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"My School's Growth and Retention Rate Dramatically Improved, When I Developed a Stripe-Based, Rotating Curriculum."

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follow my clues to our secret agents of success...

Once you read a little about what industry insiders, such as Stephen Oliver, Toby Milroy, Jeff Smith and Dave Kovar, and fresh, new voices from outside the industry will be revealing at the 2009 NAPMA Quantum Leap, you won't be able to stop yourself from reserving your seat at **NAPMAQuantumLeap.com**.

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napma 2009 quantum leap

THE Innovative MINDSET FOR Entrepreneurs

In part two of his interview, Dr. Gene Landrum, originator of the Chuck E. Cheese concept, challenges you to do what most businesspeople are unwilling to do: bet everything you've accomplished to achieve even greater goals. That is the bold approach of a true innovative, right-brain thinker.

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"My School's Growth and Retention Rate Dramatically Improved, When I Developed a Stripe-Based, Rotating Curriculum."



Charles Dudley, NAPMA Inner Circle member, took two of the most important steps of a martial arts entrepreneur. First, he found the balance between tradition and American business success, and then he introduced a rotating curriculum that excites students, makes instructors' job easier and involves parents even more in their children's training and advancement.

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Special Features at MartialArtsProfessional.com



STEPHEN OLIVER
Mile High Maverick Newsletter
School Growth and Development Blog
Daily comments and observations

Coming in *Martial Arts Professional*

The Four Keys to your Future: More about developing an exit strategy for your career/business.

New *Martial Arts Professional* Product Guide: Learn what new products have the industry buzzing, and which could become your next alternate profit center!

Member Success Story: "How the Mastermind Effect Helped Me Find a Positive, Supportive Environment for Amazing School Growth and Personal Prosperity," with Ron Achenbach, NAPMA Inner Circle Member

Martial Arts Professional magazine is the premier resource for those professional martial arts school owners and operators who are serious about enhancing and/or expanding their business operations through a series of monthly visual and editorial resources, innovation, hands-on and first-person industry experiences.

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Rob Colasanti is the president of NAPMA, a veteran Black Belt of more than 20 years, former school operator, the author of How to Build the Martial Arts School of Your Dreams, *an ACMA-Certified instructor and a popular speaker on the subject of martial-arts-school operations. You may join NAPMA's Maximum Impact Program at* ***NAPMAFreeOffer.com****.*

NAPMA President Rob Colasanti

Create Marketing Dominance Using "Force Multipliers"

The military uses the term "force multipliers" to describe various tactics that can provide unique advantages in battle. This concept can also be easily applied to your school's marketing.

Some obvious examples of common marketing tactics are telemarketing, flyers, door hangers, Yellow Pages ads, Web sites, VIP passes, direct mailers, signage and special events. Information about all of these items (and often the actual materials themselves) is sent regularly to NAPMA Maximum Impact members.

I've learned, however, that it's the use of these tools, plus the cross-integration of various force multipliers that often create the biggest results.

Here are six important force multipliers that will help you to improve your marketing results, dramatically:

1. Superior Knowledge

If you hired someone like Jay Abraham to be your school's full-time marketer for a year, instead of a recent college graduate with a marketing degree, then you'd probably have a much higher student count. Agree?

Clearly, knowledge is a critical force multiplier. If you have superior marketing knowledge, then you'll be able to use all of your marketing tools much more effectively. Ultimately, this will translate to stronger revenues and helping more students experience the life-changing benefits of martial arts training.

That's why receiving constant education and information through NAPMA's Maximum Impact program is so integral to your long-term success. It will increase your knowledge in every area of your business, especially marketing.

2. Diversified Marketing

Many school owners with whom I speak, don't implement enough lead-generating mechanisms, so they don't generate fresh leads from many different sources.

Diversity in marketing is an important force multiplier. Your goal is to generate two leads from a demo, three from a newspaper ad, six from a school, etc.

3. Name Recognition

Obviously, if everyone in your town considers you the martial arts authority and your school the center for training, then your marketing is much more likely to attract the public's attention. Many school owners have developed powerful reputations through years of networking, community involvement, quality instruction, legendary customer service and positive PR. Establishing a rock-solid name reputation is a very powerful force multiplier. If you want your marketing to generate better results, then it's a good idea to become recognized as the martial arts star in your community.

4. Consistent Approach

One of the most important elements of successful marketing (and a critical force multiplier) is consistency. That's why Maximum Impact members receive highly effective, "done-for-you" marketing materials and information every month. Generating a constant flow of new prospects requires a consistent effort. People are busy. It may take six, eight or ten different marketing attempts before you hit the right hot button.

5. Spending Power

Profitable schools, with strong cash flows, can afford to spend much more on their marketing than underperforming schools, truly diversifying their marketing efforts and keeping the consistency high. One of our Inner Circle members is grossing 1.2 million dollars a year in one location. He can definitely afford to invest more into his marketing than the guy up the street with only 24 paying students.

6. Overcoming Inertia

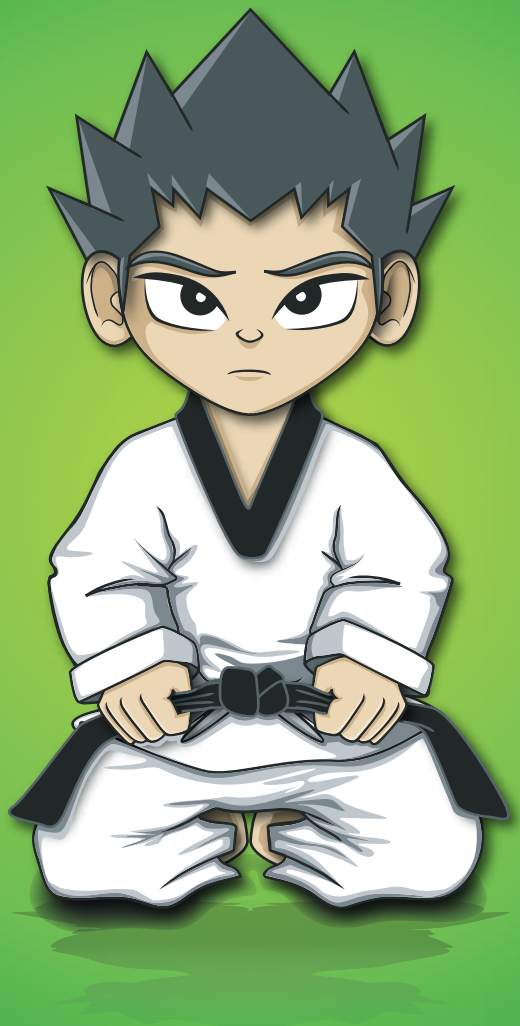
NAPMA has been distributing basic marketing tools, every month, for more than 13 years. The challenge is that many instructors don't do anything with the materials they receive. You must implement, implement, implement! You must be a self-starter, and action-oriented, systematic, strategic and creative.

Your goal is to identify these force multipliers and use them to make your overall marketing much more effective.

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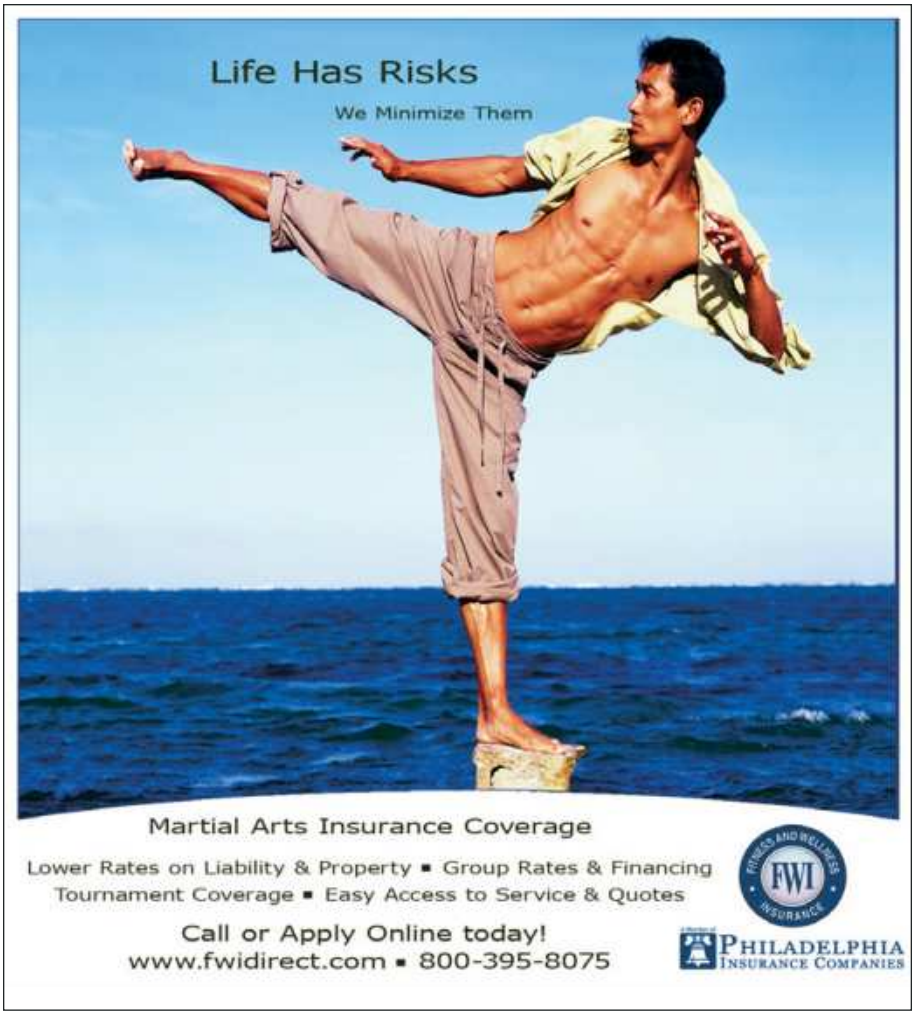
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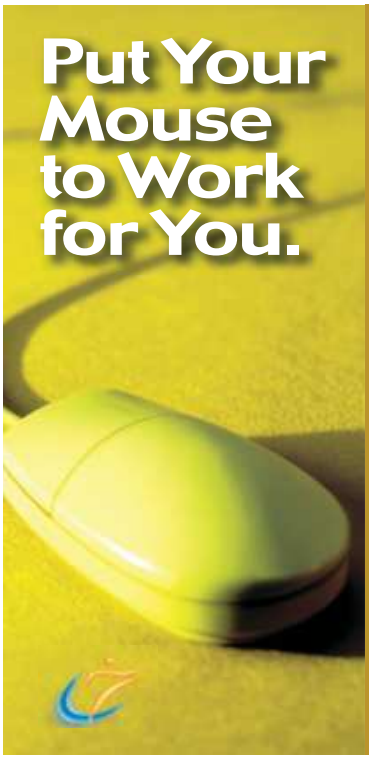
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UFC Helps to Raise $4 Million for Brain Injury Research Center

WILMINGTON, NC—You'll hear many opinions about the popular version of Mixed Martial Arts seen on TV and in fight rings around the world, but everyone can agree that it understands the giving-back principle of all martial arts.

In December, Ultimate Fighting Championship sponsored the Fight for the Troops event at Ft. Bragg U.S. military base and raised more than $4 million for the Intrepid Fallen Heroes Fund.

UFC and the Fund have raised $50 million of the projected $70 million needed to build the National Intrepid Center of Excellence, a research facility in Bethesda, Md., that will be dedicated to treating troops who suffer from traumatic brain injuries.

It is estimated the center can be built in a year to 15 months, and supporters expect it to become the focus of research on TBI (traumatic brain injury).

The event, which included five military veterans who have become UFC fighters, aired live on Spike TV and attracted 2 million viewers, one of the largest audiences that evening.

Visit **fightforthetroops.com** for more information about this project.

Missourians Butt Heads Over Youth Cage Fighting

CARTHAGE, MO—The people of Missouri and its legislators are no different than citizens in other states where the popularity of Mixed Martial Arts, especially at a local level, has created controversy and activism on both sides of the issue.

When the enthusiasm for MMA results in an equally growing popularity for youth cage fighting, however, then the controversy burns red-hot.

Martial arts instructors, legislators, children and their families and MMA enthusiasts in Missouri are picking sides, and both have significant points to make.

For example, three children in one family have been training and competing in cage fights for three years, and all three are honor students.

Rudy Lindsey, a mixed martial arts trainer and fight promoter in Carthage, saw such a growing interest in youth MMA that he started the Garage Boys Fight Crew. He is quick to note that his students fight under very strict rules that are meant to eliminate injuries. Children must wear protective gear, and a referee, doctor and coaches monitor the matches and can stop them, whenever they think it is necessary, to protect the participants.

The potential for injury also attracts competing voices. Lindsey states that football is just as much a contact sport as MMA, and that there are more injuries in baseball than martial arts. A Kansas City pediatrician offered his counter argument that a sport that calls for you to choke your opponent into submission to be named the winner is inherently dangerous to children.

Of course, state legislators think they have a duty to protect children from what many of their constituents consider a barbaric activity. Oddly enough, Missouri is the only state to allow sanctioned youth cage fighting. Although an attempt to pass a bill in April 2008 to ban it was defeated, the bill is expected to be re-introduced during early 2009.

Finally, parents' reactions to this local news story filled many blog pages, with some equating today's youth cage fighting to Roman gladiatorial games, while others approve of training in wrestling techniques, but don't think that it should escalate to the level of cage fighting.



Others thought any form of exercise for children was better than being sedentary and playing video games. The message that most martial arts instructors try to teach their students was clearly understood by a former youth boxer who said he "was told that if I ever fought outside of the ring, then I was not allowed to box anymore." He also stated that his worst youth sports injury occurred as a track athlete.

At the other end of the scale, a wife of an assistant coach for Lindsey's Garage Boys Fight Crew stated, "Kids were never taught to be aggressive. They were expected to keep their grades up and if they were caught fighting outside of class, they were suspended from the program."

Amidst Economic Turmoil, Martial Arts School Opens Due to Public Demand

MARION, OH—You don't have to look very far in any small U.S. town to see the effects of the current economic climate.

Within a few blocks at the center of this mid-Ohio community, a number of businesses are closing, including a car dealer that has been in business for 12 years, a gift shop and a steakhouse.

Even Rob Hopkins, until recently a co-owner of a business that provided customers with Internet access for gaming, Web surfing, research and checking e-mails, was affected; but he could be a winner in this economic cycle because he is a martial arts instructor.

Continued on page 14

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John Hackleman



Hopkins actually chose to leave his previous business to open his first independent school because so many people were asking him to expand his program. Formerly, he taught at the Downtown Athletic Club, but his access to its facilities were limited, so he took the opportunity to serve a need, which may be the greatest entrepreneurial lesson for us all from this little tale.

Kung Fu Panda Garners Nominations for Various Movie Awards



LOS ANGELES, CA—*Kung Fu Panda*, Dreamworks 2008 animated blockbuster, continues to prove its popularity, as it received the most nomination (17 total) for the International Animated Film Society Awards, or Annies. The film has also been nominated for a Golden Globe award.

The major Annie nominations include Best Animated Feature, Best Animated Video Game, Animated Effects, three for Character Animation in a Feature Production and Directing in an Animated Feature Production.

Chuck Norris Expands His Kick-Start Program

PFLUGERVILLE, TX—Chuck Norris, six-time world karate champion and action TV and movie star, recently celebrated the expansion of his Kick-Start Program into Pflugerville, a small Texas community north of Austin, with a belt-graduation ceremony for 300 local martial arts students.

Today, Kick-Start-trained instructors teach five weekly classes of sixth-, seventh- and eighth-graders at three local middle schools as well as optional after-school and summer programs.

Pflugerville students pay only $100 to cover part of the cost of instruction and uniforms, while the school district and local businesses and foundations contributed additional funds for instructors' salaries and the optional programs.

With the help of President George W. H. Bush, Norris founded his Kick-Start Foundation to teach martial arts to 150 high-risk children at M. C. Williams Middle School in Houston, Texas, as part of the school curriculum. The program was so successful in helping these kids raise their self-esteem, instill discipline and respect, and avoid the gang lifestyle that the program now includes approximately 6,700 Dallas and Houston-area students experiencing more positive and goal-oriented lives.

Teenage Martial Artist Disarms Burglar with Machete

BARBADOS—As with most young martial arts students, Redmond Lee, 13, was confident of his self-defense skills, but had never had to prove their worth, until he saved his sister from a man with a machete.

Lee, his sister, Millina, 11, and their parents had traveled from Britain to Barbados for a family vacation, where the incident occurred in their suite.

Lee said that his adrenaline spiked when he discovered the burglar standing over his screaming sister, threatening her with a two-foot blade. He didn't hesitant to confront the man, and immediately put him in an arm lock and grabbed the machete from him.

The attacker really discovered he had picked the wrong family when Benita Lee, Redmond's mother, threw hot coffee in his face, and then Dane Lee, Redmond's father, also a trained Kung Fu artist, further subdued the burglar and presented him to the authorities.

Ashes of Time, Classic Martial Arts Movie, Is Restored

LOS ANGELES, CA—*Ashes of Time*, the 1994 epic martial arts movie, has risen from the "ashes of time" to be completed restored and renamed, *Ashes of Time Redux*.



According to press reports, the movie's visuals have been technically enhanced and new music and subtitles have been added. This is expected to make the often-complex plot easier to follow, especially for Western audiences.

The story centers on Ouyang Feng (the late Leslie Cheung), an accomplished swordsman, who, when rejected by the woman he loves, flees to live in the desert, where he hires other swordsmen as hit men. Louis Cha, a martial arts genre master, wrote the original novel.

UK 2012 Olympic Taekwondo Team Receives Major Funding Boost

LONDON, ENGLAND, UK—Although other UK Olympic teams suffered budget cuts, the allocation for the 2012 Taekwondo team was increased by nearly 70% (4.49 million pounds, or 6.6 million U.S. dollars).

Continued on page 16

Is Your School Stuck in a Sticky Situation?



Brian's determination to manage everything by himself is clearly overwhelming. With so many responsibilities and so little time, he can't focus on the things he should be doing: teaching great classes and enrolling more students.

Brian needs to join the thousands of successful school owners who entrust Member Solutions to handle the many business aspects of their schools. With *unsurpassed innovation, cutting-edge technology* and the *highest level of service and support*, Member Solutions' clients achieve **growth of 20%** or more and **save hundreds of hours** each year.

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England won one bronze medal in Taekwondo at the 2008 Beijing Olympics.

The United Kingdom will host the 2012 Summer Olympic Games. UK Sports, the country's central funding body, has decided to boost the budgets for those sports in which there is some likelihood of winning medals. Other than Taekwondo, they include hockey, boxing, archery, synchronized swimming and basketball, which received the largest budget increase.

Fencing, handball, shooting, water polo, weightlifting, table tennis, volleyball and wrestling were the Olympic teams that will have to train and compete with smaller budgets.

Member Solutions Achieves Payment Card Industry Data Security Standard Compliance

JENKINTOWN, PA—Member Solutions has received certification of compliance with the Payment Card Industry Data Security Standard (PCI DSS). The PCI Security Standards Council was formed by major credit card companies, including Visa (CISP), MasterCard, American Express, Discover, and JCB.

The PCI DSS is a set of rigorous industry-wide regulations and requirements designed to protect sensitive cardholder information. Many small and medium-sized businesses are struggling to comply with the Council's standards, which are designed to protect consumers' personal data. Adherence is required of all merchants.

"Identity theft and credit card fraud is a major issue in today's world. Since 2005, 80% of unauthorized access to cardholder data has been the result of occurrences involving smaller merchant locations, just the kinds of businesses that we serve," said Steven Pinado, Member Solutions CEO.

Donnie Yen to Star in Biopic of Bruce Lee's Teacher



Donnie Yen

HONG KONG, CHINA—With a reputation for having a fighting style very similar to Bruce Lee's, action star Donnie Yen approached the challenge of portraying Ip Man, grand master of Wing Chun, and Lee's teacher, with as much humbleness as the Grand Master.

According to Yen, he spent more time researching and preparing for this role than any other because Ip was not the stereotypical Kung Fu master; instead, he was a family man, soft-spoken and very humble.

Yen said he had to learn how to slow his speech and movements and lose weight, so he would look slim and scholarly like Ip.

Wilson Yip, the director of the biopic, said he wanted the movie to focus on Ip's morals and principles and share those positive messages with the audience, instead of the typical fighting sequences.

The movie explains how Ip Man gained his reputation during the wushu craze of the 1930s, and the difficulties of living in a Japanese-occupied China.

Although this will be the first movie of Ip's story, Yen knows how much others have tried in the past. He was signed to play Ip a decade ago, but the movie was cancelled when the production company went under, so he was excited to have the opportunity again.

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Industry Insider Story Hits Hot Button

I find your article [Industry Insider, October/November 2008] disturbing and would like to know your sources of these very serious allegations and accusations. One person's statements made under what circumstances and conditions, collaborated by what other facts and sources?

We all know that the two major governing bodies of Taekwondo have been at odds with each other since conception, and during the years have tossed many untrue statements about each other back and forth. Do you understand the effect that an unsubstantiated article like this could possibly have on the public's perspective of Taekwondo and the studios that teach Taekwondo? I'm sure that there are a great many of your members that are Taekwondo stylist that will find this article offensive. I sure do!

It was my understanding that NAPMA was trying to help the industry become more "professional" and more successful? If that is the case, then how does this article help accomplish that goal?

John Hubbard
Taekwondo Instructor
5th-Degree Black Belt

Master Hubbard:
The story to which you refer reported "that the International Taekwondo Federation became a front for the North Korean government more than 20 years ago, training and disguising spies as TKD masters, in an attempt to assassinate the South Korean president of the 1980s."

As a dedicated practitioner and teacher of Taekwondo, I can understand how the story may have been upsetting and a harsh accusation of the ITF; however, allow me to explain how NAPMA acquires these stories.

Martial Arts Professional receives hundreds of martial arts news stories every month, from which I choose those that may be of interest to our broad base of readers. As managing editor, I make sure that the sources of these reports are highly reputable newspapers and other international media.

In this case, the story was first reported by *The Korean Times*, which interviewed Choi Jung-hwa on his recent return to Korea, and quoted him in its printed story. Reuters then included the story as part of its distribution to worldwide media. *The Korea News* and *Reuters* are certainly reputable news organizations.

In my rewrite of this story, I attributed the source to "a Korean newspaper." In retrospect, it would have been better if I had included the exact name of the newspaper as well as Reuters' role in its distribution, and, for that, I apologize; however, this story was already on the Internet (and in printed newspapers, in this case) well before we publish it.

I, and everyone at NAPMA, appreciate your comments and your passion and support for Taekwondo and NAPMA.

Bob Sillick
Managing Editor
Martial Arts Professional

[Editor's Note: The following exchanges come from the NAPMA Members' Discussion Boards, a valuable, beneficial and FREE service to NAPMA members that is helping them grow their schools with specific ideas that other members have successfully implemented in their schools.]

How Should I Respond to a Unique Opportunity?

We were asked if we might be interested in sponsoring a few kids each month to attend our school, while their mothers are living in a battered women's shelter. The shelter has strict guidelines and only allows the women to stay for 30 days.

The owner of the shelter thought it would be good to allow the kids of these women to be involved in our martial arts program. He heard of the wonderful character traits our program has helped other local kids develop. He feels it would be a huge benefit for these kids, not to mention it would put them in front of a positive male role model.

The only drawback is that we are not sure if just a 30-day martial arts experience is healthy. I can't afford to sponsor kids once they leave the shelter, and continue to sponsor new kids from the shelter each month. I appreciate any feedback on what might be the right approach.

Robert Blum

Response from Stephen Oliver, NAPMA CEO:

I personally think it's a great idea.

The problem, of course, is that their lives are in turmoil and they may not really respond well to your class, and their follow-through after 30 days is questionable.

You say you "can't afford" to sponsor them after 30 days. Why? If you had maybe 5%–10% of your total student body on scholarships, then it makes no difference to you. In fact, you have no direct cost associated with these kids, other than uniforms (and, perhaps, pads/weapons) at some point.

The problem only lies in making sure that you don't add "disruptive influences" into your regular classes.

