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and more columnists online!

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12 Reasons The 2010 NAPMA Extreme Success Academy Will Transform Your School and Your Career!

The third annual Extreme Success Academy presented by NAPMA will cover the Ten Key Trends to watch in the emerging economy. Joining the academy as presenters for the first time is Brian Tracy, the consummate professional who was profiled in the last two issues of *Mastering the Martial Arts Business* magazine. Brain Tracy International helps business owners analyze their companies and ask key questions for how to achieve peak performance levels. Part of his program includes training people to "think like a millionaire," or adopt the mindset of the most successful business owners.

Joining Brian Tracy is Dr. Lorenzo Trujillo, JD, EdD, educational consultant, who will discuss creating a world-class teaching staff, along with Sifa Michael Parrella, who will reveal the secrets of his Internet strategy for converting visitors to students. Don Southerton, consultant and West Point instructor, will talk about the leadership strategies of the top CEOs in the world. Ed Parker, Jr. will discuss program standards for your school. Plus, familiar faces from other NAPMA events will provide new presentations, including Stephen Oliver, Jeff Smith, Frank Brown, Toby Milroy and others. Additional speakers may be added to the program and will be announced in a future issue or online. To register and take advantage of early discounts, visit ExtremeSuccessAcademy.com

See **ESA**, *beginning on page 14*



ESA Speaker, Author and Consultant Brian Tracy.

The Folly of Low Price



A young instructor leaves a position paying $60,000 to $70,000 annually to open his own studio. What makes this story interesting is the crash-and-burn he experienced when he decided to become the cheapest school in town. Read more about his experience with low pricing.

See **LOW PRICE**, *beginning on page 29*



Pat Burleson: The Father of the Modern Martial Arts School Business Model

At last year's Extreme Success Academy, Pat Burleson was presented with the 2009 NAPMA Lifetime Achievement Award for his pioneering contributions to the martial arts professional school instruction industry. Grand Master Burleson created many of the business systems that are now standard in the model used by most schools. He studied under Grand Master Jhoon Rhee and in Okinawa. He was also a Golden Gloves boxing champion. A documentary of his life story is in process covering the "Blood and Guts" era of martial arts. Read the full story inside.

See **BURLESON**, *beginning on page 20*

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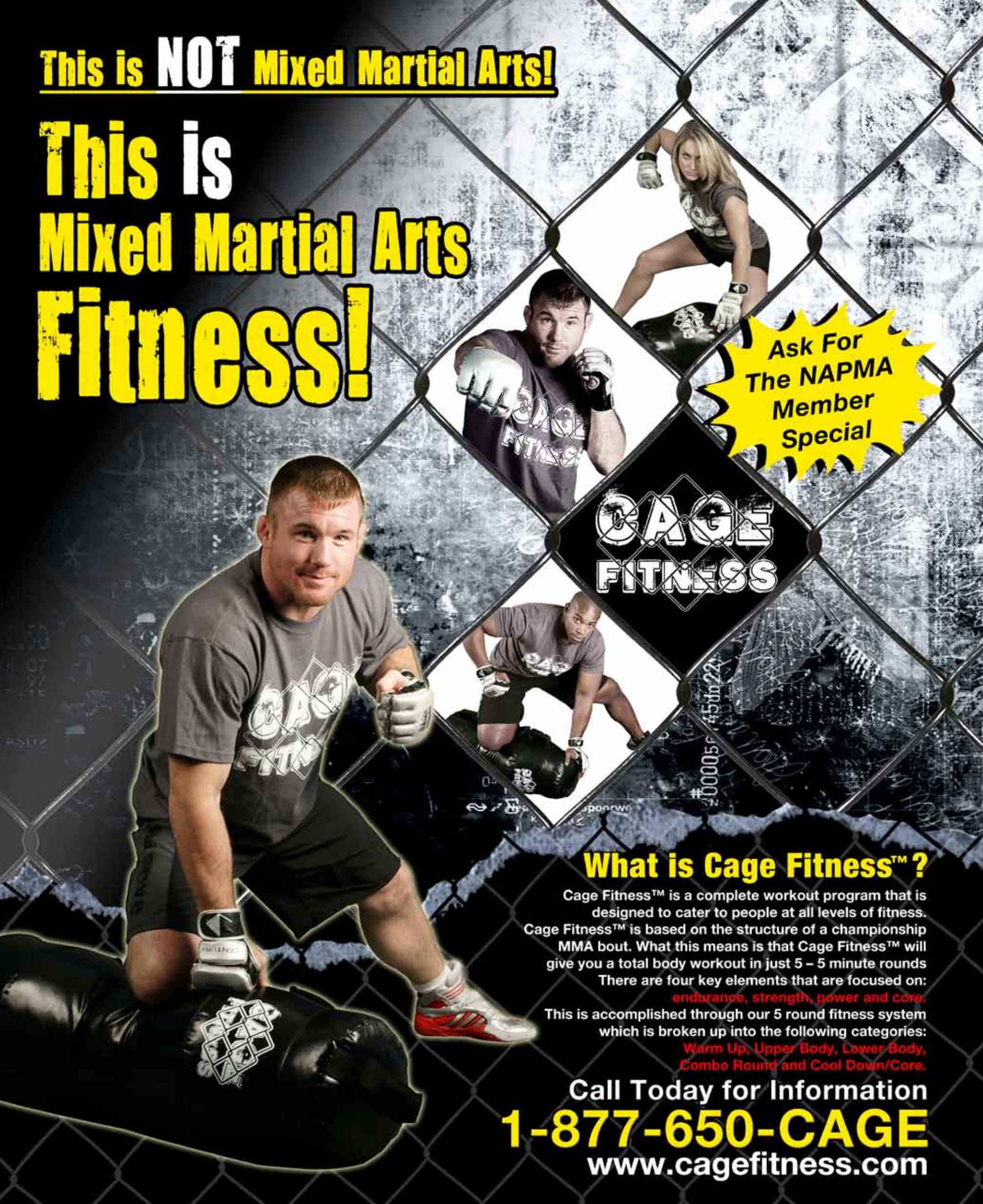
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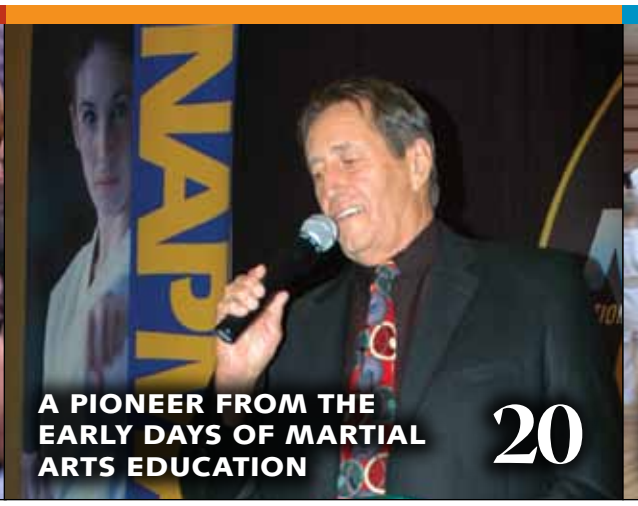
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12 Reasons the 2010 NAPMA Extreme Success Academy Will Transform Your School and Your Career! 14

The third annual installment of this popular event will be the best, with cutting-edge advice on bringing your school into the future the right way!

Pat Burleson: Honoring a Martial Arts Business Pioneer. 20

Considered "The Father of Modern Martial Arts," Pat Burleson has a remarkable story to tell.

10 Things You Must Do to Thrive in 2010: Mid-Year Update 24

These are the action items you can't ignore, if you want to thrive during the remainder of 2010 and beyond.

Martial Arts School Operations 101: Fundamentals Martial Arts School Owners Need to Succeed 26

The first in a series of basic primers on running the perfect martial arts school.

The Folly of Low Price. 29

Don't fall for the lure of high volume, low price.

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Stephen Oliver—MBA, NAPMA CEO

The Pulse of a School

More columns are online at MartialArtsProfessional.com.
See page 6 for a complete listing.



Mastering the Martial Arts Business 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, and hands-on and first-person experiences.

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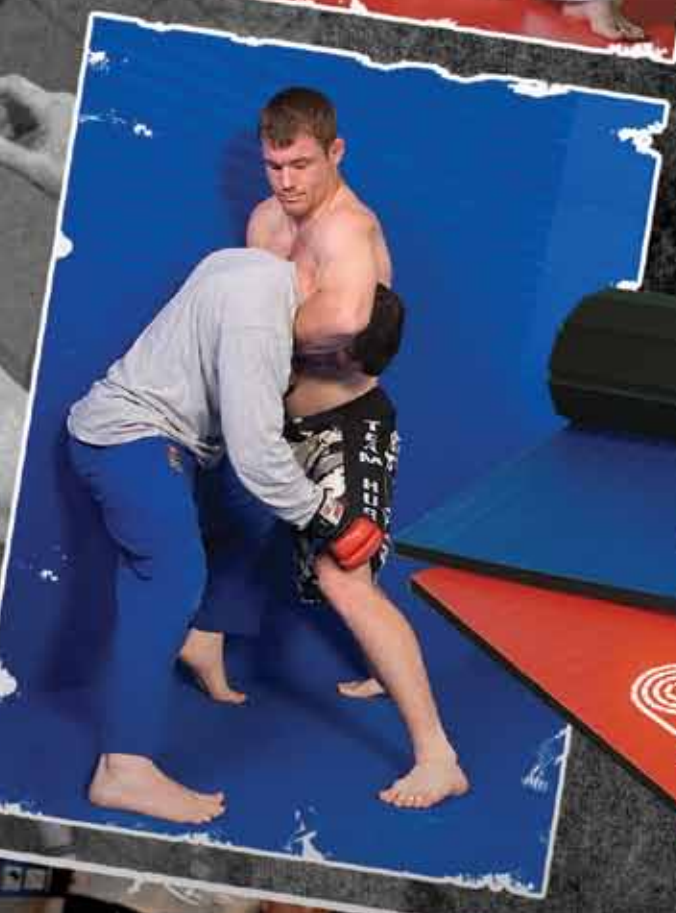
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The 40 Most Common Mistakes Fighters Commit, Part 6



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Fitness Kickboxing

Jim Graden—*Founder, UBC*

Teaching an Introductory Lesson, Part 1



Fitness Track

Keith Yates—*Instructor, University Professor*

Are Your New Students Ready to Step Up to a New Exercise Program?



Classical Thought

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Championship Success

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The Champion's Reunion, Part 1, with Jeff Smith, Bill Wallace and Joe Lewis

Martial Arts Management Columnists



The Final Word

Stephen Oliver—*MBA, NAPMA CEO*

The Pulse of a School



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Were You Born With It?, Part 1



The Psychology of Success

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Internet Secrets

Elsa Cordero—*MBA, MS Oriental Medicine*

How to Generate More Traffic to Your Website



Your Success Coach

Lee Milteer—*NAPMA Success Coach*

Creating Prosperity: Abundance is a Mindset, Part 1

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From Motivation to Motive-Action



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Jim Rohm—*Author and Business Philosopher*

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Tony Robbins—*Black Belt and recognized authority on the psychology of leadership*

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Martial Arts Professional Asks...



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Zig Ziglar—*Legendary Motivational Speaker and Author*

How do honesty, integrity and strong personal character help a martial arts instructor become a better leader?



Jay Abraham—*Marketing Guru*

What would you recommend to martial arts school owners to improve their advertising?

Archives

Feature Articles with Additional Content

Sound Off

Complete collection of past *Martial Arts Professional* issues and *Mastering the Martial Arts Business* issues, plus the current issue.

ONLINE

From MartialArtsProfessional.com you can also access:

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Featured Blogs

School Operations Quick Tutorials for Successful Schools, by Stephen Oliver

Get a fast lesson in the basics of essential martial arts school operations from the founder of one of the most successful chain of schools in the industry. Lessons you can put to use immediately in your own school.

Mastering the Martial Arts Business—Introductory Processes for New Students

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Take Part in Our Interactive Poll

What do you consider to be your biggest challenge in running your school? See **NAPMA.com**

NEW Events Listing!

Stay up-to-date on the most important activities in the martial arts industry, including the 2010 NAPMA Extreme Success Academy, October 1–3 in San Diego, California. It's not too late to register today at **ExtremeSuccessAcademy.com**.

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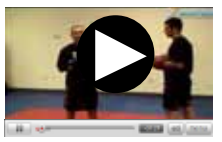
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Kathy Long—Pro Boxing Drills, Part 3



Edge MMA: Gerry DeSanto—MMA Drills and Skills, Part 2

Sound Off

Member Success Story: The Value of My School

Attempting to be the first full-time, professional Martial Arts studio in our small Oklahoma town, it was not easy to get my head wrapped around the idea of raising our prices (and our perceived value). Long before I joined NAPMA, I realized I had to raise my prices. I had every intention of teaching martial arts for a living and I knew I couldn't do it with 40 students at $65 per month. So I raised the prices to $75/month.

It was blasphemous to the other nearby schools, to my assistant instructors at the time, to my colleagues and to some students. With that first price increase I lost 20% of my students. I was devastated. I soon found that people willing to sign up at $75 per month were more trainable students whose parents were less likely to complain, and were far more committed. Those who stuck around after the increase valued our program far more than before. I went from 40 students to 60.

my students. I felt so guilty about charging $89/month that I taught literally six months worth of the best classes anyone had ever seen. I streamlined our curriculum, increased student confidence, focus, and self-esteem. I gave free school talks and held free special events for my students. By the time I was done, I realized that I could charge more again, because our school was so far above anything that our competition could even imagine.

I went from 60 students to 80. So up went my student count again and again as my level of service I offered increased. It's like a snowball effect and it just can't stop.

