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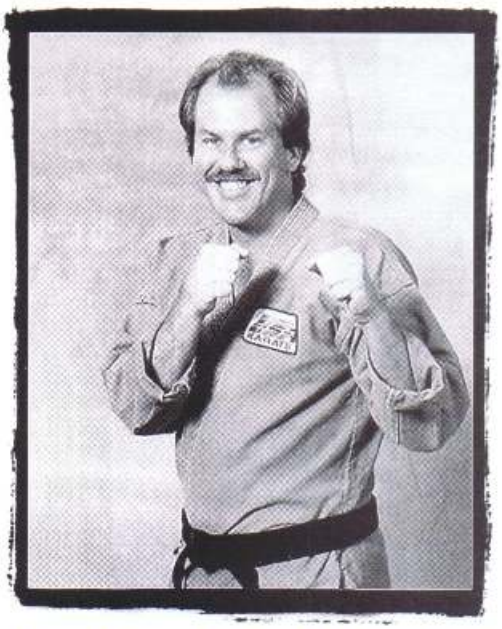
Creating a Clear Vision for Your School

Understanding Human Nature in Selling

The ABCs of Time Management

AS I SEE IT

letter from the publisher



How's Your Vision Holding Up?

As we round the corner into the end of the year, now is a good time to reflect on how well you're doing relative to the goals you set this year and your overall vision for the school. The goals are fairly easy to measure. Since you wrote them down at the end of last year (and I'm sure you did), it's not too hard to see if you're on target with your income, gross, physical and spiritual goals for the year.

It takes a little more unbiased inspection and introspection to determine if you're on target with your overall vision for your life, both professionally and personally. Personally, I always felt very privileged—and lucky—to be a professional martial artist. This profession is completely in line with my life's vision. That's the beauty of being a martial arts teacher. It is for the "greater good."

Sure, you may or may not be earning the income you desire or need, but sometimes sacrifice is part of the vision. The martial arts is, first, a labor of love. Still, the martial arts is not alway lucrative. It's not always going to put you in a big house with a big car with a big bank account.

However, it is always going to elevate you as a person. The very definition of freedom and the American dream is to do what you love to do for a living. That's a choice that takes courage and vision. Many studies show that the average American worker doesn't have a clear vision of how he wants to spend his time. Or, if he does, it is a wish, a hope, a dream. He has not made it his reality.

Whenever I attend a motivational seminar and the speaker is talking about the importance of doing what you love to do, I always feel great about myself. You should, too. You are the envy of many of your associates. Not because you're making so much money. But because you're committed to your vision. Sure, it's hard work. Everything is. But, I'd much rather work 12 hours at something I love than one hour on something I hate.

This is a great time in our history for us. I bet you couldn't have run a successful school anytime in history as well as you could now. Only in the last 20 years or so has widescale success in the martial arts industry been possible.

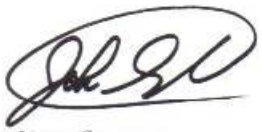
Take full advantage of the opportunities presented to you. I'm not talking about how to earn more money. I'm talking about your vision for the school and your life. Then make sure you're spending your days and evenings following that vision. It's said that one of the highest levels a human can reach is when his work becomes his play. When, for example, you decide that, even if you won the lottery tomorrow, you'd still teach and train.

In the final analysis, the quality of your life is determined by the quality of your actions and decisions. If you're following your vision, then it's not that difficult to work extra hard. It's not hard to make adjustments to your curriculum. It's not hard to focus on marketing. As long as all of those actions support your vision of producing great martial artists, then they become easy.

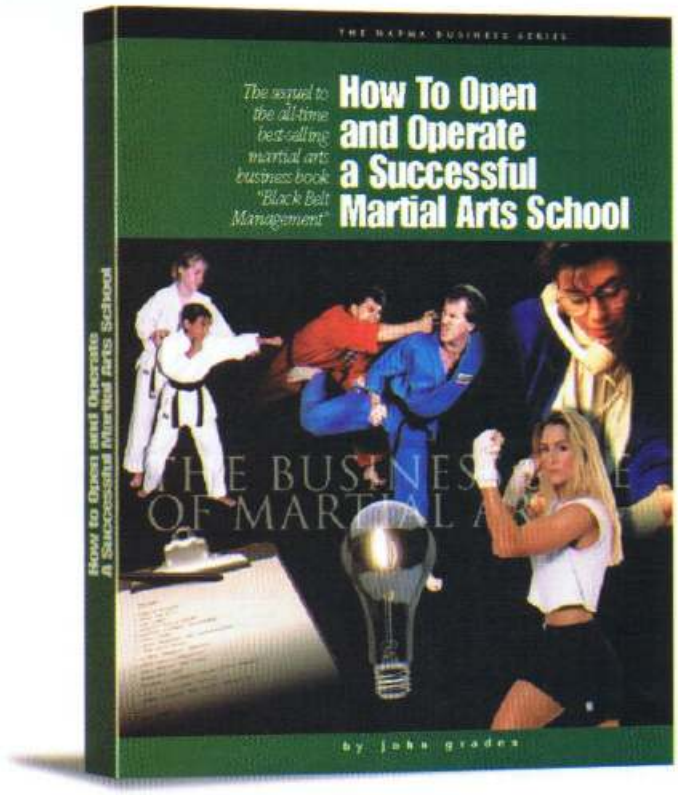
As a business magazine, our vision is to dramatically increase the number of quality martial artists in our country. The key word is quality. The era of the "belt factory" is over. An instructor who promotes any student who pays his tuition has a vision based on money more than martial arts. We do not share that vision. Sure, in *Martial Arts Professional*, you learn how to make and keep more money in your school. You can have all the vision in the world, but if you don't pay the bills, someone's going to close your school down.

The fact is, producing good martial arts students is part of the vision most of you share. Our job is to help you achieve that vision by making sure your school stays open so you can reach more people and help us reach our vision.

I'm very proud to be a professional martial artist. I have been one for 22 years. I'm also very proud to be associated with an industry of people who also share a similar vision and are working hard and sacrificing to realize it. It's not always easy, but the rewards are tremendous. Work hard, stay focused and keep your standards high. That's a vision we can all share.



JOHN GRADEN
Publisher



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BY JOHN GRADEN

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LETTERS TO THE EDITOR

feedback from our readers



What's it Worth?

I have been in the martial arts business arena for only about eight years. In that short space of time, I have worked for a very large martial arts organization and been a member of a couple of organizations attempting to do what NAPMA does so well. Even though I have been in the martial arts for over 20 years, I was brought up in the old school of training as well as thinking.

I decided to go it alone about five years ago. Going it alone is not easy, you have no fresh input on a regular basis. No one to bounce ideas off of and no money in the kitty to spend on photo shoots for your advertising photos. Then I heard about NAPMA.

I couldn't believe it at first. NAPMA is going to give me a preprinted professional newsletter every month? NAPMA is going to provide camera-ready art work with professionally-produced ads? NAPMA is also going to give me a constant supply of training ideas, promotional ideas and marketing strategies? NAPMA will also supply me with not only an audio tape, but videos on how to generate and retain students?

For this, all I have to do is cut a small check that equals about ⅛th of what I spend on advertising per month? And you're not going to tell me what I can and cannot do in my school?

Now, don't get me wrong. I am sure there are some great franchise opportunities out there in the martial arts world. Some people just need that big organizational feel they get by belonging to these associations. But, for a one man show like myself, NAPMA is a prayer answered.

MARK CAMERON
Int'l Self Defense Institute
Ripon, CA

Don't Demean Eagle Scouts

To many young people in the U.S., the Eagle Scout is a worthwhile goal that requires hard work over an extended period of time. In some respects, that puts it in line with a black belt. Based on the same, Mr. Graden, should refrain from using it in a demeaning context, as he did in his August column ["As I See It"].

As a responsible martial arts instructor, I ask all of my students to become involved in the community and demonstrate social responsibility and leadership. This benefits the industry, the community and the participant.

Since I teach a fairly practical approach to karate, I am concerned that the people I teach demonstrate good character. Their willingness or lack of the same are a good gauge of where their head and heart is really at. Action always speaks louder than words.

Please note that I have met Mr. Graden and have the utmost respect for him.

JIM CURTIS
Shudo-Kai Jutsu
Maple Valley, WA

Kudos from Asian World

As one of the "Big" retailers, I was happy to read your article on product comparisons in the August issue. You have experienced what Asian World customers have come to know for over 20 years: Asian World of Martial Arts, Inc., offers the best service, selection, price and quality for equipment and accessories.

However, there is one more very important point that needs to be addressed—the shipping and handling charges which are added to the final order total. Asian World is the only one of the three you profiled that charges the actual shipping and handling fees, based upon the carrier used, without any markup.