You'd really want a policy of "we'd love to have all of them AS LONG AS we receive a commitment for two classes per week."

We've been doing this for 25 years. It's not that you'll be flooded with students; it's that you'll have to work hard to make sure they are consistent enough for it to be of value to them.

Why not send us a letter?

Martial Arts Professional welcomes your Letters to the Editor, news releases, stories and photos.

To submit online:
Visit MartialArtsProfessional.com

If you prefer e-mail:
Editor@MartialArtsProfessional.com

Letters may be edited for clarity and length. Please include your name, address and daytime telephone number.



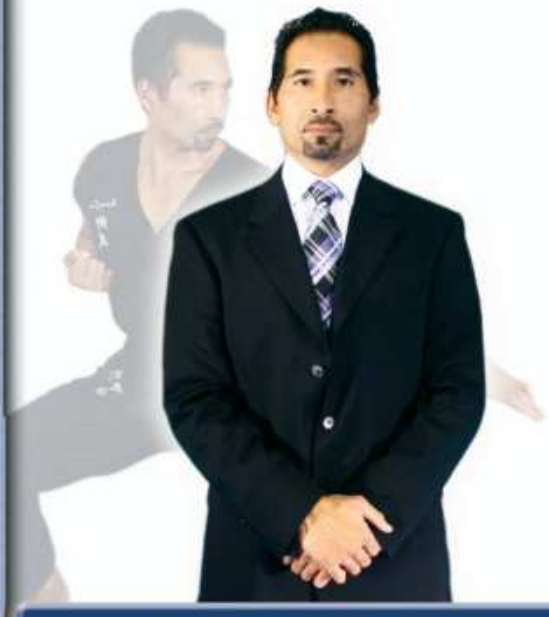
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If you think any of these, then you need to call me immediately so I can reveal the simple secrets of TNT!



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✓ *For the first time I am showing the formula to produce $50,000.00 a month at your school!*
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TNT step 1	$16,500.00
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TNT step 4	$1,495.00
TNT step 5	$1,225.00
TNT step 6	$2,800.00
TNT step 7	$2,800.00
TNT step 8	$8,700.00
TNT step 9	**20** new students a month.
Total Money Earned	*$58,080.00*

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Master Sang encourages all interested in doubling their income and not their expenses to call and register. We are selecting a limited number of qualified Instructors and schools to maintain the quality and exclusivity of this program. Call today for further information about TNT Seminars, and including qualifying criteria and prices.

1-727-540-0500 napma.com/tnt

Why on earth would you even want to consider joining with Mile High Karate for your school, your students and yourself?

The key reasons why business owners in any business join a franchise rather than go it alone are: robust and complete systems, an opportunity to create real equity and therefore wealth from their business, and the incredible power that comes with organization.

Why would you?

For your particular situation the reasons are clear:

✔ **First:** Be a Martial Artist. We eliminate your need to be a "marketing expert," "sales trainer," "accountant," and "curriculum and education expert." You get to be a Martial Artist-Teacher, and we overlay all of the other systems for you.

✔ **Second:** Cut 10 to 20 years OFF of your LEARNING curve. That's time that if you do it yourself you'll never get back. Overnight, you'll turn on "Plug and Play" systems without having to develop them. Immediately implement proven processes and methods that make your school operate more efficiently and profitably.

✔ **Third:** Affiliate and work together with other "Winners," all working to develop a powerful national (and international) brand and school system. There's incredible power in lots of smart and success-oriented owners working together.

✔ **Fourth:** Plug your students into a huge national support system that helps them grow and enhance their character development, success skills, focus and achievement. You don't have to be the expert in all things since they will plug into web sites, webinars, and teleconferences.

✔ **Fifth:** Immediately start using unparalled sales and marketing materials. You'll have immediate access to our series of infomercials for upgrades, our infomercial for enrollment, and sophisticated AUTOMATIC sales processes to develop and support your students.

Reasons why some schools think they shouldn't consider Mile High Karate, maybe you are one of them:

It's not for me because: I'm a Shotokan, BJJ, Goju, Kenpo or _____ (fill in the blank for yourself) stylist.

Did you know that … It's NOT about changing your style, changing the root of what you teach your students, or abandoning your lineage or your first love?

It is about creating an INCREDIBLY strong "character development" program for kids and families, and overlaying effective marketing, sales, business and accounting systems over your existing curriculum and style. It's about having access to great teaching support if you need it, but it's not about changing what or who you are as a Martial Artist.

It's not for me: because I'm a member of _____ (fill in the blank for yourself; i.e. WTF, ITF or any other martial arts style association.)

Did you know that … It's not abandoning your current association or Master Instructor. It's about honoring that association by overlaying more effective business practices and student support to help your income SKYROCKET!

It's not for me because: Well, it says Mile High Karate and I'm BJJ, Kung Fu, Tae Kwon Do or _____ (fill in the blank for yourself) school.

Did you know that … It's really about Martial Arts instruction in a high-trust, clean-cut and professional environment. It's about creating a SCHOOL that teaches character, confidence, focus, and discipline to all ages.

You could just as easily think of it as:

Mile High Martial Arts
Mile High Kung FU
Mile High BJJ
Mile High Tae Kwon Do

It's not for me because: I don't want to "lose my name."

Did you know that … You don't have to? Really, think about it as "co-branding" — you're always the key person, the master instructor, of your career. You are the focal point for your students and your community. Mile High brings national clout, and you retain your local credibility.

For a complete, no-obligation information package and invitation to our next "Discovery Day," call or register online today.

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Things You Never Hear School Owners Say

#21

Just think of all the money I'm saving on trophies!



While it's true that Doug is saving money on awards for his tournament, he squandered a great opportunity, as a successful event is an integral part of increasing revenue, retaining students and growing a school.

If Doug would have first looked to Member Solutions and their new Event Manager solution, he would have been empowered with the products and knowledge to successfully manage, market, sell, organize, and yes – register event participants with ease. And the fruitless hours he spent trying to "figure it all out" could have been devoted to what he does best: teaching great classes and developing students.

Don't end up like Doug. Call us today... unless of course you find too many trophies troubling.

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NAPMA Takes a "Quantum Leap" with a Masterful Balance of Speakers

There are many reasons why too many of the speakers, experts and "gurus" that present information at industry events have never experienced the problems and opportunities that you face every day.

They may speak well, but they may not be martial artists and have never operated a successful school, or if they have, it's been a short-term success. In many cases, these experts base their expertise on ideas that worked 20 years ago, but are not applicable to the 21st century business environment.

NAPMA has long recognized this unfortunate trend, which is why you'll find an extraordinary balance of speakers at the 2009 Quantum Leap, March 20-22, in Denver, Colorado.

The first group are those who have or are operating very successful martial arts schools TODAY, so they understand what ideas you must implement at your school to be also successful today as well as tomorrow.



Stephen Oliver, NAPMA CEO, will help you forget about the current economic turmoil and concentrate on finding students who will commit to your training and your higher tuition rates for the long-term.



Toby Milroy, NAPMA COO, will show you easy and low-cost tips to use the Internet. Attract more and better students, become a much more sophisticated marketer and take full advantage of technology.



Jeff Smith, former World Kickboxing Champion, Mile High Karate Chief Instructor and regular NAPMA contributor, will provide his thoroughly tested instructional methods to improve your student quality.



Dave Kovar has been a highly successful school owner because he knows how to systematize a school for maximum efficiency and profitability, and now you'll learn his proven methods.



Tucker



Gonzalez



Brown

Rob Tucker from NAPMA, **Ranulfo Gonzalez** from Mile High Karate Schools, and **Frank Brown** from the Mile High Karate Franchise System, will share their "real-school" experiences in selling without selling, training a higher level of Black Belts and creating enthusiasm in the classroom as a pre-framing technique.



Kiyoshi Terry Bryan, Ph.D. and 9th-Degree Black Belt, was so well received at the NAPMA Extreme Success Academy that he is joining us again to explain why commercial real estate ownership may be your greatest source of future wealth.

The second group of outstanding speakers at the NAPMA Quantum Leap comes from outside the industry, but their ideas and strategies are important to all small-business entrepreneurs who are ready to benefit even further from their marketing efforts.



Dr. Larry Donnithorne is a graduate of the United States Military Academy at West Point and is an expert and lecturer on leadership excellence and sound ethics.



Lorenzo Trujillo, Assistant Dean, University of Colorado Law School, is bringing his marketing expertise in the use of personality types to improve sales and how to market to the Hispanic community, now the largest minority group in the U.S.



Karen Eden is both a martial arts master and former school owner who has used that experience to build a 25-year career in the media and public relations. She'll show you how to use those "low-cost marketing" tools to shine a spotlight on your school in your community.



Elsa Cordero is a 5th-Degree Black Belt, former school owner of Power Kix Karate in Virginia. She is currently Grand Master Stephen Oliver's Webmaster, and will teach you the "nut-and-bolts" techniques of building an effective web site. Her Web site design and Internet marketing business is located in Denver, Colorado.

With this line-up, you're guaranteed to leave the weekend with copious notes, filled with the ideas and techniques to power your way through any recession to a bright and prosperous future—BUT you must register immediately for the 2009 NAPMA Quantum Leap to gain access to all this knowledge. Visit **NAPMAQuantumLeap.com** today!

NAPMA Maximum Impact: the Compass and Roadmap to your Successful Future

NAPMA has never wavered in its mission to provide its members with what they must know and what they must do to develop an entrepreneurial mindset that leads to a successful small business operating at maximum efficiency and effectiveness.

Many symbols can represent a NAPMA Maximum Impact membership. In martial arts terms, it's a powerful one-two combination of "big-picture" strategies and practical, real-world tactics and techniques.

Continued on page 24

ROLL WITH THE BEST!

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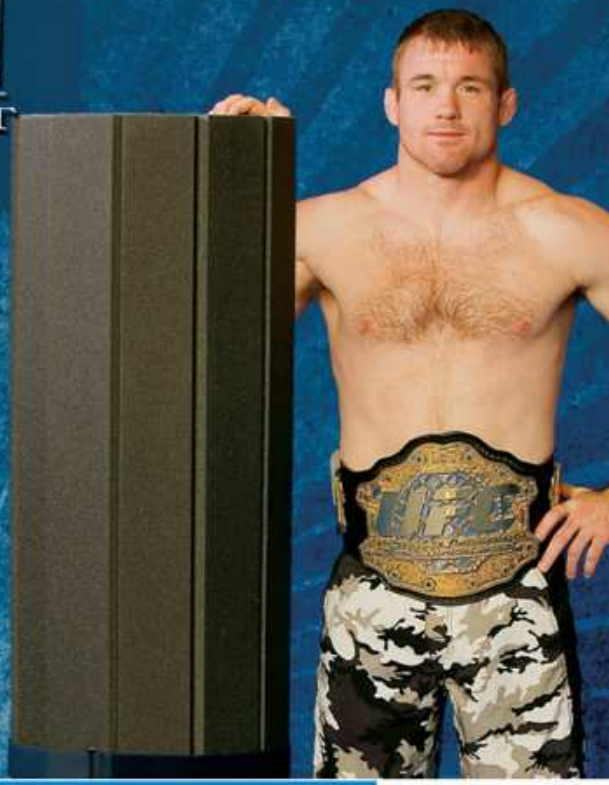








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When you think of your school ownership as a journey from where you are today to where you want to be, then the perfect symbols are a compass, which provides you with direction (strategies) and a roadmap to follow (tactics), with step-by-step implementation to speed you toward your goals.

To reveal just a little of what you're missing, we'll give you a sneak peek at some recent Maximum Impact content.

Strategically, Rob Tucker, NAPMA Maximum Impact member, recently revealed "My Insider Secrets to Maximize the Results of a Multi-School Business Model" on the *Member Success Story CD* in the November Maximum Impact Package.

"I developed a business plan to open the first school quickly to build a student base and cash flow, so I could open additional schools. An interesting point or strategy is that as soon as we started, it wasn't open one, then a second and then a third. It was open the first school, start it going, establish the staff, correctly, and then immediately open two additional locations.

"Before we installed the mats, we had attracted 50-60 students in a 6- to 7-week timeframe. We had a dream, and we started verbalizing that dream for us and our prospects and students' expectations. That is why we grew so quickly."

Tactically, Toby Milroy, NAPMA COO, recently provided members with some specific techniques to implement at their schools to accelerate year-end cash flow.

"As the holiday season approaches, martial arts school owners are bracing for the inevitable school slowdown. Obviously, it's your daily mission to focus parents on the long-term benefits of martial arts training, but the holiday season is a brilliant opportunity to reinforce that high-value message, while accelerating revenue and improving cash flow for the first of the year, ready for a huge marketing push.

1. Adjust your tuitions, as inflation increases your operating costs.
2. Offer students, who are already participating in your higher-level programs, pre-payment discounts.
3. Host a holiday shopping spree or big retail sale.
4. Karate for the Holidays promotion: Rent a kiosk at the mall or set up a table in front of a Wal-Mart and expose the great mass of holiday shoppers to your message and offer them a special package."

So many school owners suffer from mediocre results because they have no direction; they haven't developed concrete goals for their schools. If you are a member of that group, then NAPMA has the compass to help you develop goals and the roadmap to lead you to their achievement. Both of these tools are yours when you visit **NAPMAFreeOffer.com** today!

Exciting, New NAPMA School-Growth "Curriculum" Coming Soon!

NAPMA considers itself as a virtual mirror image of how a martial arts school is organized and operated. We serve members (students) with an ever-ascending body of knowledge and skills to advance from a part-time or small, low performing school to a fast-growing school to a highly successful and profitably school and possibly to the top of the industry, with a multi-school franchise operation.

That process of advancing from a Maximum Impact member to Peak Performer to Inner Circle to a symbol of entrepreneurial excellence in the industry is very similar to your school curriculum. Each step (or belt rank) signifies your success and drive to succeed even more.

To that end, NAPMA is re-vamping its monthly Basic Resources Tool Kit and Maximum Impact Package to become a comprehensive "school-growth curriculum." The packages' strategies and tactics will be presented in a more logical progression, and will help you focus on the four primary goals of every martial arts school: enrollments, retention, upgrades and student quality.

During each quarter of a year, one of those goals will be the highlight of the contents of the two packages, with supporting materials to help you address the other three goals.

It's the breakthrough in NAPMA content that members and the industry have always wanted—and now NAPMA is able to provide it to you! Like a great novel, TV show or movie, you want to follow it from the beginning, which is why there is no better time to join NAPMA than today at **NAPMAFreeOffer.com**, so you can start with the first "White Belt" class and grow your school, as you advance toward becoming a Black Belt entrepreneur!

Toby Milroy Promoted to NAPMA Chief Operating Officer

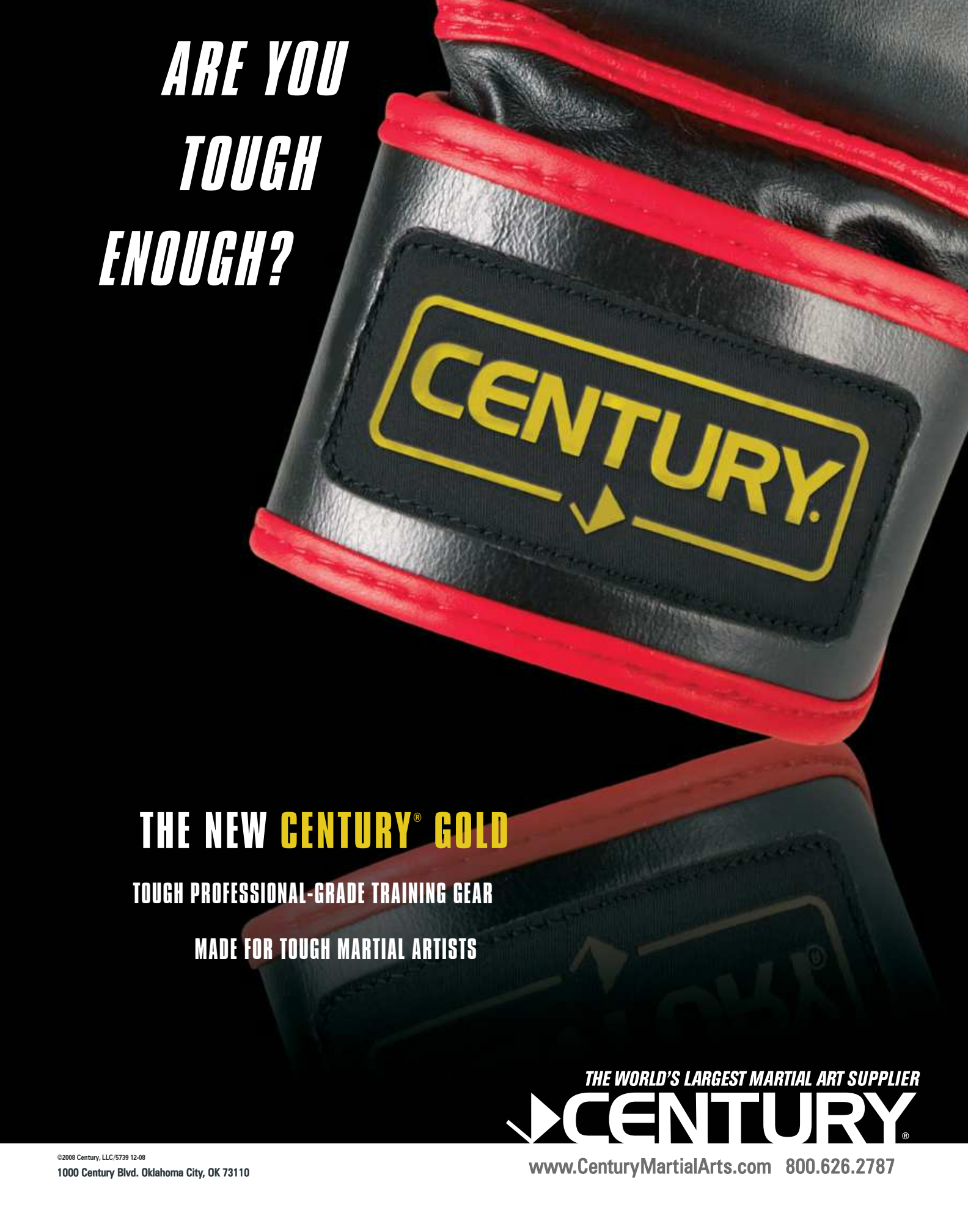


Stephen Oliver, NAPMA CEO, recently announced that Toby Milroy, NAPMA vice president of sales and marketing, has been named the new NAPMA chief operating officer. Milroy will be responsible for the day-to-day operations at NAPMA, which includes its sales and marketing efforts, and will work closely with Oliver to shape and implement the NAPMA vision.

Milroy began his martial arts career in 1979, at the age of 6. Son of an entrepreneurial mother who owned and operated several independent restaurants in his hometown of Dubuque, Iowa, he "took up" the business while finishing school.

Milroy then transitioned careers, and became the youngest casino manager in U.S. history in 1997, at the age of 24, directly managing approximately 300 employees and a budget of more than 25 million dollars, annually. He also maintained his martial arts training, ultimately, opening a very successful commercial school in 2000.

He is currently the Mile High Karate Regional Director in Central Florida, and holds Black Belts in several styles of martial arts, including a 4th-Degree Black Belt in Mile High Karate, a 3rd-Degree Black Belt in ATA Taekwondo, and a 2nd-Degree Black Belt in Tang Soo Do.



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follow my clues to our secret agents of success...

You could find yourself surrounded by the greatest gathering of martial arts marketing experts at the 2009 NAPMA Quantum Leap, March 20-22, in Denver, Colorado—BUT you must ABSOLUTELY register today to qualify for special savings and attend Stephen Oliver's Ultimate Martial Arts Marketing Bootcamp for FREE (A $2,750 value)!

Seats are limited and the smart school owners are grabbing theirs quickly because they want to learn all of the secrets that our industry insiders will be revealing during this exciting event—visit **NAPMAQuantumLeap.com** for more information.



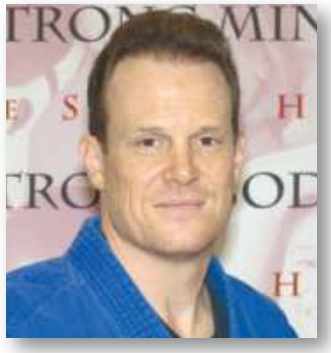
Stephen Oliver



Jeff Smith



Toby Milroy



Dave Kovar

You'll LAUGH at Recession Worries and Grin, While Other School Owners Cower in the Corner in Fear

Stephen Oliver, Multi-School Millionaire Franchisor and NAPMA CEO

For more than 32 years, Stephen Oliver has operated SUPER-SUCCESSFUL martial arts schools! From the most traditional roots, the Jhoon Rhee Institute, he's built an International Franchise organization that's taking the industry by storm.

Stephen's "Extraordinary Marketing" course and coaching program have help HUNDREDS of school owners grow their schools and create a substantial business doing what they LOVE! He'll take you DEEP INSIDE the labyrinth of "Direct Response" marketing, and help you decode the puzzle of "High-Leveraged," new-student acquisition!

Stephen has developed a PROVEN formula to create a FLOOD of new students at will for his franchisees and affiliates. He'll reveal the latest developments in the "Marketing World" that will grant you the ability to "open the spigot" as wide as you choose, or cinch the valve and slow the traffic to a trickle when desired (if ever…).

SIMPLE and FREE Internet Marketing Techniques GUARANTEED to Drive Paying Students into Your School!

Toby Milroy, NAPMA COO

Toby will reveal the "insiders'" marketing strategies that are FLOODING schools with new students across the country.

There has never been a stronger demand for our product, but with economic challenges and a more competitive marketplace, martial arts school owners must become MUCH more sophisticated marketers!

Now, more than ever, the Internet can give you a dramatic competitive advantage in new-student acquisition, as an EXTREMELY, low-cost marketing media.

Teaching Techniques that Create HIGH-QUALITY Students Who WANT TO Upgrade

Jeff Smith, Former Kickboxing World Champion

Grand Master Smith, a 9th-Degree Black Belt Master in Taekwondo, has devoted more than 40 years to the martial arts. He currently owns and operates three Karate centers and travels throughout the world, officiating at tournaments and teaching and conducting seminars.

Grand Master Smith is best known as the seven-time "World Light Heavyweight Karate Champion." His title defense against Kareem Allah, Don King's heavyweight fighter, was seen by more than fifty million viewers as a preview of the Ali vs. Frazier World Boxing Title Fight, known as the "Thrilla in Manila." Grand Master Smith is a member of the Black Belt Hall of Fame, the first recipient of the Bruce Lee Award and listed in the Who's Who of Martial Arts.

Grand Master Smith will help you "Rev Up" your student quality with his TIME-TESTED instruction tactics and strategies!

A "Systems-Driven" School Made EASY!

Master Dave Kovar

Mr. Kovar has been teaching the martial arts professionally for more than 25 years. Dave is a multi-style Black Belt who is committed to improving his martial arts skills.

Starring in more than 50 instructional videos, he is known for his innovative classroom strategies.

Dave will reveal three closely guarded techniques that he utilizes in his schools to "systemize" his entire operation. Each staff member and each "volunteer" MUST follow a "system" to track their results effectively.


Terry Bryan


Larry Donnithorne


Karen Eden


Rob Tucker


Ranulfo Gonzalez

How to Master the Art of "Selling Without Selling"

Frank Brown, Non-Confrontational Sales Master

Master Brown is one of the sharpest "Non-Sales" professionals you'll ever meet!

He'll show you his "Secret Formula" to create relationships with your students and their parents (if your students are children) that COMPLETELY ELIMINATES "slick selling" techniques.

If your salespeople (or you) ever feel that you are "pushing" your clients to sign contracts or upgrade, then you MUST hear what Master Brown has to say!

His system for "selling from the floor" allows you to do what you love to do, teach martial arts, and let your classes "sell themselves." By implementing these simple "in-class" tools and systems, your prospects will be eager to become "full members," and your students will be clamoring to upgrade!

Creating "Make-You-Proud" Black Belts!

Master Rob Tucker

Master Rob Tucker, 6th-Degree Black Belt, is putting his time-tested systems to create the HIGHEST quality students under our Quantum Leap "Microscope."