At our current prices, I have a reasonable number of students for our location, and a staff that isn't burned out by teaching busloads of kids who aren't committed. The instructors can spend more time with each student and the receptionist knows everyone by name. I make a good living without a "real job." We're now on the brink of opening a second location, and because we

> *"Mr. Oliver, you are correct in saying that the perception of value of a service or product is a partial but very important function of price."*

I was forced to increase my rates again because our studio simply still wasn't making any money. I struggled so much with that second price increase, this time to $89/month. I was not a member of any professional organization like NAPMA (I didn't even know they existed), and I had just left my martial arts organization. I was all on my own. How could I justify another price increase?

I did it anyway, because I had to bring home the bacon. My wife was pushing me to go get a "real job." Sound familiar? Again, I lost 20% of my students, but it was the 20% who didn't want to be there anyway.

Once again, the new parents who signed up were way better and the students were way more committed.

Having a higher price forced me to increase the value I was giving to have well paid, well trained staff and committed, focused students and parents, we can impact more lives than we ever could before.

Granted, none of my competitors will even talk to me anymore because they think we're "stealing" from people. But guess what? People aren't stupid. They can take a karate class for $20/month in a basement from a guy with grease stained gi, who is legally required to knock on your door and introduce himself when he moves into your neighborhood or from a professional school like mine.

If you claim that you teach martial arts "not for the money," but for the "love of the art" or whatever ridiculous thing I used to say and my competitors still do, then man up and do it for FREE. Teach out of the kindness of your heart. But, if you charge anything at all, improve your service and value your skills. We charge three times the price our competitors do, have three times the students and give ten times the service. It's wonderful. Do it!

William Hildinger
Three Points Karate
Stillwater, Oklahoma

"Folly" Right on the Money

Editor's Note: Many timely articles appear on MartialArtsProfessional.com in advance if the print publication, and "The Folly of Low Price" is one such example, republished in this issue on page 29. Here is Mr. Quinn's online response:

"The Folly of Low Price," by Stephen Oliver, was right on the money. Martial arts school owners need to grasp these realities.

I teach only adult self-defense with six to eight weekend classes a year, yet I make more money doing so than most school owners, though money is not the real or first objective for me either. Further, I simply don't allow children in any of my self- defense classes.

It was about 25 years ago that I decided to leave the martial arts instructional world to meet the unaddressed demand for true, adult self-defense training. At first, most of the school owners I knew could not even grasp the concept that I was planning to implement. My idea was totally outside of their business model based on monthly tuition and students who were almost exclusively children.

I can still recall those school owners saying to me, "Peyton, you are just crazy and your idea can never work. Nobody is going to pay $675 for a weekend self-defense course. Hell, I charge $60 a month for unlimited lessons and every three months I still have to replace about a third of my students with new ones just to maintain the same amount of monthly revenue because that many drop out."

Today, people come from all over the planet to take my adult Rocky Mountain Combat Application Training weekend self-defense course here in Colorado, paying $1,250 plus airfare.

I offer a 100% money back guarantee: If they finish the weekend course and tell me that they did not meet all of their objectives, I will refund their entire training fee on the spot.



Peyton Quinn

In these past 26 years, only one person asked for that refund. Because he left before the course started, so he got no refund because that was not the deal.

Mr. Oliver, you are correct in saying that the perception of value of a service or product is a very important function of price. The "best" is almost invariably more expensive and the consumer recognizes that as well.

If any school owner thinks he will do better financially by selling at a

See **SOUND OFF**, *continued on next page*

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See MartialArtsProfessional.com for additional letters not printed due to space limitations, and blogs by Stephen Oliver and Toby Milroy.

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SOUND OFF, *continued from previous page*

lower monthly fee than his competitors, he is simply not thinking. His lower price will most often be seen as simply representing a lower quality product.

In this article Mr. Oliver wrote of employees who leave to start their own schools. I have had a few employees who went out on their own to start schools. These schools were based on my business model and instructional methodology. As Mr. Oliver pointed out, these former emoloyees do not often succeed because they do not see the larger picture of how the business works. They only see their part of the business. It can be an important part, but it's only a subset of the total business system.

You could be the best instructor in the world, but without students, that means nothing at all. Instructional skills won't bring in a single dollar without paying students. Hence, the very few who left RMCAT to try it own their own all failed.

I ask myself, with no satisfactory answer, why martial arts school owners do not offer adult, short-term self-defense classes. RMCAT has proven both the demand and profitability of such courses.

Children are the 'bread and butter" of every school, but remember the parents pay the tuition. Think about that for a bit and what it would mean to have the parents take a short-term self-defense course in your school. Every school owner has the physical facility to teach such classes. True self-defense classes to adults, which have little, if any, competition, could add a few extra thousand dollars a month to your bottom line.

I intend to retire from this work soon. I would like to leave something of what I have learned about this industry to those in the MA industry willing to take the opportunity

Peyton Quinn

The Challenges of Teaching Autistic Students

I have an autistic child and his brother in my 5–7 yr old class. The brother is sharp and the autistic boy is improving. However, I have had a parent complain that the boy is too distracting for her granddaughter. The girl is pretty sharp too.

This week in class the boy got sick and now it is becoming a bigger issue. Do I cut out the special needs boy and deny him an activity that is helping him a lot and risk losing his brother or do I let the little girl go?

Howard Munding

MEMBER RESPONSE

Yes, I've been in similar situations. You've heard from one parent. You would be wise to assume that several others are thinking along the same lines. While you care for all your students, the parents at your school typically care for just one — their own child. Don't expect that they will share your commitment to your autistic student.

I would suggest working with your autistic student in private lessons. It might also be helpful if you scheduled a sit-down meeting with all the parents of the students in this class, and get a better sense of their feelings on this: explain to them some of the limitations and challenges involved in working with this particular student, and then get their feedback. See just how accommodating they are willing to be in this situation. The parents will appreciate being consulted.

Tom Booker



I've been in similar situations in the past and did some soul searching and research on the topic. I went as far as contacting the Penn Foundation and became the expert in our area of teaching autistic children. I currently have three foundations, including the Penn Foundation, referring children to our program.

Most important realization: If the child is not mainstreamed in school, then it's not appropriate to mainstream them in a martial arts program, at least not right away. I experienced many problems by breaking this rule. The parents of these children will attempt to almost bully you to get their child into the regular program. Once in the program, they can cause an avalanche of problems and it's difficult to reverse the situation.

What we now do is a 12-week summer program for autistic children. It's one 30-minute class per week. The student-to-instructor ratio is about 2 to 1. The higher functioning students we work towards mainstreaming into the regular program. For the one class a week, we charge the same tuition as our basic program. As you can see, the staffing needs and teaching needs are greater.

Okay, how do you mainstream them? Well first, you need to properly evaluate the student's needs. Make sure to be clear with the parents that you will see if they qualify for the regular program.

Here are the questions to ask:

1. Where are they on the spectrum? ADHD, PDD-NOS, Asperger's or autistic.

2. Do they have any repetitive behaviors? Incorporate their repetitive behaviors into the workout.

3. Do they have any sensitivities or obsessions? Sensitivities to touch and noise are common. Obsessions could be anything, I had one student who was obsessed with electric sockets (that's an important one to know). I had a student obsessed with time so I made him the time keeper in class.

After the evaluation, you go through your intro. After you go through the intro, determine what the student needs to get into the regular program. Make it a goal with the parents. Continue to provide 15-minute private lessons. Once they seem ready, you let them go into one class per week and one private per week. When they go into the regular class, you need to assign a leadership team member to assist them. If they are higher functioning, in time they should be able to participate in the class without an assistant.

Well, this is just some of the basics. There's a lot more to it than that, but I hope this gets you started. Oh yeah, as for your question. The autistic child should be removed over the regular student.

Sensei Tim Rosanelli
Maximum Impact Karate

How to Decide on Your Pro Shop Sales Process

I was just wondering how most of you approach the whole Pro shop sales process. Do you carry a limited number of samples and have the students purchase your approved equipment on their own through, for example, Century Direct? Or, do you carry inventory and sell it to them on the spot? Furthermore, do you have them purchase the necessary equipment as a bundle, let's say when they upgrade to Master's or BBC, or do you include it all as part of the down payment for the upgrade?

Alfred Magnan
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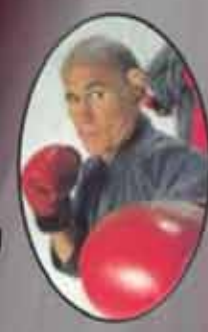
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(Guests are subject to change due to their scheduling / Non Banquet Guest $35 Trade show Entrance Fee for 2 days Free Coffee & Danish on Friday)













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NAPMA News

Learn How to Change with the Economy at the 2010 Extreme Success Academy

It's a time of dramatic change in the world—and that includes the general economy and consumer buying decisions. Your future success depends on your ability to learn how to play by a different set of rules, and you'll learn those rules at the 2010 Extreme Success Academy, October 1–3, in San Diego, California.

NAPMA has purposely developed member events (Extreme Success Academy and Quantum Leap) that are different than all other industry gatherings, which seem to present a rotation of the same 25 speakers and topics. Those strategies and concepts are still focused on the past and simply no longer apply to the "brave-new-world" economy that is quickly becoming the norm.

Think of the 2010 Extreme Success Academy as a series of preparatory courses that reveal the insiders' tools and techniques that you'll need to succeed in that "brave-new-world" economy. Although marketing and promotions are still important systems, you must now be sure that your retention, renewal and student quality systems are strong and effective.

As parents become more selective about their children's activities, you must make it easy for prospects and current students and parents to perceive that your program is worth many more times than what they pay for it—and providing more benefits than any other activities in which their children may participate.

Another reason the Extreme Success Academy is different is that NAPMA understands that being a passive listener to a 40-minute seminar is not enough; you need the opportunity to interact directly with successful peers to learn their thinking processes and how they operate behind the scenes.

The 2010 Extreme Success Academy will prove again that NAPMA events are your best business educational opportunities, especially when you need to learn how to respond to major economic shifts and trends, such as are happening now.

Register you and your staff members today at ExtremeSuccessAcademy.com and qualify for the great member discounts.

Take Advantage of Free Resources and Member-School-Growth Programs

Mastering the Martial Arts Business magazine provides access to many free resources and school-growth programs for you, its readers, and NAPMA members.

Make NAPMA.com your one-stop, school-growth online destination. The NAPMA Website continues to grow as a major source of the ideas and information that will drive your school to success and your career to maximum prosperity.

Maximum Impact, Inner Circle and Peak Performer members have separate, secure home pages with access to an astounding selection of printed and recorded content, with the only purpose of helping members adjust to the changing economy and the new set of rules they must follow to succeed.

NAPMA members also have exclusive **discussion forums** for each membership level. Members share what is working in their schools to overcome identical issues, problems and challenges.

NAPMA is adding new content, regularly, and you can **download many reports, articles and marketing materials** for FREE!

Make sure your weekly "to-do" list includes a regular visit to NAPMA.com because you never know when that one piece of information you need to take your school over the top will be added—or you'll find the many strategies and tactics you've never learned or implemented to skyrocket your enrollments and upgrades.

The multi-school business model is a growing trend in the industry and the smart response to this economy. It may also be the best method to build equity in your school business. Learn more about why this business model complements the Mile High Karate franchise system so well at the free Webinar. Visit MileHighRegion.com to register.

Members have discovered that the **NAPMA Online Print Marketing Store** is a convenient and constantly growing source of high-quality marketing materials—from back-to-school to bully prevention to seasonal—in postcard, door hanger, ad card, bookmark and statement stuffer designs.

You can "profit from the power of the plastic" with the **NAPMA Merchant Account Value Bundle**. You don't have to be a NAPMA member to save 15% or more on credit card processing, with this full-feature program that includes a free analysis and terminal—visit NAPMA.com/ValuePack.

More and more NAPMA members are registering for the **NAPMA 24/7 Automated & Live Answering Services** because they know answering ALL calls and answering them professionally has a direct effect on enrollments and revenues. Learn more at NAPMA.com/liveanswer.

As a NAPMA member, there are even more resources that will power your school to higher levels of success. You can learn about the monthly member package and other member-only benefits at NAPMA/FreeOffer.com.

Harvest a Bumper Crop of New Students This Fall!

To paraphrase Grand Master Jeff Smith on a recent *Tools and Techniques for School-Growth Success DVD* in the monthly NAPMA Maximum Impact Package, "You're a farmer, with a crop of new prospects; and if you don't tend your crops, then they rot on the vine. If you water, fertilize, eliminate the bugs and protect the seedlings, and then harvest them, you will have an excellent yield of enrollments and future renewals."

NAPMA members are about to harvest a bumper crop of new students this fall because they implemented the many summer-season strategies and tactics, which they received exclusively every month, as NAPMA Maximum Impact members.

NAPMA members' proactive efforts during June, July and August have generated above-average, or even record, new enrollments and very large lead lists of highly qualified prospects.

Now, NAPMA members have the clear advantage, as they can pre-frame their many new students for near-term upgrades or renewals that result in more long-term students at a much higher per-student value.

Members can also work their hot and robust lead lists much more cost-effectively than mass-media marketing, and enroll even more new students during the fall months compared to the summer.

If you've experienced the summer "slows" and your prospects for the fall don't look much better, then you need to join with these smart school owners who are utilizing the newest methods and materials that NAPMA is providing them to make this fall season one of the best ever.

You'll want to proceed to page 48 for a presentation of the FREE NAPMA Fall Success Series, a $2,310.12 value. It's a huge package of everything you need to succeed beyond your expectations this fall. Register for your free package of gifts at NAPMAFreeOffer.com. ■

12 Reasons The 2010 NAPMA Extreme Success Academy Will Transform Your School and Your Career!



Many expert presenters provided useful information for owners who were interested in learning to operate and grow their schools more effectively.



Attendees receive a chuckle—and great information—from a speaker.