We do not want to be the biggest or the largest, just the best.

STEVE CIUKURESCU
Asian World of Martial Arts, Inc.
Philadelphia, PA

Schulmann Story Old News

In the August 1997 edition of *Martial Arts Professional,* you published an article entitled "Tiger Schulmann Charged in Assault." Although the news was gathered from a newspaper source, nowhere does the article mention that this was news FOUR YEARS AGO.

The incident in question took place on April 29, 1993, and Mr. Schulmann was acquitted of all charges on June 17, 1994.

As a magazine concerned with responsible reporting, I am sure you will want to print a clarification, if not an apology for implying that this was "recent" news. I trust that this was an error and oversight on your part, and not an intentional misrepresentation. Please correct this matter as soon as possible.

SANDRA ESSARY
Director of Communications
Tiger Schulmann's Karate

MAPro's Response:
This story appeared recently on one our newswire services as a "current" story with no date reference for the incident or news of Schulmann's acquittal. We certainly regret any challenges this untimely newspiece may have caused the Tiger Schulmann organization. It is unclear how or why this news resurfaced on the wires four years after it was resolved in Mr. Schulmann's favor.

Making My Dojo the Finest

I compliment you on a fine magazine. Every month, I am excited to read the well-written and thought-out articles on making my dojo the finest I can. The martial arts community has sorely needed a periodical of this caliber, and I wish your endeavor the best of success in the future.

CHRIS BLANTON
Chief Instructor
Kodenkan Martial Arts Institute
Fort Collins, CO

A Lone Voice for Professionalism

I attended your "Seven Laws of Success without Selling Out" seminar in Radford, Virginia, on June 27th. I traveled more than six hours solely to attend your seminar and I felt it was well worth the drive.

I opened my school on July 12, 1996, and almost immediately began receiving "Martial Arts Professional." Additionally, I have attended two NAPMA seminars and used the information to make my

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martial arts business news, people, and places

B&K HOWE MUSIC PRIORITY CUSTOMER PROGRAM

PRODUCT ANNOUNCEMENT:
Recognizing the popularity of Cardio Karate, B & K Howe Music Services is rolling out a Priority Customer Program. Becoming a "priority customer" simply means that you will have an automatic replenishment of music as it is available. There's no need to call to find out when the next series is ready. B & K Howe will simply send you each new release as soon as it is "hot off the press.

There is no contract or time limit. You will continue to receive new volumes until you have decided you do not need any more music. You may return any volume for a full refund or credit towards the next volume. For info call B&K Howe at 888-4-BK-HOWE ■

STAR COME OUT FOR HALL OF FAME

HOLLYWOOD—Action Portrait Studios and the Martial Arts Gallery of Fame will be hosting the third annual Gallery of Fame Awards weekend, October 31 – November 2, 1997. The event features seminars and apperances by many high profile martial artists including film star, Cynthia Rothrock; Eric Lee; *and MAPro* publisher, John Graden.



Film star Cynthia Rothrock is among the high profile martial artists appearing at the Gallery Hall of Fame weekend.

The Third Annual Martial Arts Gallery of Fame weekend will include a Halloween party with demonstrations from high profile martial arts experts including, Tony Marcial (Kali), Graham Lewis (Aiki Jiujitsu) Chong Su Kim (Breaking expert), Mark Harrell (Kun Tao Silat and Felix Vasquez (NinJitsu).

A rare occasion occurs on Saturday when film star Cynthia Rothrock will be presenting a seminar with Eric Lee on "How to Break into Films." Saturday night's awards banquet will honor new inductees into the Gallery of Fame.

Sunday's events include a "Star Search" competition and live audition to appear in upcoming martial arts films. These auditions will be judged by Rothrock and other film veterans in attendance. Last year, three competitors in the Star Search landed jobs in movies as a result of the competition.

Sunday will also include a Demo Team competition sponsored in part by Pine Tree equipment of Canada.

For more information on attending the Gallery of Fame Weekend, call Kato or Karen Berger at (216)338-3409 or faxs them at (216) 946-7442. ■

FITNESS MUSIC TAPE TO BENEFIT HIV/AIDS RESEARCH



PRODUCT ANNOUNCEMENT — Reebok Master Trainer Petra Kolber has collaborated with Muscle Mixes Music to produce Performance Aerobics #35, Petra Kolber's Rhythm of Hope.

Including many of Kolber's favorite songs, Performance Aerobics #35 is filled with non-stop, high energy, motivating music which will have your class rocking from the minute you press play.

The tape will feature many exciting and popular music tracks for fitness and Cardio Karate™ programs.

Kolber can be seen daily on Fit TV and is featured on several Reebok Fitness Videos. To "give something back" to the fitness community, she will donate a portion of this tape's proceeds to support the vital HIV/AIDS research being conducted at City of Hope National Medical Center and Beckman Research Institute. City of Hope is well known among the fitness industry as sponsor of the annual "Workout for Hope" across the nation.

To order Performance Aerobics #35, Petra Kolber's Rhythm of Hope, or for a free 1997 Muscle Mixes Music Catalog filled with a complete line of products, call 1-800-52-MIXES or (407) 872-7576. Be sure to mention *Martial Arts Professional* when placing your order. ■

LETTERS TO THE EDITOR

feedback from our readers

program better than that of my competition. Currently I have over 140 students. Retention is high and collections are less than 3%.

While Taekwondo America, Inc., the national organization to which I belong, has provided me with tremendous support and detailed education regarding how to operate a martial arts school, it is refreshing to hear new ideas specific to our industry or even hear old ideas be reinforced. NAPMA seems to be a lone voice for professionalism in the martial arts industry, something that is sorely needed. I know that in my market, I compete against the negative stereotype of the martial arts more than other schools.

Again, thank you for sharing your thoughts and I hope to attend another one of your seminars in the near future.

DAVID R. PERDUE
Westerville Taekwondo America
Westerville, OH ■

Macho is Testing Fabric

I'd like to thank *Martial Arts Professional* magazine for its support of Macho Products by running some of our recent public relations material. It's important for those of us in the publicity business to know that the media is willing to choose material based on everything that's out there.

Secondly, in reading the article "Retail Wars" by Mike Anderson, it soon became clear that the uniform being used for the review was not the current uniform we have in stock. I'm sure all of the suppliers change stock and styles regularly and depending on the time of the purchase of the samples, it might not accurately represent what the company is offering. When I looked into his purchase from us for samples, it was May 16, 1996. This article appeared just last month and therefore does not accurately represent what the company is offering. While his information may certainly be true for the product he bought, it's difficult for us to combat a report on a product we no longer sell.

I did appreciate some of his points regarding the weights of the fabrics and the differences among the suppliers. We have recognized the need for some standards in the manufacture of uniforms and we've all faced problems with vendors who are not supplying product to spec. To combat this problem, Macho had all of our uniforms tested, and we found, much to our dismay, that our uniforms were not the weight we thought they were. In light of this, we have now embarked on a strict program to ensure our products meet the specs we say they do. Everything is tested by an outside laboratory, and just so we can compare our products, we tested many of the competitors too. It's been a very interesting endeavor.

Macho is the only company, that we know of, doing impact safety testing on sparring gear and now, fabric testing on uniforms.

AMELIA WOODBRIDGE
Director of Advertising
MACHO Products

Oops!

Jim Woodill, of Imagine That, should have received photo credit for last month's Taylor Made for Success article. ■



INDUSTRY UPDATE

martial arts business news, people, and places

PADDED WEAPONS TAKE THE PAIN OUT OF PRACTICE



PRODUCT ANNOUNCEMENT—Regional martial arts supplier Burt Riveira has developed a safer martial arts weapons line that boasts the same feel, balance and strength as their real counterparts.

Riveira was frustrated with not being able to actually practice full contact with any of the many standard martial arts weapons. He began working with martial artists Roy Ignacio and Sid Campbell for reality checks and guidanceto bring to market a line of padded weapons.

Now, The Kobudo Warrior Gear offers a line of 12 weapons. Each weapon is handcrafted with proprietary materials and over three years of field testing by both seasoned and novice martial arts weapons practitioners, and backed with a lifetime limited warranty against breakage of the inner core.

The Kobudo Warrior Gear line of safety weapons allows for not only full contact in your school (or home), but Kobudo Warrior Combat Tournaments are now a reality. These unique events are designed as "weapons of choice," where neither opponent knows in advance what weapon the other one has chosen. The only divisions are by age classification.

A complete training program is available. Also available are a 24-page rules-and-regulations book; a 44-page training manual; a full-service club for unique clothing; merchandise; and a club newsletter. A demonstration video is available at no charge for only $4.95 for shipping and handling.