It's a disturbing trend in our industry…some school owners are producing Black Belt students who have absolutely NO level of quality of their technique. Some schools even take the attitude of "don't worry about the quality…they all quit one day anyway."

This is unconscionable!

Rob's presentation is sure to offend those who "don't care" about their student outcomes, but for those who want to create TRULY skilled Black Belts, this session is MANDATORY!!!

You'll discover how to set the HIGHEST standards for your students, how to convince their entire families to be "on board" with the requirements, and how to hold them accountable in an empathetic way, so they THANK YOU for having such high standards!

The West Point Way to Leadership Excellence and Sound Ethics!

Dr. Larry Donnithorne

Dr. Larry Donnithorne was graduated from the United States Military Academy at West Point in 1966. He later earned master's degrees in economics and civil engineering from Stanford University and his doctorate in education from Harvard University.

Dr. Donnithorne has spoken to hundreds of audiences on the practice of leadership excellence and sound ethics. He brings to the 2009 NAPMA Quantum Leap his outstanding presentation on the principles of ethical leadership, helping you think in fresh ways about timeless ideas and the important choices confronting people who really want their lives to count for something.

Using Personality Type to Improve Sales, Teaching to Preferred Learning Styles and Marketing to the Hispanic Community

Lorenzo Trujillo, Assistant Dean, University of Colorado Law School

Dean Lorenzo Trujillo serves in numerous professional capacities on committees of the Colorado Supreme Court, The National Endowment for the Arts, and other regional and national agencies. He is also the Past General Counsel to the National Hispanic Bar Association. As a Quantum Leap speaker, he will explain how to attract students from the growing Hispanic market.

Low-Cost or No-Cost Publicity Secrets

Karen Eden, Media Expert, Master TSD Stylist

Master Karen Eden is a 4th-Degree Black Belt in Tang Soo Do; former, successful Karate school co-owner; and well-know author. Karen has turned her more than 25 years of broadcast media experience into a successful media and publicity company serving martial arts school owners. During Quantum Leap, you'll learn her many secrets and tips about using publicity



Frank Brown



Lorenzo Trujillo



Elsa Cordero

to elevate your school's image and drive more students to your front door, at little or no cost.

Creating Student Enthusiasm and Commitment to the Highest Level of Quality

Master Ranulfo Gonzalez, Mile High Karate

Ranulfo Gonzalez, a 5th-Degree Black Belt in Kihido Karate and other ranks in various styles, is the Chief Trainer for Instructors and School Owners at Mile High Karate. Known for his excellent children's teaching methods and management of the instructional environment, Master Gonzalez will take you behind the scenes of how he uses those skills to motivate students to make long-term commitments to upgrade programs.

How to Become a Warrior Wiz of the Real Estate Biz

Terry Bryan, Ph.D. and 9th-Degree Black Belt

Kyoshi Terry Bryan is one of the most successful real estate investment coaches in the U.S. and has been a student, teacher, school owner and industry advisor for more than 35 years. He will provide you with an inside look at how an average martial artist and school owner can benefit from the passive (and, often massive) income of real estate ownership.

Internet Secrets to Grow Your School

Elsa Cordero, Martial Arts Webmaster

Elsa Cordero is a 5th Degree Black Belt, former school owner of Power Kix Karate in Virginia, International and National Champion in Women[1]s Forms, and inductee of the Diamond National and New England National[1]s Hall of Fame. She is currently Grand Master Stephen Oliver[1]s Webmaster. Her Web site design and Internet marketing business is located in Denver, Colorado.

We Promise You Access to Restricted and Confidential Information…

With all the incredible ideas for marketing success you'll learn at the 2009 NAPMA Quantum Leap!

You could be among a select group of instructors and school owners granted special access to the Quantum Leap's inner sanctum of martial arts marketing secrets—ONLY if you register today at **NAPMAQuantumLeap.com**.

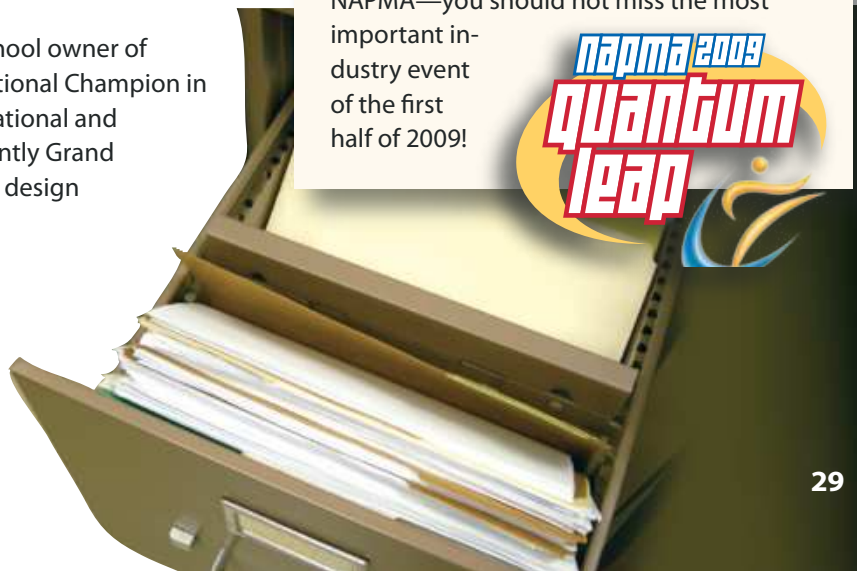
This is the year you should learn what the giants of school-growth success know, so you can duplicate their success, and turn your mediocre school performance into a record-breaking year of enrollments, upgrades, retention and student quality.

We also promise you'll reach new levels of excitement and enthusiasm to implement a long list of business-building marketing strategies, concepts and techniques that will change the lives of you and your students.

You'll also experience what many attendees consider the biggest bonus outcome of every NAPMA event: action-packed networking with a great variety of school owners who are eager to share with you how they've transformed their schools, and hunger to learn your success secrets.

Visit **NAPMAQuantumLeap.com** to reserve your seat online, or turn to page 61 to learn even more about the 2009 NAPMA Quantum Leap, where you can complete a registration form and fax it directly to NAPMA—you should not miss the most important industry event of the first half of 2009!

napma 2009 quantum leap





The Four Keys to Your Future

The time has come to take action on your future…

To evolve with a changing martial arts industry…

To embrace a future of student excellence, stable growth and financial security…

Starting this month, *Martial Arts Professional* introduces **"The Four Keys to your Future."** In an unprecedented, yearlong series of feature articles, you will learn how to benefit from the new era of the martial arts industry that is upon us.

During each quarter of the year, *Martial Arts Professional* will focus on one of the four key concepts that will guide you toward a future of amazing growth in enrollments, retention, renewals and student quality.

This month, the series begins with the first of the Four Keys: developing an exit strategy for your career and/or business. Quite simply, you must know where you're going, if you expect to reach the finish line.

Think of each Key as your means to open another door to your future. It's a progression of steps—from developing an end goal for your career/business—to building value in your business—to implementing systemization and economies-of-scale methods, to transform the average martial arts school into a highly desirable, marketable asset that will dramatically boost your personal wealth when you sell it.

For many years, and now as the publisher of *Martial Arts Professional*, Stephen Oliver has brought a sharper clarity to what the future of the martial arts industry will be, and what current instructors and school owners and those who will open schools must do to be a part of that future. His Mile High Karate franchise system is already bringing that future to an ever-growing group of school owners who want the best a martial arts business has to offer.

He has repeatedly stated that, first and foremost, you are faced with a fundamental decision: to hold fast to the school model of the past or join those who are already benefiting from the new model, and create a thriving martial arts business for yourself.

Although there will always be room for volunteer and part-time instructors, cultural and economic forces are coming to a head. Industry leaders and more and more school owners are finally realizing that a martial arts school is an outstanding business opportunity—one that has been largely unnoticed for decades. This has led to the development of a serious business model that is increasingly becoming the norm.

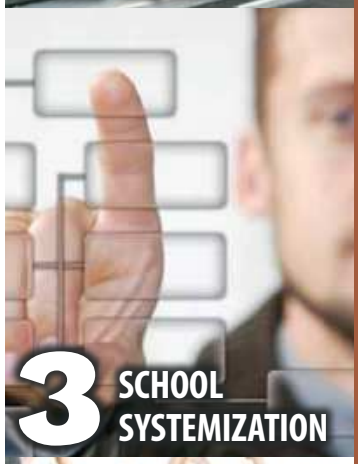
The pioneers of the new era are those school owners who have already made the transition from part-time and/or low-performing schools to high-grossing businesses. The much higher student quality they've achieved (as well as skyrocketing revenues) proves that the "selling out" concept is also old history. Many traditionalists have been able to develop synergistic business models that accommodate both the traditions of their arts and the highest goals of business.

As the martial arts industry transitions to this new era, there are no real impediments to move from where you are today to where you want to be—except, frankly, those in your head.

Building equity in your business, the second of "The Four Keys to your Future," will be the theme of the next major article in this series, scheduled for the May 2009 issue of *Martial Arts Professional*.











Begin with the End in Mind

By Bob Sillick, Senior Writer

Of all the concepts that have been communicated to a universe of entrepreneurs, business owners and franchisees in a flood of books, CDs, DVDs and seminars, none may be more important than the advice of Dr. Stephen Covey in his best-selling book, *The Seven Habits of Highly Effective People*—Begin with the end in mind.

Beginning with the end in mind is the fundamental first step—to everything! This concept is so universal that it applies to all of life, not just owning and operating a business, and benefiting from its productivity and value. Years of effort can be wasted or misdirected if this concept is not applied to reaching your final goal.

In fact, Dr. Gene Landrum, author, educator and developer of the Chuck E. Cheese system, explains, in his interview with Lee Milteer, NAPMA Success Coach, on page 38, how he uses this concept when he writes a book—he writes the last sentence first.

It only makes sense to know where you're going, before you start. Of course, many of you reading this article have already "started"; you are currently operating a school or program, and you may or may not have an end in mind. In fact, frankly, *Martial Arts Professional* and the Mile High

Karate franchise system have noticed that many of today's instructors and school owners certainly know why they teach their students to achieve excellent outcomes; but those same instructors and school owners haven't thoroughly planned excellent outcomes for themselves.

In a business context, beginning with the end in mind, means developing an exit strategy for your career and/or business. If you haven't seriously developed an exit strategy, then, fortunately, it's never too late to take action: consider today the first day of your journey and finally and formally decide what end, or goals, you are working to achieve in your career, business and life.

That is your fundamental first step if you expect to reap the massive rewards of a highly successful martial arts business; and this article will focus your thinking on this concept and motivate you to take action on your future.

Talk to Yourself

As a school/small business owner, it wouldn't be unusual for you to have never seriously considered how you would want to end your career and/or close or sell your school. Traditionally, martial arts instructors and school owners have often found themselves operating a school because their instructors presented them with the opportunity. It wasn't necessarily a serious, carefully planned life or business decision, but a "natural" progression from martial arts student to Black Belt to assistant instructor to instructor to chief instructor to new school owner.

Nothing strange about young adults (including young adult martial arts instructors) being focused on today, instead of tomorrow; however, it dawns on them, eventually—and, unfortunately, later than sooner, in too many cases—that developing an exit strategy is a core, life task.

If you haven't already done so, then you must have that serious discussion with yourself (in fact, continuous discussions) about your future, which includes not just your career, but also BIG life issues, such as choosing to raise a family, lifestyle, retirement, long-term financial goals, etc.

You will find it rather difficult to lead any kind of "successful" life, without developing a plan to end your career and enjoy your later years.

Why You Need an Exit Strategy

If you currently operate a martial arts school or plan to do so, and have not developed an exit strategy, then you should move that task to the top of your to-do list today.

You may have decided to run a school "to create a job for yourself," by continuing to operate according to the "traditional" martial arts school model, and you're free to make that decision. If you rely on your school for all or part of your personal income, however, then you should be aware that the industry is moving forward.

Martial Arts Professional and Stephen Oliver have seen the future of the industry, and operating a school somewhere in the middle (the traditional model)—between the hobbyists and the high-grossing entrepreneur school owners—will become increasingly difficult.

If you find yourself in that middle position today, then developing an exit strategy is even more critical, as the traditional school model becomes less commercially viable and unable to generate even the basic revenues you require. The other option, of course, is to join the high-grossing entrepreneur school owners, which will increase the value of your business when you decide to exit your career.

You may be a member of another large group of today's school owners, who really do want a business, not just a school. You are trying to be an entrepreneur, but your results have been mediocre. An exit strategy is just as critical for you because you are trying to build something of value; and developing an exit strategy may just be the "boot to the rump" you need to direct and focus your efforts on specific future goals that will improve your school's inconsistent performance.

Developing an exit strategy is a good idea simply because life is full of surprises. There are numerous lifestyle changes that can literally occur overnight, possibly forcing you to sell your school. These include the death of a family member, spouse, business partner, etc; a divorce; health concerns; and a need for cash to address other financial challenges.

Another life surprise, specific to martial arts instructors, is training and/or teaching injuries, or the development of debilitating physical ailments, such as arthritis, chronic back pain, etc.

As much as you enjoy teaching your students and owning a business, you shouldn't be surprised if you wake one morning and decide you want to pursue an entirely different interest, career or business opportunity. It happens! That transition will be much easier if you have already planned your exit.

Finally, you can't avoid the reality that many small businesses fail, and not necessarily as the fault of the owners. It's a reality you must consider when developing your exit strategy.

It doesn't take much of an Internet search to discover that all the studies and research about small business failure rates prove that there is no consensus. To give the researchers their due, however, most small businesses are privately held and reliable data about their success and failure rates are incomplete and statistically unreliable.

The best theory that many business experts accept is the "rule of thirds." This rule states one-third of

small businesses turn a profit, another third break even, and the last third never make a profit. A U.S. Small Business Association study revealed that only two-thirds of all small business startups survive the first two years, but less than half are still in business at the four-year mark. Whatever the correct failure rate, developing an exit strategy is even more necessary when you are faced with these odds.

Ultimately, an exit strategy is a bit like a security blanket. It doesn't guarantee that you can sell your business totally on your terms, especially if one of those life surprises drops from the sky, but whenever you have a plan in place to deal with future events, it's more likely the outcome will be beneficial to you.

Your Wake-Up Call

This first article in *Martial Arts Professional's* yearlong series is meant to be a wake-up call, to compel you to take action about your future; but we don't just want to awaken you, we want to give you some tools and point you in the right direction.

Think of "developing an exit strategy" as "setting a goal," similar to the goal-setting concept you teach your students, but you don't stop there; you also teach your students how to reach their goals. That is the purpose of the other three "Keys to your Future": To show you how to build equity in your business, implement total systemization and apply economies-of-scale, so you can also reach your goal.

Where do you start?

First, you can schedule that important discussion with yourself if you have no clear plans about your future; and, even if you do have "an end in mind," then this is a great time to review the exit strategy you've developed.

Don't hesitate to expand your discussion with yourself to others in your life: parents, spouse and other family members; your attorney and accountant; or local businesspeople that you may have come to know through your community activities, or as a member of a business group.

Understanding and implementing these Four Keys is why being a member of a mastermind group, such as NAPMA's Inner Circle or Peak Performers, is so important because these are just the kind of big, life-defining concepts that are best discussed among a group of school owners facing the same challenge.

Probably nothing is more helpful when major decisions are required than the opportunity to learn from like-minded school owners/entrepreneurs that are working toward the same future as you; so an obvious action you can take "to develop an exit strategy" is to join one of NAPMA's mastermind groups. Learn more at **NAPMA.com/InnerCircle**.

Second, you can read and study "The Four Keys to your Future," as they are published in *Martial Arts Professional* throughout 2009, as well as seek additional information on these concepts from independent sources.

Third, you can take everything you've learned and commit it to paper in the form of a plan; after all, developing an exit strategy is much like writing a business plan.

Instead of a formal business plan (which is just a bit too corporate for most entrepreneurs), consider creating "an informal action-oriented plan with specific strategic goals, tactics and timetables, instead of a 30-page document that collects dust on the shelf. In other words, step away from 'corporate stripes' and learn to behave like a true small businessperson."

That advice comes from the president of a successful franchise system that created just such an "action-oriented plan" for its franchisees. It's a simple three-step plan that you can easily use to develop your exit strategy and start to take action on it.

Adapting this franchise system's strategic plan as your own is also a great example of "not reinventing the wheel," a concept you've often read in the pages of *Martial Arts Professional*. This strategic plan is a "wheel" that has already proven to be rolling in the right direction.

That is an underlying principle of entrepreneurship: learn what others have done to plan and accomplish the same or similar goals, and then follow one of the paths they've blazed. Don't waste your time "reinventing the wheel," just climb on board and spend more of your valuable time making your business valuable and your future bright.

The three steps of the action-oriented plan are:

- Mission, vision and values
- Goals
- Control Book

Think about each of these elements as you shape your plan, or exit strategy.

Mission, Vision and Values

Write a mission statement that clearly states your mission in fewer than 15 words. Determine the ultimate destination of your business and record it as your vision. Choose words that describe the values by which you will govern yourself as you strive to achieve your goals.

Goals

For goals to be meaningful, they must be clear and concise. Make your goals specific to each area of your business and set a date for when they will be accomplished. For most martial arts schools, those areas are marketing or prospecting, sales, curriculum, staff and training, finance and operations. Of course, each has various sub-categories. For example, your community involvement, and the publicity it generates, is part of your marketing program.

Write your long-term goals for each area, and then set the mini-steps you'll accomplish during the next year on a calendar.

Control Book

The Control Book is where you organize all your thoughts and information. It includes your mission, vision and values and your goals, but it does not stop there. It also includes key information used in the management and accomplishment of your goals, and organizes them by the same functional areas of the business (marketing, sales, curriculum, etc.). For example, the finance section should include current financial statements and the staff section should include a current organization chart. For most businesses, one three-ring binder can hold almost all of this information.

The president of the franchise system reports that the results of its strategic plan for its franchisees have been impressive.

- Franchisees are developing a vision for what they want to accomplish on their own terms. Once they have clarified their vision, mission and values they tend to be happier with the direction of their businesses.
- They are taking ownership of clearly defined goals. They know what they need to accomplish to stay on course. Just as importantly, they see more clearly and avoid obstacles that might prohibit them from accomplishing their plans.
- They are making better decisions because all things are considered in the light of the plan and the ultimate goal.
- There have been a number of positive comments on the quality and clarity of the overall plan from lenders. A confident, well-informed lender is an important ally for a small business owner.
- The plan has served as a vehicle for the franchise member to communicate his direction to employees. As a direct result, the employees who have participated in this process tend to feel more empowered and informed. This, in turn, has resulted in those employees working better together to achieve the goals of the franchisee.
- Once people begin to see the possibilities of what they can accomplish, and gain confidence in their ability to achieve those possibilities, they start to expand their visions. They set bigger goals, make bigger commitments of time and energy and pursue them more aggressively.
- Ultimately, the strategic planning process has resulted in a stronger approach "to run the business by the numbers," for the specific purpose of achieving the goals of the franchisee. This directly and positively affects the value of the business. In the strategic planning process, both value and satisfaction count. *Franchisees who have established a strategic plan have significantly increased the value of their businesses*, and because it was their plans and their accomplishments, they are also more satisfied.

The primary result of this franchise system's strategic plan (see italic text above) proves that developing an exit strategy is a critical first step toward accomplishing your goals. Those results also reinforce the value of a franchise as the one system that can maximize student excellence, stable growth and financial security.

Because the martial arts business lends itself so well to the franchise concept, possibilities of what they can accomplish, and gain confidence in their ability to achieve those possibilities, they start to expand their visions. They set bigger goals, make bigger commitments of time and energy and pursue them more aggressively. and Stephen Oliver have encouraged all current and future instructors and school owners to consider a Mile High Karate franchise opportunity as your best and most direct route to building equity in your business and benefiting from the exit strategy you develop. The Ultimate Key to your Future can be found at **MileHighFranchise.com**. MAP

"How I Developed a Million-Dollar Exit Strategy as a Mile High Karate Franchisee School!"

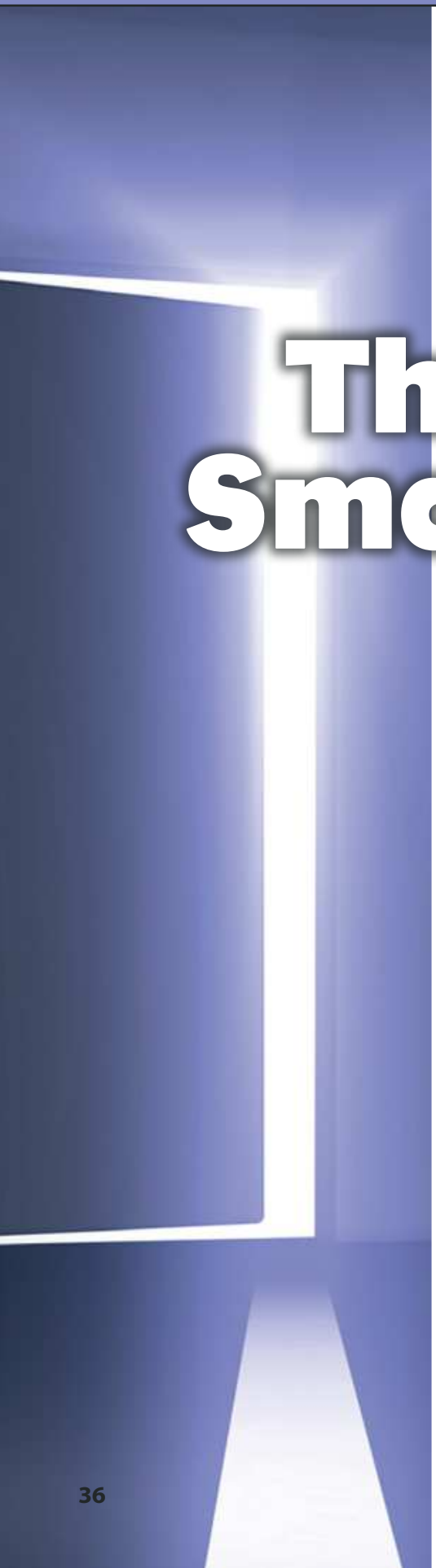
"Even though I reached a monthly gross of $25,000, I thought I would be lucky to sell my school to a student for $50,000. If that didn't work, then I would probably give it to him and take payments for years. Not much of an exit strategy!

"Once I joined the NAPMA Inner Circle group and learned more about the Mile High Karate Franchise System, during a recent Discovery Day, I understood that my school could be valued at hundreds of thousands of dollars. The MHK franchise system will transform any school into a systems- and brand-driven business, rather than a personality-driven school.

"My partner, Tim Sullivan, and I are planning on opening two more schools in our area during the next 18 months, and building their monthly grosses' to more than $50,000 each. We'll then have a chain that we would value at more than a million dollars! Now, that is a better exit strategy, wouldn't you agree?

"Not only did I become a Mile High Karate franchisee, but also a regional developer, so I could help other school owners in my area reap the incredible benefits that the Mile High Karate franchise has to offer."

Les Connard
Mile High Karate
Monrovia California



The Reality of Small Business Value

Somewhere between "developing an exit strategy for your career/business" and "building equity in your business," is the task of determining the value of your school/business, and how that value is calculated.

It doesn't make much sense to develop an exit strategy today that assumes you can retire on the proceeds from the sale of your school/business, if you don't know how much it will be worth. You must know today, with as much certainty as possible, that your exit strategy is possible.

Ultimately, the external marketplace will set the value of your business, and it will be based mostly on the future potential of your business, and much less on its record at the time of sale.

Small businesses are notorious for being less valuable to a future buyer than their owners perceive them to be. That only makes sense, since the typical small business owner is so dedicated to his vision, and serving his customers. Most small business owners are personally fulfilled by the freedom of owning a business; but that fulfillment (or other "psychological attachments") is not really calculable or transferable, when determining the value of your school.

No doubt, you have a "deep" connection with your school, thinking it to be highly valuable, considering its purpose is to change people's lives. More power to you! That's what makes the martial arts industry so special.

