

located in California. You are from Minnesota; however, you want to locate the business in Virginia. This could easily cause the franchisor to be required to register this offering in all four states. This is very confusing, so please, don't make quick assumptions. There's usually always a loophole!

Other Alternatives

Now, let's talk specifically about some other possible alternatives — for example, industry associations. The martial arts industry is truly fragmented, and there is a definite need for some kind of cohesive association. The primary objective is to generate more business, so some key points to look for in an industry association would be:

- Accurate industry information. If they're not on the cutting edge, they're of little or no value.
- Sound, prudent advice regarding management philosophies.
- Tried and proven marketing campaigns. You don't want to be used as a guinea pig!



Being hard-sold or intimidated into changing your school's identity into a franchise, or licensed name, is a move you will usually regret.

Franchising is just one of many ways to become successful. Too often in our industry, franchise attempts have been poorly conceived and executed. More often, the franchisor attempts to avoid the legal responsibilities to the schools by calling a franchise a licensing program.

It's up to you to do your homework to determine if you're dealing with a real franchise opportunity or a franchise that's deceptively cloaked, like a ninja assassin, under a different title. However, common sense and the FTC will tell you that "If it walks like a duck and quacks like a duck, then it's probably a duck." ■

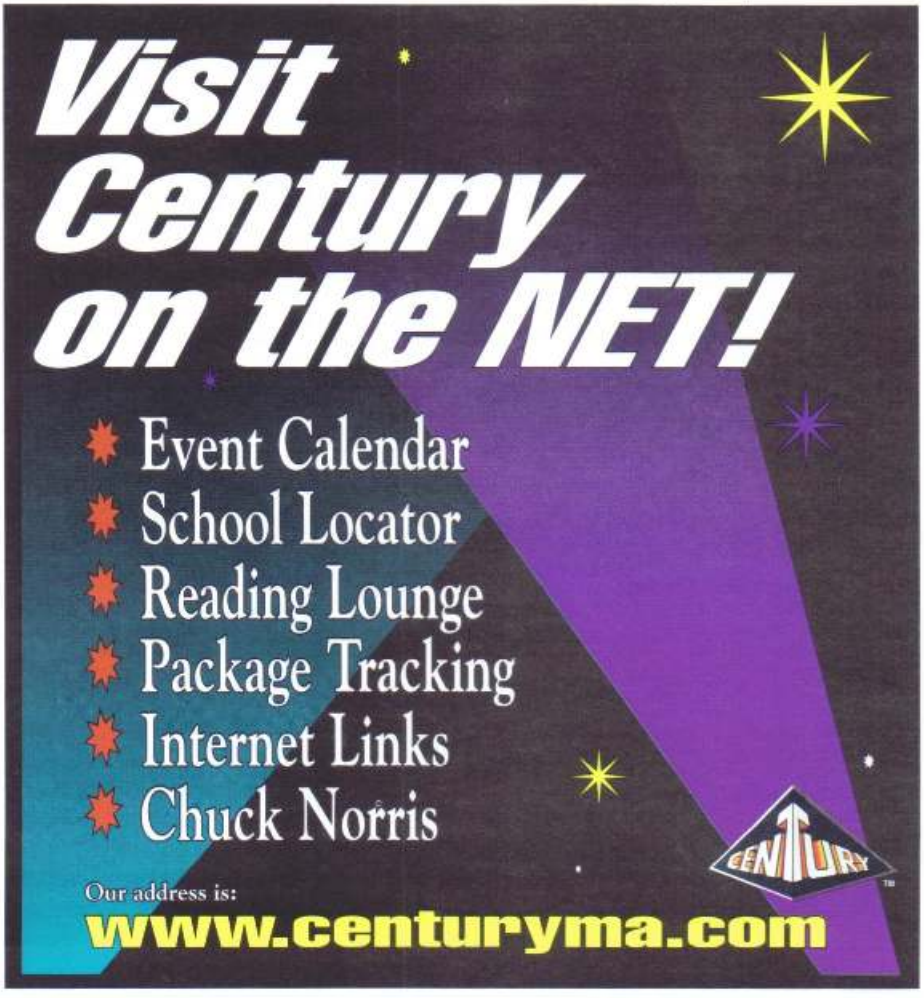
Franchisor Violations

Rule 436 was enacted in 1978 to regulate the franchising industry. Here are some of the common violations pertaining to Federal Trade Commission Rule 436.

Whether or not the franchisor intentionally made such violations is, in this scenario, irrelevant. The fact that violations were made, might very well enable you to terminate the deal.

- *Trademarks. This is usually a simple one. The franchisor says that the mark is registered, but after a little research, you find out that no such registrations exists in Washington, D.C.*
- *Anti-Trust Violations. The parent company requires you to purchase certain goods and services from him, only to find out that you can purchase the same or similar goods elsewhere with the same quality for a lesser amount.*
- *Impatience. The law requires that the prospect is to be delivered a UFOC (Uniform Franchise Offering Circular) at the first face-to-face meeting and at least ten days prior to the payment of any monies.*
- *All documents to be signed are to have all blanks filled in and put in the hands of the prospect at least five days before money changes hands.*
- *Improper Training. Such as materials promised but never delivered; and training days and/or time cut short, i.e., the Agreement says you will receive five days of training, but you actually receive only three.*
- *Territory Infringements. Franchised or company units too close to each other.*
- *Site Selection Assistance. The franchisor talks a good game, but after the Agreement is signed, the only assistance you get is a phone call to a local real estate agent. What happened to those demographic reports and the competition studies that were promised?*
- *Section Seven of the Uniform Franchise Offering Circular (UFOC), Franchisee's Initial Investment. The Circular states the total to be $25,000. However, before it's all said and done, the total is more like $50,000 plus.*

These are just a few areas that require your attention. If you feel like you received a bad deal, please check these issues out. It could mean the difference between spending thousands of hard-earned dollars with attorneys, or allowing the state and/or federal government to fight your battles for you. ■



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"In the letter you are about to read, Bruce was sharing his philosophy of positive thinking. He loved reading all the motivational books by Napoleon Hill, Paul Myer, Norman Vincent Peale, and many others. We shared our philosophy, or belief systems, of martial arts and of life in general."