If You're NOT:

* **Enrolling at Least 10 to 20 New Students PER MONTH Exclusively From Your Website**
* **If You're NOT Attracting Enough of the "Right" Students (Students Who Have the Desire and Ability to Pay For Your Services)**
* **If Your Students Are NOT Continuing Their Training As Long as You'd Like**
* **If You Want to Run a Systems Driven School That Can Operate Just as Efficiently With or Without Your Presence**

Then the 2010 NAPMA Extreme Success Academy Will be the Most Important Event in Your Business Career

During the last twelve months, instructors, school owners and their staff members have been exposed to a new kind of martial arts business education experience—one that is only available at NAPMA's two annual events: The Extreme Success Academy and the Quantum Leap.

Now that the third NAPMA Extreme Success Academy is just over the horizon, NAPMA members are eager for some serious school growth at the 2010 NAPMA Extreme Success Academy.

The first two Extreme Success Academy events proved that there are many school owners, with schools of various sizes and styles, who have had enough of slow growth, under-trained staff and mediocre customer service. They made the commitment a year ago to take a giant step forward, and you can bet they'll be coming back again—so that means only a limited number of spaces for you and your staff!

The third Academy will be just as serious as the first—and this time, it will separate the winners from the losers. If you attend and apply the knowledge you'll learn, then you're virtually guaranteed to reach your enrollment and revenue goals, as the economy recovers.

Becoming one of those winners is so quick and easy because as soon as you register for the 2010 NAPMA Extreme Success Academy—and show up—you're already eighty-percent of the way there. Visit **ExtremeSuccessAcademy.com** for more information.

Why the Extreme Success Academy Is So Different

Some seminars, events, conferences and shows are a bit like Chinese food… you like it while you eat it, but you're hungry half an hour later, feeling deflated and unsatisfied.

Members have been telling us for years that they truly enjoyed past world conferences and big, live events like it, but they wished there was an event that had more "meat on the bone," more "nuts and bolts" of how to fill their school with new students, such as how to increase student quality and how to drive better financial results!

In fact, many owners are telling us that they take copious notes during the sessions, but then as soon as they get back to their schools, they can't make heads or tails of them or are missing a key component of the idea that makes it almost valueless and difficult to implement!

Well, we've listened, and now, we've now answered.

We've identified **10 Key Trends in the Martial Arts Industry** that are driving schools all over the country to pinnacles of performance previously unheard of even in these uncertain economic times!

We've sought out and pursued many of the top experts in these key areas and have recruited them to bring their unique perspective and knowledge to our attendees of the Extreme Success Academy only!

We've scoured the martial arts industry and found school owners who are blazing the trail for the martial arts profession, and we've gone far outside our little industry to bring to you world class authorities in these key areas that you'll need to blast past the competition in 2011!

We've also persuaded many of them to make available to you some phenomenal educational resources that you will be able to benefit from FAR beyond the time you spend at the Academy! No more banging your head against the wall after returning to your school, for lack of a crucial detail or key component to implement a new system or strategy!

What the Extreme Success Academy Is NOT:

This event is NOT for school owners who are not focused on high-quality student outcomes, not serious about long-term student retention, or on a quest to suck up as many cash payments as humanly possible without regard to actually delivering on your promises!

This is NOT simply a social gathering (although there will be plenty of opportunity for networking and building relationships) where you will be wined and dined, only to realize later that you didn't REALLY learn anything that will help you actually grow your school!

This is NOT the same old speakers talking about the same old antiquated, slow, ineffective, unrealistic, or untested marketing strategies that only worked in 1985 when students were flooding into schools without even the slightest provocation.

This is NOT the type of conference where all you can learn is the newest wiz bang martial arts technique, wrist lock, knife defense, etc., although you'll have plenty of opportunities to do that, this is so much more!

This is NOT a conference where you will be distracted by the next new so-called revolutionary piece of equipment, software package, or "bright shiny object." While some of these tools are useful, we are going to be laser beam-focused on those tools that can actually help you grow your school, attract more new students, super-motivate the students you have, and ultimately, make you money!

What the Extreme Success Academy Is:

This event IS specifically for entrepreneurial, progressive, forward thinking school owners who are focused on operating a successful business, who want to build a substantial future for themselves their families and their staff members, while providing a very valuable service to their students that will serve them for the rest of their lives, in an ethical, responsible manner!

This is a highly focused conference where we will present in detail subjects and topics that will help you make money, help you generate new students, and help you build a solid future for yourself and your school! (These subjects will be outlined very clearly for you later in this article!)

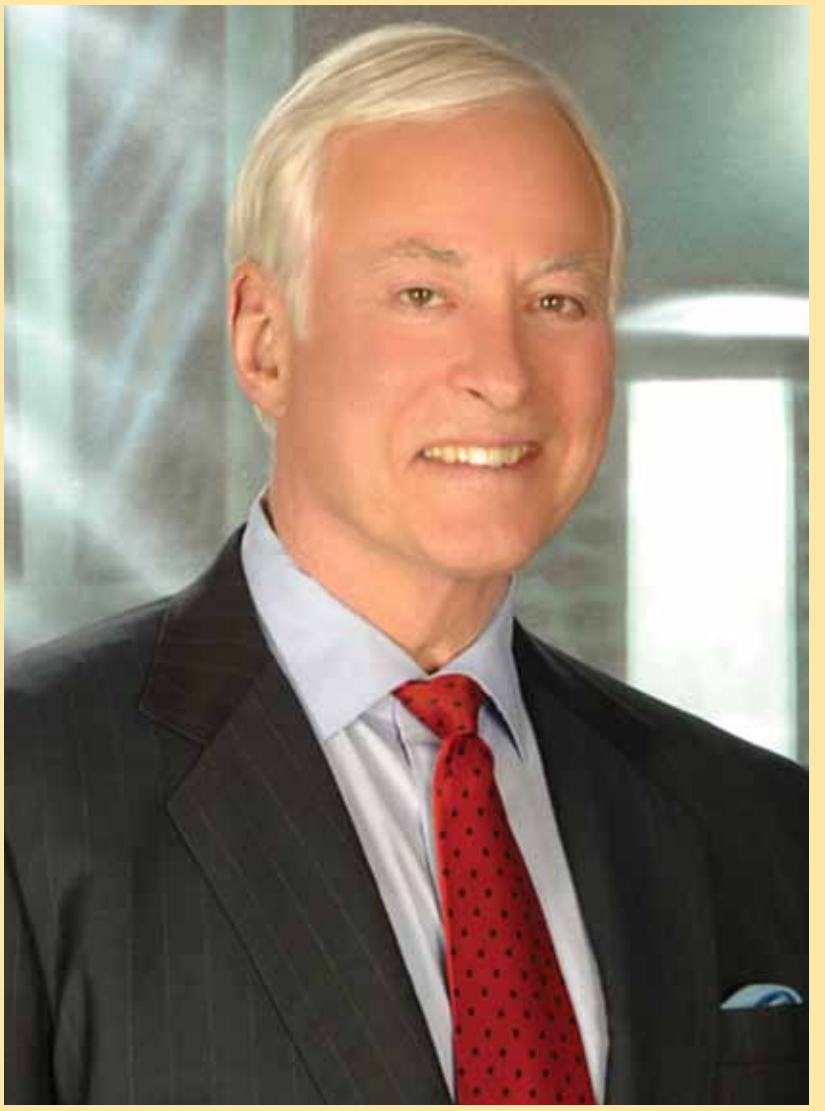
This event is a structured opportunity for you to network, brainstorm,

Don't Miss Out on Your Opportunity to Learn School-Growth Techniques from the Experts at the NAPMA 2010 Extreme Success Academy

October 1–3, 2010; San Diego, California

Reserve your place at this important, once-a-year event! Substantial discounts for early registration will end soon! **Register today at ExtremeSuccessAcademy.com**

Brian Tracy is Featured Speaker at Extreme Success Academy



Brian Tracy, Chairman and CEO of Brian Tracy International, a company specializing in the training and development of individuals and organizations, will be the featured speaker at this year's Extreme Success Academy.

Toby Milroy, NAPMA COO, said, "I'm excited to present one of the best success consultants in the world to the Extreme Success Academy. NAPMA has worked with Mr. Tracy in the past and we're thrilled to have him at this year's conference."

As author and producer of more than 300 audio and video learning programs, Mr. Tracy is best known for his remarkable work, "Psychology of Achievement," which has been translated into more than 27 languages. In this rapidly changing economy, a success-oriented attitude is critical for the professional martial arts school owner.

Mr. Tracy is a top-level consultant to businesses and individuals, coaching them to achieve their goals, increase sales, create wealth and build successful businesses.

Mr. Tracy has studied, researched, written and spoken for 30 years in the fields of economics, history, business, philosophy and psychology. He is the top selling author of over 50 books that have been translated into 36 languages.

He has consulted for more than 1,000 companies and addressed over 5,000,000 people in talks and seminars throughout the U.S., Canada and 55 other countries worldwide.

and collaborate with other like-minded, goal oriented, entrepreneurial school owners in a focused manner, helping each other solve problems and create new opportunities that one person alone could not!

This is a conference where you can choose to expand your technical skill as a martial artist, but even more so, a fantastic opportunity for you to educate your staff members and help them expand their experience level as well!

The Success Principles Don't Change

The third Academy, like the first two, will be built on two core principles: you don't have to re-invent the wheel and the highly motivational and beneficial mastermind effect.

All Academy sessions are focused on teaching you the methods, tools and techniques that the most successful school owners use every day to beat their best enrollment and revenue records and open new schools, regardless of the recession.

Stephen Oliver, Toby Milroy, Jeff Smith and many of the Academy's special guests are the school owners with the longest and most productive track records in the industry, and have operated school businesses throughout the many economic cycles of the last 30 years.

They've experienced more of the problems, pitfalls and perils of operating a martial arts school than you can imagine, and have fallen and stood again, to become even more successful the second or third time.

The mastermind effect provides the intangible benefits of being in the presence of school owners who have experienced the greatest success. Part of why they have been so successful is how they carry and present themselves, the underlying wisdom of their ideas and their sincere commitment to help you become equally successful. You can have that life-changing experience at the

Network , Brainstorm and Hobnob at the NAPMA 2010 Extreme Success Academy

October 1–3, 2010; San Diego, California

Mingle with experts and successful peers. Register today for early discounts at **ExtremeSuccessAcademy.com**

2010 NAPMA EXTREME SUCCESS ACADEMY

2010 NAPMA Extreme Success Academy.

"Show Up" to "Jump Up" the Growth of Your School

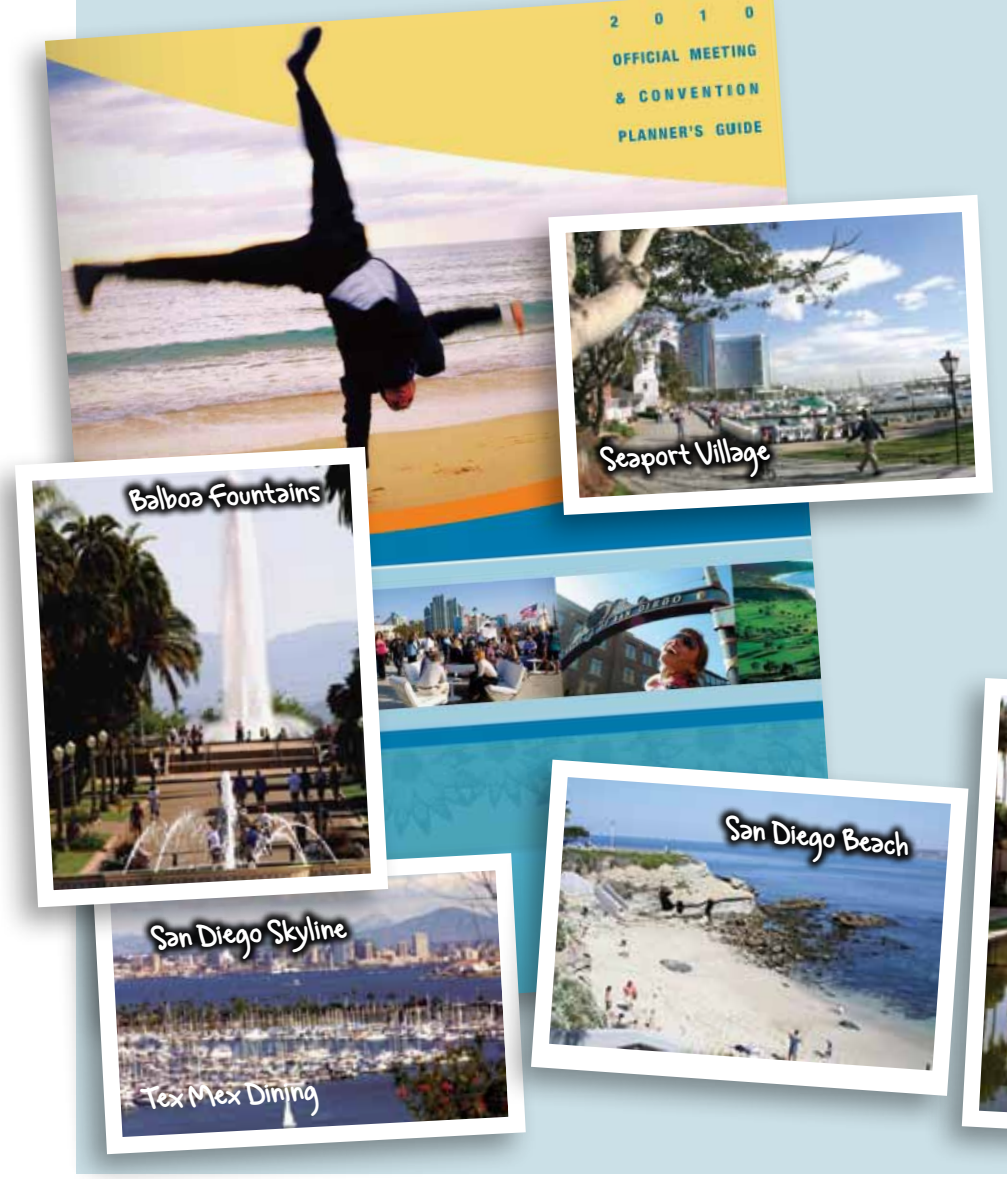
An essential part of the "show-up" principle is your willingness to make the investment in your business education and the future growth of your school.