Nonetheless, when you are ready, or compelled, to exit your career or business, the cold, hard marketplace

will probably have more bearing on the end-value of your business than your "feelings" about your school. Granted, you may find a younger entrepreneur or instructor who shares your vision, and is willing to pay more for your school because that is exactly what he or she wants, but that's not likely.

Various sources for this article offered a range of business-value methods and advice; however, the "typical" method is to apply a numerical multiplier to the business's current profits. In other words, if your balance sheet shows that your school generates $100,000 in annual profits, for example, then you can multiply that profit number by one, two, four or more times to determine a value that someone will pay.

Remember the time-tested truth, however, that the price of anything is, in the final analysis, determined by how much someone would pay for it, not the results of a formula.

The first source suggested that you select one of a number of statements that best describes your business. Two of those seem to apply to many, if not most, martial arts school businesses.

- "An established business with no significant competitive advantages, stiff competition, few hard assets, and heavy dependency upon management's skills for success." (Multiply current profits by a factor of two, three or four.)
- "A small, personal-service business where the new owner will be the only, or one of the only, professional-service providers." (Multiply current profits by a factor of one.)

Another source, a member of the business-valuation industry, warned that multiples are a very dangerous way to value a business. She emphasized that those who might be interested in buying your business only care about its future economic benefits; and are likely to place less value on the "facts" on your current balance sheet.

She claims that the method used in her industry to place a value on the future benefits of owning your business is to set a discount rate for its specific situation. That discount is usually 20 to 30 percent.

That discount rate is determined by going beyond financial statements and learning more about the stability of the business and how much the current owner has planned for the future. This could relate to how many contracts are in force and for how long, the business's dependence on a few large clients or a narrow market of prospects, and how the business owner determined his projections of revenues, expenses and the need for more space, staff and equipment.

Ultimately, the external marketplace will set the value of your business, and it will be based mostly on the future potential of your business, and much less on its record at the time of sale.

She is adamant that the multiplier method should be avoided because there are too many factors (as stated above) that aren't quantifiable.

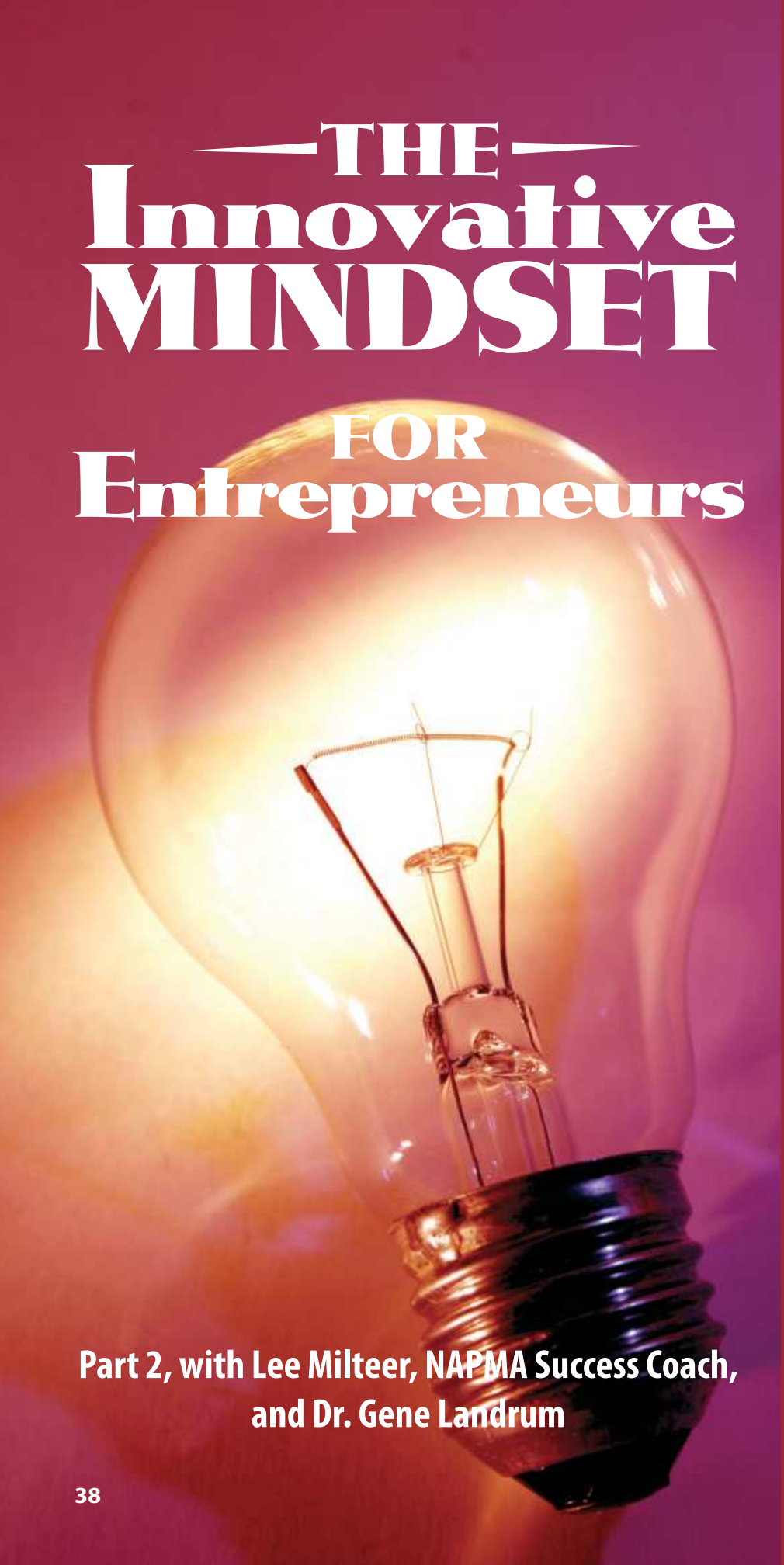
A president of a business services company said that if your business can be described as a niche business that serves a specific market with specialized products or services, then it could be more valuable than what standard valuation methods might determine. This probably only applies to a small number of martial arts schools, however.

A franchise professional, who ran a major retail ice cream franchise, recommends that two-thirds of annual sales is a good rule-of-thumb, when determining the future resale value of a franchise business. Interestingly, he was answering the question of an entrepreneur who was doing his homework before deciding to invest in a franchise opportunity. This entrepreneur was certainly "beginning with the end in mind" and knew he needed an exit strategy before he opened his new business! That is the kind of mindset and foresight you must adopt to enjoy the maximum benefits of a martial arts business.

This variety of advice about how to calculate your business's end-value only reinforces why you need an exit strategy—you simply must know what your school is worth today and at any point in the future, so you're prepared to exit your career and close your school on the best terms for you.

What would you do if someone walked into your school tomorrow and offered to buy it, and asked you how much it was worth? If you haven't determined its value and can't provide the prospective buyer with a good answer, then a golden opportunity may walk out the door. **MAP**

THE Innovative MINDSET FOR Entrepreneurs



Part 2, with Lee Milteer, NAPMA Success Coach, and Dr. Gene Landrum

During part 2 of their discussion, Lee Milteer, NAPMA Success Coach, and Dr. Gene Landrum, continue to reveal the secrets to change your thinking, so you can become more creative and innovative, which are major tools you need on the road to success.

Prompted by Dr. Landrum's latest book, *The Innovative Mind: Stop Thinking, Start Being,* Lee conducted this interview to share more of Dr. Landrum's concepts about how entrepreneurial success begins in your head.

Dr. Landrum explain that innovators often respond unreasonably to the shape of the world, which is the motivation that energizes many of them to change it, as he did when he developed the Chuck E. Cheese concept.

Being an academic, Dr. Landrum also confirms his concepts with the results of many scientific research projects, which should convince all of you left-brain, safe-thinkers why you must become innovative, right-brain thinkers.

Innovative thinkers are also defined as rule-breakers, who are willing to destroy the present to create a better future. As Dr. Landrum puts it, "You must be willing to bet everything that you've already accomplished, to reach your goals."

NAPMA encourages you to add Dr. Gene Landrum's books to your 2009 reading list to help you develop more of an innovative mindset that will make you a more successful entrepreneur/school owner.

Lee Milteer: What percentage of people do you consider visionary leaders?

Gene Landrum: It can vary between 2% and 5% because they are willing to innovate. One of the famous psychotherapists of the 20th century determined these numbers during his many decades of study.

These are also often the people who first buy innovative technology products: plasma TV, HDTV and iPhone™, or the latest design of a red convertible. They just must have the first one.

I happen to fit the profile. I've skied mountains with a cell phone and then an iPhone, for five or six years; and I am not young anymore.

That three-percent figure for innovators holds true for virtually any population group. Another 16% are "laggers," and never buy anything. They never do anything. The people who are the true innovators are the people who love change. They thrive on change. For instance, members of your Millionaire Smarts™ Coaching Program and growing NAPMA members are driven by change, or should be. Your guidance is wonderful, Lee, but most of the people who need to change are not changing.

Gym rats have 5% body fat. They are ripped. They are in the gym, everyday. They don't need to be there everyday. Those who need to be in the gym are at the all-you-can-eat buffet, instead.

This is true in business as well. The people who must change are the left-brain types. They say, "No, let's be safe. We won't try that. We don't want to kill our product." I tell my students that if you are not killing your product, then someone else is. You better be killing your product and changing and moving to your next product innovation or someone will beat you to the punch. You probably don't even know that someone is already trying to out-innovate you.

In fact, I would like to utilize data from the Head Start Program to make a point that is also important for all Martial Arts Professional readers that are parents, and that is how quickly a child (and then an adult) loses his or her creative potential.

Everyone has creative potential, which doesn't vary too much, unlike intelligence, as measured by IQ. At age 5, most kids' creative potential is 98% to 100%. Kids can just escape and be very creative. What is scary is that by age 7, children only have half of the creative potential they had at age 5.

You might ask, "How could a child lose half of all creative potential in just two years?" The answer is that at age 7 children have been socialized further, and are attending school. They are taught to sit quietly in uniform rows of identical desks. They must always color between the lines; and they hear, "You can't;" No, shut up; Do it this way."

That is also probably why 20% of all high school dropouts are gifted; one of every 35 has an IQ greater than 135. The impact of socialization and school is why Alfred Einstein was dismissed from school; and Walt Disney and Frank Lloyd Wright, the great architect, never graduated from high school, neither did Howard Hughes.

To complete the statistics for creative potential, by age 16 it has decreased to approximately 25%, and by age 25 to 40, you only have 1% to 2% left.

That is why most people are not very creative by 40 years of age because it has been drummed out of them. They have been receiving negative motivation throughout their entire lives. We know that when you tell someone no three times, he stops asking. If you tell him no ten times, then his mind is absolutely programmed.

Lee Milteer: To all our *Martial Arts Professional* readers that have kids, I want you to take what Dr. Landrum said very, very seriously. Use the awareness skills you've developed and your new understanding of creative potential to talk to your spouse. Do whatever you must to make sure your kids retain as much of their creative potential as long as possible.

Gene Landrum: An example from my book is how her parents raised Margaret Mead, the famous anthropologist. Both parents had PhDs, and were very bright. They didn't allow Margaret to enter a classroom until she was 13 years old. Before then, her parents taught her to read and write, arithmetic, weaving and writing poetry. The Genius Institute in Houston, Texas tested Margaret and discovered she had the most congruent right-brain/left-brain ability.

"...if you are not killing your product then someone else is."

That is one of the major points of my book: to have the ability, the skills, to use both sides of your brain. Most people cannot because they are programmed. I was a consultant for many years; and I'll never forget a clients' response to my recommendation. I told him, "You are following this policy, and it is causing great problems in your business? Are you aware that this is wrong?" My client, the vice president, responded, "Yes, I know it is wrong." I asked, "Why are you still following that policy?" He said, "It is our policy; we can't violate it."

Lee Milteer: That is why none of us entrepreneur types are hired for real jobs.

Gene Landrum: That is why martial arts school owners and NAPMA members are listening to you, Lee. It's okay to

be different. You don't have to dress and act like everyone else. In fact, my book is filled with data that supports the idea that those of us who are violating the rules are generally those of us who are changing the world.

Lee Milteer: Not only do us entrepreneur types and businesspeople break the rules, even change the rules, but also we are often memorable. We are more likely to be remembered because we are different and authentic. That is one of the great takeaways of your book, Gene. You show people how to be authentic, and be what they were meant to be, not the socialized, programmed results they are currently suffering, and stifling their creativity and innovative drive.

Gene Landrum: Exactly. I mention Frank Lloyd Wright in my book, which *The New York Times* called "Frank Lloyd Wrong." He designed the Guggenheim Museum in New York City and the most famous house ever built, Falling Water. Wright's mantra was "Destroy the box in traditional housing." His approach was creative destruction. You must have a strong ego to create that way. I love his quote that I include in my book, "Early on, I had to decide between hypocritical humility and honest arrogance. I chose arrogance."

Another example of a great thinker and innovator is Buckminster Fuller. Neither he nor Wright went to college. Fuller's mantra was the word, or concept, he created, "Anti-establishmentarianism." He meant that you must be against the establishment, the status quo, or you will never amount to anything.

"If you are trying to be **intuitive and innovative,** then you will often be **violating the norm.**"

Fuller tried to commit suicide in Chicago on the steps to Lake Michigan. He had just been fired from his job and his daughter had just died. He was at the very bottom. He sat there and said, "No, it's not me. It's them. I am not killing myself."

Fuller then decided to remain silent, and he spoke to no one for the next two years, including his wife. He said, "I can't talk to people or let them inhibit me. I can't permit them to do it to me."

Lee Milteer: I wish more people had that attitude when they travel. "Don't talk to me. Leave me alone."

You also include a quote by George Bernard Shaw, the early 20th century English playwright, in your book. He said, "A reasonable man adapts to the world. An unreasonable man attempts to adapt the world to him. Therefore, all progress depends on the unreasonable man."

Gene Landrum: Is that right on? Shaw is probably best known for writing the play, *Pygmalion*, which became one of the great musicals and movies, *My Fair Lady*. Another symbol to represent this idea is whether you are the thermostat or the thermometer. As the thermometer, you are simply measuring the temperature of the environment; in other words, you are being the reasonable man. When you choose to act like a thermostat, you are in control of the temperature of your environment. Take control!

Lee Milteer: The next thing that I wanted to talk about is self-fulfilling prophecies. The concept of our beliefs becoming self-fulfilling prophecies can be summarized in these four principles: 1) We form certain expectations of people or events; 2) we communicate those expectations with various cues; 3) people tend to respond to these cues by adjusting their behavior to match them; and 4) the result is the original expectation becomes true.

I would like you to share with our audience the story about the scientific experiment with the dumb rats and the smart rats, which is on page 59 of your book.

Gene Landrum: After years of study, there is plenty of data that shows that teachers and coaches, with high expectations for their students, are able to generate approximately 30% more effective performance from those students.

The rat study supports those results. As you may know, one of the psychological tests performed on rats is having them run through mazes. Typically, there is one group of superior rats that is able to negotiate the maze easily, while another group of rats has trouble with the maze.

In the study mentioned in my book, six scientists were given rats and told that those were the bright rats. Another six scientists were given rats that were supposedly the dumb rats. Both groups of scientists were asked to run their rats through a maze. After five days of testing, the "superior" rats performed 65% better than the "dumb" rats; however, both groups of rats were selected for being as nearly as identical as possible. In other words, the study manager had lied to the scientists.

The point of the study is that the positive expectations of the scientists with the "superior" rats seem to be communicated to those rats, causing them to perform better, even though there was no measurable difference in the intelligence of both groups of rats.

Scientists at Cal-Tech University conducted a similar study with humans. They asked engineering and graduate students, and others with SAT scores of 1,300 or greater, to taste a series of wines, from inexpensive to medium to ex-

pensive, and even exotic. The students said that they would pay more for the wine they identified as the best tasting; however, the scientists had fooled them, and filled every test bottle with the same wine.

These results support my earlier point in part one of this interview and that is our minds our imprinted from an early age to play it safe. Our parents were just trying to keep us safe, but so many of us were taught so well that we continue to be very careful, very safe and remain in a security box into and throughout adulthood. As I've written for years in my books, "Find the pack and go someplace else. There isn't any wins where the pack is."

Lee Milteer: Entrepreneurs tend to be low-end people just because we think differently. We see the world differently. I think that when you, our *Martial Arts Professional* readers, read Dr. Landrum's books, you will feel better about yourself because the things that you are doing intuitively may sometimes feel almost counter-intuitive.

Gene Landrum: Absolutely, because entrepreneurs are a minority. If you are trying to be intuitive and innovative, then you will often be violating the norm. That happened to me, when I was developing the Chuck E. Cheese concept. My mother loved me dearly, but she didn't understand me, and I can virtually guarantee that your parents won't understand you either, when you are doing something truly unique and innovative.

You must be willing to destroy creatively what already exists. You must learn how to write over those imprinted concepts in your head that tell you to be safe, but those imprints are also obstacles to your creativity and eventual success.

Lee Milteer: Talk to us about some steps that our readers can take that will trigger their creativity. My trigger is to walk on the beach. I live on the beach, so if I'm stymied, I can clear my head and focus on that specific question or challenge, and "create" an answer. I may not find the answer during my beach walk, but it has helped me to think beyond the norm; and "BAM!" the answer pops into my mind the next morning.

I am also willing to throw out everything that I have just done, which is creative destruction. For example, I had created a complete stress management program for some of my coaching groups, with which I met in-person. During the early morning of the presentation, I decided that stress management sounded boring, and I needed a more creative title. I was willing to discard the "normal" title at the last minute to provide my coaching groups with a more positive message. The groups' response to my change proved it was worth the effort to think creatively and not normally.

Gene Landrum: Let me share this practical method to be more creative and innovative: Make sure you understand your problem or challenge that requires your creativity. Write 10 solutions to your problem on the front of a blank piece of paper. Then, turn the paper and write 10 more on the other side.

Writing those additional 10 solutions forces you to push and stretch your thinking, but you're not done yet! Write 10 more solutions on a second piece of paper. You'll discover an interesting phenomenon when you review the solutions you wrote: the further from the consensus or normal solutions, the more creative your solutions become. You probably wrote the first 10 solutions rather quickly; they were the safe and simple answers. By the time you reach the final 5 or 10, you are pushing hard on the creative window, you are reaching the potential of your innovative thinking; and that is where you may find the best answer.

Another method was prompted by questions that were asked of me during a keynote speech I gave at an international consulting meeting. They asked me, "How do you deal with organizational changes? How do you deal with change in the company? How do you deal with change in yourself?"

I discovered that there are four actions you can take to manage change, which is another kind of challenge that requires creative and innovative thinking.

First, be simple. If your students or staff members don't understand what you are trying to teach them, then it is too complicated. Simplify the materials and you presentation.



Dr. Gene Landrum

Second, be positive. Smiles release endorphins in the brain, while frowns release adrenalin, which is a negative reaction, typically to fear. As mentioned in the study above, teachers' positive attitudes had a significant and direct bearing on the performance of their students.

Third, be excited. If your business or product or service doesn't excite you, then it is unlikely to be exciting to your customers.

When I developed Chuck E. Cheese, I had to be sure that it was visually exciting from the street. I had to defy the norm if I expected them to be excited about a new concept. I also defied the chairman of Holiday Inn. During a capital venture meeting he said, "Gene, you can't have a rat in the restaurant delivering pizza. What are you doing?" I replied, "Well, I didn't know and I did. He is doing real well."

Fourth, be inspirational. Titillate your audience (students, parents or staff) with exciting possibilities. Tell them how great it will be to train at your school.

Lee Milteer: You have also written what you've called Dr. Gene's laws of innovative icons. Do you want to talk about any of them?

Gene Landrum: I'll start with what I wrote near the end of my book, "Innovators create by destroying. For them, the end is the beginning. They are better at pursuing knowledge, what I call accidental capacity." Obtain a large amount of information and something will fall out.

Innovators tend to be Zen masters. They are in a surreal state of magical make-believe. I wrote in my book, *The Superman Syndrome*, to go and stand in the clouds. If your students think you are standing in the clouds, then you know what you are doing is good.

I have discovered that the irrational and logical maidens of majestic ideas change the world.

You must also be willing to bet what you have, what you've already achieved, to reach your goals. Most people are not willing to make that bet. One of my innovator icons is Jeff Bezos, the founder of Amazon.com.

I ask my college students, "Do you want to be billionaires?" They answer yes; everyone wants to be a billionaire. I then tell them the story of Jeff Bezos who, at the age of 29, was making a million dollars a year in New York City. I asked my students, "If you were making a million a year, would you quit your job?" They all said no.

I then explained that they would never become billionaires. You must be willing to perform creative destruction of the present. Bezos took a big risk, but he wouldn't have created something as unique and successful as Amazon, unless he was willing to bet it all. He destroyed his safe life in New York City and became what he wasn't, but wanted to be.

Lee Milteer: While reading through your book, I came upon the page where you mention the concept, "Beware of the energy vampire." I love that idea; and you quote Dr. John Diamond. I am a student of his. I love his ideas.

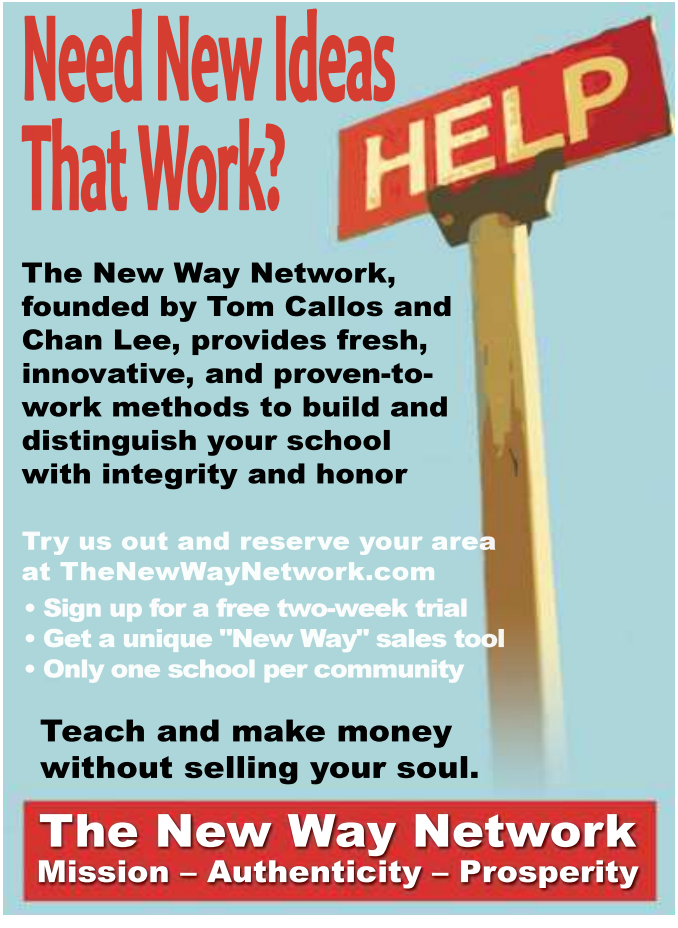
Gene Landrum: I love his ideas, too. His *Behavioral Kinesiology* and *Energy Vampires* books are great reading.

I used some of his ideas when I talked recently with a graduating class of MBAs. I said, "This coming weekend you only have so much time. You only have so much energy. It sounds a little bit bizarre, but it is true. If you would fill your whole mind, body and system with positive energy, then 99% of you would be positive energy. You are energy beings."

John Diamond writes that you cannot permit energy vampires to drain you. These are the people with clouds over their heads. They can find fault with motherhood, apple pie and baseball. They tend to sleep and drink too much. They will drain the energy from you.

I told my students recently, "You tell your energy vampires that Dr. Gene said that when they arrive at your doorstep, when they appear in your life, that you don't have any time this week or month for people like them. Come back next month."

Tell them that you have no more energy vampire time. There is no further room or time for people who drain your energy. Remove those people from your life. You can't afford them. **MAP**



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Sincerely,

Stephen Oliver

Stephen Oliver, MBA
8th Degree Black Belt
Founder/President Mile High Karate®

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You'll be truly touched by what he says about leadership, charity, maintaining tradition in the martial arts, his crusade against waste, the benefits of martial arts for children and the importance of teaching discipline to our youth.