THE BRUCE LEE LETTERS

BY JHOON RHEE

As martial arts business owners, it's very important we maintain a positive attitude through the inevitable low periods of our careers. Bruce Lee felt very strongly about this. He was a philosophy major in college and an avid reader.

When he wrote this inspirational letter, it was one of the lowest times of his life. I don't mean financially, but rather, spiritually. It was a period of great impatience for him because his entertainment career was stalled and yet he had to try to be active all the time. He was not doing much except teaching private lessons then. He was waiting for the movie, *The Silent Flute*, to begin production.

In this letter, Bruce shares his philosophy of positive thinking. The following paragraph was a very inspirational one in his letter, which I am repeating here because 1) it shows Bruce's intellectual maturity for such a young man; and 2) I find these words very profound and inspirational for me personally.

"My friend, do think of the PAST in terms of those memories of events and accomplishments which were pleasant, rewarding and satisfying. The PRESENT? Well, think of it in terms of challenges and opportunities, and the rewards available for the application of your talents and energies. As for the FUTURE, that is a time and a place where every worthy ambition you possess is within your grasp."

I find the above words very profound and inspirational.

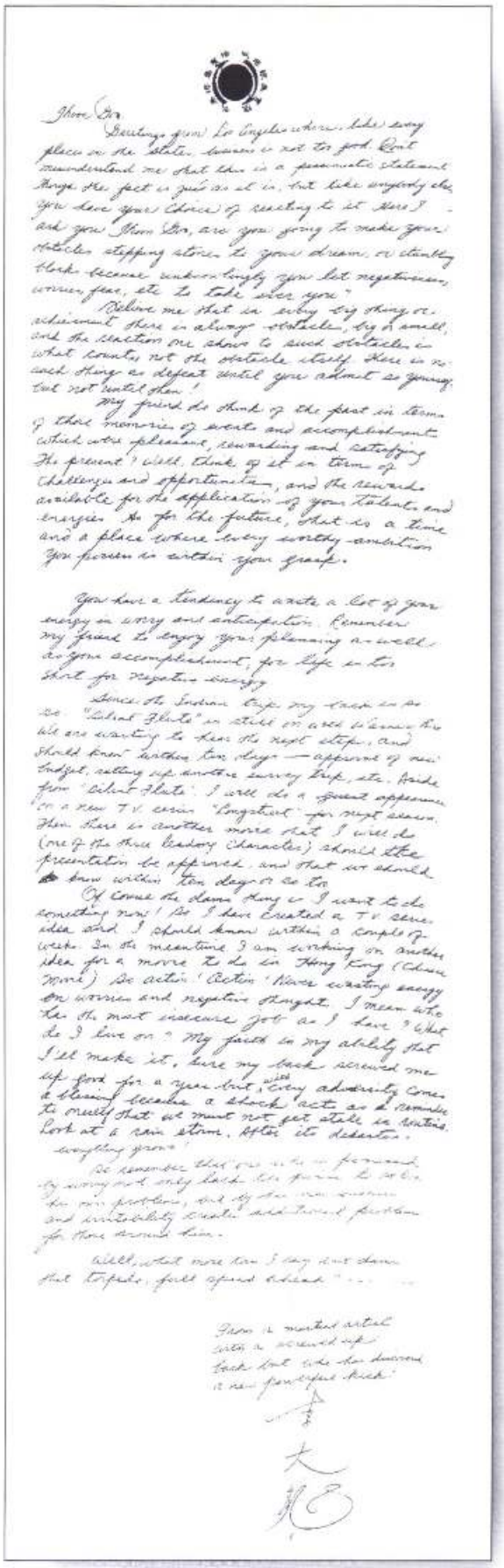
Let's say you opened your own martial arts studio and you had to close the business in six months. Would you be discouraged and quit the business for good, or try again using your past experience as a stepping stone for success?

In order to reach a worthy goal, you may have to fall a few times before reaching that goal. Will you stay down or stand up again and again until you reach your goal? If you stay down, you are permanently defeated. You are not defeated, however, so long as you keep standing back up.



Jhoon Rhee is recognized as the "father of Tae Kwon Do in America." If you are further interested in his upcoming book, "Bruce Lee and I," or in his philosophy, write to him at 4068 Rosamora Court, McLean, Virginia 22101. ■

"As for the future, that is a time and a place where every worthy ambition you possess is within your grasp."
–Bruce Lee



LETTER NUMBER THREE

Jhoon Goo,

Greetings from Los Angeles where, like every place in the states, business is not too good. Don't misunderstand me that this is a pessimistic statement. Though the fact is just as it is, but like anybody else, you have your choice of reacting to it. Here I ask you Jhoon Goo, are you going to make your obstacles stepping stones to your dream, or stumbling blocks because unknowingly you let negativeness, worries, fear, etc. to take over you?

Believe me that in every big thing or achievement there is always obstacles, big or small, and the reaction one shows to such obstacles is what counts, not the obstacle itself. There is no such thing as defeat until you admit it to yourself, but not until then!