For full information, contact Burt Riveira at Kobudo Warrior Company, c/o Aloha Enterprises, 3513 Main Street, Oakley, CA 94561; (510) 625-6475 (phone and fax). ■

MARTIAL ARTS FILMMAKERS RECOGNIZED

SAN DIEGO, CALIFORNIA—The first Crystal Awards of Cinematic Merit was inaugurated on August 23rd here as a black-tie gala at the San Diego Port Terminal Building. The event was part of the Annual Martial Arts Convention and attracted a large number of martial arts film and TV celebrities.

Created by a heretofore unknown martial artist named Allen Woodman, the Crystal Awards are designed to specifically recognize martial arts filmmakers. The need for these awards arose because the achievements of martial arts filmmakers typically are overshadowed in the mainstream entertainment industry by bigger-budgeted studio films and by art product.

All nominations and selections for the Crystal Awards were finalized by a jury panel of eight judges. Here are the winners:

FEATURE FILM & CABLE

Movie of the Year	"Perfect Target"
Best Director for a Feature Film	Paul Maslak for "Sworn to Justice"
Best Actor in a Feature Film	Don "The Dragon" Wilson for "Virtual Combat"
Best Supporting Actor in a Feature Film	Gerald Okamura for "Mortal Kombat"
Best Supporting Actress in a Feature Film	Kathy Long for "Under the Gun"
Best Fight Choreography in a Feature Film	Benny "The Jet" Urquidez for "Grosse Pointe Blank"

SPECIAL ACHIEVEMENT

Lifetime Achievement Male	Richard Norton
Lifetime Achievement Female	Cynthia Rothrock

INDUSTRY UPDATE

martial arts business news, people, and places

DORSEY TO FIGHT FOR ANOTHER WORLD TITLE



ATLANTIC CITY, NEW JERSEY—World kickboxing champion Troy Dorsey will meet world junior lightweight boxing champion Jesus Chavez here on Saturday, October 4th, for the NABF title. The fight will air on pay-per-view as an undercard to the Lennox Lewis/Andrew Golata main event.

Dorsey, who owns and operates a karate and self-defense school in Dallas, Texas, is one of the greatest athletes ever to come out of the martial arts and is widely recognized as a first-class role model. He was the first karate black belt to hold world professional titles in both boxing and kickboxing. He punctuates his victories in the boxing ring by firing a trademark side kick at the TV cameras.

Dorsey, whose pro boxing record is 15-10-4, is currently rated 6th in the junior lightweight division. Although he has suffered a string of boxing losses in the past few years, including one to superstar Oscar De La Hoya, he appears to be confident. "I have a new manager and a new trainer," he said in a phone interview. "Everything has changed now."

Dorsey's kickboxing record stands at 33-2. His last kickboxing title defense was over a year ago, in August 1996. ■

FUND RAISER REPORT

July/August 1997

Date: July 26, 1997
School/Location: USA Karate in Wheat Ridge, CO
Owner: John Arnold
Event: Kick-a-Thon
Amount: $525
Charity: Project Action Foundation

Date: July 26, 1997
School/Location: Gilbert's Isshinryu Karate School in Clinton, TN
Owner: Darren Gilbert
Event: Break-a-Thon
Amount: $440
Charity: Project Action Foundation

Date: July 26, 1997
School/Location: Martial Arts America in Covina, CA
Owner: Don Frack
Event: Break-a-Thon
Amount: $1,825
Charity: Project Action Foundation

Date: August 2, 1997
School Name: Cameron Martial Arts Academy
Owner: Mark Bundy
Event: Break-a-Thon
Amount Raised: Over $1,000
Charity: D.A.R.E.

Date: August 9, 1997
School/Location: World Tae Kwon Do Academy Maple Grove, MN
Owner: Eui Yong Lee
Event: Kick-a-Thon
Amount: $1,952
Charity: Project Action Foundation

Date: August 11, 1997
School/Location: U.S.K. Karate Academy in Coral Springs, FL
Owner: Art Pryor
Event: Coupon Book Fund Raiser
Amount: $660
Charity: Project Action Foundation

Date: August 23, 1997
School/Location: Cottrell's Tae Kwon Do in North Highland, CA
Owner: Jim Cottrell
Event: Kick-a-Thon
Amount: $660
Charity: Project Action Foundation

NATIONAL ASSOCIATION APPOINTS BOARD MEMBERS

OCOEE, FLORIDA — The National Chung Do Kwan Association selected its U.S. Board of Directors here recently. Board members include: Jong Song Kim, Richard Hackworth, Gregory N. Lee, Mike Byrd, Herman Simmons, Greg Glover, Bill Ferkile, Paul Olbeter and James Rafiner.

The first order of business for the board was to appoint Mike Byrd of Savannah, Georgia, as Georgia State Membership Representative. The National Chung Do Kwan Association works to provide Americans with a direct link to Korean training and certification and can be contacted at (407) 654-0555. ■

EXPERTS SOUGHT

Martial Arts Professional magazine is seeking highly qualified experts in the following fields for a variety of upcoming projects.

- Child Psychologist
- Sports Medicine Doctor
- Cardiologist
- Sports Nutritionist
- Sports Psychologist
- Business Writers
- Martial arts expert in internal school promotions
- Martial arts expert in sales and marketing of a school
- Fitness Experts

Interested parties should contact *MAPro* at 800-973-6734 or fax 813-895-1235. ■





Married to the Business

Operating a School With Your Spouse

by Mike Anderson

It has been said that the two happiest days of an entrepreneur's life are the day he opens his business and the day he closes it. This can be especially true when the business is run by a husband-and-wife combination. With "martial arts schools" being one of the fastest opening *and* fastest closing business categories in the country, more and more couples are opening martial arts studios together and then finding that they have taken a "tiger" by the tail. Petty frustrations and emotional baggage that normally accompany most any relationship can become intensified when the partners are involved both personally and professionally. At the same time, when both partners share the same martial arts and business interests, the result can be both hugely satisfying and highly profitable.



Ninety-Hour Work Weeks

Ishmael Robles Academy of Karate first opened in 1973, well before Robles met wife-to-be Jennifer. Mr. Robles was a world champion PKA and WKO welterweight kickboxer, with a career ranging from the 1970s well into the '80s. He met his bride-to-be in 1987 while teaching police defensive tactics to the Galveston Police Department, where Jennifer was an officer. A whirlwind courtship ensued, and six weeks later Ishmael proposed.

Very soon after, they were not only husband and wife, but partner & partner. In addition to her police training, Jennifer had achieved a brown belt in tae kwon do while a student at SW Texas State University. This gave her the advantage of being able to step right in as an instructor in an already established school.

"I worked nights for the police department, so I would teach some classes and help him [Ishmael] with the business and work out in the evening, and then I would go to work and sleep all day!" Jennifer says. This lifestyle was not to last indefinitely, however.

"When he asked me to marry him, he told me he was making me a better offer to take me off the street!" she chuckles. "He told me that it would be easier than working full time at the police department. That was a lie!" she adds. "From working forty hours a week at the police department to working ninety hours a week at our own business was a bit of a difference."

The workload has diminished somewhat, although they currently operate two studios in Galveston, Texas—their main studio, with over 400 students, and a recently-opened second location with 70-plus students. "We easily put in sixty to seventy hours a week each," she adds.

Division of duties in the school has evolved for the Robleses over the years. "Originally, before we had more instructors, Ishmael was doing most of the teaching and I was doing more of the office management and sales," says Jennifer. "Then, a few years ago, Ishmael was offered a 'real job' as Galveston's Director of Parks and Recreation. The school was going great, with just one location, and Ishmael enjoyed getting out and doing something different for a change. He would come in at night and teach a few classes and go home.

"I ran the business for several years. But then, when the busi-

continued

ness continued to grow and the second baby came along, he resigned from the city and took back over here. Now, he's pretty much the president. He runs the business, and we have four other instructors that teach on a regular basis. Everyone reports to him. We're trying to delegate and replace ourselves so that the business can run on its own without us, so that we can move up and onward with new locations and so on."

Like most partner/couples, the Robles have an office at home. "We can get a lot done at home on the computer and then bring it into the school." They often forward their school phone to their house during off hours.

Scheduling "Quality Time"

As every entrepreneur knows, a business can be a time-devouring monster, consuming every waking hour of the day and destroying personal and family relationships. The Robleses now schedule quality time together away from the school.

"We've gotten better at that. From listening to Brian Tracy's 'Time Management' tapes, we're learning to schedule a 'date' or an evening off, or a family day. We set them up on a regular basis now, although it took us nine years to figure that out," Jennifer explains. "In the beginning it wasn't as difficult, because we had, maybe, 150 to 170 students, but with over 400 it's more time consuming [now]."