"Investment" is the right word, because attending the 2010 NAPMA Extreme Success Academy should never be considered just a "cost of doing business." If you make the commitment, then what you pay to "show up" at the Academy will be returned again and again in future profits.

Stephen Oliver, NAPMA CEO, recently explained to NAPMA members why the "one-good-idea-will-more-than-pay-for-your-investment" concept is real and can be easily quantified—and the large amounts you can generate from one good idea are nothing short of amazing.

"On a lovely weekend the past Spring, the NAPMA Quantum Leap main meeting room was filled with the top 'one-percenters' who traveled to the event to gain a 'slight edge.' Many don't understand that a key difference between winners and losers is that slight edge.

"You've heard it said that one good idea pays for your attendance at and the



About San Diego

California's second largest city and the United States' eighth largest, San Diego boasts a citywide population of nearly 1.3 million residents and more than three million residents countywide. Within its borders of 4,200 square miles, San Diego County encompasses 18 incorporated cities and numerous other charming neighborhoods and communities, including downtown's historic Gaslamp Quarter, Little Italy, Coronado, La Jolla, Del Mar, Carlsbad, Escondido, La Mesa, Hillcrest, Barrio Logan and Chula Vista just to name a few.

San Diego is renowned for its idyllic climate, 70 miles of pristine beaches and a dazzling array of world-class family attractions. Popular attractions include the world-famous San Diego Zoo and Wild Animal Park, Sea World San Diego and LEGOLAND California. San Diego offers an expansive variety of things to see and do, appealing to guests of all ages from around the world.

In San Diego's East County, the terrain varies from gentle foothills to mile-high mountains and the historic mining town, Julian, down to the 600,000-acre Anza Borrego Desert State Park, offering nature-conscious visitors endless opportunities to hike, camp, fish, observe wildlife and much more. Along the west, 70 miles of Pacific Ocean coastline supports year-round outdoor recreation, such as surfing, boating, sailing and swimming. To the south, it's a whole different country, Mexico, featuring its own cultural offerings in various towns along the border and coastline, including Tijuana, Rosarito and Ensenada.

time and effort to travel to a NAPMA event. I heard a member from the U.K. recently say that he didn't agree with that concept.

"Maybe the "one-good-idea" concept needs a little clarification. Say, for example, as many school owners have, you receive one idea that adds an average of two new students to your school each month during the next 12 months. Now, assuming that those two students spend an average of only $3,000 with your school, then that one idea is worth 2 X 12 X $3,000, or $72,000.

"Now, if you spent $3,000 for registration and travel costs and staff time for a NAPMA event, then you would receive a 2,400% return on investment. Now, just imagine if it was two good ideas!

"Maybe, add two additional enrollments per month, and increase value from $3,000 to $4,000? Well, that totals $96,000 + $120,000, or $216,000 additional per year, if you were averaging 10 enrollments a month before the event. (You add two enrollments on average per month and add $1,000 additional value for the 10 enrollments a month that you wer e already generating.)

"Now, for your $3,000 total expense, that's a 7,200% return on investment. (Try that in an era where savings, CDs and T-bills garner less than 3% annually!)

"Never underestimate the value of the 'slight edge' or one good idea.

"One attendee at the 2008 NAPMA Extreme Success Academy (who traveled with five people all the way from The Netherlands) explained to me that one idea I gave them at that event added $500,000 to their revenue during the six months since the event! Now, if it cost them $10,000 to attend that event, then it's still a 5,000% annual return on their investment.

"A single, GOOD idea can indeed be worth many multiples of your investment. Frankly, if you just learned enough at a live event to add five or six new students a year or improve income per student by 5–10%, then it's well worth the cost and your time."

12 Reasons The 2010 NAPMA Extreme Success Academy Will Transform Your School and Your Career!

REASON #1: Multi-School Franchisor and NAPMA CEO Stephen Oliver—Delivering What your Students REALLY Want



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 helped hundreds of school owners grow their schools and create a substantial business from doing what they love!

In this all-new presentation, Stephen will help you expand your thinking and take an unvarnished look at what your students really want and are willing to pay for. In fact, by framing your program appropriately, and truly understanding your customer, you'll find enormous profits and opportunity.



REASON #2: NAPMA Chief Operating Officer Toby Milroy—Marketing to the Mass Affluent, How to "Speak" Their Language!

With a difficult economy, it's vital to target a segment of the market who has the ability to pay for your services. The trick is, people with high-level incomes often have very different wants, needs and desires and need to be spoken to differently than the average person.

Toby will reveal the beliefs and thinking of this valuable market segment and help you attract these families into your school. It's important for you to deeply understand these students and families, and be able to connect with them on a deep, meaningful level.

Once you learn their vocabulary and buying habits, you'll have the ability to attract customers at will, and enroll only the most stable, valuable and productive clients and students.

Why You Must Come to the 2010 NAPMA Extreme Success Academy



"I believe that Stephen Oliver and Toby Milroy are two of the most knowledgeable people in the business..."

I'm Mike Pace from Vernon, New Jersey. I just want to say that these events are always awesome. I always learn a lot of new things to implement. It's really helped my school tremendously as far as the growth. I can't say more that I believe, I totally believe, that Stephen Oliver and Toby Milroy are two of the most knowledgeable people in the business. If you really want to improve your school and take it to the next level, you can't miss these things!

Shihan Michael Pace 9th-Dan, Goshin-Ryu Karate
Pace Institute of Karate
Vernon, New Jersey

"NAPMA Inner Circle Member—everything that I've done with this program has been excellent!"

My name is Andrew Aleman and I'm from Dancing Dragons Martial Arts. I joined up with NAPMA about three months ago, and everything that I've learned, everything that I've done with this program has been excellent! I regret absolutely nothing about it! There was 100% help with it. It improved my school 100% and I'm hoping to work with them more later on in the future!

Andrew Aleman, NAPMA Maximum Impact Member
Dancing Dragons Martial Arts
Minneola, Florida

"Our fourth or fifth time coming to this event, and it just gets better and better every year!"

I'm Penny Pitassi from Three Tigers Martial Arts in Illinois. This is our fourth or fifth time coming to this event, and it just gets better and better every year! I get lots of great ideas to bring back and implement in my studio. Since I've started coming to these events, we've more than tripled our income! It's been fantastic. I look forward to the next one—we'll be in San Diego in October!

Penny Pitassi, NAPMA Inner Circle Member
Three Tigers Martial Arts
Swansea, Illinois

"Now I've got a whole new belief system! Thank you guys!"

I'm Anthony and I'm the program director from Jungle Gym Martial Arts out of Bronx, New York. Justin invited me after his first event in San Antonio. We enjoyed a lot of success after that event, so I definitely was dying to come in and get the ideas that you had. It's been awesome so far. I'm looking forward to attending your other events. It really opened my eyes to why we really do what we do in the Martial Arts! Three years ago I came in with different ideas; now I've got a whole new belief system! Thank you guys!!

Justin Garcia, NAPMA Maximum Impact Member
Jungle Gym Martial Arts
Bronx, NY

"The Extreme Success Academy provided plenty of meaty information!"

"The Extreme Success Academy provided plenty of meaty information that I can immediately implement to improve my school.

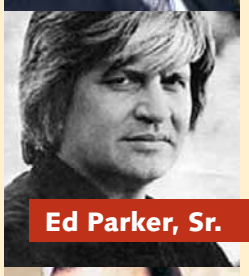
"The insights of speakers and experts from inside and outside the industry provided invaluable information that I would not otherwise know."

Sensei Tim Rosanelli
Maximum Impact Karate
Dublin, Pennsylvania


Joe Lewis


Jhoon Rhee


Fumio Demura


Ed Parker, Sr.


Ernie Reyes, Sr.


Tony Robbins


Jeff Smith


Pat Burleson

Past Winners of the NAPMA Lifetime Achievement Award

This prestigious award is granted to those individuals who demonstrate their unwavering commitment to the ideals and values of the martial arts, and who have contributed greatly to its popularity and influence. Listed below are the previous winners.

1996

Grand Master Joe Lewis

Joe Lewis is a 10th-Degree Black Belt, a former Kickboxing World Champion and, for 17 years, won more titles, set more records and instituted more innovations than anyone in sport Karate. In 1983, he was named the "Greatest Karate Fighter of All Time."

1999

Grand Master Jhoon Rhee

Jhoon Rhee is a world-renowned 10th-Degree Black Belt, and the only recipient of NAPMA's two prestigious awards for professional and personal excellence. He was honored at the 2008 Extreme Success Academy with the first NAPMA Living Legend Award.

2000

Sensei Fumio Demura

Fumeo Demura is the President and Chief Instructor of Shito Ryu Genbu Kai International, and a multi-discipline martial arts master. With a distinguished career in film and television, Sensei Demura consulted on the *Karate Kid* films and trained Bruce Lee in martial arts weaponry.

2001

Master Ed Parker, Sr.

Ed Parker, Sr. (1931–1990) was an American martial artist, promoter, teacher and author. He is credited with opening the first commercial karate school in the western United States in 1954. He trained many Hollywood stuntmen and acting greats, including Elvis Presley.

2002

Master Ernie Reyes, Sr.

Ernie Reyes is a performer, author and coach to champions. He is known as the Master of Creative Karate and one of the greatest martial artists of the 20th century. Master Reyes is a consultant to the film and television industry, working with stars, such as Wesley Snipes.

2003

Tony Robbins

Tony Robbins is one of the greatest self-help authors and inspirational gurus of our time. A Black Belt Taekwondo martial artist, he is considered an expert in the field of the psychology of business leadership and personal motivation.

2008

Grand Master Jeff Smith

Jeff Smith is a 9th-Degree Black Belt and the first PKA World Light-Heavyweight Kickboxing Champion. During the early 1980s, he was owner/founder of the very successful chain of World Champion Jeff Smith Karate schools in the Washington, D.C. area. He is now Mile High Karate director of instruction.

2009

Master Pat Burleson

Pat Burleson is a 10th-Degree Black Belt and is America's first Karate Champion, an author, speaker, teacher and stunt actor. He is listed in America's "Who's Who" of American Martial Arts and is the recipient of two Karate Hall of Fame awards.



REASON #3: Former Kickboxing World Champion Jeff Smith—How to Grow a Top Notch Staff from Within!

Grand Master Smith, a 9th-Degree Black Belt Master in Tae Kwon Do, has devoted over 40 years to the martial arts. He currently owns and operates three karate centers and travels worldwide officiating at tournaments, teaching and conducting seminars.

Grand Master Smith is best known as the seven-time World Light Heavy Weight Karate Champion. His title defense against Don King's heavy weight fighter, Kareem Allah, was seen by over 50 million viewers as a preview before the Ali vs. Frazier World Boxing Title Fight, known as the "Thrilla in Manila."

In addition to an unparalleled competitive career, Grand Master Smith also operated the Jhoon Rhee Institute as its Chief Operations Officer and grew the organization to more than 12 locations and a multi-million-dollar business in the late 1970's. He was able to accomplish this amazing growth by mastering the art of developing and training "home-grown" staff members and cultivating them to be extremely high performers!



REASON #4: Martial Arts Legend and West Point Instructor Don Southerton—Leadership Lessons of Multi-Billion Dollar CEOs for Your Organization

A Tang Soo Do (Soo Bahk Do) Moo Duk Kwan practitioner, Don Southerton began competing in 1975. Over the next five years his lead-leg kicking style and uncanny flexibility became well known in the NY-NJ-PA-CT tournament scene. Southerton's competition years included numerous lightweight division and grand champions wins, including the Garden State Championships (NJ), Scranton Open (PA), and Academy of Karate Scholarship Championship (CT).

Following in their instructor's footsteps, Southerton's students, too, were successful competitors, emulating the rapid-fire lead-leg kick style. By 1981, Southerton had retired from competition to focus on teaching and operating a chain of martial arts schools in New York's Mid-Hudson Valley region. From 1983 to 1991, Southerton also served as coach/ chief instructor for the cadet martial arts program at the United States Military Academy at West Point.

Today he oversees Bridging Culture Worldwide (www.bridgingculture.com)—a consulting firm focused on Korean global business.



REASON #5: Martial Arts Legend Ed Parker Jr.—Maintaining the "Art" in Your Martial Arts School Business

Ed Parker, Jr. was born on November 15, 1959, in Glendale, California, and is the son of the late Ed Parker Sr., Grandmaster and founder of American Kenpo Karate. Some consider Ed's father to be one of the greatest martial artists who ever lived, who was named by *Black Belt Magazine* as the "Father of American Karate" and was noted for launching the careers of many martial arts motion picture stars, such as Bruce Lee and Chuck Norris. He was also the personal karate instructor, bodyguard and friend of the late King of Rock 'n Roll, Elvis Presley.

After finishing school, Ed returned to California where he did after graduate work at the Art Center College of Design. Completing his training there, he then went into partnership with his father. From 1983 till 1991 Ed produced nine annual international Karate championships that hosted more than 6,000 competitors. each year. The "Internationals" was the largest and one of the longest-running martial arts tournaments in the world. It ran for over 35 years.

REASON #6: Multi-School Trainer Master Frank Brown—Overcoming Objections WITHOUT the Slick Selling

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

He'll show you his proven formula for creating a relationship with your students and their parents (if youth students) that completely eliminates the need for "slick selling" techniques.



If your sales people (or you) ever feel that you are pushing your clients to sign a contract or to upgrade, then you NEED to 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!



REASON #7: Dr. Lorenzo Trujillo JD, EdD—How to Create WORLD CLASS Teachers who Will Have Life-Changing Positive Impact on Your Students!

If you want to have truly world class students, world class instructors and world class financial results, it all starts with how you teach not what you teach.