My friend, do think of the past in terms of those memories of events and accomplishments which were pleasant, rewarding and satisfying. The present? Well, think of it in terms of challenges and opportunities, and the rewards available for the application of your talents and energies. As for the future, that is a time and a place where every worthy ambition you pursue is within your grasp.

You have a tendency to waste a lot of your energy in worry and anticipation. Remember, my friend, to enjoy your planning as well as your accomplishment, for life is too short for negative energy.

Since the Indian trip my back is so so. *Silent Flute* is still on with Warner Bros. We are waiting to hear the next step, and should know within ten days - approval of new budget, setting up another survey trip, etc. Aside for *Silent Flute*, I will do a guest appearance on a new T.V. series "Longstreet" for next season. Then there is another movie that I will do (one of the three leading characters) should the presentation be approved, and that we should know within ten days or so too.

Of course, the damn thing is I want to do something now! So I have created a T.V. series idea and I should know within a couple of weeks. In the meantime, I am working on another idea for a movie to do in Hong Kong (Chinese movie). So action! Action! Never wasting energy on worries and negative thoughts. I mean, who has the insecure job as I have? What do I live on? My faith in my ability that I'll make it. Sure, my back screwed me up good for a year, but with every adversity comes a blessing because a shock acts as a reminder to oneself that we must not get stale in routine. Look at a rain storm. After its departure, everything grows!

So, remember that one who is possessed by worry not only lacks the poise to solve his own problems, but by the nervousness and irritability creates additional problems for those around him.

Well, what more can I say but damn that torpedo, full speed ahead!!—

From a martial artist
with a screwed up
back but who has discovered
a new powerful kick!

Bruce

MASTER'S DEGREE

instructions for instructors

by Tom Callos

three more keys to teaching excellence

Last month's column covered three aspects of giving better student service. By planning classes, networking for ideas, and soliciting feedback, a good instructor becomes an excellent one. The three points outlined this month are aimed at the same target, but from a slightly different angle: self-improvement.

1) Continue Your Education

"The times, they are a changing," was a popular anthem in the 1960s. It could be the theme song for the martial arts in the 1990s. It seems like just yesterday that jujitsu was the ugly stepsister of karate, a funding company was a bank, and lawsuits against instructors were as rare as death-touch tournaments.

"Students quit for a variety of reasons– just when you get one cause whipped, up pops another."

Today, schools with more than 200 students, which used to be as scarce as feathers on fish, are now as common as blackbirds. Consumers know more about the martial arts, fitness and exercise. They've seen Ultimate Fights and know their consumer rights. To keep the metamorphosis from making us tap-out, we need to arm ourselves with the ultimate-ultimate weapon.

No, not Rickson Gracie, I'm talking about education. It's the tool that keeps change a friend, instead of an adversary. Unfortunately, many martial arts teachers are trying to survive in today's market with yesterday's knowledge. The good news is that the means with which to get educated are more abundant and accessible than ever before.

If you think that education is expensive, think again. Here are three low-cost suggestions for teachers to begin expanding their knowledge. The definitive goal is to provide better service by teaching smarter, not harder.

1) Attend a one-day Franklin Time Management Seminar (1-800-654-1776) and use their day planner. "I don't have the time," is no longer a valid excuse. The folks at Franklin teach how to find the time to accomplish everything you need and want to do.

2) Read *Shape Magazine, Men's Fitness, Women's Sports and Fitness, Men's Health, The Physicians and Sports Medicine, Parenting, Time, Fitness Management, Inc.,* and *The Harvard Business Review.* Thumb through these magazines once a month for a year (at the local library, where they are cost-free). You'll learn more about health, fitness, management, and parenting than you've probably learned in the last decade. If there's a proper or improper exercise, a new trend, a men's or women's health concern, or any other newsworthy event, these publications will cover it, and you'll be a better teacher for knowing it.

3) Go to at least one martial arts instructional seminar a year. Attend no less than three regional teacher's seminars and one national convention (I suggest Educational Funding Company 1-301-654-8677 or NAPMA 1-800-973-6734), and visit a minimum of four other martial arts schools larger than your own. Treat the cost as research and development.

2) Follow the Golden Rule

The Golden Rule — treat others as you would like to be treated — is as familiar and common a saying as any in the world. It may also be the most broken rule in human history. Many instructors make their students endure physical and verbal abuse that they would find unacceptable if they were getting it, instead of giving it. Thousands of students drop out every year for that very same reason.

A courteous "please" and "thank you" added to instructions does nothing but ingratiate. Add a smile and speak with a tone that says, "I'm here to help you," rather than, "I'm here to torture you," and you've transcended to a new level of professionalism. Never have a student do anything that you wouldn't be happy to do yourself.

If you've always taught that way, then congratulations! For those of us who learn a little slower, congratulations, too, on finally coming around.

3) Stay in Tip-Top Shape

"The three keys to excellent physical health are a good diet, proper exercise, and rest. The three corresponding keys to excellent mental health are a diet of words of inspiration and wisdom, proper exercising of one's personal creativity, and mental rest through meditation."

— Grandmaster Jhoon Rhee

Maybe you're not as fast as you used to be, or you don't kick as high, but it's not a license to quit training and learning. Being in good shape is the mark of a professional. Need some role models? Look at Jhoon Rhee (65 years old), Ernie Reyes, Sr. (50), Joe Lewis (52), Bill Wallace (51), Graciela Casillas-Boggs (40), Wally Jay (79), Dan Inosanto (60) and Billy Blanks (41), just to name a few. Every one of these black belts is a living example of the benefits of the martial arts. Being fit will inspire your students and create a deeper sense of commitment in them. It also makes you feel better about yourself.