Their two children, purple belt Isaac, age 6, and Cloie, age 2, also add to the importance of taking quality time off. "We'll schedule a 'family day' on a Saturday or Sunday where we do nothing but spend quality time with the kids."

The Importance of Staff Training

For Jennifer and Ishmael, staff training has also made a big difference. "We've finally gotten to the point where we have some excellent staff that are taking over more responsibility, so we're getting ourselves 'out' of the business more than we ever have before."

They even have one person who is the "Swiss Army Knife" of staff members. "We started training her when she was thirteen," says Jennifer. "She's now one of our black belts and she can fill in at the school. But we moved her in with us, so she lives with us and helps take care of the kids. When we go on vacation and the kids are gone, we move her to one of the karate schools, where she can teach and do program sales. Now she's twenty-one-years-old, and she's too good to be true!"

Having a visible family of their own also helps. "When we had children, it added a whole new dimension. We really could relate to the parents' concerns about their children. I think parents feel closer to us because they see us as a family."

When asked about similarity of teaching styles, Jennifer says that they are "almost completely different. Ishmael is the master instructor, so he comes in and teaches two or three classes a week—a guest class, or the third class of the introductory set. He likes to teach basics, and he has a great way of simplifying and explaining basic techniques.

"I go in and I'm a little bit more high key. I'll take them through more of a workout. I like to teach the 'little guys' and keep them pumped up and going. We're a bit different, but it's been a big asset. The parents see that—I'm behind the counter, more approachable and available. I know the parents and the kids. And Ishmael is the master. He's the one that the kids have to go and see when they get in trouble."

Another Family That Kicks Together

Bruce and Ann-Marie Heilman, of Reading, Pennsylvania, are an example of a couple to whom martial arts is a burning passion. 9th-degree Bruce and 7th-degree Ann-Marie are among this country's highest ranking Okinawan stylists. In addition to running their own studio, Heilman Karate Academy, Inc., in Reading, they also head up the IKKF (International Karate Kobudo Organization), which has chapters in a dozen countries.

The Heilmans met in 1970 when Ann Marie was a green belt and Bruce was a first-degree black belt at a studio in Reading. Their mutual attraction has lasted 27 years. They opened their first school together in Reading in 1972, a part-time dojo that was in addition to their "day jobs".

They went full time in 1992, following Bruce's retirement from an engineering career. After moving several times, they finally settled in their present location, where their student body of 125 spans ages from four-and-a-half to a seventy-six-year-old (who started at age 65!). They are also active international seminar presenters, averaging two to three weekends a month nationally in addition to trips to Europe several weeks a year. As if that weren't enough, Ann-Marie regularly teaches psychology courses at a local community college.

Dividing the Duties

With so many different hats to wear, how do they divide the many duties they share? "It's kind of a natural flow," explains Ann-Marie. "Where one is, the other kind of fades into the background. Then that one comes on and the other goes into the background. It's just a really good working relationship. Of course, we have our moments, too," she adds.

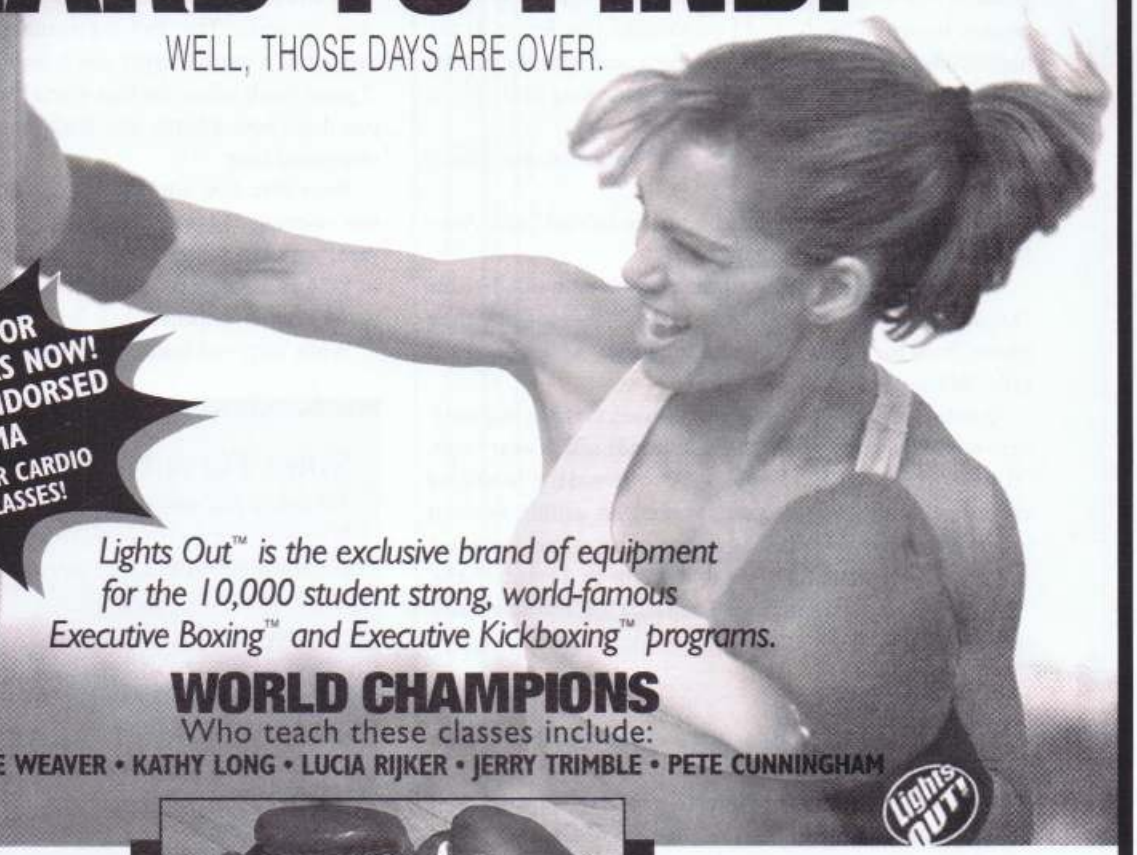
While Bruce runs the federation and also runs the business end of the studio, Ann-Marie teaches a lot more of the classes. With a graduate degree in education, she offers a number of "specialty" classes, including a "very special and unique program for young kids," work with "handicapable" students, and specific seminars for survivors of violent crime. They also do one-day intensive, on-site self-defense seminars for businesses and corporations.

"There's a lot of extra things that we do at the school besides just the everyday running of the regular classes," says

continued on page 16

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Married to the Business—*continued from page 14.*

Ann-Marie. With four to six classes a day at the studio, they make it a point to be at the school daily when they are not out of town.

"Although we have a small staff of licensed teachers—yondans [4th-degree black belts] and above—probably eighty percent is carried by she and I personally," says Bruce. As the highest-ranking karateka between them, and with the experience of having run his own successful engineering firms, Bruce is the final decision maker.

"The buck stops with me," he says, "but we do everything else as a team approach."

"Where one of us is, the other is not far behind," adds Ann-Marie. "It's pretty much a shared job."

The Heilmans have offices at their house, with side-by-side "his-and-her" computers, but when asked if they forward their phone from the school to the house, Bruce replies emphatically, "Absolutely not!"

Questioned as to how many hours a week they put into business-related activities, Ann-Marie responds with a weary sigh. "It never stops. It's just ongoing. All our waking hours are either at the dojo, working out, at the gym getting workout time for ourselves, or working in the office at the computer. Ann-Marie does manage to get to the gym on a regular basis. "Running is one of my releases. I consider it a 'running meditation.'"

Spending Quality Time

With everything they have on their plate, how do they manage to spend quality time together?

"Two to three weekends a month, we're traveling somewhere doing seminars. We go together, if possible, which is one of the nice things about being a martial-arts couple. Sometimes, however, we're so committed that we're going off in two different directions," states Bruce. "When we travel, we try to put an extra day or so onto our schedule to get some sightseeing in."

"We're fortunate, though, that we have some really great friendships through the martial arts," says Ann-Marie.

The Heilmans feel that the variety of arts that they teach—karate, kobudo and jiu-jitsu, among others, along with the many different venues in which they teach, helps to keep them from burning out. However, they agree that their joint unwillingness to compromise on their personal ideal of martial arts quality, in the face of an increasingly competitive business climate, is an ongoing issue.

Ann-Marie states plainly, "We won't compromise—we're a traditional school and we teach in the traditional way. We're not going to have a lot of the new fads. We look around and see schools with hundreds of students, but we know that they're not learning martial arts. It's the bitter with the sweet."

When asked about the best part of doing what they do, Bruce unhesitatingly responds, "The time and effort we've put into the martial arts have had a positive effect on peoples lives." For the Heilmans, their martial arts vision *is* truly a labor of love.