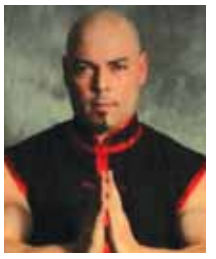
Dr. Lorenzo Trujillo has been a marital artist since 1983, but more significantly, he has had an amazingly successful career in the traditional education field.

He's worked in the public school system training teachers and administrators for many years, and brings expertise from his Master's and Ph.D. in psychology and education administration to the subject.

He has served and serves in numerous professional capacities on committees of the Colorado Supreme Court, The National Endowment for the Arts, and other regional and national agencies of the government, business and public sectors.

Dr. Lorenzo Trujillo became the Assistant Dean of Students and Professional Programs at the University of Colorado Law School in 2004.

Dr. Trujillo is bringing his World Class expertise in this area to the Martial Arts instructors at the 2010 NAPMA Extreme Success Academy.



REASON #8: Sifu Michael Parrella, 6th Degree Black Belt—A New Breakthrough in Website and Online Strategy with PROVEN Results!

As you likely know, NAPMA is a huge believer and implementer of virtually every online marketing strategy you can imagine. It's a rare thing to get us excited about a new online strategy or a significant tweak on what's currently working.

Well, this is one of those rare occasions. Sifu Parrella will reveal a new strategy for converting your website visitors into paying students much faster and more effectively than any other strategy we see anyone using in the martial arts right now!

This will be just the thing to drive your website results through the roof, and change the way you market and attract referrals online forever!!!

REASON #9: E-X-T-E-N-D-E-D STAFF TRAINING SESSION:

Back by popular demand, our special Staff Members-Only training session will be featured at the 2010 NAPMA Extreme Success Academy. We will motivate and excite your staff members about being a part of such a great industry, and a member of a school that is so invested in their education and professional success! They will come back to your school having honed their customer service skills in areas such as: Handling the Info Call, Handling the Walk In and Pre-Framing the students for Black Belt and Beyond (Renewal or Upgrade prep). You'll be brainstorming on the trip home!

REASON #10: EXTREME NETWORKING

Facilitated networking with the expert-martial arts marketers, mega-school owners, entrepreneurs and martial arts pros who gather here will help you connect with people in your business for joint ventures and more.

Special facilitated networking times will be held during the conference, where attendees will mix and meet, share ideas and synergize. Take this unique opportunity to create relationships with other members that will help you stay on target and compare implementation strategies long after you've left the conference through NAPMA.com forums.

See **ESA**, *continued on page 23*

Pat Burleson: Honoring a Martial Arts Business Pioneer

Many legendary martial artists have contributed to the development of martial arts school business systems—Alan Steen, Jhoon Rhee, Ed Parker, Al Tracy, Jeff Smith and Stephen Oliver—but one served as the catalyst, the person who first made those systems work successfully, and he is Grand Master Pat Burleson, the 2009 NAPMA Lifetime Achievement Award honoree.



Grand Master Burleson is a 10th-Degree Black Belt, who started in martial arts in 1958 with Grand Master Jhoon Rhee. He had previous studied in Okinawa, and was a Golden Gloves boxing champion.

There is an historical lineage of almost 50 years that starts with Burleson and then connects to all the names above and many others. In fact, it's no exaggeration to state that Burleson's pioneering effort is the foundation on which the successful careers and businesses of thousands of instructors and school owners have been built—including yours.

Without these business systems, there wouldn't be so many schools today, exposing millions of students to the life-changing benefits of martial arts. Most schools would still be small, part-time and training only a few dozen hard-core enthusiasts.

During the 2009 NAPMA Extreme Success Academy, Stephen Oliver had an exclusive interview with Grand Master Burleson in which he tells his story, including his critical role in the evolution of the modern, commercial martial arts school.

Stephen Oliver: It was a privilege to present Grand Master Pat Burleson with NAPMA's 2009 Lifetime Achievement Award at the 2009 Extreme Success Academy. Grand Master Burleson graciously agreed to speak with me and share his observations of the last 50 years of the martial arts industry.

Grand Master Burleson, let's return to the 1950s. How did you start in the martial arts?

Pat Burleson: Before I answer your question, I want to thank you for the award. I can't tell you how impressed I am with NAPMA's Extreme Success Academy and your leadership of the event.

I was in the U. S. Navy during the late 50s, stationed at a Marine air wing in Japan. I was already participating in boxing on the base. At that time, Judo was widely accepted, partially because Japan convinced the allied forces that Judo was not a violent art and could promote peace, following the war.

Karate, however, was still considered a more violent activity. Although the base was near a city of a half-million people, there wasn't a formal Karate school in town. The local Judo instructor had to invite his friend, a Karate instructor, from another part of Japan to do an exhibition at a boxing competition in which I fought.

It fascinated me when I saw the small Karate instructor kicking as high as my head. My hands were good for boxing, but I thought I needed someone to teach me some of the Karate basics. That wasn't easy because it wasn't taught commercially in Japan.

In addition, there weren't many traditional instructors who wanted to teach an American, so I took a train to a seaside fishing village where there was a Karate club. I talked the instructor into allowing me to remain, so I could grab a few scraps of information. I don't think he and his students ever embraced me, but they did let me learn a few things.

Stephen Oliver: What was the state of martial arts in the U.S. when you returned from Japan?

Pat Burleson: There was nothing here. Just to stay active, I started to teach my younger brother in our garage. Some of his friends became interested, so I taught all of them, but soon we outgrew the garage. I then rented a building for $45 month in 1960.

I ran an ad in the newspaper that offered Karate instructions. It wasn't very sophisticated, but I received a large number of phone calls, and started teaching classes.

I didn't know what I was doing; I just loved the martial arts. I think that is indicative of many of the GIs who returned from Asia after World War II and the Korean War. They were the seeds of martial arts in America, which became the melting pot of martial arts.

My first sale is an interesting story: I had painted "Karate" on the storefront window. One day a couple entered the school and asked me where the kitchen was located; they thought it was a Chinese restaurant! Instead, I told them about Karate, and enrolled them.

probably weren't three Black Belts in a six-state area.

When I met Grand Master Rhee, he was conducting a demo at the college; however, he was preparing to leave Texas and move to Washington D.C.

He was very kind and open, and accepted me as a student. He told Allen that he would teach him half of the Black Belt form, and then teach me the other half. He then told us to teach each other our halves of the form. Once we learned the complete form, we would then promote to Black Belt after the test. Allen tested for Black Belt first, and then I did three months later.

Stephen Oliver: When and how did you start to evolve your small school to a school business?

> *"During those days, martial arts was predominately expressed through tournaments. If you wanted to know what was occurring in the Karate world and at Karate schools, then you had to go to tournaments."*

Stephen Oliver: How would you rate your skill set as a school operator in 1960?

Pat Burleson: Slim to none. It was a labor of love totally, and it was a successful month when I paid the rent.

Stephen Oliver: How did you meet Alan Steen and Jhoon Rhee?

Pat Burleson: I had heard that another martial artist was teaching in Dallas, so I drove there and met Allen Steen, and we became friends. He was teaching near a college, so he had a huge school, comparatively speaking, filled with college students.

Allen was training under Jhoon Rhee, who was a Korean Army officer,teaching a class at the college. Allen had graduated from there and had returned to teach. He told me about Jhoon Rhee and wanted to introduce me and ask if he would accept me as a student. Allen and I were both Brown Belts at the time. There

Pat Burleson: It was during the mid 60s. I was working for my father, who owned a trucking company, and teaching part-time.

One day, some local businessmen came to my school and wanted to take private lessons. We developed a great rapport, working one-on-one.

They were executives with the Fred Astaire Dance System, and were licensed for this part of Texas. They used a very effective sales system that taught students ballroom dancing as well as improving their confidence. They were very successful financially.

They made me an offer, so I went into business with them. They taught me their system, which I then started to use in my martial arts school. The number of new students and dollars in the bank just exploded.

Stephen Oliver: What was your average monthly gross revenue?

Pat Burleson: In 1960, I was doing $5,000 a month, so I was rich.

Stephen Oliver: That would probably translate to $25,000 or $30,000 today. How many active students did you have?

Pat Burleson: A couple hundred. I became financially successful very quickly. The word spread throughout the Karate community, so I showed many instructors what I had learned from those Fred Astaire executives.

There is a similarity of what I experienced then and what too many school owners still experience today. Those Fred Astaire executives taught me a business system that was like a fine-tuned 12-cylinder Ferrari. For some reason or other, however, I ran my schools on just two of those cylinders; and they were the two at the front end, generating leads and new students.

My mistake, which many school owners still repeat, is not using those other six cylinders, or the back-end of the system. Stephen, you and NAPMA have done a beautiful job showing today's school owners how to power their schools' success with all eight cylinders.

Stephen Oliver: With whom did you share the system that you were using in your school?

Pat Burleson: I taught Jhoon Rhee the system; and it wasn't easy with his limited understanding of English. I was also concerned that he might react negatively to the idea of making money. Having lived in Asia, I knew Asian instructors were a little sensitive about the commercialism of martial arts.

I also showed my system to Ed Parker in Los Angeles. He understood the possibilities immediately, and was not adverse to making real money. Eventually, he partnered with some people in LA and franchised the system, which led to a large chain of schools.

Stephen Oliver: That was Al Tracy. The business system you learned went from you to Jhoon Rhee and Ed Parker, and Ed Parker to Al Tracy. That's quite a lineage that includes thousands of schools throughout the U.S. You also taught the system to Chuck Norris, Bob Wall and Joe Lewis.

Pat Burleson: I met them through tournaments. During those days, martial arts was predominately expressed through tournaments. If you wanted to know what was occurring in the Karate world and at Karate schools, then you had to go to tourna-

See **BURLESON**, *continued on next page*

Read More about the "Father of Modern Martial Arts," Pat Burleson

Pat Burleson has a rich history as a Martial Arts Pioneer who ushered in the age of a professional approach to martial arts education and training. You can read and learn more about this man's remarkable career, including links to his personal website, additional content, and a special offer for membership in NAPMA, that includes free bonus materials and more.

Go to NAPMA.com/PatBurleson.

Blood and Guts Era, a TV Documentary

Grand Master Pat Burleson was approached to write a book about his life, which became a TV documentary project instead about martial arts during the 1960s, popularly known as the Blood and Guts Era—a perfect title for the documentary.

"With the current popularity of Mixed Martial Arts (MMA), I thought it was a great time



to show the MMA audience, which is typically younger men, the blood and guts era, an era that was probably more competitive and brutal than what you see today," said Burleson.

"Many of the legends from that era are older, so I wanted to document their memories as soon as possible. I've already recorded Jim Harrelson, and Gene LeBell has consented to be interviewed. Gene was the first MMA blood-and-guts fighter when he fought Milo Savage in Salt Lake City in 1963."

According to Burleson, the documentary should be finished during 2010, and will be first marketed through Karate schools, and then be distributed for general public release. NAPMA has also agreed to promote it, so look for more information at MartialArts Professional.com.

BURLESON, *continued from previous page*

ments. The informality and camaraderie of those days made it easy to exchange ideas.

A Comprehensive Biography of Pat Burleson

[Editor's Note: Burleson biography reprinted from www.usadojo.com]

Pat Burleson, founder of the American Karate system, holds a 10th degree black belt. Pat began his study of the martial arts in Japan in 1957, a competition career in 1963. In addition to regional championships, he claimed the first US National Championship in Washington D.C. in 1964.

Pat started boxing as a youngster, eventually going to the golden gloves championships while still in high school. He joined the Navy in 1955 to "see the world," and while stationed in Asia, this stocky seaman became a traveling boxing champion for the USN, fighting at bases throughout the Pacific basin. Being a fighter from the United States, he naturally came in contact with the fighting arts of the Orient. His original martial arts training came in the wado-ryu style in 1957 in Iwakuni, Japan. Burleson trained with several schools of karate and Chinese boxing in Japan and Hong Kong before he came back to the states in 1959.

Settling back into his hometown of Fort Worth, Texas, Burleson worked out with the few other ex-servicemen that he could find that had trained in Asia. He had already earned a red belt in Korean tang soo do when he was introduced to Dallas-ite Allen R. Steen. "Allen was a senior to me and I can definitely remember that his abilities were better than mine at the time," says Burleson.

Steen was a brown belt under tae kwon do pioneer Jhoon Rhee, and was eager for his new friend to meet Mr. Rhee. "He [Rhee] was very open to letting me work out with his group," recalls Burleson, "although he wanted me to change my red belt to brown belt for his system." Steen made his black belt in the summer of 1963, and three months later Burleson himself was promoted to 1st-Degree Black Belt.

When Rhee moved to Washington D.C., Steen and Burleson took over the reigns as the "fathers of karate" in the Southwest. "In my opinion, the American system of martial arts really started in two places in this country," says Burleson, "in Chicago and in Dallas/Ft. Worth. It spread quickly from there to place like Los Angeles and New York, but the real beginnings were in those two places.

In 1963, the first World Karate Championship was held in Chicago, jointly sponsored by Robert Trias and the late John Keehan (aka "Count Dante"). "AlGene Caraulia won it as a brown belt," Burleson states. "Allen was there, myself, Jim Harrison and a few others. In those days there were no belt division; in fact, no rules to speak of. That first time in Chicago you saw the marriage of kicking and punching. We went up there with only our kicks, but we dropped everyone we hit. After seeing the hand techniques on those guys, however, we went back to learn some punches.

"Ed Parker is a good example of that type of thinking," says Burleson. "He and his bunch [from California] were at Chicago and they couldn't kick over knee high, but they went back and worked and six months later they were doing head kicks." Burleson maintains that the birth of American martial arts came in 1963 in Chicago. "We started to integrate right there."

See **BURLESON**, *continued on page 34*

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—David Ross, New York, NY

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—Walter Rowe
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ESA, *continued from page 19*

REASON #11: NAPMA RESOURCES' VENDOR SHOWCASE

Here they are, gathered all in one place: the important vendors, suppliers, experts, freelancers…the folks that make implementation happen for NAPMA and many of the most successful schools in the world.