Next month, Master Ernie Reyes, Sr.'s Four Laws for Excellent Teaching. ■

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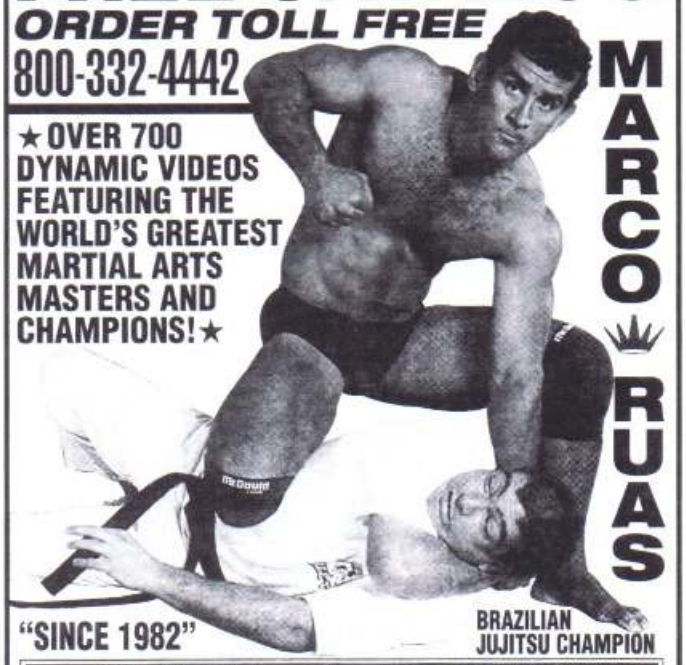
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In Your Corner

By David Wahl

gaining confidence in retailing products

I was at a holiday gathering recently and got into a conversation with a group of people regarding the value of martial arts training. A woman in the group proceeded to tell me about a model mugging program she had taken six months earlier that provided a grand total of eight hours of instruction. She looked me in the eye and defiantly stated how with her 'extensive' training she was now a lethal weapon that no one would dare mess with. Not to be outdone, I told her of a four hour seminar I had taken on flying small aircraft and invited her to join me on my first flight. (She declined.)

As martial artists we know that the secret to mastering martial arts is simple - lots of hard work and hours of practice. There are no short-cuts. No quick fix. Skilled martial artists are not created in eight hours let alone eight months. But while we understand this fundamental point as it relates to martial arts training we throw it out the window when it comes to our expectations of becoming a retailer of martial art products.

Yet the secret to success in retailing martial arts products is the same. Lots of hard work and practice. To become proficient at retailing products we have to practice it every day just as we had to practice to become proficient in the martial arts. The more we do it the better we get at it. In the words of Cal Ripken when asked what the secret of his success was, "There is no easy and secret way to do things. It is only hard work and preparation that leads to confidence."

Martial artists are not afraid of hard work - that is a given. It is one of the core requirements for anyone seeking to become a black belt. So why then do so many instructors struggle with the retailing of martial art products? Quite simply, they lack confidence. Confidence in their knowledge of how to retail products. Their confidence is in what they know how to do - which is to teach! Confidence that was born out of years of practice. But the retailing of martial art products beyond selling a uniform or sparring gear is new for most instructors. They have no experience at it. To get good at it they have to practice it. The old axiom remains true - practice makes perfect.

Unfortunately we tend to practice what we are already perfect at. We gravitate towards the things we already know how to do and shy away from the things we don't. It's human nature. How many times have you had to get on to your students to kick with their weaker leg or punch with their weaker hand rather than the one they feel most comfortable with? It is an issue of confidence. We have confidence in our abilities as martial art instructors. But when it comes to retailing martial arts products we often feel out of our element. We lack confidence. Confidence that only comes with practice.

To be successful in retailing you have to take the first step — which is to decide that you are going to be in the business of retailing products. Then immediately jump in and start swimming. Do not wait until you have talked to every retailing guru or attended every seminar or bought every book ever written on the subject of retailing before getting started. While all those things may provide you with great insight the most important step towards being successful in retailing is to Just Do It. There will be lots of people along the way who can provide you with support, but what they have to offer will make a lot more sense if you are on the inside looking out rather than standing on the outside looking in.



Are the financial rewards worth the effort? ABSOLUTELY!!! One school in Illinois with 400 students and a Sportmart nearby did over $10,000 in retail sales in just three hours on a Sunday afternoon this past November. (If you don't believe me call me and I'll send you a copy of an article written by this school explaining how they did it.) Their success was the result of a lot of planning and yes, hard work. But as I tell schools every day, any school that has students already has the most important ingredient they need to do well in retailing products - a captive audience.

Don't wait any longer. Today is a good day to start yourself on a path that leads to success in retailing martial art products. To not take advantage of the opportunity is to deprive your students of the products they want and you from the revenues that come from those sales. What are you waiting for? ■

David Wahl, recently named vice-president of Century Martial Art Supply, joined the company in 1988. He has played an integral part in the development of new programs and services for Century's wholesale customers.

historical perspective



DATES WITH DESTINY

celebrating prominent people and events for february

By John Corcoran

Celebrity Birthdays

Feb. 1st
Walter Todd, 70
Karate Pioneer

Feb. 2nd
Bob Chaney, 54
Tae Kwon Do Instructor/Businessman

Feb. 5th
Tadashi Yamashita, 55
Karate & Kobudo Master

Feb. 7th
Tom LaPuppet, 59
Karate Champion & Administrator

Greg Baker, 32
Tae Kwon Do Champion

Feb. 9th
Arlene Limas, 31
Olympic Tae Kwon Do Champion

Feb. 10th
Bruce Terrill, 55
Martial Arts Pioneer

Feb. 12th
Gary Alexander, 59
Karate Pioneer

Ernie Reyes Sr., 50
Martial Arts Pioneer & Champion

Feb. 14th
Steve Fisher, 44
Karate Forms & Semi-Contact Champion

Feb. 16th
Derek Panza, 26
Semi-Contact Karate Champion

Feb. 20th
Rod Speidel, 48
Tae Kwon Do Black Belt & Editor

Feb. 21st
Joe Corley, 50
Karate & Kickboxing Pioneer & Promoter



Joe Lewis, seen here teaching, became the first professional karate fighter when Jim Harrison paid him "one dollar" for winning the 1st World Professional Championship in 1968.