To listen to the FREE and complete Jackie Chan interview: Go to NAPMA.com/JackieChan

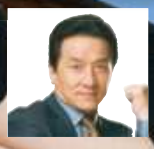
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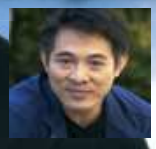
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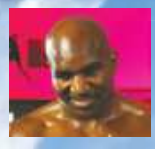


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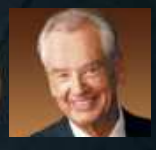

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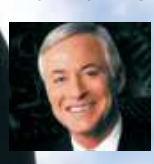

Van Damme


Holyfield


Rhee


Robbins


Ziglar


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Bruce Drago
Master Drago's Karate
Reading PA

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We've earned the respect of the Martial Arts World. We work daily and personally, neck deep, with hundreds of from-scratch, very successful Martial Arts School owners. Our experience is real world...of greater diversity, covering every type of Martial Arts style in every type of location...trusted by thousands of successful school owners...and continues to be current and cutting-edge.

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Van Damme


Chan


Li


Long


Lewis

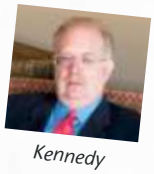

Rhee


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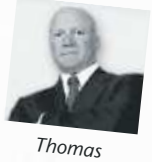

Ziglar


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We happen to admire, respect and, yes, care for the great American Martial Arts School owner! In this day and age, when presidential candidates and media talking-heads are openly attacking and demonizing business, it seems to me someone must step forth as a voice and encourage and support the real heroes of our economy: the men and women of ideas, ambition and self-reliance.

Our Members tell me—in droves—that my encouragement for them to pursue success, guilt-free, passionately and proudly, create independence, and enjoy their rewards is as important to them as the incredible collection of practical "how to" advertising, marketing, Internet marketing, management, teaching, curriculum and "income explosion" information and examples we bring to them every month. **NAPMA IS THE "clearinghouse" of the most exciting opportunities and strategies.**

As a NAPMA Member, you will meet and be introduced to the most fascinating people...who care less about fame and more about creating phenomenal business success…as well as the most sought-after and celebrated experts.

But I'm a bit ahead of myself. We actually DELIVER TO YOU the ideas and motivation you need—like delivering a pizza to your door!

We are "THE place" where school owners, seeking FAST AND DRAMATIC GROWTH and greater control, independence and security, come together!

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- NAPMA News
- Best Industry Practices in the Industry

For over 30 years I've kept my martial arts "sword" sharp by daily training, now I keep my business "sword" sharp with NAPMA. Thank you NAPMA. We couldn't have done it without you.

Dave Wheaton
Hapkido International
Martial Arts Family Fitness
Santa Barbara, CA

Your monthly support materials are worth 10 times what you charge!

First of all, I would like to thank you and NAPMA for your help. When my wife and I decided to open a martial arts school, we had practically no business experience. With your monthly business tips, eye-catching ad material, and video support, we've grown by leaps and bounds.

When we first joined NAPMA, we had approximately 25 students and were teaching in an old television repair shop out of the city limits. Both my wife and myself were working full-time jobs plus running our school full time.

NAPMA's advice allowed us to more than double our enrollment and be able to move to a better location.

We cannot begin to thank you enough for helping build the backbone of our dojo. We now have a student base of 130, and have recently expanded our school to double the size with a bigger lobby, smoothie bar, and a second classroom currently under construction.



This is now our full-time job. Our plan is to be at 200 students within this year.

Your monthly support materials are worth 10 times what you charge (maybe I shouldn't say that). Not only would they help a school just starting out, but also help existing schools by adding new ideas and maintaining retention.

Mark Myers
Myers Family Karate Center
Hammond, Louisiana

- The Ultimate Grow-Your-School Advice for Success
- Words of the Week Character Education Lesson
- "Done-for-You" *Kickin'* Student Newsletter

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- *The Mile High Maverick Newsletter*, stuffed with Industry Best Practices, Lessons from the Leaders and Stephen Oliver's observations about how to achieve at the highest possible level in the Martial Arts School Business.



Two years ago, I decided to start teaching karate on my own and I joined NAPMA.

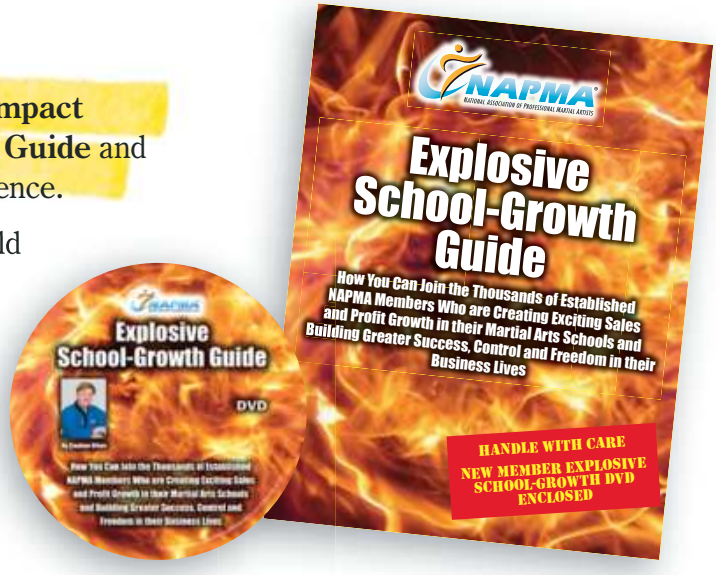
I started with 60 students, teaching for the Stratford Recreation Dept. Since then, I started two more programs at the town of Orange and the Valley YMCA in Ansonia. I now have my own business teaching full-time and have 180 quality students!

I bought my dream house six months ago and I'm the happiest I've ever been. Joining NAPMA helped me a lot! I use NAPMA's ads in my flyers, which are sent out to schools in the towns that I teach. I use many of the drills and business/marketing ideas that I get from my NAPMA packages every month. I currently have five instructors working for me. My business is growing faster than I

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Stephen Oliver

Stephen Oliver, MBA
8th Degree Black Belt
National Association of Professional
Martial Artists (NAPMA), CEO

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ever imagined! Thanks NAPMA for helping me become a professional martial arts instructor."

Chris Sansonetti
Superior Karate
Ansonia, CT

Being a member of NAPMA is a wonderful value for all school owners.

I personally feel that you and your organization have revolutionized the martial arts industry, and I think being a member of NAPMA is a wonderful value for all school owners. You guys are good. Once again, I just wanted to share my thoughts.

Lance Farrell
Farrell's U.S. Martial Arts
Des Moines, Iowa

I can proudly report that you have helped me grow into a successful business with two studios, five recreation centers, over 450 students and 11 instructors.

For ten years, I worked out of recreation centers and sports clubs. NAPMA helped me transition from a part-time karate teacher to a full-time karate school owner.

The programs that I currently use in my school, from self-defense to business software, have come to me through ideas from NAPMA conventions or from membership in NAPMA.

I have been in business for 17 years and a NAPMA member for the past 9 years. I can proudly report that NAPMA has helped me grow into a successful business with two studios, five recreations centers, over 450 students and 11 instructors.

I appreciate all that you have done and continue to do to help me with my growing business.

Ken Klotz
Klotz Institute of Karate
Bowie, Maryland



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"My School's Growth and Retention Rate Dramatically Improved, When I Developed a Stripe-Based, Rotating Curriculum."

Interview by Toby Milroy, NAPMA Chief Operating Officer

CHARLES DUDLEY

Charles Dudley, NAPMA Inner Circle member, was taught to maintain the tradition of the complex Korean styles in which he trained for 37 years; but, as much as he honored his long-time teacher, Master Dudley realized that he had to adapt the Korean arts to an American audience, so he could succeed in an American market.

That wasn't the last step in the development of his entrepreneurial mindset. He then created an annual lesson plan, presented in a rotating curriculum, which includes a rather extreme stripe system; but it's all part of a highly systemized process to keep parents involved in and informed of their children's progress—resulting in a 97.5% retention rate!

Another important lesson from Master Dudley's experience is that he is an average-size school (fewer than 200 students) in a middle- to upper-middle-income suburb of San Antonio, Texas. He has lived a concept that NAPMA promotes repeatedly: Developing systems and processes to run your school successfully has nothing to do with the style you teach, the location of your school and the number of students you serve.

Master Dudley's success story can be yours—just as he helped a friend adapt his system to transform a part-time school to a full-time, profitable business. You can learn how to follow the same path to success, when you visit **NAPMAFreeOffer.com**.



Charles and Sandi Dudley (left and center), with son, Aaron DeLaGarz (right).

Toby Milroy: Our Success Story guest this month is Charles Dudley, a NAPMA Inner Circle member.

Charles, let's start with your martial arts background, an overview of your school and a little about you.

Charles Dudley: I've been training for approximately 37 years in five different systems. I have a 5th-dan in Taekwondo, a 4th-dan in Kung Jung Mu Sul and Black Belts in the others. Our school is located in San Antonio, Texas, and currently teaches Kung Jung Mu Sul, which is one of the three original root systems of Korea. It's a very traditional system and I'm a very traditional instructor.

We run our school, based on historical tradition. For example, throughout history, as a general rule, a martial arts school was central to its town. Martial artists often served like the sheriff or the protector of the village. The school was also the public library or school of education; it was essentially the cultural center. We've adapted that concept at our school, when it comes to our relationships with our students. We've established that perception of our school in the marketplace.

Toby Milroy: What are the demographics of your market area?

Charles Dudley: Our school's community is upper-middle income, but I find that doesn't make much difference, if you're running your school properly. It's a question of what people value the most in their lives.

A good friend of mine that has a school on the south side of San Antonio, which is often considered a low-income area of the city. He now runs an incredibly good school, but, for a long time, he was struggling, working a day job and teaching martial arts during the evenings. He did that for a number of years, but he wanted to become a full-time school owner, and benefit from that opportunity, as I have.

I wanted to help him, so I started showing him what I was doing, which we adapted for his school. He was able to quit his job and run a full-time martial arts school very successful. His wife also quit her job and is working with him at the school.

Toby Milroy: The underlying principle of you and your friend's experience in San Antonio is that the success of a martial arts school, or any local business, has more to do with your business structure than the surrounding demographics, including income levels.

Stephen Oliver and I and others on our NAPMA executive team have many opportunities to interact with other trade associations and their members, who operate various businesses that are similar to martial arts schools, including chiropractic and dental practices and cosmetic surgery physicians.

Many of them have had the same experience as you. In fact, two cosmetic surgeons who are members of a mastermind group in which I also participate prove that two businesses offering the same service can operate in an excellent market, but one is highly successful and the other is mediocre.

These two cosmetic surgeons are located in Miami, which you would think is one of the best markets for their services in the U.S.; however, the first surgeon makes the kind of money you would expect a cosmetic surgeon to make, while the other earns less than $100,000 a year. Presumably, they have the same education and are licensed by the state, but there is a huge difference in their incomes. The real difference is in how they market and operate their practices.

"Our stripe system **motivates students** to put forth genuine effort because they are **working toward a reward.**"

The reason I asked about your surrounding demographics is that I want our readers to realize that your school is located in a very average area. School owners, reading this NAPMA Success Story, shouldn't think that their schools are so different that they couldn't duplicate your business structure, positive experiences and success.

When NAPMA ran a demographic study of your school, it revealed that there were approximately 1,300 to 1,400 leads in a five-mile radius. These were families with more than $60,000 in annual income and had children 4-12 years of age in the household. That's a very typical demographic profile.

Let's return to your style, Charles. You said that you're a very traditional stylist; and my background is very traditional Korean, as well. My root style is Tang Su Do, which in one way or another is descended from Sabaku, which was one of the other traditional Korean styles you mentioned. How has your traditional curriculum been affected, modified or strengthened during the last five or six years, as you've modernized your school?

Charles Dudley: I've made quite a few changes. My instructor is Grand Master Sun Ta Yung; he is the worldwide head of the International Kundun Federation. He's Korean and very traditional. Of course, I was taught to teach my students as I had been taught. That was great because when I started martial arts it was real hardcore. I started in Isshin-ryu, and my instructors had just returned from 'Nam; they were Marines and it was pretty rough. I enjoyed it, but very few people did.

I was 16; and I think I was the youngest in the class. As I matured as a student and instructor, I realized that the U.S. is not Korea and my students weren't Koreans. How the martial arts are taught in Korea is congruent with its culture; however, Americans learn differently than Koreans and vice versa. For instance, Americans are taught to question everything, whereas, in Korea, that is not the norm.





Above: *Gina Moya, Program Director (behind counter), and Aaron DeLaGarza, Instructor (right), speaking with a client in the Client Services / Front Desk / Pro Shop area.*

Right: *Charles Dudley in the main training area.*

I decided to adapt the lessons I had learned, so they could be communicated in modern terms, and specifically for my student body. Seven-year-olds or 12-year-olds and their mothers don't understand the intricacies of a Korean martial arts style, but I could still teach those valuable lessons, in a more appropriate manner that everyone could understand.

Kung Jung Mu Sul is a very traditional system, and it consists of kicks and punches, hand techniques, and kicking techniques similar to Taekwondo, for example, because of being a root system. My style also includes joint-lock, pressure-point techniques similar to Hapkido; redirection of force similar to Aikido; throwing principles similar to Judo; ground fighting similar to Ju Jitsu; and a multitude of different weapons. Acrobatics and other physical training is part of Kung Jung Mu Sul. It's a very broad-based martial arts system, and the real challenge was how to teach it to a large number of students in contrast to Grand Master Yung's traditional linear teaching method.

I reviewed my entire curriculum and the requirements for first-, second- and third-degree and other advanced belts. I rearranged it into a rotating curriculum, and organized it into various groups: beginner level of three belts, intermediate level of three belts, advanced level of three belts, and then first-degree and higher.

Next, I determined the difficulty level of the curriculum, and then created three, three-month segments. Now, all the students are performing the same materials and it's much easier to teach.

Even though joint-lock-pressure techniques can be intricate, I've devised a method, so one instructor and an assistant can teach 30 to 40 people. Previously, that wasn't possible because it was too labor-intensive. The results have been much-improved students that retain the curriculum much better; and, most importantly, they and their parents clearly understand the

upcoming training modules and their benefits.

I've also created stripe levels within the belt system for first-, second- and third-degree Black Belts. Most martial arts systems have stripe levels, but I've almost taken it to an extreme, with 18 different stripe levels within a single belt. My stripe system makes it possible for any instructor in my school to look at any student's belt and know his or her skill level, even if the instructor has never seen that student in a class.

It's so much easier to teach because all you must do is keep each student focused on the next stripe to earn. Our stripe system motivates students to put forth genuine effort because they are working toward a reward. When students earn that next stripe, they know that they have reached a higher level than other students.

When we are ready to reward a stripe, we stop class, which is called to attention. The student bows to his or her parent ("thank you mom, thank you dad"), and then everyone claps and cheers because another member of our family is stronger. We want students to be publicly acknowledged for what they have just done.

Our stripe system and class presentation of stripes create a real success mindset for our students. Even if the parents weren't there, when they come to pick up their children, the stripes will be clearly evident, and their children can explain what they accomplished to earn them. That makes it so clear in parents' minds that there's constant progress.

We discovered that, in a belt-only system, the amount of time between belts causes a negative perception in parents that their children are not making progress. The only way they would notice their children's advancement would be to observe every class, which, of course, most of them can't do.

A complementary tool to our stripe system is a progress report. I used the typical 6-week or 9-week schedule of many academic school districts as a model. Regardless of their schedules, they send regular progress reports, plus reports cards to parents at the end of each term. Those reports inform parents of their children's progress, so I use the same system to keep our parents informed.

Another great benefit of creating my stripe system was that it caused me (or forced me) to create a complete annual lesson plan, with a written lesson for every day of the year. Name a date and I can tell you that day's lesson. This plan isn't carved in stone; instructors can deviate a slight bit, if they consider it necessary.

My annual plan/rotating curriculum removes all the guesswork for instructors. Traditionally, in many cases, the instructor stepped on the mat and flew by the seat of his pants. The lesson structure not only simplifies the instructional process, but also makes it easier for an assistant instructor, G.O.L.D. Leadership Team member or parent-volunteer to be on the same page with instructors, and assist them in more meaningful ways.

Learn more about the NAPMA Inner Circle and how members, like Charles Dudley, can help you achieve greater success and effectiveness with your students.
NAPMA.com/InnerCircle

Toby Milroy: Charles, you've made at least seven very vital points, but I want us to return to one of those points, so we can help the relatively new school owner think about how to develop the structure of his or her school, and the experienced school owner tweak his or her processes and systems.

Please describe your vision of the cultural differences of the way martial arts was taught and the way you're teaching it now. Decades ago, the martial arts were taught in Korea as a method of survival and warfare, and, as a byproduct, students became more confident, focused and self-disciplined individuals.

In the modern school environment, we want to teach martial arts as an activity that's fun, exciting and productive, with the same outcomes: more confident and focused and the ability to defend themselves in any situation. What did you specifically modify in your teaching approach to make



your Korean style palatable to the family market?

Charles Dudley: Let me begin with some background that inspired our approach. Throughout history, every culture has had a warrior class that rose to the top levels of that culture. They earned their status because they literally had the power of life and death in their hands. They looked at death in the face all the time; and that experience taught them to appreciate life in a much more meaningful way than the average person.

Many warrior classes lived by a code of ethics: Chivalry in Europe, Bushido in Japan and Hwarang in Korea, for example. We promote those same codes of ethics at my school. Frankly, I tell all parents when they first visit my school that I have no intention of being politically correct. I make it very clear that this is a martial arts school, not goo-goo world. That doesn't mean we beat each other black and blue or put students in an injury-causing situation. I'm a big stickler on safety; however, our training changes people's lives, and help them protect those lives. People and their lives matter to me.

To be honest, our society is not much different than those of the past. We may not be fighting in the streets, but there are still many incidents of individual violence that is very similar to being attacked by highwaymen in medieval Europe.

Recently, just such an incident occurred in my community, which is typically very safe. One of my students, who is a first grader at a local elementary school, was attacked in the bathroom—by another first-grader!

Typically, students are permitted to go to the bathroom, but in pairs. The second first-grader pulled a knife on my student, twisted his arm, pulled him to the floor, put the knife to his throat, and told him he would cut his head off if he told anyone.

You can change the ages of the attacker and the victim and place them in different locations and time periods, but it's still person-on-person violence that has occurred throughout time.

Another example is one of the high schools in the San Antonio area. The students come from very affluent parents; yet, the school has the highest drug rate of any school in the county.

Just because we don't have massive combat in the streets doesn't mean that the lessons of chivalry, the Bushido code and the Hwarang code don't apply to modern life. We may not be living in caves or without electricity, cars and electronics, but life, even today, is still a matter of physical survival.

When you consider our school environments, the content of TV and the many other societal issues that are affecting our children, it's quite obvious that they need to learn and live by these codes of ethics. I explain to new parents that what we offer is not an activity; it is martial arts training. Obviously, they don't know the difference, but that's okay; I'll teach them.

Part of my school's structure is a little bit different than many martial arts schools. New students enroll for a two-month class that we consider an evaluation period. I don't frame it as them evaluating us, but us evaluating them: Do I want them as students at my school? The determining factor is whether the parents are on the same page and if they believe in their children. Are they confident that their children are capable of excelling and being more productive? Are they as dedicated to the success of their children, as I am? Only then can they be members of my school.



Each summer, Charles takes several Black Belts and Junior Black Belts to compete in an international Tae Kown Do tournament in Jeju-Do, South Korea. The group then spends an additional 10 days touring Korea, providing for an invaluable educational experience.

If they're looking for just an activity, such as soccer, baseball or dance, then that's fine, I'm not mad at families that want an activity; but I will refer them to a school down the street. That policy of mine caused me quite a shock at one of our Inner Circle meetings. The members were sharing their school statistics with the entire group, and when I stated my retention rate, Rob Colasanti made the comment that he had never heard of one that low. I didn't know any different. **MAP**

There's more!

Read the complete interview with Charles Dudley at MartialArtsProfessional.com



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Martial Arts Professional Asks...



Anthony Robbins is considered the greatest personal development expert of all time. He is a strategic advisor to world leaders, and his teachings have impacted the lives of an estimated 50 million people. He is a Black Belt and the recipient of NAPMA's 2003 Lifetime Achievement Award.

Tony Robbins

Personal Development Expert

What advice would you give instructors in the area of leadership, since they are leaders in their schools and communities?

Tony Robbins answers...

You don't work on leadership, but your spiritual intent, and that's not a religious reference. The roots determine whether a plant lives or die, likewise with leadership. When you recognize a great leader, his or her outer persona is merely a reflection of the inner self, in terms of their beliefs and spiritual intent.

All of us start with a fundamental, or egocentric, look at life. This is rampant in the martial arts industry because we attract people who want to conquer and overcome. Egocentric doesn't mean that you are filled with ego. It means you focus on yourself more than on others. Every human being is wired at birth to fulfill his or her needs first.

Eventually, most of us grow from egocentrism to ethnocentrism. That means that to survive, we can't just whine and cry and expect to be satisfied first. We must take care of other people. Ethnocentrism means "our central group." Maybe, it's your family or the kids on the street. We know either can give us pain or pleasure, so we must take care of them. By necessity, most people become ethnocentric. They care about their group or their little dojo and martial arts approach, as opposed to any other.

The level above that is world-centric, and very few people reach it. World-centric is caring about everyone. You care about others, regardless of how different they may be, not because they can give



you pain or pleasure, but because you feel connected to it all. The highest level is spirit-centric: you "feel": the tree, the butterfly, the lizard and the dog. You are one with everything.

If you are egocentric, then as the head of your dojo, very little power will move towards you because power moves to those who are serving at the highest level. If you are ethnocentric, then you will receive much more power than simply serving yourself. If you are world-centric, then you will experience power; a flow of ideas; and a higher level of physical energy, emotion and spirit because spirit moves the most towards whomever serves the most. If you are spirit-centric, then, not only will you be a great martial artist, but also you will have no difficulty attracting people; they will come to you.

> **"If you are spirit-centric, then, not only will you be a great martial artist, but also you will have no difficulty attracting people; they will come to you."**

You don't have to work on your leadership skills as much as your spiritual intent. If your intent is high, then you will seek masters of leadership. That's what I've done throughout my life, and that is why I have those skills, as well. More important than skill is the power that will move towards you when you make the decision to serve. **MAP**

Listen to the Free Tony Robbins Teleconference: Leadership from the Inside Out

Tony Robbins has long been a favorite of martial arts professionals and enthusiasts. He has contributed to the growth of martial arts and the industry in many ways. In this free NAPMA teleconference, he presents his perspective on leadership, stating, surprisingly, "You don't have to work on your leadership skills as much as you do your spiritual intent. If your intent is high, you will seek out masters in the area of leadership." Visit NAPMA.com/TonyRobbins for more information."

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"Karen knows her stuff! She's had Mile High Karate schools in major newspapers, on CBS, NBC, ABC and FOX affiliates…even on national satellite radio. We've also had several magazine articles, plus we were getting calls from *Good Morning America, The Today Show* and Montel Williams!"
Stephen Oliver
Founder/CEO
Mile High Karate Schools

"Karen's inside understanding of how the media thinks allows her to quickly and easily get the right kind of attention. Within weeks of engaging Karen, we had four major TV media exposures, a 10-minute radio interview, and a full-page newspaper article, plus karate magazine exposure. I would not even consider trying to navigate the media maze without her!"
Sam Rosenberg
CEO, INPAX, Pittsburgh PA

"Karen's skills and media experience created an incredible marketing opportunity for White Tiger. Her magazine cover story not only gave us added credibility and recognition in our community, but it has opened the door for product endorsements, acting and speaking engagements around the world!"
Master Rondy Chang
White Tiger Taekwondo
Raleigh-Durham NC



MASTER KAREN EDEN is a published author and former radio and TV personality, who has appeared on CNN, FOX National and Animal Planet. She has also appeared in two major Hollywood productions. Karen has written for and appeared in many martial arts publications over the years. Her books include *The Complete Idiot's Guide to Tae Kwon Do* (Penguin Books) and *I Am a Martial Artist* (Century Martial Arts.) She is also the poet behind the popular I Am a Martial Artist product line.