The expanded exhibit hall may be inhabited by exactly the person or company you need to solve a nagging problem or liberate the full potential of your business. It's like finding the "Super Mall" of the Martial Arts Business! Happy shopping!

REASON #12: EXPERTS, SPEAKERS & ROUNDTABLES

An extremely popular feature, you'll be able to circulate and choose to sit at different discussion leaders' tables, ask your questions, test your ideas and get up close and personal with people achieving super-results with our strategies—top experts in their fields, even speakers of the "Extreme Success Academy"! (Hey, you can sleep at home!)

Attendees of last year's Extreme Success Academy discovered that what they liked the most were the formal and informal learning opportunities. The 2010 Academy will once again feature panel discussions with industry leaders and peer school owners. You can meet with the groundbreakers of the martial arts education industry and learn how to ramp up the effectiveness of your teaching—and the secrets of becoming a martial art millionaire.

Gather informally with other NAPMA members and school owners to share ideas, do a little sparring, exchange techniques and bond with new friends and colleagues. Meet your peers and make contacts and friendships that can last a lifetime and support you through business ups and downs.

There's no other venue where you can get so close to those who have answers to your questions.

Good Ideas Everywhere You Turn!

If this is your first NAPMA Extreme Success Academy, then be prepared for what last year's attendees discovered (much too their surprise and delight)—that every speaker and every session offers so many good ideas that attendees are writing and writing until their pencils are nubs or their computers begin smokin'.

NAPMA has set aside the day during the 2010 Extreme Success Academy—Saturday, October 2—for the third Extended Staff Trainng Session. This is clearly one of the major reasons the Academy is so much different than most industry events. A full day is devoted specifically to educating you and your staff about the practical issues of school operations. No theories or distractions—just you, your staff, industry experts and successful peer owners—focused on helping you create a "blueprint" for your school business and a path to success.

You and your staff can concentrate on the practical topics that will make you a winner:

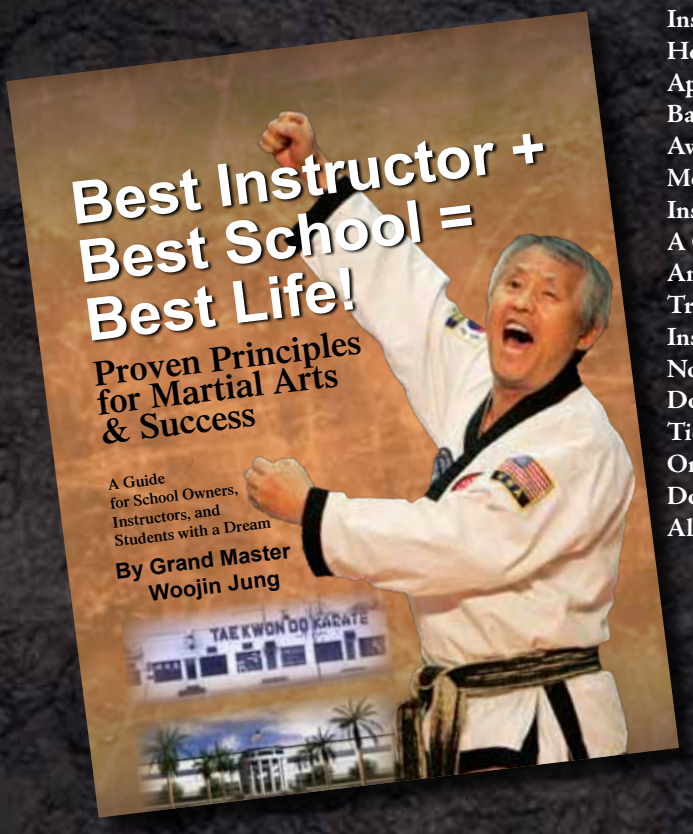
- Creating Payment, Billing and Collections Systems.
- Scheduling and Class "Blocking."
- Program Management Strategies that Improve Long-Term Student Retention.
- Attracting New Students to Your School, Predictably and Reliably.
- Multi-School Operations Strategies.

The primary purpose of the

See **ESA**, *continued on page 34*

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—Bill "Superfoot" Wallace

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—GM J.P. Choi, Deanof the Oriental Martial Arts College, USA

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10 Things You Must Do to Thrive in 2010: Mid-Year Update

By Stephen Oliver, MBA
CEO, NAPMA

At the first of this year I wrote a special report for NAPMA members. These points have been further explored through the Members-Only *Mile High Maverick Newletter* and at the spring Quantum Leap event. I took some time this month to look back at these recommendations, review the year-to-date and think about the fall and 2011, coming up quicker than we realize.

1 Premium Pricing is the Quickest Route to a High Net

Know your value and price your tuition accordingly. We are not in an industry where low price buys market share. In almost all cases, all low price does is limit your revenue per student and convince your students of your limited value.

"Absent Other Criteria, Price Determines Perception of Value."

It's my belief that you should be in the range of $200 a month for a new student's lessons in your school. I'd recommend two to three months down payment to initiate a minimum of a six months and preferably a 12-18 month initial contract for lessons.

Now, as you read the above, you may be thinking about the admittedly horrible economy. We have truly had the worst recession since the great depression. Having run schools since the 1970s I've lived through several similar recessions, although none quite so bad as the current one. In the present economic climate it's VERY important to be much more selective in who you are looking for as students. It's EXTREMELY important to PROVE the value of what you are teaching and to demonstrate that through social proof (discussed in detail in the NAPMA Member Materials).

To clarify, here are a few numbers from our government (www.BLS.gov) about the current employment situation (below). I'm contrasting college-educated adults, 25 years and up, with 20 and up, everyone. Note the 25-year-old and up college graduates are in the range of 3.9% to 4.9%, which is historically around what's called "transitional" unemployment. That's the normal range for employees leaving or employers terminating with time to look for new employment. Contrast that with all men 20 and over at 10% on average or with those without a high school diploma at around 14% as of June 2010. Knowing these numbers is very helpful in determining everything from where to locate your school to where to market for your services.

2 Focus "Internally First"

Take out a blank legal pad and focus on what you can do to improve student perception of value. Value starts with rapport. Hire only sincere and honest people who truly care about their students achievement more than their own. In the current economic climate this is MUCH more important. Students will re-evaluate their commitment more if they are tightening their belts or are more concerned about the future.

3 Have a Strong Sales Process in Place

Have a STRONG introductory, enrollment, orientation and upgrade process in place. Implement a focused SYSTEM to support that process. Vigorously train all staff on that system continuously. NAPMA provides extensive training on all sales and marketing processes as well as comprehensive programs. It's more important than effort to have yourself and your staff thoroughly trained in effective communications skills and to be completely on top of every new prospective student to help them transition into your school as smoothly as possible.

4 What Gets Measured Gets Done

Keep COMPLETE operations statistics on your school and always have an up-to-date Profit and Loss statement. Learn how to read your numbers. Learn what your bench-

Seasonal Unemployment Rate — Bachelor's Degree and Higher, 25 years and over												
2009	3.9	4.2	4.4	4.4	4.8	4.7	4.7	4.7	4.8	4.7	4.9	5.0
2010	4.9	5.0	4.9	4.9	4.7	4.4						

Men's Seasonal Unemployment Rate — 20 years and over												
2009	7.8	8.4	8.9	9.4	9.8	10.0	9.8	10.2	10.3	10.6	10.4	10.2
2010	10.0	10.0	10.0	10.1	9.8	9.9						

Income 25 & Up with College Degree (unadjusted) Median Usual Weekly Earnings (second)					
2007	1030	1092	1088	1086	1072
2008	1108	1105	1131	1115	1115
2009	1138	1140	1145	1121	1137
2010	1140	1138			

marks should be for each area. Pay attention, daily, weekly and monthly.

NAPMA has a complete set of statistics tracking forms that are available at the member website at NAPMA.com. It's extremely important to know what's going on with your business and to be able to measure your results and thus reorient your training and support processes.

5 Upgrade Your Staff

The most important thing you can do, once you have employees, is to run regular training, weekly or twice weekly. An employee either does or does not have the aptitude to perform the role that you need filled. They bring their own motivation to the job. One good thing about an economic downturn is that it's an ideal time to buy a house or a car, and it's the perfect time to hire. As unemployment has risen, more and more high-quality people are on the job market, and therefore, potentially interested in a career with you.

There are many sources of staff. These include internal development, referrals from current students and staff and external recruiting from a variety of sources. Your priority does not need to be advanced rank Black Belts who have been developed from within your program. Certainly, it's nice to hire from within; however, many quality candidates can be discovered from external recruiting.

An accelerated staff training program can yield excellent quality and prepare those who are not Black Belts with you for roles in program director and instructor roles.

6 Martial Arts Without Philosophy Is Just Street Fighting

The move towards mixed martial arts has allowed many to abandon the underlying personal development aspects of martial arts training. Certainly, simple things such as having a student creed, make a huge difference. Teaching weekly character development lessons, having a leadership team and sharing positive life skills are essential. Reinforcing mental development as well as physical skills is essential to developing really high quality students.

It's essential that you institute or maintain the many formal rituals of martial arts training. Bowing in and out of class. Full uniforms that maintain formality and uniformity are extremely valuable. Proper titles of respect used for all instructors help students maintain respect and discipline in their training.

7 Focus on Retention

The least expensive sale you ever make is the second or third sale to the same student. Unfortunately, in most every case, it's expensive, either in time or money, to enroll a new student. You may spend $500 to $1,000 or more in paid advertising to get a new student. Or, you may average several hours of time in community outreach activities to generate each new student.

To grow your student body it's infinitely easier to lose fewer students than to enroll more students. The best way to ensure quality student retention is to improve your ratio of renewals. A student who has set their goal and committed to train to their Black Belt is much less likely to drop out. So the best way to retain a student is to renew them to their Black Belt or beyond.

8 The Marketing Parthenon

Relying on only one or two methods for generating new students is not only lazy, but inherently dangerous. You must develop a wide range of systems and methods for creating introductory traffic consistently. Your systems must include each of the key areas:

ONE Internal marketing events and processes that generate friend referrals and family add-ons.

TWO External "community outreach" events that inexpensively introduce your school to individuals and groups in your community.

THREE Effective advertising methods that are not time intensive but which create a cost-effective stream of introductory students.

9 Separate Your Hobby from Your Business

The vast majority of school owners confuse their interests as a hobbyist with their role as a professional educator. You must not forget that your interests and needs as a Black Belt are different than the interests and needs of most of those who want to take lessons from you.

While you should never lose your zest for your personal training, you must structure an appropriate curriculum for your target audience. Once that's done, you basically teach the same thing over and over to a constant changing group of students (ie. Nnew students coming in all of the time), beginners turning into intermediates, intermediates turning into advanced students, and advanced students turning into Black Belts.

10 Eliminate Self-Defeating Thinking and Elevate your Expectations

Just like in the recent phenomenon "The Secret," ultimately you get what you expect and attract what you focus on intently. It's important to look for references that support your goals and objectives and to ignore the naysayers. Be very careful that you pay attention to the top 10% of our industry and ignore the opinions, pricing and results of the rest.

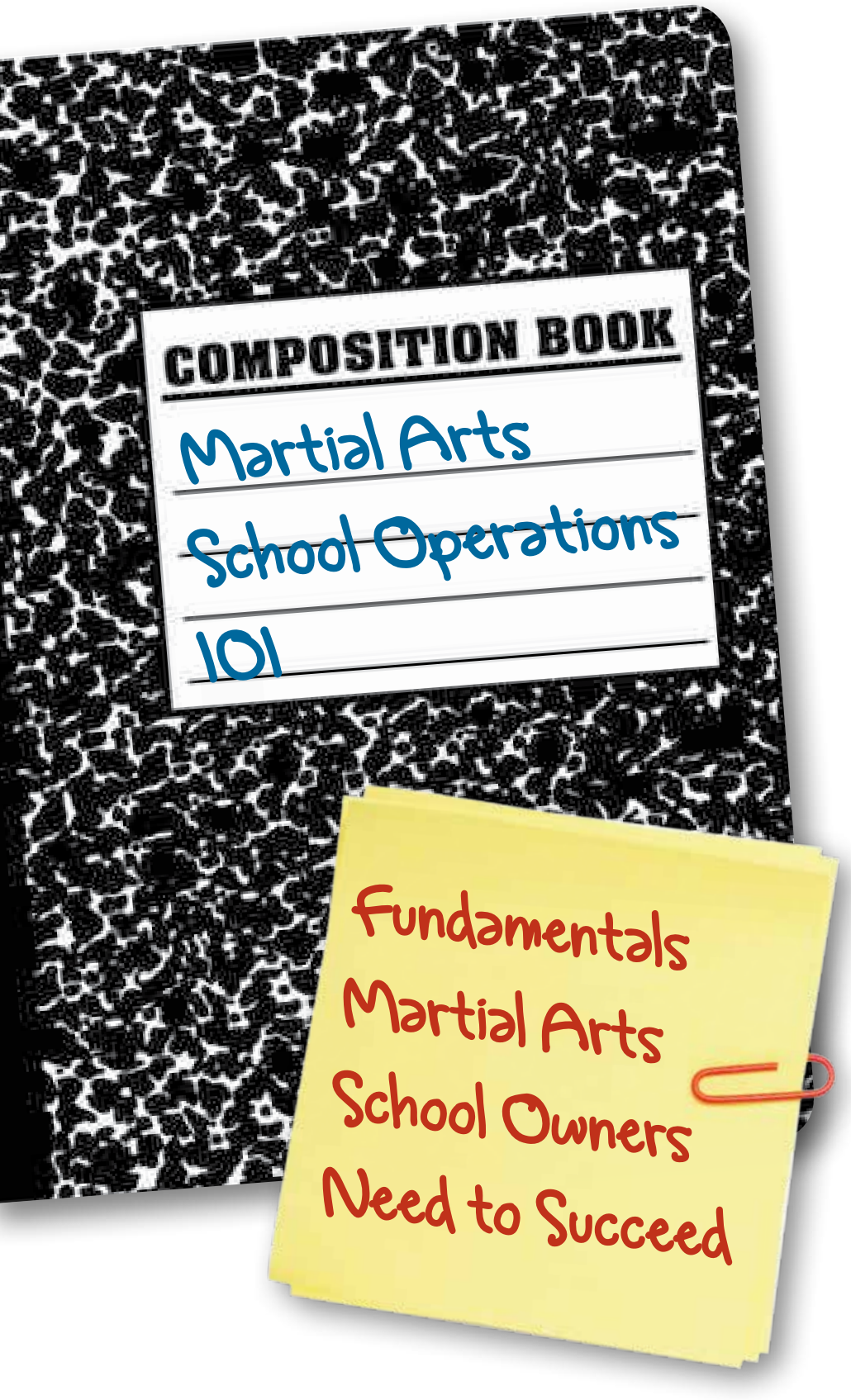
You must be careful to surround yourself with people who have achieved what you want to achieve.