A Third Marriage to the Business

Terry and Julie Brumley operate Taekwondo University in Memphis, Tennessee. They met at a costume party in 1981. Terry was dressed as a martial artist and Julie was dressed as a cowgirl. "I guess this is where the East meets the West," offered Terry. "If you don't have a better line than that, just ask me to dance," responded Julie.

Soon after, Julie enrolled in a tae kwon do class where Terry was assisting. "I taught her the white-belt pattern in her back yard," says Terry. Marrying in 1983, Julie earned her black belt in 1984 and—after running schools in Arkansas and Alabama—the Brumleys opened their first Memphis school in 1985.

While Terry was teaching and running the karate school, Julie

Rules For A Happy Partnership

Are you in business with a spouse or "significant other"? If so, here are some tips that will help combine your effort into a powerful force, instead of a divorce.

- Be clear about your expectations and assumptions. To avoid misunderstandings, discuss how much time and money you're willing to invest in the business, who will perform domestic chores, etc.. As you go, continue to be flexible in your planning.

- Establish ways of resolving conflict. It can be as simple as flipping a coin if you can't agree. Also, try to pay more attention to finding a solution than to winning the argument.

- Find ways to spend time away from the business, both alone and together. Couples in business need ways to escape from the intensity and intimacy of working and living together, but the studio can be an all-consuming monster. Schedule definite quality family times the same way you'd schedule any other studio event.

- Begin RIGHT AWAY to develop staff training. STORM, SWAT, & Leadership Teams are going to become extremely valuable when your school grows, and when you need to take time away from the business.

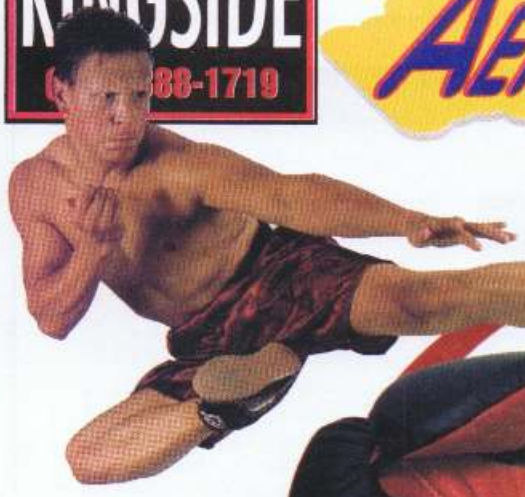
- Keep your sense of humor. Successful business couples know that if they're going to laugh about it later, they might as well laugh about it now. ■

continued on page 18

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Married to the Business—*continued from page 16.*

held a full-time job at a health care facility in addition to helping out after work. It didn't take long for them to find success, however.

"With the money we had saved, we borrowed the least amount we could," Julie says. "Within six months, we had paid back our loans and hired a full-time employee, and our business was completely paid for. We were making a profit, and our corporation has been profitable almost every month in the last eleven-and-a-half years.

Their present primary location is a 5,000 square-foot, free-standing building owned by the Brumleys on one of the busiest commercial corners in Memphis, with over four-hundred

continued

"Birds Of A Feather Don't Always Kick Together"

By Kimberly L. Llewellyn

As strong-minded martial artists and school owners, my husband and I agree on one issue — we are completely different instructors. I like to teach kid's classes, Jim is totally an adult type of guy.

We have structured our system to enhance our individual strengths and depend on each other to help balance our weaknesses. Although Jim adores children, he at times intimidates them. (He also has a difficult time playing the Ninja Games.) He prefers the militaristic, Joe Lewis knockout-type of class which sends the average six year old out the door!

In fairness to my husband, I have carefully debated the issue of children in the martial arts. I have challenged several strong benefits with an equally strong argument.

As we all know, kids as young as three have extreme amounts of energy. This is an important factor considering the demands karate places on any individual. However, any activity can be overdone.



Kimberly and Jim Llewellyn

The martial arts are based on philosophic and intellectual foundations and a modest, controlled attitude is highly prized. Many kids will find the history and philosophy difficult to understand. The instructor must adapt the lessons in creative ways in children's classes to bring the idea down to a kid's level.

Kids' minds are empty to knowledge. They usually have no idea of what they cannot accomplish and rarely do they question principles or techniques. How many times, as instructors, have we had Joe Cool adult student ask, "Well, what if the attacker throws a side kick instead of a punch?" We are forced to prove the technique to adults whereas children usually will not question your judgement. They are usually willing to try almost anything.

Some kids, however, are not mentally disciplined enough to keep their minds from wandering when they should be concentrating on learning technique. This places a very important demand on the instructor. The instructor of children's classes needs to creatively disguise drills to perfect technique in the form of games or drills which are simply too much fun to be repetitious and "boring".

In order to develop healthy habits, exercise should begin when a person is young. This will allow his/her body to develop with flexibility, coordination and agility. Martial arts training builds a strong foundation for young athletes and will indeed enhance any sport. However, unlike adults, special attention must be paid to kids' exercise/endurance programs. A child's bones are so flexible that they can be more easily damaged by impact and incorrect training. Tendons have not yet reached adult stress acceptance, which is important for "real power".

One of the most important areas parents are seeking in a martial arts school is self-defense. Children are more likely to become victims of abduction or attack. This high risk warrants a study of some form of self-defense. However, the striking and kicking techniques of karate are usually impossible for a small child or teen to perform with any degree of effectiveness. An instructor must be cautious not to instill a false sense of security in young students. In reality, it is impossible for a 40-pound five year old to overcome and defeat a 200-pound attacker. The instructor must teach vital striking areas for child defense and emphasize the element of surprise.

Martial arts training is an excellent activity for our children. It can provide proper attitude and a wonderful outlook on life. It can help a child realize his strengths as well as his weaknesses. It will develop courage. Also, the confidence developed may help steer children away from harmful substances such as alcohol or drugs. This alone would be a worthwhile accomplishment.

Upon conclusion, Jim and I have come to a mutual agreement. Students are entering martial arts studios for various reasons. Parents want their children to develop self-esteem, confidence and discipline. Women are seeking self-defense and exercise. Men want physical fitness and stress reduction. Regardless of the reasons, martial arts training effectively meets the needs of children and adult practitioners.

I still like the kids. ■

Kimberly and Jim Llewellyn own and operate three schools in the Fort Ashby, West Virginia area, and are members of NAPMA.

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MASTER'S DEGREE

instructions for instructors

by Tom Callos

the abc's of student management

Do you occasionally feel overwhelmed by all the duties required of an instructor? I certainly have. Granted, much of the pressure was self-imposed; I ran a tight ship. I was constantly refining old systems and implementing new ones to get better results in my schools.

One of the stress-reducing habits I picked up over the years was to tackle the big jobs in small pieces. When it came to managing 800 students, I learned to identify which ones were more likely to drop out, and put my energy there first. In any given month, I could easily find 10 percent of my enrollment that was on their way out the door. As you know, it's a heck of a lot easier to deal with 80 people than with 800.

"After all, why would I want to wait for them to drop out–when I can catch them before they get both feet out the front door?"

The following two suggestions can save you hours-and-hours of work. They can help you and your staff to be more directed and efficient. Best of all, these tips can help you keep more of your students. I don't have time or space to waste, so grab a pencil and paper—and let's get started.

Tip #1: A, B & C Every List

Summery: Never, ever, *ever* make a list without dividing it into A, B and C categories.

You and your staff should be working from lists. Your program director should have a list of renewable students—and a list for non-renewable students. Instructors work from a list of eligible and ineligible testers. Your office staff has a list of receivables—and so on.

Whenever you create a list of names, whether it is for testing or renewal candidates or for attendance calls, you should always divide it into A, B and C categories. The A-list contains the names that require the least amount of your attention. The B-list holds the names of possible "red-flags," and the C-list students are the ones who need immediate emergency-attention.

Before I started using this ABC method, I'd have a list of 150 people, and not know where to get started. After dividing it up, I could identify those 20 or so people who needed the most help—and deal with them first. I could also delegate the tough cases to my best people, and give the easier jobs to my less-experienced staff.

Tip #2: The Weekly A, B, Cs

Summery: Never, ever, *ever* let a C-student go longer than a week without getting special attention (in one form or another).

If I have 100 students in my school, then *every week* I'm going to A, B, and C every darn one of them. The Cs need immediate attention. By immediate, I mean that week. They might be C-students because they lack talent or enthusiasm. Maybe they missed their last test? Whatever the reason, they are going to get attention *now*.

By the end of that week they will have gotten a letter or a phone call or a mat-chat or a private lesson. I'm going to make sure that my staff and I take a massively proactive stance with these students. After all, why would I want to wait for them to drop out—when I can catch them before they get both feet out the front door? In the words of my business mentor, Nick Cokinos, "Prevention instead of therapy."