Feb. 22nd
Richard Chun, 62
Tae Kwon Do Pioneer

Mike DePasquale, Jr., 44
Martial Arts Writer & Author

Feb. 24th
Mike DePasquale Sr., 72
American Jujutsu Pioneer

Ralph Castellanos, 62
Kenpo Karate Master

Shawna Larson, 23
Tae Kwon Do Champion

Feb. 25th
Dr. A. Jose Jones, 65
Karate Pioneer

Feb. 27th
John Sharkey, 41
Sport Karate Promoter

Richard Plowden, 37
Semi-Contact Karate Champion

Historic Arrivals/Departures

Feb. 1871
Okinawan Karate Pioneer **Choki Motobu,** a legendary rugged fighter, was born on an uncertain date this month.

Feb. 21, 1901
Ryuho (Yoshinobu) Okuyama, the founder of Hakko-ryu Jujutsu, was born in Japan. He died in 1987 at age 86.

Feb. 2, 1965
Brandon Lee, son of Bruce Lee, was born on Feb. 2 in Los Angeles. An actor, he died in 1993 from an accidental gunshot on a movie set; he was 29.

Feb. 1968
Jim Harrison staged the **1st World Professional Karate Championships.** In principle, at least, this was the first professional tournament in the history of American karate. Harrison conducted the event in his Kansas City dojo. Many top fighters were invited, but in view of Harrison's permissive rules, which endorsed heavy contact, only six fighters participated. They were Joe Lewis, Bob Wall, Skipper Mullins, J. Pat Burleson, David Moon, and Fred Wren. Several fighters suffered broken ribs and noses and were forced to forfeit. Lewis won the title, becoming karate's first "paid" professional fighter when Harrison awarded him the token sum of one dollar!

Feb. 18, 1973
Haumea Lefiti, a Polynesian-American Kung-Fu Pioneer, died. He was 43.

Feb. 2, 1974
Highlights of the final semi-contact bouts at **Allen Steen's U.S. Karate Championships** in Dallas were broadcast on ABC-TV's "Wide World of Sports," marking the first time karate matches aired on this prestigious show.

Feb. 7, 1976
PKA World Middleweight Champion **Bill "Superfoot" Wallace** became the first karate athlete ever to participate in ABC's "Superstars" competition. Wallace appeared in the third set of eliminations on Jan. 31 (which was broadcast nationwide on Feb. 7). Wallace placed in two events, but finished only tenth out of 11 entrants in his elimination series, besting Lynn Swann of the Pittsburgh Steelers. Despite a disappointing finish, it was an extraordinary endorsement for the sport of karate.

On Feb. 8, in Atlanta, GA, PKA World Light heavyweight Kickboxing Champion **Jeff Smith** won a unanimous 9-round decision over Canada's **Wally Slocki,** in a nationally-syndicated TV broadcast.

Feb. 16, 1985
In Atlantic City, NJ, PKA Heavyweight World Kickboxing Champion **Brad Hefton** won a 12-round split decision over **Tom Hall** in a live broadcast by NBC-TV. ■

sales and marketing

SAVED BY THE BELL

the abc's of the martial arts business

By Rick Bell

Last month we took a look at a business seminar model I call the "ABCs of Business." We talked about the importance of the "A" in the model: Attitude. We said that attitude accounts for a large portion of your success or failure in any business, and especially in the martial arts business.

"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."

In this issue, we are going to deal with "B," which stands for Belief.

Everyone has a belief system; some are more rigid than others, but everyone has a set of rules they live by. Even career criminals, who you might think believe in nothing at all, have a strong and dominant belief system that promotes self-gratification at the expense of all others, no matter what the cost to society.

In order to be successful in the martial arts business, you need a strong and directed belief system that focuses on three key areas: Your ability, your business system, and your contribution to society,

1. You must believe in your abilities – both physical and psychological.

Most instructors don't have a problem believing in their own physical abilities. In fact, most 40-year-old instructors (yours truly included) often comfort themselves with the fanciful belief that they can still perform as they did when they were 20. I wish it were so for all of our sakes, but unfortunately, it's not. Nevertheless, martial artists generally believe in their own physical abilities well into their golden years, so physical belief is not a problem.

What is a problem, however, is the general lack of self-belief in the selling abilities of the average instructor. Most instructors don't psychologically see themselves being very good at selling because they don't believe they have the "natural" ability it takes.

We have all heard the old saying that the ability to sell is a gift that some people have and some people don't, but that's not necessarily true. If they're selling the right product, anyone can sell. Can you imagine anyone who couldn't sell water to people lost in the desert? Everyone is a salesperson when they find their product.

I've spent a good deal of my career becoming a master salesman, and I've sold successfully at the highest levels in corporate America. I can tell you truthfully that the easiest sale I've ever made was enrolling new students in martial arts classes.

Regardless of your previous selling experience, just training yourself to believe that you can easily enroll people who visit your school will help you tremendously.

2. You must believe in your business system.

One of the things front-line employees of large companies often don't understand is why so many apparently useless tasks are required in their job. For instance, a manager at McDonalds may not totally understand why some of the smallest details in the operation of the restaurant are necessary, but he does them anyway. All the manager knows is that the company says these steps must be completed in order for the system to work properly, and he believes what they tell him.