The great sales trainer Tom Hopkins puts it this way: "Never take advice from someone more screwed up than you are."

If you watch the news, then you will see that in the United States a very small percentage of the population earns most of the income. One statistic that I found shows that a little over 15% of the population earns over $100,000 a year, and less than 1.5% earn more than $250,000 a year. Looking at that number alone, you know that if you want to earn over $100,000 a year, then 85% of the people (and probably a lot higher percentage in the martial arts business) are doing the wrong things. Those people have opinions that are not useful to you. If you want to earn $250,000 or more, then 98.5% of everyone is wrong about how to get there.

I've been in the top 1% in our industry for over 25 years. We now have most of those who have been in the top 1% for 10 or more years sharing ideas with you and contributing on an ongoing basis to NAPMA. Most of the "experts" really haven't grossed more than $300,000 per year, much less had NET profit of that much or more consistently. Go to **NAPMAfreeoffer.com** to find out more about how membership can keep you in touch with the true industry experts. ■

One good thing about an economic downturn is that it's an ideal time to buy a house or a car and it's the perfect time to hire. As unemployment has risen, more and more high-quality people are on the job market and therefore, potentially interested in a career with you.



By Toby Milroy
COO, NAPMA

The Martial Arts School Triangle

When running a martial arts school, it is important to remember that there are three sides to running your business. As an owner or manager of a school, you have to remember these three sides to be successful.

1. **Operations**: The operations side of the triangle includes managing the classes, the curriculum, organizing and hosting tournaments, training staff and everything else that is covered in the daily operation of your school.
2. **Marketing**: Marketing includes everything that you do to find new students to come and take classes at your school.
3. **Sales**: The sales side of business includes convincing the new students that you found while marketing to enroll in classes at your school. You have convinced them that they will get value out of your school.

When operating a National Association of Professional Martial Artists (NAPMA) School, it is important to remember the 5-to-1 service ratio. This ratio, which is part of the operations side of the triangle, means that for every dollar spent, your customers should get five dollars worth of value. This is a goal that all NAPMA schools should aim to reach, and a goal that the Mile High Karate School strives for, as well.

Why Do So Many Schools Fail?

Most martial arts schools fail because the school owner spends a disproportional amount of time on ONLY the operations side of the triangle, and not enough time on the other two sides—the marketing and sales sides of their business. Most owners are so busy trying to develop their curriculum and manage the minutia of running a business (buying office supplies, managing paperwork, etc.) that they don't put enough time and effort into marketing and sales.

To be successful in your school on a long-term basis, you should be spending roughly equal amounts of time on each of the sides of the triangle. One third of your time should be spent looking after the operations side of the business, one third of your time on marketing (attracting new prospective students) and one third of your time on sales (enrolling prospective students into your program, and upgrading or renewing students into your higher level programs).

If you are already spending more than 40 hours a week on the operations side of your martial arts school, you might be wondering how you are going to be able to work that much time on the marketing and sales sides of the business. The answer isn't in finding 80 more hours to put into your business, but to figure out how to run your business more efficiently and to manage your time better.

Managing the Operations Side of Your Martial Arts School

To give you more time to focus on your marketing and sales side of your school, you are going to need to learn how to manage the operations side of your martial arts school.

- **Delegate Tasks.** It is essential to get your staff to be able to do the tasks that you delegate to them. They should be able to do the majority of the day to day work without your input.
- **Stop Doing Some of Your Tasks.** There are probably a lot of tasks that you can give up altogether. Find a few tasks that you could stop doing that would not affect your business and then just stop.
- **Develop and Train Staff.** Train staff to know how to take over the operations side of the business. Provide them with checklists of what to do to open the school in the morning and the 10 things they need to do before they lock up the doors for the night. Use the time that you would normally spend doing these tasks to focus on the other aspects of your school.

It is important to cut down the operations side of your business to no more than one third of your time and to start focusing on the other two areas of business. Before you start making changes, remember that you have to provide the same level of customer service, have the highest standard of curriculum and provide the best value possible for your students.

It's a myth that when the economy is tough, martial arts schools can't succeed. In the Inner Circle Group and the Peak Performance Group, there

are schools that are setting enrollment records, growing in both students and in reputation. These schools have stopped blaming the economy and have started thinking about what they can do to get new students and grow. They are using their brain instead of placing blame.

Integrity in Business

As a martial arts school owner, you are going to face difficult choices that you are going to have to make. Some of these decisions will make you choose between being very successful and having integrity.

You may think it isn't possible to be successful and have a high level of integrity in business, but it is possible if you remember the importance of giving your students value. You may think that it is important to have the best students, but what is important is to have students who are getting value for their tuition dollar.

A martial arts school's growth can be accelerated or destroyed by the experience of former and current students. If they don't feel like they are getting immense value for their tuition dollars, and have a negative experience in your school, they are likely to say negative things about your school. If your students aren't making legitimate progress, having interesting classes and developing their character, they aren't likely to return, and they will tell their friends about their experience. The old adage goes "The best way to kill a bad movie is with good marketing." Everyone who sees the film on opening weekend tells their friends how bad it was and kills the box office sales.

If your students (and their parents who are footing the tuition bill) are growing and learning, and are becoming strong students, they will tell their friends and help your business to grow.

Example 1—The Part-Time Teacher:

There are some teachers who teach for the love of teaching. They have a full-time job that doesn't revolve around martial arts and teach two or three nights a week. They don't have any ideas about getting rich and making a huge profit while teaching their martial art—they do it for the love of the sport. Is this type of teacher the best kind of teacher? Is he the one with the most integrity?

To some, it may seem that this is the noblest kind of teacher because he is teaching it for his students, not for profit. His day job allows him to live an adequate lifestyle, so there aren't any worries about money. His only goal is to provide students with the best possible instruction and to see them succeed.

In reality, it's not likely that a part-time teacher can provide his students with the best. After working 40 hours a week at his day job, how could he possibly be able to give the same quality of instruction as a teacher who does this professionally? How could he prepare a new curriculum, organize all of the details and so on, so that his students can proceed to the next level? How can he become better at teaching if he is working 40 hours a week and only practicing martial arts for a couple of hours each week?

Some say that the part-time teacher who does it for the love of martial arts has more integrity than the owner of a school who has to make a profit to keep the doors open. However, you can't deny that the more time and effort you put into something, the better your results. Those teachers who dedicate their entire lives to improving the lives of their students, and dedicate their focus on building their school, can build a substantial business and become better teachers, which produce better students.

Example 2—The Get Rich Quick Teacher:

There are some schools out there where the students don't really matter. It just matters how much money each warm body will bring in every month. The instructors and managers aren't concerned that the students are learning anything or getting any value in the classes.

These schools can fool the market for a while, but typically fail pretty quickly. When the community at large discovers what you are all about (and then drop out because of the poor quality service and curriculum), word gets around.

This is BAD for all of us! When people start to hear negative things about "martial arts" they'll rarely differential "us" from "them." This type of bad press hurts the martial arts in general and can negatively color your reputation in your community, even when it's the guy down the street who is the problem.

Schools that have been around for a long time develop deep roots. Those roots are planted in elementary, middle and high schools, in churches, day care centers, in community centers. For martial arts schools such as the Mile High Karate family in the Denver area, which have been around for more than 25 years, it is impossible to have such deep roots in the community and not have the highest level of service, the best students and a comprehensive and updated curriculum. It's impossible to be associated with so many people in the community for that long and not provide a service, because if you are just after money and don't care if the students that you turn out are of the best quality possible, then the school administrators and the community center workers are going to figure it out very quickly.

Showing the community that your school breeds the highest quality of students, and over-delivering on the service that you promise, will enable your school to grow roots in the community and have a success that reaches into the future.

Tuition Prices—How Much Should I Charge?

One of the biggest issues that many school owners struggle with is the price of tuition for their students. Some people think that if your tuition prices are high, then you are somehow "degrading the integrity in your art." Some school owners think that martial arts should be "cheap," or compare their relative value to lower quality programs, like the YMCA, dance schools or the like. Of course, these beliefs need to change.

These beliefs are misplaced. Think about where most of the martial arts came from. They came from feudal area Asia, including Japan, Korea and China. In that era, it was the wealthy who studied warfare and the martial arts. Training for war, financing the production of weapons and having expert warriors to teach the soldiers all cost money, which the wealthy land owners provided. The temples and monasteries where martial arts flourished were largely subsidized by the wealthy and the faithful.

The Martial Arts School Triangle



Another item you must consider is building in enough profit to re-invest in the development of your program, training and educating yourself and your staff. If you thumb through any of the trade magazines out there and see the tuition rates of some of the top school owners, for example, Keith Hafner, Steven LaVallee, Dave Kovar or Stephen Oliver, you'll see that their tuition rates are among the highest, but the quality of students are also among the best.

NAPMA Schools—The Advantage

Schools that join NAPMA have the advantage of keeping their classroom fresh and exciting, without having to spend a huge amount of time "thinking up" new creative teaching material.

See **101**, *continued on next page*

101, *continued from previous page*

Every month, they receive a huge package in the mail containing DVDs and CDs with educational material, fresh drills and curriculum enhancements, along with instructor training tools and reports from world renowned child psychologists and child development experts giving advice on how to produce the best student. Schools that invest in their education, their staff's education, and develop their programs will be able to command premium tuition for premium service.

Keep in mind, you are only worth what the market believes you are worth. If your mission is to charge a high tuition, and then skimp on student service, student quality or student outcomes, I'd recommend you move out of the industry and leave the martial arts to the professionals.

However, if your mission is to provide a premium experience, have high-quality standards, invest heavily in your (and your staff's) education, and TRULY provide the highest quality product to your students and change the lives of your students for the better, then I'd recommend you charge what you are worth!



Treat Business Like a Business

What is the number one mistake that most martial arts school owners are making? The general answer is simply NOT treating the business like a business! FAR too many school owners treat their business like a hobby, refusing to employ the most basic business principles, or invest in learning these proven business principles. They think that success in a martial arts school is only about the "style" that you teach, and the curriculum you've been studying for 10 years.

Here are a few "deadly sins" we see too commonly in the industry.

1. Operating as a Sole Proprietor or Partnership and not utilizing the liabilty and tax advantages of a Corporation (either C-Corp, S-Corp, or LLC).

2. Not having adequate business liability insurance or accident insurance. One accident could ruin not only your business, but also your personal finances as well. Having adequate insurance is crucial for business owners.

3. Not showing compassion towards students or being too aggressive in the name of "tradition." Maybe you've seen videos on the news or on the Internet of students as young as six years old doing full contact mixed martial arts without head protection, padding or gloves. This type of training is child abuse, and the owners should be arrested and charged with such. Many traditional schools have crossed the line and employ dangerous or unsafe instruction methods as well.

4. Charging too little for your services. Studying the martial arts has the ability to change lives forever. It develops confidence and focus, and this is what our society needs more of—people who have the same level of discipline and drive as someone with a Black Belt in martial arts.

Black Belt leaders are those who have high integrity and don't compromise that integrity for their own gain or because of peer pressure. Professional martial arts schools should be compared with high-end private schools and private tutoring, not football and soccer.

5. Refusing to learn "That Marketing Stuff." You have to be

See **101**, *continued on page 32*

THE NAPMA A-TEAM...

WILL PREPARE YOU FOR THE NEW EMERGING ECONOMY

BE READY FOR AN ONSLAUGHT OF NEW OPPORTUNITIES

I thought it was going to be a lot of fluff..... all about money, money, money..... like it was Mile High Karate City .....but it really turned out to be a great experience

My name is Kurt Miller and I'm a small school owner. I had a great experience. This is bout my 5th or 6th NAPMA conference and it was dramatically different than any that I had ever come to I do have to say in the beginning I thought it was going to be a lot of fluff. The material that I got almost put me off, the advertising for the conference, I thought this was going to be the Steven Oliver show, it's all about money, money, money I'm not going to get any business stuff, it just seemed like it was Mile High Karate City in there, but I came with an open mind knowing NAPMA's past track history with me, so I came, I thought well I'm going to go and see how it goes.

But, it really turned out to be a great experience. Steven said he eliminated a lot of the distractions which is what I really loved the first few, the workouts, the business a little bit of everything, but I've evolved a little bit, I know that I need to change my business practices and that's really what I wanted to do this time. So he calls them distractions, that's what jazzes me, but what jazzes me isn't going to help me to grow anymore.

I still love to train, it's what I do, it's what I love, but to be a better business I need to do what they told me to do this weekend. So I'm real happy I came and I'll be back.

Kurt Miller
Miller Taekwondo





WITH FEATURED KEYNOTE SPEAKER and NAPMA 2010 LIFETIME ACHIEVEMENT AWARD WINNER

Brian Tracy

THE NAPMA A-TEAM

2010 NAPMA EXTREME SUCCESS ACADEMY

OCTOBER 1-3, 2010
SAN DIEGO, CA

DON'T JUST SURVIVE...THRIVE IN THE NEW ECONOMY



The stability of your school and its success depend on how well you're able to change the way you do business. The economic environment in which your school must grow has changed forever, which means the martial arts industry has also permanently changed.