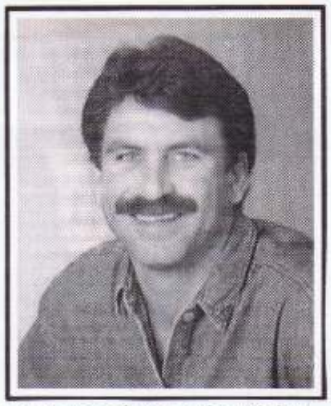
At first, it seems like a big job, but after a few weeks you get it whittled down to a small group of at-risk students. When a new one pops up, he/she stands out like a sore toe.

By attacking your challenges on a week-to-week basis, you never get more than seven days behind. If someone's name keeps popping up each week, it gives you a chance to re-enroll him before he becomes a drop-out statistic.

In my next column, I'm going to show you the method I used to keep track of my students with one simple meeting a week. It's called "The Weekly Card Count." See you here next month. ■

Tom Callos, is a school owner in Hilo, Hawaii, a former board member of the Educational Funding Company, and a NAPMA video instructor.

Look for Tom Callos as the host of the new Children's Curriculum feature on the monthly NAPMA Professional Skills workshop video. NAPMA 800-973-6734.



I've Just Got To Get This Off My Chest Before I Explode!!!

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Let Me Tell You How! If You Do Not Read This Page At Least I've Done My Part.

You see one day this guy comes up to me and says "hey" you are spending all this money every month on ***advertising that gets you about 7 students a month if your lucky****. Then he said* ***if I could show you a way that could spend about 250.00 to 350.00 per month and at least double this*** *with hard work and would eliminate the need for an advertising budget, would you be interested? Well obviously I said yes. I Knew that one newspaper ad cost that, and if I only signed up 15 new students per month, I would generate much more than he was asking and I was already spending about 800 to 1200 per month and only getting 3,4,5, new ones each month. I certainly wasn't scared to work, I'd been busting my tail and not doing jack. Well* ***to make a long story short, they came out, trained us ,installed the system and taught my staff how to close. We received marketing and operational trainning manuals with on screen movies and video. It was so easy I was extremely surprised! I've got two schools now and this guy has got schools across the country doing the same thing.*** *He gave me a little flyer one day, that is what you are about to read, however I just want to be the first to tell you that you're making a big, big mistake if you don't check into this one. Now that I've got this off my chest, I want you to read the flyer I received from him.*

The martial arts organizations that will survive and be prosperous in today's market are positioned in a manner that is lean and ready to handle the constant change of today's economy. Are you tired of throwing away money on advertising? Do you want **more students**? Do you want to increase your income two or three fold? Would you like us to show you how to do this without any out-of-pocket expense? 'Sound too good to be true? Well, it **is** true, just ask our existing **martial arts clients**. They are so excited, **they did not even want us to disclose** this amazing marketing breakthrough to their competitors. We felt it would be unfair for us to allow that to happen, so we developed a **way to protect each karate school in an area.**

Don't miss out on this. At least give yourself the opportunity to see for yourself how incredible this turn-key program will work in your business. We would be happy to prove what we claim! You owe it to yourself, your family, and your employees to see how this amazing advertising system will give you an almost unfair advantage over your competitors!

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"I was skeptical at first until I saw it work, and then I couldn't believe it. It totally paid itself in the first three weeks of operation after we enrolled 27 new students. Now ***we average about 20 new students each month*** *using the system."*
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"It's simply ***the best enrollment tool for the cost*** *in the busines, and their company support is truly amazing."*
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"From the largest academy to the smallest school, the ***Lead generation*** *system by Today's Network Group, Inc., is by far the most cost effective lead generating source for our business in today's market.* ***I signed 44 students in my first 30 days with the Lead generation Advertising System.*** *The only reason I didn't sign more was because I literally couldn't handle more white belts than that with only one other black belt instructor at the time. Once I saw just how useful this technology was in finding customers for my other businesses, I knew that it would be ideal for the martial arts. My new school was filled with students even sooner than my wildest projections. As President of Today's Network Group, I consider it an honor to share the years of research our company has devoted to the* ***Lead generation*** *System with other martial artist like yourself. Please feel free to call me at* ***1-800-932-6382*** *and talk with anyone in our group or request a list of satisfied* ***Lead generation*** *customers in other industries. I'm looking forward to your comments." --- Max Day*

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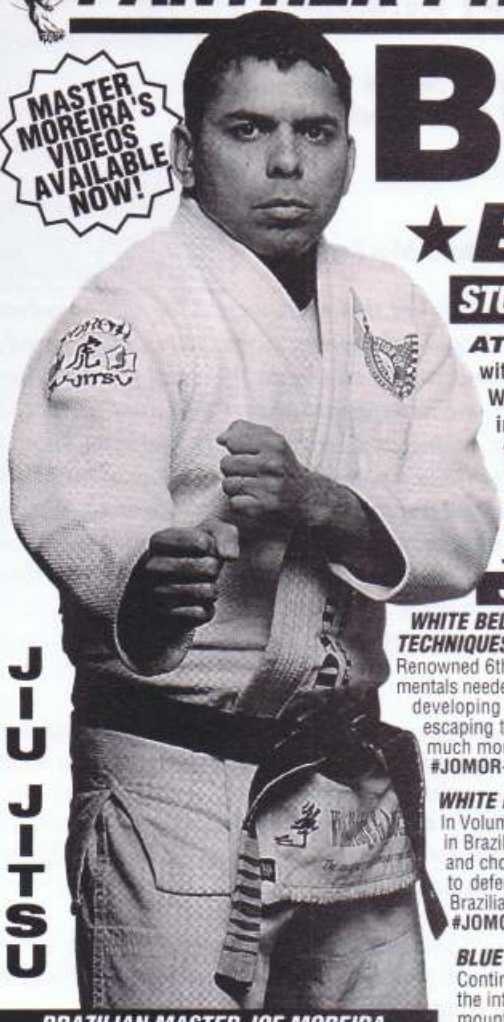
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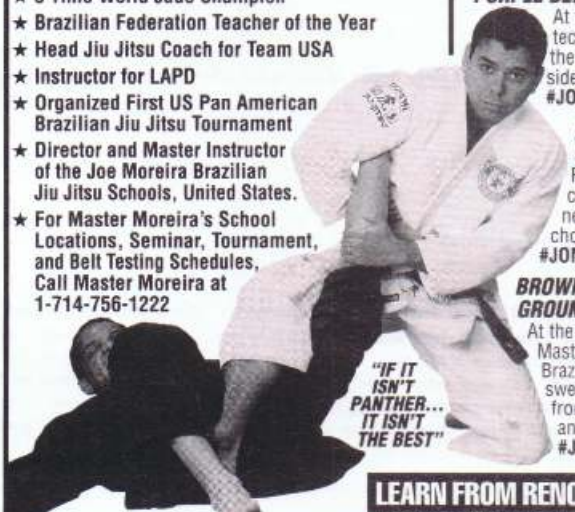
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- ★ 3 Time World Judo Champion
- ★ Brazilian Federation Teacher of the Year
- ★ Head Jiu Jitsu Coach for Team USA
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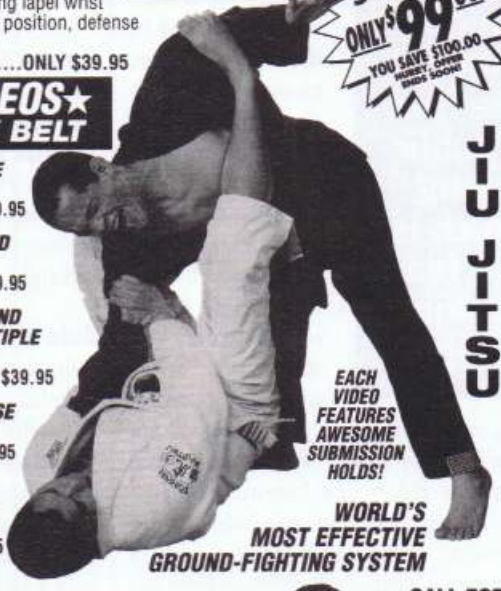
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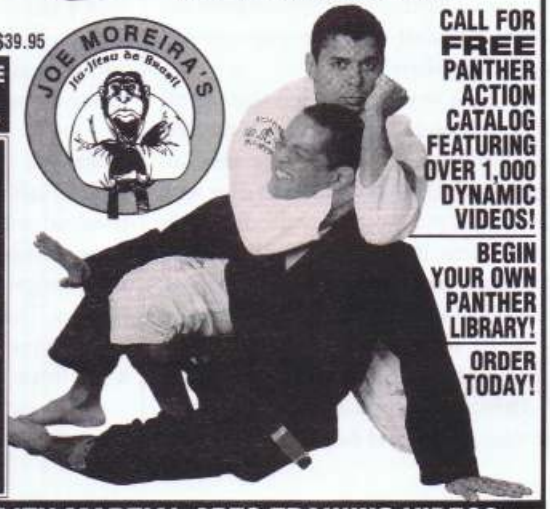


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sales and marketing

SAVED BY THE BELL

you must speak to human nature to sell martial arts

By Rick Bell

People are the same everywhere: No matter where you live in America, people have the same tendencies and characteristics, and everyone has the same human nature. It doesn't matter if incomes in your area are higher or lower than the national average, people's thought patterns and attitudes will be the same as the rest of the country. All of society is influenced by the same television, music and print media, and therefore will always move in lock-step.