A McDonalds manager has complete and total belief in the company operating system, and knows that in order for the store to perform well, all the small, seemingly unimportant jobs must be done.

You must have the same kind of belief in your operating system. When you sit down to do the tedious little things that most instructors hate to do, like making the absent-student calls or reading and reconciling the collection statement from your billing company, you must believe that this activity is necessary for your success, because it is.



3. You must believe that what you do for society is very valuable.

I was always proud to tell someone that I was a martial arts instructor; in fact, I even stuck my chest out a little when I said it. In the beginning, that pride stemmed from the fact that I was on the old first-degree black belt ego trip, you know, the one where you think you can, as Muhammad Ali said, "lick the whole world." However, once I matured a bit, I began to take great pride in the fact that what I taught people would greatly improve their lives, if they stuck with me long enough.

You must believe that everyone, regardless of age, sex or handicap, can have a positively changed life from experiencing your classes.

Someone once said, "Believe in yourself, or no one else will." ■

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

Rick Bell will present *Ten Future Trends That Will Affect The Martial Arts Industry* on February 2, 1997, in Atlanta, Georgia at the Sheraton Gateway Hotel. For more information contact Rick at Easy Pay, 800-881-1243.

THE SEVEN LAWS OF SUCCESS WITHOUT SELLING OUT

PART IX

the law of multiplied efforts (continued)

BY JOHN GRADEN

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

Your success will be in direct proportion to your ability to duplicate your efforts in others.

Note: In the interest of easy reading, I use the commonly accepted English-language reference of "he," although certainly everything described here holds true for men and women. I use the singular, masculine case only to avoid the choppier he/she description, which makes reading harder. Most of my instructors and Admissions Directors have been women.

Last month we created a job description for a Chief Instructor. This month we'll look at some additional positions.



A staff instructor's communication skills are as important, if not more, than his martial arts technique.

Staff Instructor

This is a very dedicated martial artist who enjoys helping people. While this person may be just a part-timer, he is dedicated to the growth of the organization and the development of its students.

Supervisor

Reports to the Chief Instructor.

Characteristics

This person may only be a first-or second-degree black belt, but is developing the qualities of strong, charismatic leadership. While good martial arts skills are important, the Staff Instructor often deals more directly with the students than the owner or Chief Instructor. This requires a professional to be a good communicator and motivator as well as a good technician. However, the technical skill of the Staff Instructor will be secondary to his communication skills. A seven-year-old white belt doesn't need a world champion technician to teach him a side kick. He needs an instructor who cares and has the patience and teaching skills to keep his interest.

Responsibilities

All classroom activity as designated by the Chief Instructor. Typically, Staff Instructors only teach. They rarely get involved in the business side of the school. A Staff Instructor's primary responsibility is the progress of students. This person is accountable for the number of students testing each month.

The Staff Instructor is also responsible for the teaching and nurturing of the leadership team of Assistant Instructors and their progress as teachers. In many cases, this will be his alma mater, as your staff will often come out of the leadership team ranks.

Compensation

Part-timers should be hourly. Full-timers, however, may have their compensation tied to the progress of the students. For instance, you could pay them $25-$50 for each student passing their belt exam. This keeps the instructor focused on keeping students in class and happy. Another option is to pay the testing bonus only if the student is a Black Belt Club member.

By tying compensation to the progress of the students through exams, the instructor is compelled to focus back on the student. Otherwise, if the instructor is paid solely on gross, a student who pays for a year in advance may not receive the same attention as a student paying monthly. ■

heavy hitters



Peter Hill

Name: Traco International of Mesa
Location: Mesa, AZ
Date of Birth: July 1961
Year started Training: 1977
Year Opened School: 1981
Style of Martial Arts: Chinese Kenpo/Kung Fu/Tai Chi/Balinatwak

While many schools are adapting additional programs to attract new students, one school in Mesa, Arizona, has been utilizing an integrated approach to teaching for some time. Peter Hill is the developer of the G.E.T.I.T. System. G.E.T.I.T. provides instructors with the tools to integrate additional arts into their current program. One of the most popular G.E.T.I.T. programs is tai chi fitness. With the move in our industry towards multiple profit centers and the move in the fitness industry towards mind-body fitness, we thought Peter would be a timely profile.

First, let's establish that you haven't created your own style of martial arts, correct?

Not at all. The integrative arts program I teach is geared predominantly toward the adult market. We use the term "integrative" because the new material should tie in with the regular programs and be an asset or addition, not a threat to the core system. Our school was ninety-percent children when we opened but is now ninety-percent adults, which frankly, I prefer. The program adapted and changed to fit my personal interests in the arts. The program allows the student to come in and train in the area or areas of their choice and work toward an integrative arts black belt program.

How does an integrated approach to teaching help the school?

For one, instructors who prefer to work with adults instead of children could benefit from offering integrated programs like tai chi that are adult-oriented. Cross-training and learning helps prevent owner/instructor burnout. I used to co-own seven schools at one time. I discovered that I was feeling more like a manager than a martial artist. I didn't like that feeling. My partner and I sold off the schools and I went back to what I love most, teaching. That move was made possible, at least financially possible, by opening up the market appeal of the school with the varied arts.

Do you see an increase in multiple programs or profit centers within a single school?