Martial Arts Professional Asks...



Jean Claude Van Damme, the "Muscles from Brussels," is one of the biggest martial arts movie stars of all time. He has starred in more than 30 films.

Jean Claude Van Damme

Martial Arts Film Star

What advice would you give martial arts professionals who want to achieve higher levels of success?

Jean Claude Van Damme answers...

The mind is the most powerful thing. Therefore, it is important for you to use your mind to be the best you can be. Use the power of your mind to maintain a healthy, prosperous and successful life. By creating that positive energy, you can help guide your family, friends and fellow citizens to attain the same.

The power of the mind can be used not only in positive ways, but also negative as well, so control of the mind is critical. Stay focused on what is healthy for the mind, body and soul.

As human beings, we are living in fear and that's why it takes time to succeed, so believe in yourself! Stand strong and never let go of your dreams and goals. I assure you, from my personal experience, believe in your dreams and you will succeed.

Enjoy life! You're here only for a short time. You're able to make anything you want in life. You just have to believe in yourself and make that belief a true belief—and then everything will happen. It's all very possible. Be happy! That's the most important thing in life. I enjoy people who are always happy. Those are the real masters. The real Black Belts.

We all try to follow books and rules to succeed, but first you have to ask yourself, "Who am I?" Once you know that, then you can ask yourself, "What do I want from life? What do I want to do?" What will



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make you the most happy man or woman on earth? Find that answer and, when you do, you will feel it. Then, you create what you want to be—and feel deeply and strongly about it twenty-four hours a day! Suddenly, your mind will become what you are thinking. Then, you will become what you want to be.

What do you think about the UFC and the other no-holds-barred events that are so popular today?

I don't want to mention names, but I'm forty-four years old. I've been through some schools and I've been sparring with world champions of today who are twenty-two years old. I'm talking about guys who are fighting in great organizations.

I'm not training for competition, so I'm out of shape. They were unable to land one kick on my face or even touch me. I knocked them out. That tells you, when you start Karate, it's very difficult, but it really makes you tough if you train properly.

To do Karate for two or three years and right away go into the ring, it doesn't work so well. It shows in their technique.

A lot of these guys do not use kicks very well. It takes a lot of technique to bring your knee up there and to keep it out there, so you can double kick, triple kick and jump. It takes a lot of oxygen and training and muscle to be good enough to do that. **MAP**

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You can fill your continuing-education calendar immediately, when you visit **NAPMAFreeOffer.com**, where you can listen to *Inside the Mind of Jean Claude Van Damme* and 24 other exciting and fast-paced, school-building interviews, with the very best marketing, business and motivational experts; celebrity martial artists; and top school owners.

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Larry Shealy & Charles dos Anjos

I attended the November 2007 KID-JITSU® Program and all I can say is WOW! This Certification Program was one of the BEST - and I mean BEST - that I have ever taken. I have NEVER taken any Ground or BJJ Instruction before, and what Larry and Charles showed me was GREAT!!! I could not give a higher recommendation for this INCREDIBLE program. My schools will benefit greatly from what I gained through this certification. - JASON DAVID FRANK, 6th Degree Black Belt, Actor, Multiple School Owner, Rising Sun Karate, Houston TX www.risingsunkarate.com

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THE INTERNATIONAL KID-JITSU® ASSOCIATION



Tom Callos NAPMA Educational Consultant

The Ultimate Black Belt Test: My Suggestions to the Industry—and a Protest of Sorts

I don't like to complain, although I do it from time to time. When something's not right, I prefer to acknowledge the issue quickly, and then develop possible solutions.

The Ultimate Black Belt Test (UBBT) is a program of possible solutions to a variety of problems in the martial arts industry.

1. Stupid Black Belt Tests

Is it too harsh to call some Black Belt tests stupid? Perhaps, but after seeing more than my fair share of tests (and giving a couple really stupid ones myself), I decided that the industry could do better. I started to improve testing, with a longer process, an expansion of test requirements, and standards that require the candidates to quantify their practice.

I have occasionally called the UBBT the most difficult Black Belt test in the world, which has prompted others to claim that their tests are harder. One fellow told me he doesn't let his people eat or drink during their 72-hour test period. I had to agree that his test was probably harder—but certainly not smarter. A Black Belt test shouldn't be a weekend of severe torture; it should be a yearlong process of mild torture that builds healthy, habitual and lifelong changes in people's behavior.

2. Curriculum that Has Nothing to Do with a Person's Life, Ambitions or Goals

There isn't a 90+ percent dropout rate from White Belt to Black Belt because of how challenging it is to earn a Black Belt. Most students are lost because classes are so dead-dog-boring that students want to leave. The curriculum requirements are often so archaic, so irrelevant to the world today, and so incongruent with the lives of most students—no wonder the industry struggles with student retention.

One possible solution is to integrate students' personal objectives into their test curriculum. In the UBBT, not only is there some "customization" allowed (strongly encouraged) in the test process, but also each participant is encouraged to complete 10 Personal Victories, as a part of their test requirements.

Imagine that! Students would be allowed to ADD requirements to their tests that have meaning to them! Not only would students then be able to satisfy the teacher's expectations, but also accomplish things that are important to them. Yes!

3. Students Doing Curriculum that is Scary Stupid

I can still see it in my mind's eye: The guy is about 50, maybe older. He's on the testing floor with about 20 other students, most of them younger than 19. They're all doing jump kicks—the kids are really flying, and this old fellow, with knee braces, is trying to keep up. Every time he tries another running jump kick, I cringe, waiting for something bad to happen. Well, it never did, thank goodness, but that event (and my hip replacement surgeries) left me with an understanding that curriculum has to be adjusted for the student, not the other way around. "You don't fit the person to the shoe; you fit the shoe to the person."

In the UBBT, like it should be in your testing process, I don't want anyone doing anything that isn't right for his or her body. Just because you can't do jump kicks—or even spar (one of our testers had had brain surgery!) —doesn't mean you can't practice and advance as a martial artist.

Unqualified Black Belts

The UBBT is a bit of a protest too, against Black Belt testing that results in sloppy, ill prepared and under-practiced Black Belts. We would be doing ourselves a big favor, if we tightened our belts a little bit, and re-evaluated the what, when, how and why of Black Belt testing.

The UBBT has about 28 rather innovative suggestions for improving the testing process (see them by going to ultimateblackbelttest.com and then "Test Requirements." If you'd like to suggest some others, feel free to e-mail me at tomcallos@gmail.com. **MAP**

Tom Callos is the designer and team coach for The Ultimate Black Belt Test. He is a veteran consultant to the martial arts industry—who is known for thinking way, way, way, way out of the dojo. Tom Callos is a frequent NAPMA Maximum Impact Contributor. He may be reached about UBBT or his Anger Management Program at ***MartialArtsProfessional.com/Callos****.*

How I QUADRUPLED My Gross With NAPMA and the Little Ninjas Program!

From Near Bankruptcy to a Professional, Profitable School with One Phone Call!

Thank You NAPMA!... I've QUADRUPLED my gross!!

In 2003, 13 years after opening my Hapkido school, I was about to go out of business.

A school owner in my area told me that NAPMA helped him more than double his gross and that his secret was the Little Ninjas program.

Four years later, I have almost quadrupled my gross using the Maximum Impact resources that NAPMA sends me every month and by meeting with other NAPMA school owners in my area.

Thanks NAPMA, you're the BEST!

The Story

Before I opened my school in 1991, I interviewed a few different school owners about running a school. They advised me that I needed three things to be successful: a trial program for $19.95, a Black Belt club to upgrade students, and use contracts, in conjunction with a billing company.

It sounded pretty easy to do, coupled with my great teaching skills and a well respected martial art, such as Hapkido.

These three things carried me a long way, but the martial arts business changed and I really hadn't.

My average student was no longer a teen or young adult. The majority of new students joining my school were younger than 8-years-old.

Then to top it off, the financial blow my local economy suffered after 9/11/2001 nearly put me out of business in 2003.

In September 2003, it was by chance that I bumped into a NAPMA member who ran a successful school about a mile away from mine (there are 12 schools within a two-mile radius).

He told me his business had doubled since 9/11 and that I should join NAPMA and start a Little Ninja Program.

Without NAPMA and the Little Ninja program, I surely would have gone out of business within a year.

He came to my school and explained the Little Ninja program and how he used it at his school to prepare young students for his regular martial arts program. I called NAPMA the next day.

When I received my first package, the Sounds of Success CD featured a school owner talking about how to answer the phone.

During the last three years, because of NAPMA and its local members, many positive improvements have occurred in the life of my school.

The Little Ninja program enabled me to start a program for 3-year-olds and 4- to 6-year-olds. This assisted in having only older students (7-year-olds and older) join my Hapkido classes.

I have changed my testing schedule and extended the time it takes to earn a Black Belt, which has resulted in higher quality Black Belts and better retention.

My gross has increased from less than $6,000 a month to more than $ 20,000. Last month was my highest yet at $23,000 PLUS.

Our little group of two instructors, meeting and reviewing NAPMA materials and principles, has grown to four regulars and six casual attendees.

All of our schools are improving and increasing their gross revenues. Those that have made the commitment to join NAPMA have had the best results. **Now, I have also upgraded to Maximum Impact.**

Les Connard, Owner
Kim's Hapkido, 941 E. Duarte Rd., Monrovia, California 91016

If you would like to be the next NAPMA "Success Story", then visit www.NAPMA.com/LittleNinjas for more information.



Toby Milroy is a 4th-Degree Black Belt, school owner, Mile High Karate Regional Director and NAPMA's Vice President of Sales and Marketing. He can be contacted through ***NAPMAFreeOffer.com*** *or* ***MileHighFranchise.com****.*

Toby Milroy NAPMA Chief Operating Officer

How to Multiply the Results of ANY Type of Print Advertising, Quickly and Easily, without Spending Another Dime!

Part 1: The "Mindset" of the Marketer

In my next series of columns, we'll explore the fundamentals of HIGHLY-EFFECTIVE marketing and advertising.

The FIRST step to create more effective marketing pieces is to challenge your perceptions of marketing and your business. To create HIGH-IMPACT marketing, you must have a VERY clear picture of the "Who" as well as the "What."

The "Who"

You MUST very clearly define "Who is your IDEAL customer!"

Are you trying to attract a specific group, defined by age, gender or income? All these market segments have different sets of challenges and opportunities, and each segment requires a different message.

Next, you must then determine the specific benefits your school will provide to that student type.

It's an all too common mistake to think that you can be "all things to all people." I see ads every day from school owners with 4, 5, 6 or more SEPARATE and different messages. This is a SURE way to depress response, and cripple your results!

For example, the MMA craze can be found nearly everywhere. Imagine you are the mother of an 8-year-old girl, potentially interested in the martial arts for your daughter. You receive a postcard that depicts a cute 8-year-old in a Karate uniform, and a second photo of two 22-year-old MMA students, with no shirts, grappling in a cage.

Would that image make you more or less interested in the school?

This also works in reverse. If you were looking for a quality MMA program, and you received the same marketing piece, then you'd probably think the school was teaching 8-year-olds and ask yourself, "Is this the right place for me?"

Your marketing messages must be LASER-BEAM focused on EXACTLY WHO is your best customer!

The "What"

Once you've determined the "who," you must then decide how you can serve them best.

The acronym W.I.I.F.M. (What's in it for me?) encapsulates the question that your prospects are asking themselves when they look at your marketing materials. EVERYTHING in your marketing piece should be about THEM…NOT YOU!

As martial artists, we are very proud of our lineage, training and résumé. The average prospect doesn't care how many titles you've earned, or the number of square feet of your "state-of-the-art facility." All they care about is solving a problem that they have or want to avoid, or gaining a particular benefit from training at your school: better health, self-defense or living a more balanced life.

Start by writing some answers to the questions: "Why would someone want to be my student? What will they achieve? What problems can I solve for them?" The answers should be the primary messages in your marketing materials, not your résumé or pedigree!

Next, write descriptions of the benefits of training with you For example, if the benefit is being in better shape, then consider these descriptions:

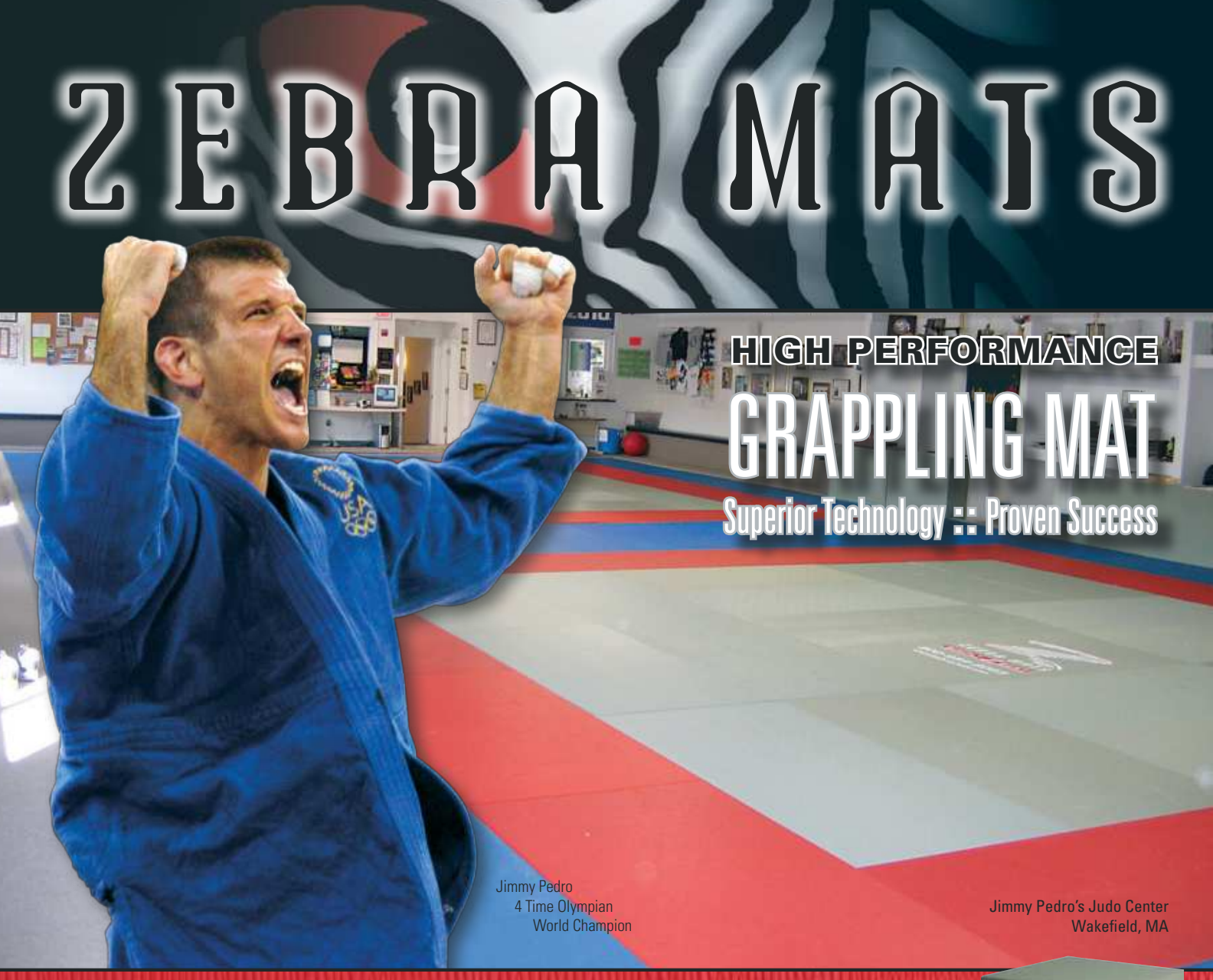
- You'll be in the best shape of your life.
- Your clothes will fit better…just in time for swimsuit season.
- You'll have a greater sense of self-confidence when you walk into a room in your "skinny" jeans.

Keep in mind that prospects (rightfully) are only interested in what's in it for them, and you'll keep your marketing piece on the right track!

Next month, I'll present my take on the "anatomy" of an ad.

Once you become a member at **NAPMAFreeOffer.com**, visit the NAPMA Online Print Marketing Store for free downloadable advertising materials. **MAP**

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Dan S. Kennedy

Why People Fail: "Help, I Can't Escape from the Box Where I Put Myself!"

Dan Kennedy is a marketing and sales strategist and consultant and the author of many books, including No B.S. Direct Marketing, The Ultimate Marketing Plan, The Ultimate Sales Letter *and numerous other business books. He can be contacted at* ***NAPMA.com/DanKennedy****.*

The fast food industry adopted the drive-in window concept from banks. I guess a McDonald's executive, who was sitting at the bank drive-through one day, thought, "I don't think we can fit the milkshakes in these tubes, but…" NetJets, the leader in fractional jet ownership, now owned by Warren Buffet, owes its birth to the vacation time-share industry. The microwave in your kitchen was not originally intended to go there; Litton, its original manufacturer, believed no consumer would buy it, and built them only for restaurants. When was the last time you heard of Litton?

What do these stories tell you? Successful businesses live or die by cross-industry "borrowing" of ideas and that inspiration more often comes from outside the box than from within a company. Ordinary businesses remain ordinary and their owners earn only ordinary incomes—and work too hard for them—when those owners, foolishly and stubbornly, mentally stay in their tiny backyards. Breakthroughs come from bringing fresh ideas found outside to the inside of a business, and applying them in new ways. You *choose* to limit or expand your income by the way you reject or embrace ideas found far afield from your present modus operandi and industry norms.

The vast majority of ordinary businesspeople, with ordinary incomes and never-ending ordinary complaints about how hard they work, but how little they gain, and being unable to compete with the bigger and cheaper…have this in common: they obtain powerful information from this publication and waste their time and energy in the non-creative activity of finding all the ways it can't and doesn't apply to them.

Some people have such teeny, tiny, calcified, crippled imaginations that they can only appreciate an example precisely matched to them—"Oh, that won't work for me because her restaurant sells pizza and I sell Chinese food; hers is in a medium-sized city and I'm in a small town; and it often rains where she is located, but it's sunny here. I need an example from a Chinese restaurant in a small town where it's hot and dry. Fools remain stuck in the very limiting, "my-business-is-different" box, thereby, negating the value of 99% of every successful strategy, example, model they see or are presented to them.

My client list is, fortunately, chock full of people who think in very opposite ways. They become rich by finding the non-obvious opportunities, living creatively, and adapting tried-and-true, winning strategies from outside their boxes. They attack each issue of my newsletter and book I suggest they read with yellow hi-liter and a bias for action, not closed mind. They are willing, even eager to "re-imagine" their businesses, while others have the Hobbit Bilbo Baggins' attitude: I'm not interested in adventures—they make you late for dinner.

> **"Breakthroughs come from bringing fresh ideas found the outside to the inside of a business…"**

One of the most successful marketing strategies of all time is called "gift with appointment." Today, it brings new patients into dentists' offices, affluent investors to financial advisors' seminars, and new homebuyers to developments and resort communities; and it's in play in hundreds of fields, helping to create millions of sales appointments every week. To the best of my knowledge, it came from a woman named Estee Lauder, the cosmetic entrepreneur. I wonder how many people from how many different fields ignored it for how long, because: "Anything having to do with selling lipsticks and perfumes could not possibly apply to MY business. MY business is different." **MAP**

DO YOU NEED TO FIND A WAY TO GENERATE MORE INCOME WITHOUT A LARGE INCREASE IN OVERHEAD?

Hi, my name is Jim Graden:

You may have heard of me from my articles and cover stories in Martial Arts Professional magazine, or Black Belt. Maybe from when I used to run Cardio Karate for NAMPA and certified over 6,000 instructors or from my speaking at the NAPMA conventions and the Supershow. You might of heard of me from when I used to compete with the United States Karate Team and won two world team titles and an individual world Kickboxing title. Or from the Joe Lewis fighting system where I hold a 7th degree master rank. No matter, the point is that I can show you how to greatly increase your income while keeping the start-up cost to the bare minimum.

My UBC Martial Arts Fitness Systems can generate more income than any other program in martial arts, while asking the least amount time, staff and cost to you.

Not since Tae-Bo has the martial arts industry had such an opportunity. Fitness programming is where the martial arts industry will see it's biggest future growth. The difference is this time the public isn't going to walk into your place expecting to take an aerobic-styled class that you or your staff can't teach well. The public is now walking in ready to hit the heavy bags, work the mitts, set goals and work with a team.

With this limited-time offer you can generate an additional $100,000 a year for just $99 a month with no start-up fees. That's a savings of over $750!

That's right! For a limited time, we are giving you this opportunity to implement this time tested proven martial arts fitness system that can add tens of thousands of dollars to your bottom line for just $99.

So, Call 1.800.319.6134 to receive a free information kit on becoming a licensed UBC Studio today!

Sincerely,

Jim Graden

Creator of the Ultimate Bodyshaping Courses (UBC)

ULTIMATE UBC BODYSHAPING COURSE

WWW.ULTIMATEBODYSHAPING.COM

"The UBC has been a success on so many levels. As an instructor of the martial arts you may well know of the ups and downs of student enrollment. The UBC has not only kept us afloat in hard times but is a great stream of revenue. We're always sold out 4 to 5 weeks before the next class. Helping people, while making big money doing it. It doesn't get much better than that!"

Bob Anderson • Double Action Martial Arts in Fernadale, WA



In a career spanning more that four decades, Joe Lewis has won more competition titles and instituted more innovations than anyone in the history of martial sports. That's why he is "The Greatest Fighter in the History of Karate." Joe can be reached at ***Martial ArtsProfessional.com***

Joe Lewis NAPMA Technical Advisor and Regular Contributor

The 40 Most Common Mistakes Fighters Commit

One of an ongoing series of columns.

Mistake # 33: Avoid trying to fire, when you are off balance, instead of covering up and clinching, or tactically dragging your opponent to the ground.

Mistake # 34: A real fear of all fighters is not knowing how to avoid underestimating your opponent and then finding yourself falling way behind in the fight. Great fighters deal with this problem by never letting down their mental guard, realizing that all opponents are tough.

Mistake # 35: A mistake of both new fighters and those who are improperly trained is the habit of only firing at the target, hoping, instead, of always firing through the target with conviction.

Mistake #36: One of the most frequently make mistakes is to allow your opponent to back you up constantly. Few fighters know how to fight moving backwards, especially with their weight on their heels. When you are moving backwards, you are likely to leave yourself open with squared-up shoulders. Another danger is that this retreating style of movement increases the momentum of their opponent's attack. **MAP**





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Even if you mess the whole thing up you could still easily enroll at least 10 new students into your leadership program!!

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What would that add to your school's gross income each month?
How would that help your school's student retention?

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- Outline of the seminar and step-by-step instructions on how to conduct all aspects of the seminar for a *hugely* successful event.
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First 10 schools to purchase also receive 2 additional bonus items:
Bonus e-book "Prosperity Thinking for Professional Martial Artists (By Master James Theros)
Bonus Report "The 17 Steps to creating and implementing a successful leadership program in your school"

Hurry! Introductory pricing and bonus offer only good for first 10 callers!

Also, Call and ask about having me come to your school to personally conduct this seminar and train your staff in the program!

(317)782-8000



Elsa Cordero MBA, MS Oriental Medicine

Where you Use your Keyword Counts!

For 15 years, Elsa Cordero was involved in the martial arts—teaching, competing (seven-time National and International Forms Champion and Inductee of the Diamond National's Hall of Fame), and finally co-owning three martial arts schools.

Elsa completed her Master of Business Administration in 2003, and then earned her Masters in Traditional Chinese Medicine. You can contact Elsa through ***MartialArtsProfessional.com****.*

In my previous column, I explained how to determine the optimal key phrase for your Web site as well as some online tools to help you with this process. As I have already mentioned, Search Engine Optimization is selecting keywords (or key phrases) that rank your Web site higher in the list of search engine results.

This month's column focuses on some strategies you, or your Webmaster, can easily implement on your Web site to make keywords or key phrases work for you.