"The greatest fear people have is the fear of "public speaking," which is simply a fear of looking stupid."

In the early days of the martial arts business boom, I routinely heard school owners sincerely say, "What you're recommending sounds real good, but it just will not work in my town." Fortunately, that phrase is seldom heard anymore because the vast majority in this industry has come to understand that no area in America is particularly different from any other, and what works in one area will work everywhere.

Coming to the realization that people are no different in your town is the first step to marketing success. A sales philosopher once said that in order to dine with the classes, you must sell to the masses. In other words, if you want to be financially successful in the martial arts business, you must learn to market your classes properly so they will appeal to a large percentage of the public.

Here are five hard and fast rules about human nature and how to use them to market your classes more effectively;

Rule #1: People are skeptical. Make sure that your marketing is believable. When people see a martial arts ad with someone doing a flying side kick through the air, they don't believe you or anyone else could ever teach them to do that. Remember, the purpose of advertising is to convince people you can teach them this stuff, not just put on a show for them!

Rule #2: People are procrastinators. Always give people a good reason to start taking your classes right now. Too much martial arts advertising is based on telling everyone how wonderful our program is, but there is rarely a call to action. Always tell people they should call right now!

Rule #3: People want to know what's in it for them. Don't ever make the mistake of talking about "features" instead of "benefits". A feature is something that your classes can do; a benefit is something your classes can do for someone.

Instead of saying, "Our classes teach discipline," you should turn that feature into a benefit by saying, "Your son (or daughter) will get better grades in school with the help of our classes because of the positive emphasis we place on discipline."

Rule #4: People avoid risk. You must make it safe for potential students to get involved with your classes, and I don't mean physically safe. Most instructors run a safe program, where there are few if any injuries. The risk most people fear is not getting injured in your class, but making a bad financial decision.

You should use a 30-day money-back guarantee for all your new students. When a new student enrolls, he should not be asked to sign a contract right away. If the school uses contracts at all, you should wait until a few months into the training before asking the student to make a long-term commitment to the school. The fact is, people hate contracts because they make them suspicious. Most people in today's environment feel that if you can't keep students without making them sign a contract, maybe you had better take a hard look at your ability to teach.



Rule #5: People are fearful of disappointment. Guess what the greatest fear in life is? No, "dying" is number two. The greatest fear people have is the fear of "public speaking," which is simply a fear of looking stupid.

When we do demonstrations for the public, we should always remind ourselves of this fact and structure everything we do to make people in the audience feel that the chances of them looking stupid if they try our classes is nonexistent. Everything you do should be geared towards making your classes as "user friendly" as possible.

Remember these five rules the next time you sit down to plan an ad campaign and make sure your plan speaks to every one of these natural human concerns, because I can assure you, none of these are going away anytime soon. ■

Rick Bell is a well-known speaker and consultant to the martial arts industry and is President of EasyPay Automated Billing. He can be reached at 1-800-852-4005 or IFCEasy @aol.com

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Married to the Business—*continued from page 18.*

active students. They also recently opened a second location, which is approaching the 100-student mark.

The Major Difference

However, one major difference between the Brumleys and most other couples that are in business together is that their lives are not totally consumed by the business. They view their operation from a finely-tuned business perspective, with a definite organizational structure. While Terry is the unquestioned boss, he says that Julie is a strong sounding board. "I take care of the sales," says Terry, "although she knows how to do that as well."

The Brumleys are both excellent instructors. Julie teaches all day Saturday in addition to several classes during the week. Terry still teaches 10 to 12 hours per week and takes care of most of the management duties and supervision of their seven part-time employees. Unlike most successful martial arts schools, they do not use a billing company.

"Julie takes care of the billing, the accounts payable and receivable. She has all of the administrative duties, and it works out beautifully," Terry explains. "Everybody has a specific position," says Julie, "and Terry makes sure they stay on task. The only ones who have a lot of overlapping are Terry and myself."

How did they manage to figure all this out and restructure themselves in such a productive manner? "We hired an outside consultant that wasn't in martial arts who gave us a real wake-up call and got us back on track. Things have gone smoothly ever since," Terry says.

Although they consider themselves full-time employees of their corporation, this attention to structure and organization allows them to put in less hours that the average "Joe Lunchpail," and far less than most self-employed people.

"I put in about thirty-seven hours a week now, if that much, including everything. Our business is more profitable and we're bonusing all our employees," says Terry. "Because of that, I'm educating them on how to make a profit in our organization, so they're working very hard to allow that to happen—so they can be bonused. This keeps me from having to do everything. I'm not supervising people who are not working now," he adds wryly.

"I put in about twenty to twenty-five hours, including seven or eight teaching hours," says Julie.

This abbreviated work schedule allows them plenty of free time to spend with their three children, ages 10, 9 and 6. All three are active in the martial arts. When asked if they forward their phone from the business to the house, Terry roars with laughter and Julie exclaims, "No way!!"

"Our home phone is unlisted, so when we're away, we're *away*," states Terry. "Whenever we go out of town, we rarely call back to the school. That's *our* time, and we need it. It seems to help us focus more when we do get back."

The Brumleys usually take three weeks a year of vacation time, not counting numerous business-related trips. On such business trips, Terry often takes his children or wife. "I like to go visit individual schools that are reaping much success and bring back two or three ideas to implement."

To stay fresh martial arts-wise, they bring in guest instructors from different arts around the country to teach their flourishing Black Belt Club classes. "We're sponges," says Terry. They also maintain contact with their original instructor, and visit him once or twice a year for advanced training.

Summary

Here, then, are three different couples, three different martial arts "Mom and Pop" schools that are succeeding by their own definitions. Proper organization and planning, along with a continuing desire to acquire new knowledge and skills, seem to be among the most important determining factors for success. Although they maintain different approaches to their operations, they also have two important attributes in common —*they love what they do, and they love each other.* ■

Mike Anderson and his wife, Cathy, own and operate Goshin Karate & Judo Academy and Goshin Martial Arts Services & Retention Products in Scottsdale, Arizona.

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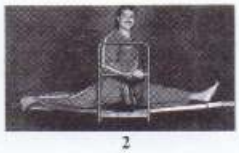
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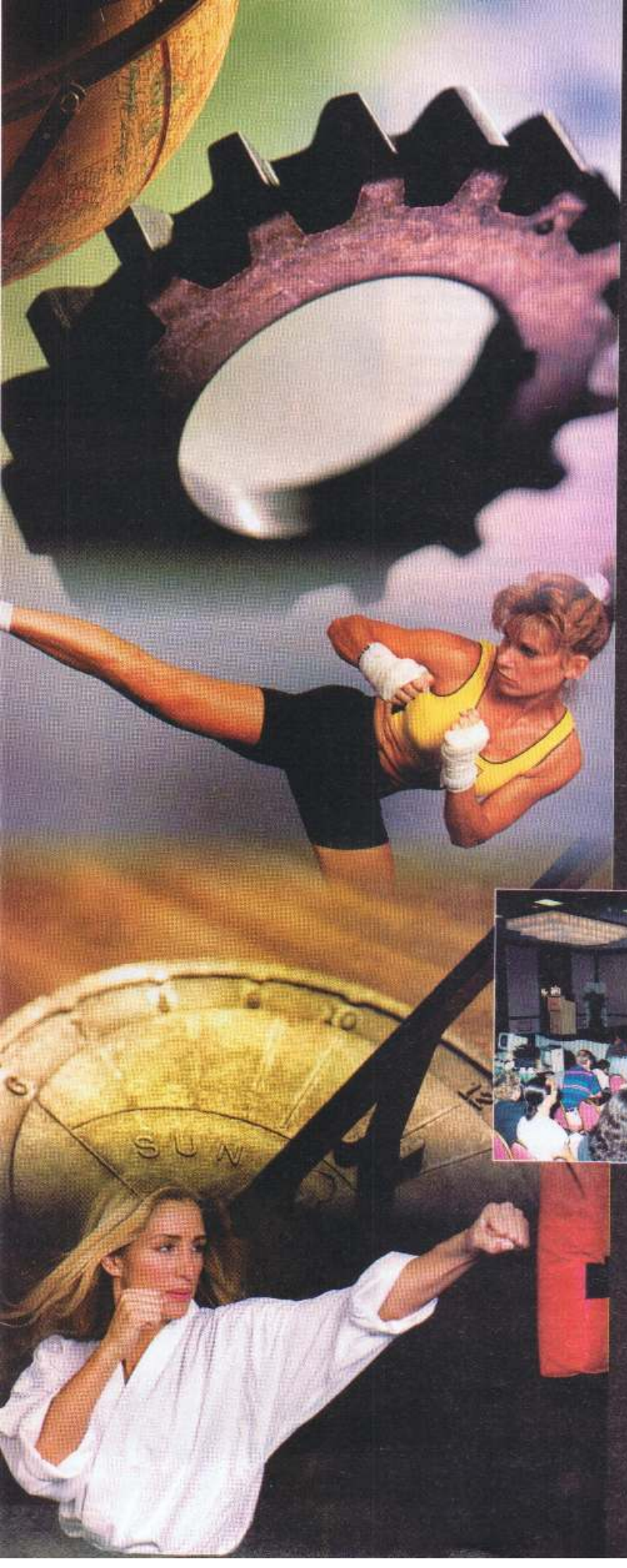
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heavy hitters