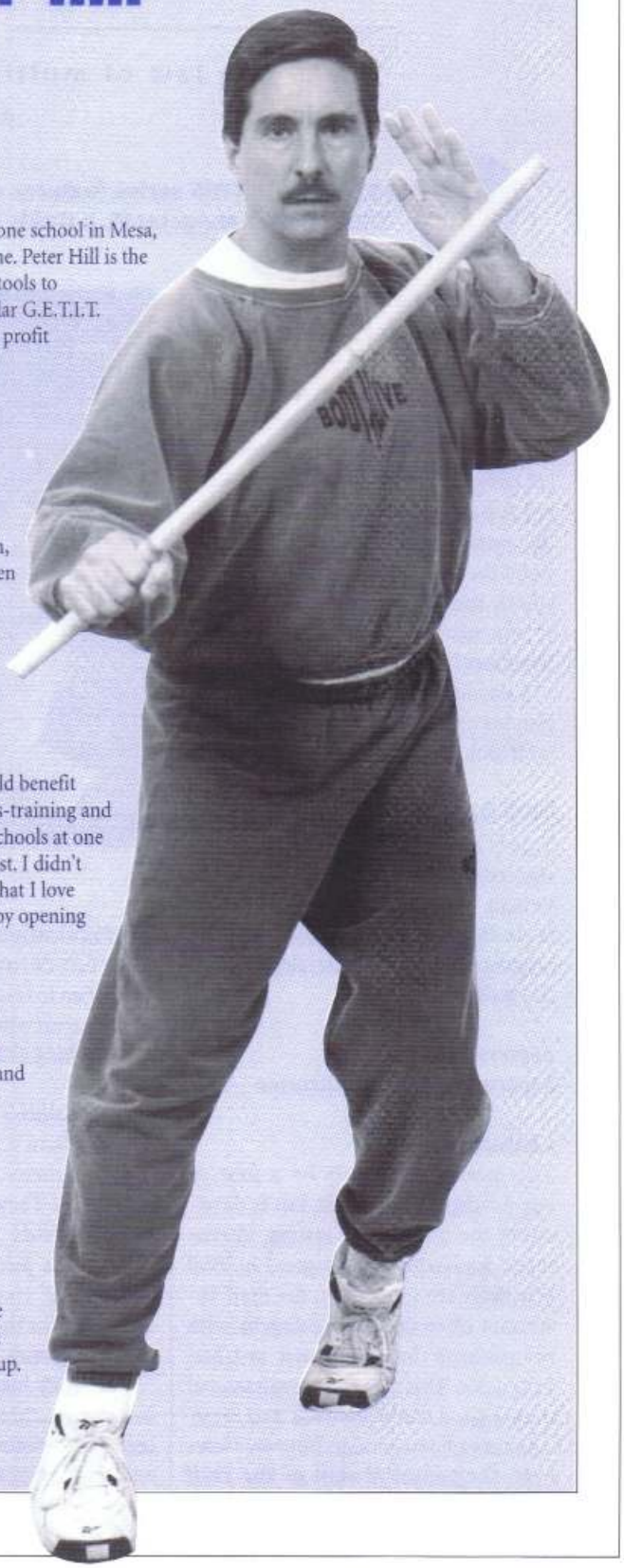
I see it as a necessity for the survival of many schools. It is essential that the additional programs are in an area that the owner is interested in learning and developing, whether it is Cardio-Karate, tai chi or other integrative arts.

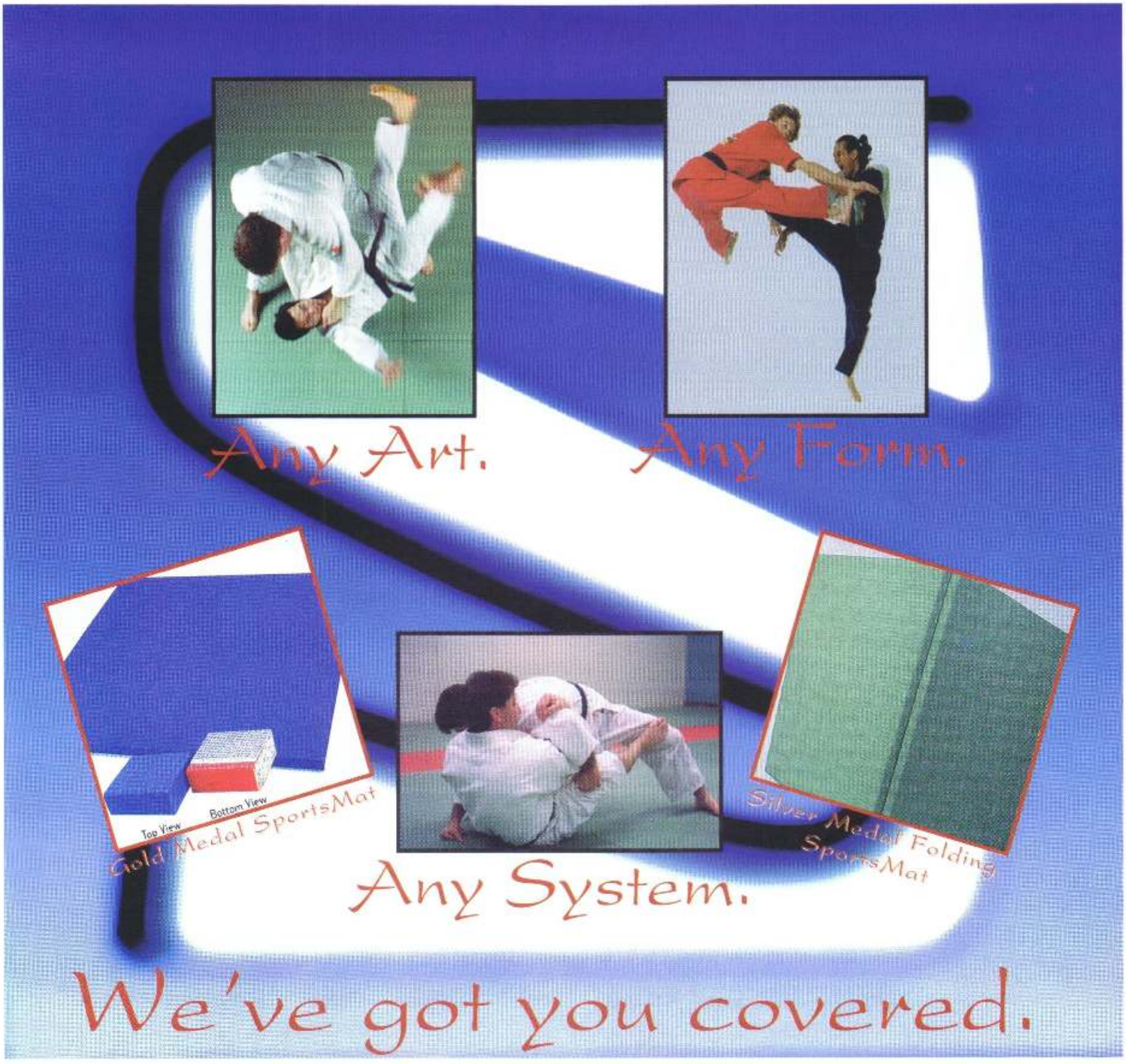
How can a person who does not have any tai chi training advertise a tai chi program?