Which key phrase you select is of extreme importance to market your Web site effectively, but it is only the first step. Where your use the keyword phrase in your Web page contents is the next step, since it will also contribute (or not) to your search engine success.

One word of caution: I will be introducing some basic HTML (Hyper Text Markup Language) terms, but don't worry; I will only present the basic principles that will impact you.

Any Web page is composed of two parts: HTML code you don't see and, after your Web browser (Internet Explorer, Firefox, etc.) has interpreted this code, the resulting page you actually see. HTML uses bracketed code (<>) in the form of labels (known as tags), to define the appearance and semantics of a Web page. Search engines "read" this code when they spider cyber space.

Title Tags

Search engines place huge importance on the title tag of a Web page. The title tag of your Web page describes its contents, product or service. The title tag should contain your most important keywords and be fewer than 63 characters. Often, a title tag will include the company's name, or even "Welcome to our Web site!" This practice is useless; people will not search your business by using its name (unless they already know it).

The content of your title tag is critical. It is also the link from the results page, as displayed by the search engine. Ideally your domain name and your title page will be the same.

Header Tags

Header tags are also important. The `<h1>` tag should be used as the title of your content. Ideally, it will contain the same words as the page title above. The other tags follow in order of importance. You should only have one `<h1>` in your page. For example:

```
<h1> Karate School in City </h1>
<h2> Karate School in City offers
martial arts Classes for children and
adults.</h2>
```

Body Text

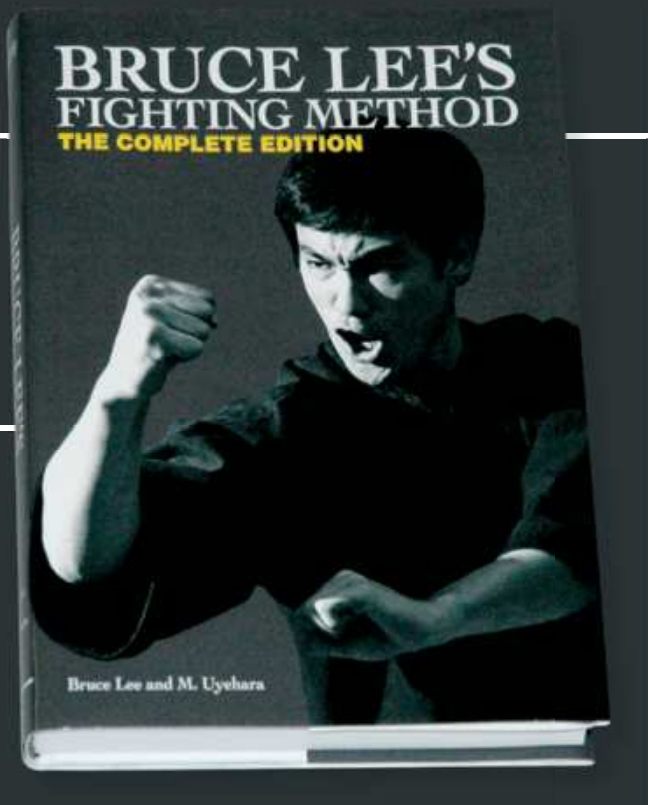
The body text is the main content of your Web page and it comes next in importance. It is beneficial to include the keywords throughout your content to improve your position in a search results.

The ideal number of body text on a page is 200 to 300 that emphasize two or three carefully selected keywords (key phrases). I suggest that you place the most relevant keyword-rich text in the top one third of the page. Search engines read the source code linearly from top to bottom, which is why the headers and the first paragraph are crucial. Place images and other items, such as animations and movies, further down the page.

Link Anchor Text

This is the visible text attached to a hyperlink, for example, "Website Resources for Karate Schools." Keywords, placed in the anchor text of links to other pages on your site, receive a higher priority than other text. If your keywords are used as anchor text links from other Web sites to yours, then they carry even more weight. Whenever possible, try to influence which keywords are being used in the link anchor text on other sites that link to yours. **MAP**

NEW FROM BLACK BELT BOOKS



FOUR BOOKS IN ONE

Digitally refurbished • Hardcover • Bonus content
Officially authorized by Bruce Lee Enterprises

Bruce Lee's Fighting Method: The Complete Edition brings the iconic four-volume *Fighting Method* series together into one definitive book.

Intended as an instructional document to complement Lee's foundational *Tao of Jeet Kune Do*, this restored and enhanced edition of *Fighting Method* breathes new life into hallowed pages with digitally remastered photography and a painstakingly refurbished interior design for improved instructional clarity.

In addition, this elegant and comprehensive nearly-500-page hardcover edition presents all the photographs, illustrations and text from the original four books—*Bruce Lee's Fighting Method Volume 1: Self-Defense Techniques*, *Volume 2: Basic Training*, *Volume 3: Skill in Techniques* and *Volume 4: Advanced Techniques*—while featuring new material that includes:

- 900+ digitally enhanced images
- newly discovered photographs from Lee's personal files
- a new chapter on the Five Ways of Attack penned by famed first-generation student Ted Wong
- an analytical introduction by Shannon Lee that helps readers contextualize the revisions and upgrades implemented for this special presentation of her father's work


BEFORE


AFTER


BEFORE


AFTER

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A Message to you from former world champion Jeff Smith about Mile High Karate.

I'VE BEEN ASKED BY MANY OF MY FRIENDS and associates why I'd join up with Stephen Oliver and his Mile High Karate organization rather than grow my "World Champion Jeff Smith Schools." Why is it, after over 37 years operating chains of schools — first with Jhoon Rhee and then on my own — is it that I'm now jumping on the Mile High Karate bandwagon?

The answer is rather simple, but first let me share with you a few facts.

Stephen Oliver was a student of mine and of the Jhoon Rhee institute beginning in 1969. That's 38 years ago. I remember meeting him and teaching him personally first when he was a blue belt. From the time we met I recognized his intelligence and drive. He was (and is) really an excellent martial artist. He was by far the most flexible student and then instructor we had. He had vertical kicks and a quest for fighting that only comes with growing up in the "blood and guts" era of Oklahoma and Texas. At my request he moved from Tulsa to Washington, D.C. to be a Head Instructor then Branch Manager at Jhoon Rhee Institute while also earning an honor's degree at Georgetown University.

It's interesting that in the Martial Arts Industry he's mostly known for his knowledge of marketing, sales and business when in fact one of the most impressive elements of his organization is the depth of martial arts experience and skill. He's developed a truly unparalleled system for developing high quality Black Belts with excellent leadership skills.

Over the years he and I have remained close and I've often attended his Black Belt tests, Intramural Tournaments, and the Mile High Karate Classic National Event. I'm been continually amazed at the strength of his organization and the depth of his business knowledge and skill. When we began discussing working together I came to believe several things.

First, no one, absolutely no one can match Stephen Oliver when it comes to effective marketing, advertising, and sales process development for a martial arts school. It's not just my opinion. The top business minds in our industry all look to him for guidance when it comes to how to fill up a school.

Second, no one is even close to him when it comes to developing a structure and a team to develop a huge organization. He's created the first true national and international legal franchise structure and has all of the experts in place to make this grow exponentially.

Third, although he's put together a tremendous curriculum and promoted 1,000's of quality Black Belts we compliment each other in a very powerful way. My role being to continue to strengthen the Mile High Karate instructor training and

Making the decision to join Mile High Karate will be the best financial decision you can make.



For more information about Mile High Karate: www.MileHighFranchise.com

Some of the absolutely best martial artists in the world are joining our team to work with you, your Black Belts, and your students.







TOP Grand Master Joe Corley presenting 9th Degree certification to Grand Master Jeff Smith.

CENTER *Left to right:* Chuck Norris, Senator and former Senate Majority Leader Bob Dole, Eric Norris and Jeff Smith.

BOTTOM *Left to right:* Isias Duenas, Bill Wallace, Jeff Smith and Joe Lewis.

RIGHT: Grand Master Jeff Smith teaches at Breckenridge location.

curriculum systems to always have the best quality students anywhere. We're continually developing better and better systems to improve quality, enhance our own martial arts training, and to continue to improve the student graduation rate to Black Belt.

Fourth, I sincerely believe that he's created the best career opportunity for martial arts school operators that exists currently in our industry. The support available and the potential to really develop a business with great value and big cash flows in tremendously exciting. I'm hoping to be instrumental in developing many wealthy martial artists.

I know that you as martial artists are concerned about "compromising" your art or about teaching "watered down" martial arts to your students. I can assure you that Mile High Karate teaches as high a quality martial arts curriculum that you'll ever see. As I now work with the Mile High Karate instructors I'm confident that it's getting even better. We have a curriculum that combines the best of many styles and a robust testing process all the way through the advanced levels of Black Belt.

To give one example, I had a friend of mine, a former New York City Police Commissioner, join me at a recent Mile High Karate Black Belt testing. Now, he's been in the NYC rough-and-tumble martial arts scene, taught in the military, and even trained with the Korean demonstration team in Seoul. He was literally stunned by the intensity and quality of the Black Belt testing. He said, "from what I've seen, Mile High Karate has some of the most aggressive training, most aggressive testing, and most aggressive teaching in the arts that I've ever seen … and, I've seen it all."

Clearly, making the decision that I made, to join Mile High Karate, will be the best financial decision you can make to develop your career in Martial Arts. However, something else you should consider is the value of the martial arts training that you'll receive by becoming a part of our team. I'm bringing 40-plus years of experience in the ring and on the floor teaching to your training, and an ever growing circle of some of the absolutely best martial artists in the world are joining our team to work with you, your Black Belts and your students.

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There's no obligation and everything is confidential. Don't wait. There will only be ONE FRANCHISE PER AREA. Do it now — before you are permanently locked out in your area.



Lee Milteer is a well-known success coach, professional speaker, author and developer of the Millionaire Mindset concept. She is also the success coach for members of NAPMA's Inner Circle and Peak Performers Groups. She can be reached at ***NAPMA.com/InnerCircle****.*

Lee Milteer NAPMA Inner Circle and Peak Performers Success Coach

Time Integrity for Entrepreneurs: Mental Time Leaks, Part 2

Worry Leaks

Worry is a useless emotion. Since your mind doesn't have enough worry, you invent more; and, most likely, it's 100 percent worse than reality could ever be. If you have unhealthy emotions of imagined fears or worry, then the body responds with a tense feeling of nervousness, stress-related illness, fatigue, lack of energy and loss of creativity. Ever heard the saying, "The fearful die a thousand deaths, the brave only one?" When you live in fear of what might happen, you are so physically exhausted that you are unable to be creative and cope with normal challenges or emergencies. Make a vow to yourself today to only cross a bridge as you come to it.

You must take back your power in life by staying in the present and dealing with its realities. You are not a victim of circumstance; you create your life and internal environment. Your subconscious mind will produce whatever you need. Like a computer, your subconscious mind doesn't care what information has been inputted. It will act on that information, whether it is positive or negative.

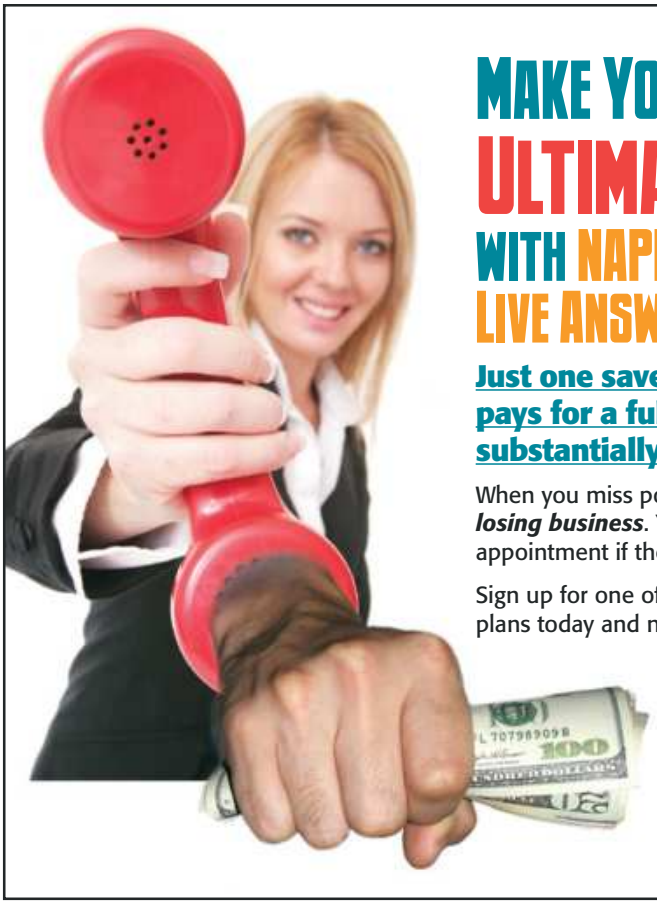
As a business owner, think about how often you start to worry about future concerns, taxes, employee and vendor problems, competition and another hundred things in your mind. Please give yourself a wake-up call, and realize that the process of worrying is fruitless. Please develop the awareness that worry is a waste of energy and TIME. When you stop the worry, then you are free to enjoy and do and be whatever is necessary, right now. You can stop worrying if you learn to pay attention to what is bugging you, and then take some precautionary actions to create a solution that will allow you to live your life. One of my favorite sayings is: Worry is like a rocking chair. You have something to do, but it takes you nowhere.

Food for Thought

Please share my columns with your family members and staff members at your school. It saves a great deal of time when people are on the same page about an important subject. Sharing these columns will educate your family, staff and colleagues, who might not understand the pressure you experience as a business owner. Maybe they will actually start to honor your time as being more valuable—as they should! It's our job to teach the other people in our lives how to treat us, so they need to understand time integrity for business owners. Whoever is not honoring your time might be a good candidate for this type of information.

You may have seen the following homework assignments in my previous columns. They're worth repeating if you haven't work through them to help you become a better entrepreneur.

1. Schedule your IDEA DAY each month to develop big ideas and continue your continuing education. Seed your mind and I promise you it will pay huge dividends for your business.
2. Schedule a REST DAY for rejuvenation, healing and quiet time. Use the day to listen to your intuition and give your brain a break from the relentless thinking you do as a business owner.
3. Remember that life is a journey, not a destination! Stop being such a difficult taskmaster to yourself, and give yourself permission to have fun, laugh and let the kid inside of you play!
4. Start to be aware of TIME LEAKS: self-defeating thoughts, feelings and behaviors that drain your time and energy by creating anxiety and unnecessary worry. Replace these Time Leaks with understanding that now is all you have. Be grateful. **MAP**



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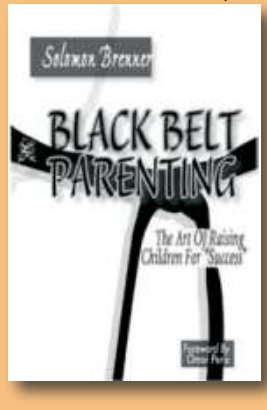


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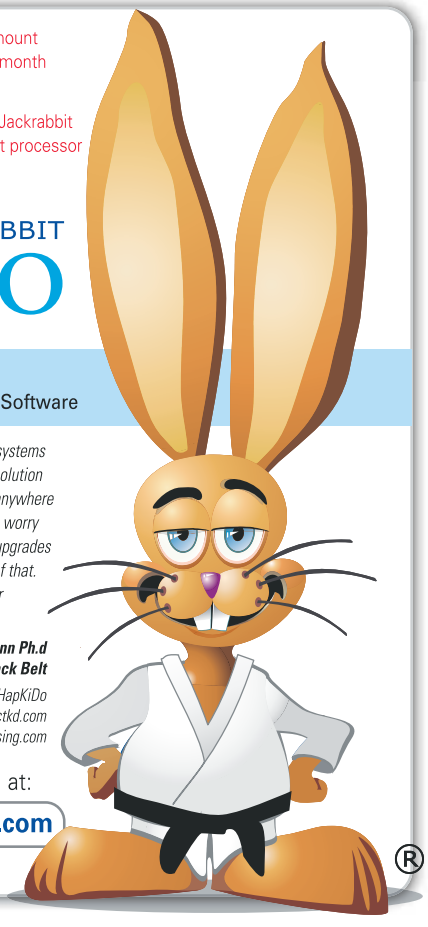
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Stephen Oliver, MBA and 8th-Degree Black Belt, is the developer of the monthly NAPMA Maximum Impact Program, the director of the one of the industry's leading coaching programs for school owners and the founder of Mile High Karate. You can contact Stephen through ***MileHighKarate.com*** *or* ***MartialArts-Mastermind.com****.*

By Stephen Oliver MBA

Thriving in a Scary Economy, Part 2

In my December 2008 column, I stated that the first way to thrive in a scary economy is to protect yourself and your staff from the influence of media and the "Mediocre Majority."

This month, I recommend four additional methods.

The first is "Raging Thunder Lizard Evangelists." What is that you may ask?

Well, the first thing you must do to insure that you thrive is to turn every student that you enroll into a RAVING Fan. I borrowed the term above from Guy Kawasaki who was in the first Macintosh development team with Steve Jobs and has written a number of books on the subject of marketing and business start-ups.

If you want to really grasp the subject, then I'd recommend that you read his books and a couple of others, *The Culting of Brands* and *Customer Satisfaction Is Worthless…*

If you wish to thrive, not just survive; then you must make sure that your students are thrilled with you and your school. Make sure they immediately become huge fans. That they are instant "converts" and become evangelists for you.

You can look at many different products and brands.

While many (Dell™ included) suffer in the current environment, Apple™ continues to hit records sales numbers and stockpile ridiculous amounts of cash. Why does Apple thrive, while others suffer?

Well, a personal example. I need a new laptop, for a variety of reasons. Mostly, I've used a MacBook Pro, but some software we use for NAPMA only works on a PC. Now, I'm in a quandary. A perfectly reasonable solution is the Dell laptop that I saw at Best Buy™. It was around $800, and will do everything I need. My other alternative is a new MacBook Pro, which is $2,500. Now, I am probably not comparing apples to apples (no pun intended), but which am I more likely to do?

Spend $800 for a tool that will fix my problems or $2,500 for what I really want?

Well, I'm sure you already know the answer!

There's a car commercial running on TV that compares a Hyundai with a BMW. I'm sure the ad works for some. Who doesn't it work for? Anyone who has actually owned a BMW!

The reality is, although they may compare favorably for a lower price, few BMW loyalists will jump ship for the savings!

So, the first thing you must do is to make sure that your students are all "Raging Thunder Lizard Evangelists."

Third, keep your prices where they are or raise them, with much higher value added. Now's not the time to "try to make it up in volume"; our industry just doesn't work that way. You must really focus on high value from each student. Some students and parents may be looking to cut back on their budgets. You must be so good and so anchored into their worlds that it's just not an issue that you'll be on the list of cuts.

Fourth, increase your marketing budget AND increase your marketing efforts. Now's not the time to be cheap with your marketing. Expand your efforts and expand your budget to attract new students.

Stupid businesses cut back on marketing when it's more difficult to obtain new customers. That's backwards. Others find their marketing and training budgets easy places to cut expenses. Don't think that way.

Finally, increase your training budget. Go to more seminars. Buy more books. Read more about marketing, service, administration and teaching methodology. Now is the time to invest more in you and your staff. Don't cut back. **MAP**

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Yet, every year, some procrastinate, wait to receive mailing after mailing, and ultimately pay a much higher fee to access these secrets. DON'T THROW YOUR MONEY AWAY! Take care of this now. You KNOW you need to be here!



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You think the secrets we'll share don't apply to you, your school, your demographic and/or your style.

Maybe you think you're "too smart for the room"—but we dare you to match your marketing prowess and gross/net income with those attendees in the business for 5, 7, 10, 15, even 20 years, who have returned to this bootcamp for yet another year. THE smartest million-dollar and multi-million-dollar earners in this field attend this event, even if they attend no other event all year long.

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If you should feel at any time through noon of the second day of the Quantum Leap Event that you are NOT discovering life-changing opportunities, strategies, secrets, resources and contacts, then you'll receive a FULL and COMPLETE refund.



follow the clues to



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We can only think of three reasons you would NOT attend the 2009 NAPMA Quantum Leap!

1 You think it's just "another seminar."

Quantum Leap has many more "moving parts" than a typical seminar. Most attendees profit ENORMOUSLY from networking...and find new vendors they would never know existed, otherwise.

This is the annual NAPMA Quantum Leap Event. The simple fact that we are hosting this event separates it by miles from all others having anything to do with the martial arts school business. Our reputation is unmatched for bringing together LEGITIMATE experts who are actually DOING WHAT THEY TEACH, CURRENTLY...and for revealing insider information. If you are merely interested in learning the newest "wiz-bang" choke hold or rolling around with the latest UFC fighter, then you shouldn't consider this event for a moment...however, if you are REALLY serious about your BUSINESS and are unwilling to make sacrifices in the quality of your students, then your attendance is virtually MANDATORY!

There is virtually no other opportunity to hear directly from Stephen Oliver about his current work with leaders in this field.

2 You think it costs too much.

Those in the NAPMA circles will tell you—forcefully—that the cost is zero. It's much more expensive to stay home and miss the opportunities that make so many people so much money! Bluntly, there is no other event of any kind held anywhere in our industry from which a higher percentage of attendees go home and create as much money.

The fee should be irrelevant, because attendance is virtually MANDATORY for every serious and successful school owner as well as those serious about entering the business.

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now the answers...

However, many of our NAPMA member schools are SHATTERING all-time records, and growing their schools at ASTRONOMICAL rates!

Since, we are ABSOLUTELY CERTAIN that the #1 indicator of your future success is the effectiveness of your marketing, renewal, and student quality systems, we feel it's our duty to the industry to do our part to stem the tide of failing schools!

Stephen Oliver issued an edict to everyone at NAPMA to put together an event that would arm all who attend with the skills, strategies and tools they need to be one of the success stories, not those whose schools go "Supernova" and implode. Stephen's wish is our command, and here it is...a force more powerful than the immense gravitational pull of a black hole, the **2009 NAPMA Quantum Leap**—AND—**2009 Ultimate Martial Arts Marketing Bootcamp**!!

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We're also bringing a NEW PRESENTATION to this year's QUANTUM LEAP that will change your world...FOREVER.

This is an insiders' update on WHAT'S WORKING BEST and WHAT'S NEW in all aspects of offline and Internet marketing for martial arts schools.

We'll take you BEHIND THE SCENES at NAPMA, where many of our TOP NAPMA clients present mind-boggling examples of breakthrough, online strategies from our Inner Circle, Peak Performer and Coaching members...AND reveal strategies being used very successfully to counteract some weaknesses in many schools' marketing systems, such as recession effects, retention problems, Web site conversion declines, e-mail non-delivery and competition.

We're assembling the most idea-rich, example-laden showcase of "what's working best, right now." It's the best we've ever presented! There'll be something for the beginner as well as the most experienced old pro. More about this BEHIND-THE-SCENES stuff...not to brag, but we just finished our most successful quarter ever with a 48% increase in business vs. 2007. We radically improved our new-member experience, and we spent a fortune TESTING dozens of new initiatives, different media and different opportunities.

We also laid a few eggs last year, and we'll lay a few more this year. **NO OTHER COMPANY WOULD EVER SHOW ITS CUSTOMERS AS MUCH ABOUT THEIR OWN MARKETING AND OPERATIONS** as were willing to do, in this special presentation.

Extracted from the Files...

"Stephen Oliver knows how to make a lot of money teaching martial arts!"



'Stephen Oliver is without a doubt one of the most educated martial arts businessmen in America, but that's not the reason I endorse his seminar. What makes Stephen Oliver's marketing seminar the best I've seen is his ability to identify and simplify the critical success factors involved in running a martial arts school, and to teach average school owners who don't have an MBA, or even a college degree, how to do exactly what he and other millionaire school owners have done to become rich. Stephen Oliver knows how to make a lot of money teaching martial arts, and school owners can make a fortune doing what he says."

Rick Bell, Author, Speaker, and President of EasyPay Automated Billing

"I got some great ideas!"

I want to thank you for a wonderful weekend. I felt welcome and appreciated that you were so open with information. I got some great ideas and it was a real treat to meet so many special people from whom I have purchased a lot of materials: Master Clark, Jeff Smith, Tim Kovar, Tommy Lee, NAPMA, etc., and have contributed to my success.