Christopher J.C. Doyle

Name: Dojoworld Academy of Martial Arts
Professional Title: Chief Instructor; President
Personal Status: Married to a beautiful woman, Lesa, manager of the Academy and a 3rd degree black belt. Have a wonderful 2½-year-old son, Charles.
D.O.B.: December 31st, 1963
Year Started in the Martial Arts: Summer 1974
Year School Started: August 1986
School Name Year One and Now: Then, "Academy of Martial Arts"; Now, "Dojoworld Academy of Martial Arts"
Founding Capital: $5,000 from my instructor and my parents
Most Creative Coup: "Living in the Academy for the first two years."
Earliest Must Have: "I needed students! I had only 6 in June 1986, 6 in July, 8 in August. Ouch! I also needed a computer to save time. Did the newsletter by hand and typewriter (cut & paste) and I did the membership processing by hand (no computer programs)."
Best Decision: "I literally moved up in the world—from a basement I moved upstairs to a storefront. Then, I sold over 65 full-year members that month (June)."
Worst Decision: "The worst actually didn't happen, but I thought about it. I almost gave up. I then determined to do what I was talking about to my students, never give up!"
Student Count in First Year: 80
Student Count at Press Time: Over 400 active
Salary – Year one: Less than $10,000
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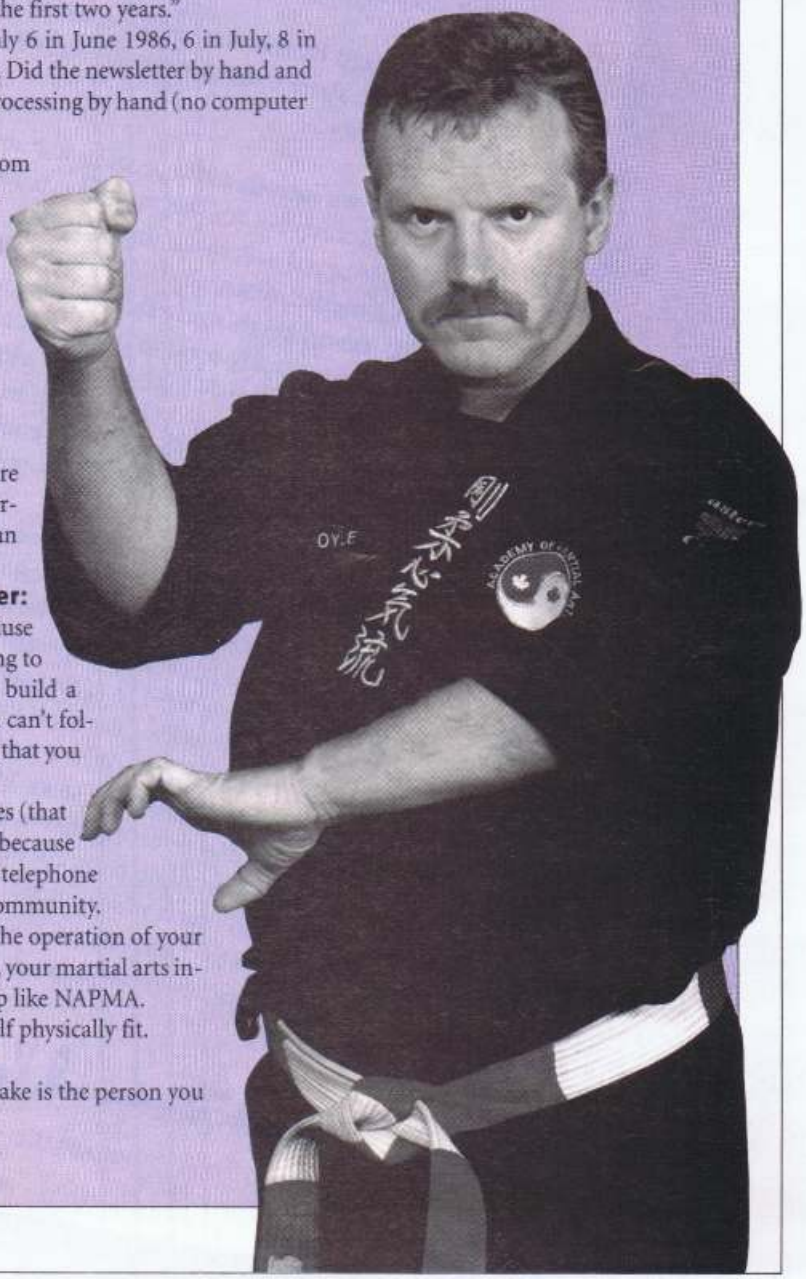
"Two, if you don't have 6 to 8 months total expenses (that includes your living expenses), then get an investor because you will need a big boost for advertising and rent and telephone before you are well known and established in your community.

"Three, seek professional help before and during the operation of your studio. Professional help means lawyers, accountants, your martial arts instructor, and a martial arts business consultant group like NAPMA.

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"Five, find an honest training partner!

"Six, the most important decision you will ever make is the person you marry!"



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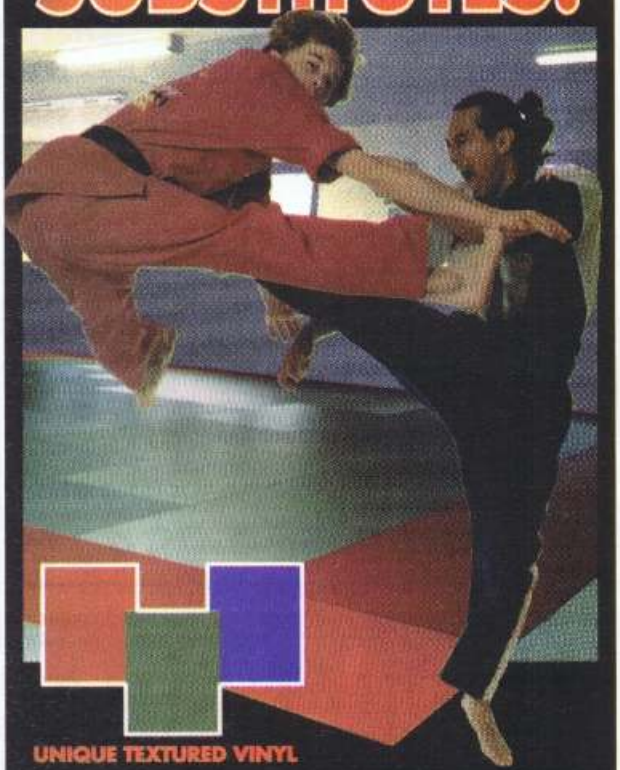
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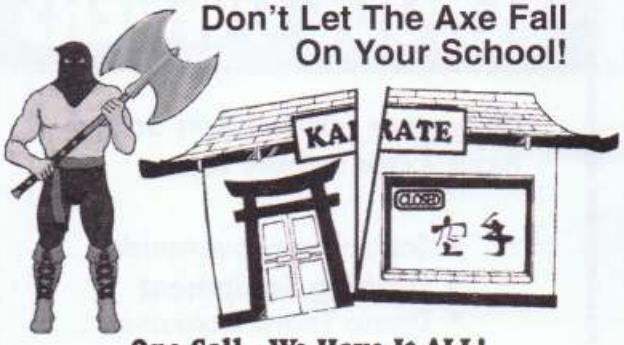
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