The program is not designed to make you an expert in tai chi, but rather to develop a fitness program that is centered around tai chi principles.

Who is the market for the tai-chi fitness classes?

The biggest market is adult females between the ages of 22 and 65. The nice thing about tai chi is that it can be a great workout for everyone from black belts to the disabled, because of its ability to be adapted to the targeted group.





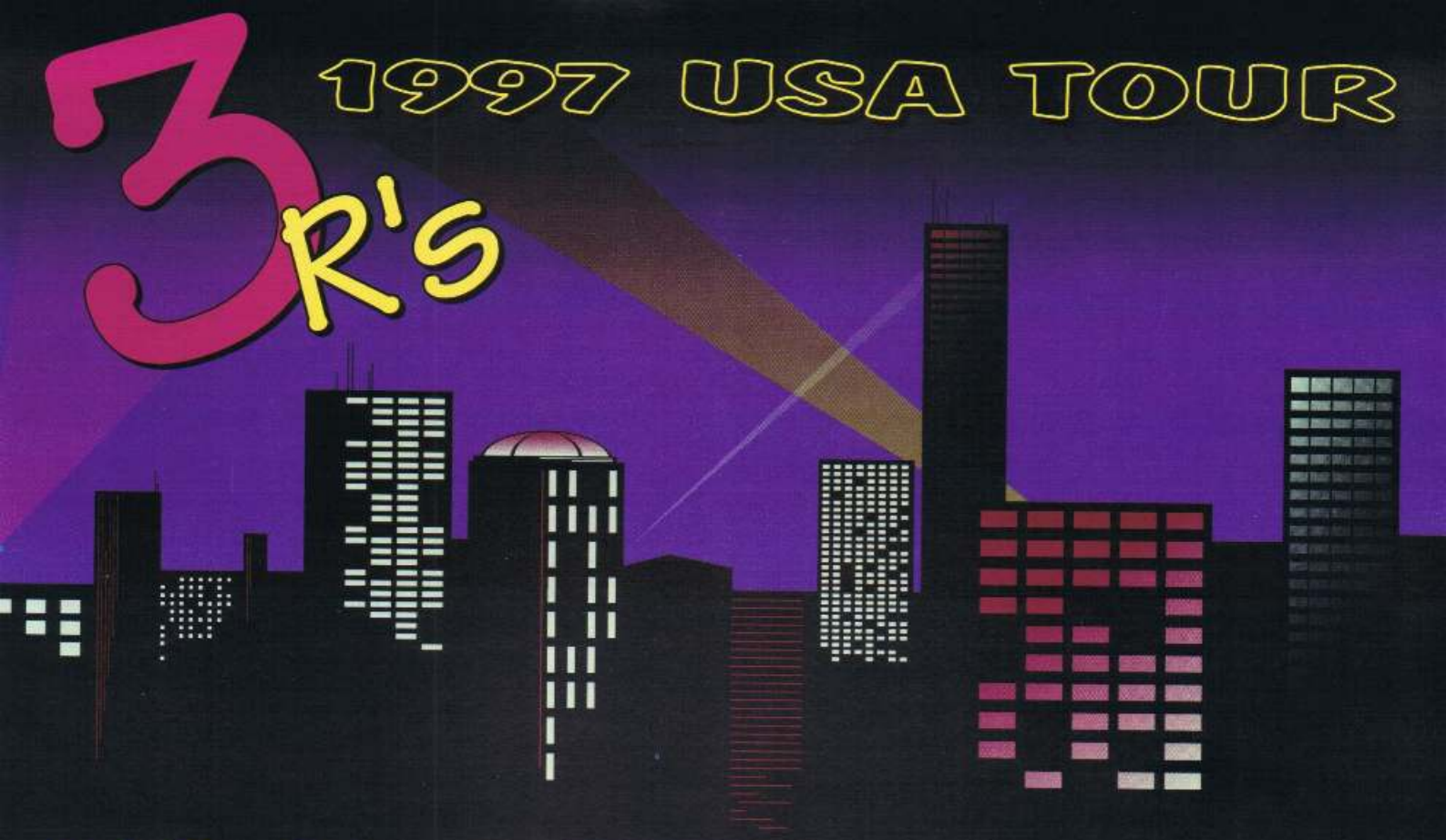
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