With the new business information I received from this weekend, I have even more to offer my hosts in addition to my martial arts seminars. With all this added information, I am looking forward to more growth in my various businesses and the opportunity to make a difference in even more people's lives.

I also want to express my appreciation to you for helping me become part of this industry and to have a big vision, in terms of my martial arts career.

Robert Austin
International Black Belt Academy
United Martial Arts Alliance



join the elite that k



napma 2009 quantum leap

Could you Use an Extra 5, 10, 20 or 30 NEW Paying Students EVERY Month, with Little or NO Extra Marketing Expense?

If so, you CAN'T Afford to Miss this Opportunity to Take a QUANTUM LEAP Forward in your Martial Arts Business!

The 2009 NAPMA Quantum Leap, March 20-22 in beautiful Golden, Colorado

Join the most ELITE group of hundreds of smart and savvy martial arts school owners who implement school-building ideas at blazing speed; leverage every new discovery into bigger incomes, more wealth and more personal freedom; and never sacrifice the quality of their students.

Early, Early Bird Discounts (minimum of $899)

- The Newest, Cutting Edge Marketing Systems and Tools are HERE!
- FREE "Martial Arts Marketing Bootcamp" ($2750 Value), if you act QUICKLY!
- For Newer School Owners, the ULTIMATE "Equation" and Shortcuts to Avoid Expensive Mistakes!
- Respond no later than Christmas Day (December 25th, 2008) for a limited-time discount.
- "BUY 1, GET 1 FREE"—an Unprecedented Offer of TWO BootCamps for the Price of ONE.

Visit **NAPMAQuantumLeap.com** or complete the form on page 16 and fax it to 1-727-540-0806 (U.S. and Canada; see page 16 for international fax numbers).

You May Be Wondering...

Why would NAPMA be willing to offer these two amazing events for such a SMALL financial investment? (Or such a dramatic discount?)

That's a GREAT QUESTION.

The answer: As you may know, we have a very aggressive marketing system to attract new members to NAPMA. After all, the more NAPMA members, the more impact we can have in the industry, the more leverage we have against potential regulators, the better "deals" we can negotiate for our members with vendors and suppliers, and the stronger the organization.

Of course, NAPMA mails *Martial Arts Professional* Magazine to EVERY martial arts school in North America, and to MANY schools in 24 additional countries.

During the past few months, we've seen a TERRIFYING trend: Martial arts schools are struggling, failing and closing at a RECORD RATE!

Using Personality Type to Improve Sales, Teaching to Preferred Learning Styles and Marketing to the Hispanic Community



Lorenzo Trujillo, Assistant Dean, University of Colorado Law School

Dean Lorenzo Trujillo serves in numerous professional capacities on committees of the Colorado Supreme Court, The National Endowment for the Arts, and other regional and national agencies. As a Quantum Leap speaker, he will explain how to attract students from the growing Hispanic market.

Low-Cost or No-Cost Publicity Secrets



Master Karen Eden, Media Expert, Master TSD Stylist

Master Karen Eden is a 4th-Degree Black Belt in Tang Soo Do; former, successful Karate school co-owner; and well-known author. Karen has turned her more than 25 years of broadcast media experience into a successful media and publicity company serving martial arts school owners. During Quantum Leap, you'll learn her many secrets and tips about using publicity to elevate your school's image and drive more students to your front door, at little or no cost.

Creating "Make-You-Proud" Black Belts!



Master Rob Tucker

Master Rob Tucker, 6th-Degree Black Belt, will share his time-tested systems to create the HIGHEST quality students. Rob's presentation is MANDATORY for those who want to create TRULY skilled Black Belts! You'll discover how to set the HIGHEST standards for your students, convince their families to be "on board," and hold them accountable in an empathetic way, so they THANK YOU for having such high standards!

How to Master the Art of "Selling Without Selling"



Frank Brown, Non-Confrontational Sales Master

Master Brown, one of the sharpest "Non-Sales" professionals, will show you his "Secret Formula" to create relationships with your students and their parents that COMPLETELY ELIMINATES "slick selling" techniques. By implementing these simple "non-confrontational" tools, your prospects will be eager to become "full members," your students will be clamoring to upgrade, and you'll be able to do what you love: teaching martial arts!

Creating Student Enthusiasm and Commitment to the Highest Level of Quality



Master Ranulfo Gonzalez, Mile High Karate

Ranulfo Gonzalez, a 5th-Degree Black Belt in Kihido Karate and other ranks in various styles, is the Chief Trainer for Instructors and School Owners at Mile High Karate. Known for his excellent children's teaching methods and management of the instructional environment, Master Gonzalez will take you behind the scenes of how he uses those skills to motivate students to make long-term commitments to upgrade programs.

Internet Secrets to Grow Your School



Elsa Cordero, Martial Arts Webmaster

Elsa Cordero is a 5th Degree Black Belt, former school owner of Power Kix Karate in Virginia, International and National Champion in Women's Forms, and inductee of the Diamond National and New England National's Hall of Fame. She is currently Grand Master Stephen Oliver's Webmaster. Her Web site design and Internet marketing business is located in Denver, Colorado.

You'll LAUGH at Recession Worries and Grin, While Other School Owners Cower in the Corner in Fear



Grand Master Stephen Oliver, Multi-School Millionaire Franchisor and NAPMA CEO

For more than 32 years, Stephen Oliver has operated SUPER-SUCCESSFUL martial arts schools and built an International Franchise organization that's taking the industry by storm. He'll take you DEEP INSIDE the labyrinth of "Direct Response" marketing, and help you decode "High-Leveraged," new-student acquisition!

Teaching Techniques that Create HIGH-QUALITY Students Who WANT to Upgrade



Grand Master Jeff Smith, Former Kickboxing World Champion

Grand Master Smith, a 9th-Degree Black Belt Master in Tae Kwon Do, with more than 40 years in the martial arts, currently owns and operates three Karate centers, officiates at tournaments and teaches seminars. Grand Master Smith will help you "Rev Up" your student quality with his TIME-TESTED instruction tactics and strategies!

Teaching Character, Leadership and Excellence to your Students and Staff



Dr. Larry Donnithorne, Ed.D.

Dr. Larry Donnithorne was graduated from the United States Military Academy at West Point in 1966. He later earned master's degrees in economics and civil engineering from Stanford University and his doctorate in education from Harvard University. He brings to the 2009 NAPMA Quantum Leap his outstanding presentation on the principles of ethical leadership, helping you think in fresh ways about the important choices confronting people who want their lives to be meaningful.

How to Become a Warrior Wiz of the Real Estate Biz



Terry Bryan, Ph.D. and 9th-Degree Black Belt

Kyoshi Terry Bryan is one of the most successful real estate investment coaches in the U.S. and has been a student, teacher, school owner and ind ustry advisor for more than 35 years. He will provide you with an inside look at how an average martial artist and school owner can benefit from the passive (and, often massive) income of real estate ownership.

SIMPLE and FREE Internet Marketing Techniques GUARANTEED to Drive Paying Students into Your School!



Toby Milroy, NAPMA Vice President of Sales & Marketing

As a successful school owner and industry professional, Toby will reveal the "insiders'" marketing strategies that are FLOODING schools with new students across the country. Now, more than ever, the Internet can give you a dramatic competitive advantage in new-student acquisition, as an EXTREMELY, low-cost marketing media.

A "Systems-Driven" School Made EASY!



Master Dave Kovar

Dave Kovar is a multi-style Black Belt, who has been teaching the martial arts professionally for more than 25 years. His decades of developing innovative classroom strategies will be of IMMENSE value for Quantum Leap attendees. Dave will reveal three closely guarded techniques that he utilizes in his schools to "systemize" his entire operation. Each staff member and each "volunteer" MUST follow a "system" to track their results effectively.

3. They've only run a school in their memories.

Some of those who consult or provide expert opinions only run martial arts schools in their memories—in some case, distant memories. Some of those recollections seem more like a distant dream (or, in some cases, vivid nightmares)! Many of these people operated in very different circumstances and times.

How is my Marketing Bootcamp different?

I am still totally immersed in the daily operations of martial arts schools—doing as many as 527 enrollment conferences during the past three years—nose-to-nose, belly-to-belly. Every Monday and Friday, I meet with and train our school managers and instructors—and solve the everyday problems that you face in the real world (albeit at possibly a higher volume).

4. They never ran a successful school.

Even those advisors who really are Black Belts—and run or have run schools—usually never ran particularly successful operations. Many started offering advice about running a school when they could no longer make much of a living running schools.

How is my Marketing Bootcamp different?

Currently, several Mile High Karate schools will generate more than $500,000 in gross revenues (and, in some cases, much more); and I will likely add another two locations by year's end. I broke the $1,000,000-a-



year barrier—way back in 1985—and continue to manage a hugely successful operation. I've made a six-figure + personal income for more than 24 years strictly from my schools.

5. They are "Flashes in the Pan."

Often, their advice comes in the guise of "Gee, I just started understanding and implementing these concepts, and had a great year last year. Please, pay me to tell you about my short-term successes. I did $ (pick a number $100,000 net, $400,000 gross, etc.), and will do more this year—and would love to show you how I did it."

How is my Marketing Bootcamp different?

I've already explained my difference—but let's just say that there are many people who have a good year of two; but can they weather the ups and downs of our industry, boom years and recession? I only trust those who've weathered some internal and/or external crisis and fought back or stayed on top. Don't trust the unproven, untested enthusiastic newcomer.

6. They are personality-driven, and can't be duplicated.

I think all of us are able to draw upon a few examples of magnetic personalities—whose personal successes are exciting—but could NEVER be replicated in your operation.

How is my Marketing Bootcamp different?

I've run a large school operation since 1983. During that time, nearly 100% of our teaching, marketing and sales was accomplished by employees (or now partners) who had to implement my systems. They are not dependent on charisma or unstoppable energy. I have spent years studying operations and marketing—including formally achieving a Master's in Business Administration—that included having a literal bevy of MBAs and Ph.D.s analyze the martial arts school business to help me create powerful systems for school operations that can be duplicated.

7. They have lost touch with what works in the 21st century.

Unfortunately, the industry is full of dinosaurs and leaders of the past—whose time has long since passed, but who's friends and associates are unwilling to say, "The emperor has no clothes." Systems that may have been revolutionary in 1970 or 1980 (even 1990 and beyond) may be out of date or just plain insufficient in the current environment.

How is my Marketing Bootcamp different?

In a variety of ways, I continue to explore the "leading edge" of new technologies, teaching techniques, marketing strategies and technological enhancements. I explore the latest approaches not only through my own school implementation, but also through an unmatched "mastermind" team of industry leaders with whom I network and share ideas, constantly.



listen to the man b

Seven Reasons Why You Should Listen to Stephen Oliver!

In our industry, it seems like everyone has popped up to offer advice—how do you tell fact from fantasy, value from fraud?

Unfortunately, most of the really successful people in our industry spend their time growing their staff, students, schools, and especially their net profit—and not sharing their secrets with you. I am different from most of those sharing information in VERY important ways that are important to you and will help you dramatically grow your school—and your income!

Many of the "gurus" in our industry fall into one of the following categories.

1. They've never been there—done that.

That's right—there's a BUNCH of people trying to sell you advice that have never sat where you sit and dealt with the problems and opportunities that you face every day. They are often excellent speakers and persuasive purveyors of their products, programs or subscriptions, but they've never implemented their ideas or products in a school environment. Their ideas are unproven. Their perspectives limited to that of outsiders.

How is my Marketing Bootcamp different?

I opened my first school in 1975, and have been continuously operating my Mile High Karate schools in Denver since 1983. I currently have successful locations throughout North America. I've managed a large school operation, have taught thousands of students and run every aspect of a school.

2. Not a martial artist!

Believe it or not, there are "experts" in the martial arts business who aren't even martial artists. They don't understand the training, mindset and love for the martial arts that we share—and then they dare to tell real martial artists how to run schools where real martial arts skills and curriculum are taught.

How is my Marketing Bootcamp different?

I began studying martial arts in 1969. I trained in Tae Kwon Do at the Jhoon Rhee Institute with the likes of World Champions Jeff Smith, John Chung, Charlie Lee, and the most awesome stable of kickboxers ever assembled. More recently, I was promoted to 8th-Degree Black Belt by Jeff Smith.

classics by such men as Claude Hopkins, John Kennedy, David Ogilvy, John Caples and others that are probably unfamiliar to you.

Next, I moved to Denver and opened five schools in 18 months with just $10,000. That was 1983—25 years ago—and since then, I've run one of the largest and most successful school organizations in the country. During the years, I've spent literally MILLIONS in advertising dollars, and, through trial and error, have discovered what really works.

During the process, I've continued to study the various "experts and gurus," including Jay Abraham, Gary Halbert, Dan Kennedy, John Carlton, Jonathan Mizel, Corey Rudl, Joe Sugarman, Ted Nicholas and many, many, many others.

What I've learned from them is that the only route to success is "test, test, test." Trial and error—millions in media buys later—is the only true route to know what will work for you and me—and our martial arts schools in today's economy. Well, you have two options to accomplish similar results:

You either spend $200,000 to $250,000 PER YEAR for the next 20 years—keeping copious records—and let a bevy of marketing experts, MBAs and Ph.D.s study the results and help you draw conclusions.

Or, ***you learn and implement the systems and processes that have already proven their worth for the top school owners*** at the **2009 NAPMA Quantum Leap** and your free seat at my **2009 Ultimate Martial Arts Marketing Bootcamp**.

Now, I know what you may be thinking...

I know what I would be thinking—"Gee, this all sounds great—but how do I know you are for real?"

Well, you really don't have to take my word for it.

During past Bootcamps, many of our industry's leaders attend for their own development, and in some cases, to contribute, as well.

What do other school owners, who've paid their hard-earned dollars and flown from across the world to attend, think about my **2009 Ultimate Martial Arts Marketing Bootcamp**?

Look for their comments here!

What should you do?

Don't hesitate to change your life and the future growth of your school and development of your students—**register for the 2009 NAPMA Quantum Leap and you may qualify to attend my 2009 Ultimate Martial Arts Marketing Bootcamp—absolutely FREE!**

Extracted from the Files...

"I believe that every martial artist professional should attend!"



"Stephen Oliver's Ultimate Martial Arts Marketing Bootcamp is simply extraordinary and wonderful. I have benefited so much, not just because of my school's financial gain, but a dramatic improvement in student quality. That's what excites me: the quality of our students. That's why I believe that every martial artist professional should attend.

"I just want to tell Stephen Oliver, 'Thank you.' As Elvis would say, 'Thank you very much.'"

Terry Brumley
Tae Kwon Do University

"You might just become a millionaire!"



"I highly encourage you to attend Stephen Oliver's Ultimate Martial Arts Marketing Bootcamp. Whether your school is relatively small or a monster, he does a great job of moving you from where you are to the next level.

"I learned a tremendous amount and so did the other big operators who were there that weekend. It sparked old ideas that I've heard before and I've been meaning to implement. Now, they're at the top of my list.

"Come to Denver and have a great time, mastermind with some of the best minds in the industry and be challenged to take yourself and your school to the next level. "By the way, you might just become a millionaire."

Tim Kovar
Kovar's Karate Centers





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Second: You must charge a reasonable tuition rate—up front.

Now, I don't know what you are charging, but, at my schools, new students pay $159 per month.

What are you charging? If you are not receiving that tuition rate or are afraid prospective students will balk at that amount, then ***you need to learn to create the perception of value for your students—and their parents***. This is more that just teaching an exciting INTRO class. At my Bootcamp, you will learn to create a high perception of value—value that makes your competition irrelevant in your prospects' minds and gives you the confidence to charge—and receive—what your program is really worth.

Third: You must have an upgrade system to move students to higher tuition rates.

At my schools, we move students to the Master Club at $259 per month within 8 to 16 lessons (that's 1 to 2 months). Often, this results in a PIF of $7,800 or more.

Do you have a system in place that progressively upgrades students and maximizes your return? If not, then you will learn how, at my Bootcamp.

Finally: You must have staff and systems in place to insure that your Marketing, Sales and Motivational Teaching systems operate consistently and predictably.

How's your staff development? Is your school systematized? We will cover this, in depth, and you will leave with new systems and management methods ready to implement at your school the day you return from this incredible event.

All of that really sounds simple, doesn't it? We both know that there is more to it than meets the eye.

For myself, I have been studying marketing in one form or another since I was 15 years old, stapling flyers for my school on telephone poles and taping them in the window of the Baskin-Robbins Ice Cream store.

My initial professional education for marketing a martial arts school came in the late 70's and early 80's in Washington, D.C. While a branch manager at the Jhoon Rhee Institute, I studied methods and systems used to fill nine locations. I also spent a huge amount of time at the Library of Congress, reading marketing

all is revealed!

"I'm Infamous for My Straight Talk at my Martial Arts Marketing Bootcamp, But I'm Famous for Giving School Owners the Ultimate Opportunity to Master the Martial Arts Business." ***—Stephen Oliver***



I know what your life is like as a school owner. I have been running schools since 1975—and, unlike most — I never really had any other job or career other than running a school.

Every day, as school owners, we grapple with competing priorities and struggle to remain true to our martial arts roots. All the while you work to create a successful business and a worthwhile career.

If you haven't had the success that you want from owning a martial arts school or if you've done well, but are ready to take the next step to join the top 5%, then—just maybe—it's time for you to take the ultimate opportunity to ***Master Your Martial Arts Business***—not just your art.

I'll teach you—free of charge—the steps to grow your income by running a school; and they're really quite simple.

First: Enroll enough students.

A single-school location needs 20 to 30 new students every month to grow and thrive. Are you hitting or exceeding those numbers?

"If not, then I guarantee that by the time you leave my Bootcamp you will have more than enough tactics and strategies—including step-by-step, "plug-and-play" systems—to fill your school every month of the year."

Extracted from the Files...

"I could talk for days about how your program has changed my business."



"We've all read headlines like `Discover How To Double, Triple or even Quadruple your INCOME with One Simple Program that could make you a Martial Arts Millionaire.'

"After researching most of them, I found that none of them were what they said they were, except one: Stephen Oliver's Ultimate Martial Arts Marketing Bootcamp.

"I could talk for days about how your program has changed my business. At your Bootcamp, I felt like I was in a secret organization that was revealing the secrets of success only to a chosen few. I literally sat at a table with 5 to 7 other school owners who had been running schools for twenty to thirty years and were all millionaires.

"They openly talked about what it takes to make millions with a martial arts school: how to do it and what to do. Where on earth will you find that kind of learning environment and experience?

"What you have put together, with this program, is simply amazing; and if you would just try it and implement the concepts, then there is no way you couldn't succeed."

Master Lloyd Irvin Jr.
Lloyd Irvin's Martial Arts Academy

"I definitely learned more than I ever could imagine!"

"I came to Steve Oliver's Ultimate Martial Arts Marketing Bootcamp to learn marketing and bring my school to the next level. I definitely learned more than I ever could imagine.

"I think the weekend was fabulous. Not only did we learn marketing, but also referrals, rotating curriculums and intros; and the masterminding and networking I received were just unbelievable. This weekend has definitely been a great benefit to me, and it will definitely bring my school to the next level."

Randy Cooligan
Therien Jiu-Jitsu and Kickboxing School





Anchoring Success and Developing "World-Class" Black Belts

The final piece of the "puzzle" is to create and keep excellent students, and re-motivate them to grow into excellent Black Belts—and beyond (way beyond).

We'll teach you the key concepts of "selling follow-through" from the floor. We'll teach you about the connection between goal setting, long-term objectives, creating true leadership and character development curriculum and the long-term success of your school.

We promise we won't teach you ONLY short-term ways to improve your cash flow. We'll teach you long-term strategies to become a real "Pillar in your Community" and to surround yourself with winners inside and outside your school.

Start a Positive Revolution at your School When you Attend the 2009 NAPMA Quantum Leap

The first secret that top school owners learned many years ago is that there is no reason to re-invent the systems that have already proven to grow their and many martial arts schools into highly profitable businesses, generating greater personal wealth.

One of the most important school-building systems is marketing. Compared to many industries, martial arts marketing is relatively straightforward. It's not rocket science, but it will rocket your school's growth into the stratosphere, when you learn the specific marketing methods that really work—and that is the sole focus of the **2009 NAPMA Quantum Leap**.

It's the only event where you can be sure to learn the insiders' secrets of today's foremost marketing experts and the most successful school owners. They will peel back the curtains and reveal the marketing techniques that are virtually guaranteed to attract more and better students to your school.

The revolution begins when you decide to attend the **2009 NAPMA Quantum Leap**, March 20–22, 2009, in Denver, Colorado. Register early and we'll reserve an absolutely free seat for you at Stephen Oliver's Martial Arts Marketing Bootcamp. Visit **NAPMAQuantumLeap.com** or complete the form on page 16 and fax it to the number at the bottom of the form.

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secrets...

Radical, Non-Confrontational Selling

Now, no one likes to be a "salesperson," and that's why the Radical, Non-Confrontational Selling method is perfect for you and all school owners. We'll teach you to build long-term, positive relationships with prospects to enroll more of them as students and with current students to convince them to become long-term members of your Black Belt family.

It's all about becoming THE expert, building rapport not only with your prospective student, but also with families and friends, and successfully anchoring yourself as a pillar of your community for many years to come.

Others have taught our industry to "rape and pillage" (so to speak). To chase cash as their god and use high-pressure, pushy tactics to close as many contracts as possible and collect checks (that hopefully clear)! Burning bridges in the community in the process.

"We'll be showing you the opposite, or ethical, approach. Radical, Non-Confrontational Selling is the approach that creates MORE new students. The approach that turns them into your fans and raving "evangelists" for your school.

"I will only share with you ideas and systems that have been PROVEN to work through extensive testing—in the real world of daily school operations. No short-term "fixes," only long-term success strategies. No ideas that look interesting, but really have never been tried. I may occasionally offend—but will promise to tell you the way it is—no editing or ulterior motives."

Stephen Oliver, MBA, 8th Degree Black Belt, NAPMA CEO

Turning New Students into Lifetime, Black Belt Leaders

You've heard all about "upgrade systems": Black Belt Club, Master's Club, G.O.L.D. Leadership Team or Leadership Programs. You probably have one or more. The difference is that we'll teach you how to prepare students and their families for this step right from first contact.

You'll learn how to convert a much higher percentage of new students into the upgrade process than you ever thought possible.

We'll teach you about curriculum and pricing structures that will let your school charge $259, $397 and, even $997 a month, for lessons—and cause many more students begging to be involved.

We'll teach you about creating the "social-proof" environment to motivate students and families to ask for upgrades—without much selling—and systematizing and automating the process, so it's consistently and highly effective.





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Take a giant step toward marketing mastery when you learn the secrets to attract more and better students—and qualify for an unbelievable FREE Bonus worth $2,750.

A quantum leap is defined as a dramatic advance, a revolutionary explosion of knowledge—and that's what will happen to you—when you attend the **2009 NAPMA Quantum Leap**, March 20–22, 2009, in Denver, Colorado.

This event is designed to help you "take the skin" off your school...give it a good scrubbing...and RADICALLY improve your marketing methods and enrollment, upgrade and retention results during 2009, and beyond.

We've doubled your opportunity to learn the knowledge to grow your school and change the lives of your students with an amazing, members-only free bonus: ***Register early for the 2009 NAPMA Quantum Leap and you'll also be invited to attend Stephen Oliver's Infamous "Ultimate Martial Arts Marketing Bootcamp"—a $2,750 value, absolutely free!*** Visit **NAPMAQuantumLeap.com** for all the details and to register, or complete the form on page 16 and fax it to the number at the bottom of the form.

You'll return to your school with even more of the insiders' secrets that have been attracting smart school owners to the Martial Arts Marketing Bootcamp for years. It's time you know what they know and the marketing methods they've been using to grow their schools way beyond the industry averages.

The **2009 NAPMA Quantum Leap** will be a gathering of experts from inside and outside of the martial arts industry, all focused on moving you forward in radical leaps in three major areas of your school.



Denver, Colorado, home of the 2009 NAPMA Quantum Leap.



have you discovered the secret?

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