Your best opportunity to prepare for new emerging economy is to attend the 2010 NAPMA Extreme Success Academy because NAPMA is way out front with the systems and strategies you need. No more of the "Same Old, Same Old!"

Our Academy event is the clear alternative to the "same old, same old"… because this is the only place where you can experience the ULTIMATE MASTER-MIND EFFECT by immersing yourself within this confluence of successful peers and respected experts from inside and outside of the martial arts community.

In all honesty, we are the only group that will lift you and your school from that recession rut and put you back on track with the legitimate, tested, proven, innovative, yet original, even radical strategies that we've used successfully for decades to grow many of the top schools in the industry.

The Academy brings these benefits:

1. The Extreme Success Academy Is Not for the Entire Industry!

Let's be very clear about who will benefit the most by attending the Extreme Success Academy:

The Academy welcomes those who want to have a sincere, positive impact on their students and their communities for decades. That is the mindset that leads to a marvelous living and long-term wealth, equal to or exceeding any other financial opportunities.

The Academy is for those school owners who took advantage of the marvelous transformation of martial arts' image, with the release of *The Karate Kid*. They worked hard to develop their professionalism and become more educated, competent and skillful people.



2. It's Much Easier and Cheaper to Retain Your Students Longer, so You Can Focus on Teaching Martial Arts.

You'll learn the proven student-service and retention strategies that are producing retention rates as high as 96%, 97% and even 98% in schools across the globe! Imagine if you were able to save one student per month from dropping out? What impact would that have on your bottom line?

3. You Need Tested, Proven and Successful Strategies and Tools to Help Grow Your School!

The NAPMA team has some of the most talented martial arts minds in the world. They test and tweak their systems in the real world every day!

What huge results could you accomplish if you knew which systems and concepts work and don't work in schools around the world? How much of your valuable time, focus and energy have you wasted on expensive trial-and-error efforts?

Visit our website and register at ExtremeSuccessAcademy.com or fill in and fax the registration form included with this flyer TODAY!

A STUNNING ARRAY OF SPEAKERS



BRIAN TRACY

International speaker and consultant is best known for his remarkable work "Psychology of Achievement," will be the featured keynote speaker at this year's Extreme Success Academy.

Brian Tracy has consulted for more than 1,000 companies and addressed more than 5,000,000 people in 5,000 talks and seminars throughout the US, Canada and 55 other countries worldwide. As a Keynote speaker and seminar leader, he addresses more than 250,000 people each year.

NAPMA's Extreme Success Academy, attended by the real movers and shakers in the Martial Arts Industry, will focus on the Ten Keys for Success in this emerging economy. Many schools have closed their doors in recent years, but there are some schools that not only survive, they thrive. Learn the important trends to watch.



DELIVERING WHAT YOUR STUDENTS REALLY WANT

GRAND MASTER STEPHEN OLIVER, NAPMA CEO and trend-setting multi-school owner will discuss how to deliver what students really want. The focus on customer satisfaction has become increasingly important.



LEADERSHIP LESSONS OF MULTI-BILLION DOLLAR CEO'S FOR YOUR ORGANIZATION

DON SOUTHERTON will discuss with you the leadership lessons he has gained as a consultant to CEO's of multi-billion dollar businesses.



MARKETING TO THE MASS AFFLUENT, HOW TO "SPEAK" THEIR LANGUAGE!

TOBY MILROY, NAPMA COO and expert in Martial Arts marketing trends, will cover how to target and market to the affluent customer.



MAINTAINING THE "ART" IN YOUR MARTIAL ARTS SCHOOL BUSINESS

ED PARKER, JR. co-produced with his legendary father nine international championships. He brings his incredible background working with the biggest names in the Martial Arts entertainment industry to discuss maintaining the art form in your business.



HOW TO "GROW" A TOP NOTCH STAFF FROM WITHIN!

GRAND MASTER JEFF SMITH will lead the discussion on growing a top performing staff in your school. In addition to an unparalleled competitive career, he operated the Jhoon Rhee Institute as Chief Operations Officer growing it to a multi-million dollar business with multiple locations.



A NEW BREAKTHROUGH IN WEBSITE AND ONLINE STRATEGY WITH PROVEN RESULTS!

SIFU MICHAEL PARRELLA has developed a strategy for converting website visitors to enrolled students faster and more efficiently than anyone we have seen in the martial arts industry. He will share his secrets with you.



OVERCOMING OBJECTIONS WITHOUT THE SLICK "SELLING"

MASTER FRANK BROWN, instructor and consultant, will cover the techniques every owner needs to know to sell by presenting the strengths and quality of your program. In this emerging economy it is vital to market to the people who can afford your services.



HOW TO CREATE WORLD CLASS TEACHERS THAT WILL HAVE LIFE CHANGING POSITIVE IMPACT ON YOUR STUDENTS!

DR. LORENZO TRUJILLO, JD, EDD, expert consultant in educational psychology, will show you how to have world-class instructors who impact students in a positive and profound way. You can benefit from the expertise Dr. Trujillo offers to the largest school systems in the country.

PREPARE YOUR STAFF FOR A PROFITABLE FUTURE!

Several States are preparing to FORCE restrictive regulation onto martial arts schools, putting unqualified, bureaucrats in charge of your future! If we don't set the standards and self regulate, we'll be at the mercy of state and federal regulatory agencies who are looking to fill the government coffers with your hard-earned money.

NAPMA is leading the charge to help school owners and their staff raise the standards in the industry and eliminate the state's "necessity" to impose overly-restrictive, misguided regulation.

During the 2010 NAPMA Extreme Success Academy, we will have a special "Staff Members-ONLY" training session for half the normal price! We will motivate and excite your staff about being a part of such a great industry and a school that is so invested in their education! Our goal will be to give them the skills, tools and the motivation to be better employees, but also to think like an owner and hold themselves accountable for results!

This session focuses on sharing best practices for handling new prospects and students, student service, internal student retention systems, seeing the "big picture," juggling competing priorities, handling special events and much more!

PLUS, your staff will benefit from one another. Quite frankly, there is no one person that could answer the range of questions that come up. In this session, your staff can ask questions of dozens of experts in school operations and interact with other staff members. They will benefit for many years from the contacts they make.

Here's just a small sample of the topics we'll cover in this valuable training session:

- Smoothly Transforming Information Calls into Paying Students!
- Plugging the Hole in the Bucket and Keeping Your Students Fired Up
- Creating a Non-Confrontational Sales Environment by Prepping a Student for the Renewal or Upgrade Conference
- Accountability and "Entrepreneurial" Thinking for Staff Members

Your Staff Will Also Learn...

The Extended Staff Training Day presents even more success-oriented techniques and information.

- Getting work done right the first time
- The simplest system ever devised to allow your staff to accurately track statistics and performance
- Collecting delinquent payments without offending the student/parent
- Quick and easy lead follow up systems to generate new students
- Customer relations: how to resolve student issues
- Setting the ground rules for your students so they don't become "difficult" customers

BONUS: Making Visionary Leaders More Successful

As business owners and entrepreneurs, you are visionary leaders who are quickly innovating new systems and promotions. Visionary leaders need support staff or administrative leaders to implement their ideas and operate their systems.

This session will clarify for your staff members what their key result areas are, and how to hold themselves responsible for their results, not just their activities.



..I don't know what you did to my staff, but THANK YOU!!!

I brought my staff to the Extreme Success Academy, and had them attend the "Staff Training" day.

I don't know what you did to them, but all I can say is THANK YOU!!

The plane ride back home was a brainstorming and strategy session like I've NEVER had with them before. NOW they REALLY seem to "get it", and I'm So Grateful!!

Steve Yost
Hatterage Martial Arts Academy

NAPMA 2010 Extreme Success Academy

ROUNDTABLES AND NETWORKING

Attendees of last year's Extreme Success Academy discovered that what they liked the most were the formal and informal learning opportunities. The 2010 Academy will once again feature panel discussions with industry leaders and peer school owners. You can meet with the groundbreakers of the martial arts education industry and learn how to ramp up the effectiveness of your teaching—and the secrets of becoming a martial art millionaire.

Gather informally with other NAPMA members and school owners to share ideas, do a little sparring, exchange techniques and bond with new friends and colleagues. Meet your peers and make contacts and friendships that can last a lifetime and support you through business ups and downs.

SUBSTANTIAL DISCOUNTS APPLY FOR FAST MOVERS. IF YOU REGISTER NOW!

NAPMA RESOURCES SHOWCASE

The newest equipment, software packages and other great products are important parts of the mix to help your school grow and prosper—and you'll find them at the NAPMA Resources Showcase. This "success" mall of the greatest manufacturers and suppliers will be located within a few feet of most sessions, making it easy for you to talk with representatives and experts who have the products, programs and ideas to help you maximize your profits and boost student success.

Register at ExtremeSuccessAcademy.com or fax the registration form on the last page.



I believe that Stephen Oliver and Toby Milroy are two of the most knowledgeable people in the business…

I'm Mike Pace from Vernon, New Jersey. I just want to say that these events are always awesome. I always learn a lot of new things to implement. It's really helped my school tremendously as far as the growth. I can't say more that I believe, I totally believe, that Stephen Oliver and Toby Milroy are two of the most knowledgeable people in the business. If you really want to improve your school and take it to the next level, you can't miss these things!

Shihan Michael Pace 9th-Dan
Goshin-Ryu Karate
Pace Institute of Karate
Vernon, New Jersey

NAPMA Inner Circle Member—everything that I've done with this program has been excellent!

My name is Andrew Aleman and I'm from Dancing Dragons Martial Arts. I joined up with NAPMA about three months ago, and everything that I've learned, everything that I've done with this program has been excellent! I regret absolutely nothing about it! There was 100% help with it. It improved my school 100% and I'm hoping to work with them more later on in the future!

Andrew Aleman, NAPMA Maximum Impact Member
Dancing Dragons Martial Arts
Minneola, Florida

Our fourth or fifth time coming to this event, and it just gets better and better every year!

I'm Penny Pitassi from Three Tigers Martial Arts in Illinois. This is our fourth or fifth time coming to this event, and it just gets better and better every year! I get lots of great ideas to bring back and implement in my studio. Since I've started coming to these events, we've more than tripled our income! It's been fantastic. I look forward to the next one—we'll be in San Diego in October!

Penny Pitassi, NAPMA Inner Circle Member
Three Tigers Martial Arts
Swansea, IL

Now I've got a whole new belief system! Thank you guys!!

I'm Anthony and I'm the program director from Jungle Gym Martial Arts out of Bronx New York. Justin invited me after his first event in San Antonio. We enjoyed a lot of success after that event, so I definitely was dying to come in and get the ideas that you had. It's been awesome so far. I'm looking forward to attending your other events. It really opened my eyes to why we really do what we do in the Martial Arts! Three years ago I came in with different ideas; now I've got a whole new belief system! Thank you guys!!

Justin Garcia, NAPMA Maximum Impact Member
Jungle Gym Martial Arts
Bronx, NY

BRIAN TRACY TO BE HONORED WITH NAPMA 2010 LIFETIME ACHIEVEMENT AWARD



Brian's goal is to help you achieve your personal and business goals faster and easier than you ever imagined. He has consulted for more than 1,000 companies and addressed more than 5,000,000 people worldwide. He is the top selling author of more than 50 books, including the best-selling *Psychology of Achievement*. He will be presented with the NAPMA 2010 Lifetime Achievement Award and present his message address at the ESA keynote meeting.

1996



GRAND MASTER JOE LEWIS is a 10th-Degree Black Belt, a former Kickboxing World Champion and, for 17 years, won more titles, set more records and instituted more innovations than anyone in sport Karate. In 1983, he was named the "Greatest Karate Fighter of All Time."

1999



GRAND MASTER JHOON RHEE is 10th-Degree Black Belt and is the only recipient of NAPMA's prestigious Living Legend Award for professional and personal excellence. He was honored at the 2008 Extreme Success Academy with the first NAPMA Living Legend Award.

2000



SENSEI FUMIO DEMURA is the President and Chief Instructor of Shito Ryu Genbu Kai International, and a multi-discipline martial arts master. With a distinguished career in film and television, Sensei Demura consulted on the Karate Kid films and trained Bruce Lee in martial arts weaponry.

2001



MASTER ED PARKER, SR. (1931–1990) was an American martial artist, promoter, teacher and author. He is credited with opening the first commercial Karate school in the western United States in 1954. He trained many Hollywood stuntmen and acting greats, including Elvis Presley.

2002



MASTER ERNIE REYES, SR. is a performer, author and coach to champions. He is known as the Master of Creative Karate and one of the greatest martial artists of the 20th century. Master Reyes is a consultant to the film and television industry, working with stars such as Wesley Snipes.

2003



TONY ROBBINS is one of the greatest self-help authors and inspirational gurus of our time. A Black Belt Taekwondo martial artist, he is considered an expert in the field of the psychology of business leadership and personal motivation.

2008



GRAND MASTER JEFF SMITH is a 9th-Degree Black Belt and the first PKA World Light-Heavyweight Kickboxing Champion. During the early 1980s, he was owner/founder of the very successful chain of World Champion Jeff Smith Karate schools in the Washington, D.C. area. He is now Mile High Karate director of instruction.

2009



GRAND MASTER PAT BURLESON is a 10th-Degree Black Belt and is America's first Karate Champion, is anauthor, speaker, teacher and stunt actor. He is listed in America's "Who's Who" of American Martial Arts and is the recipient of two Karate Hall of Fame awards.

THE SUCCESS PRINCIPLES DON'T CHANGE

All Academy sessions are focused on teaching you the methods, tools and techniques that the most successful school owners use every day to beat their best enrollment and revenue records and open new schools, regardless of the recession.

Stephen Oliver, Toby Milroy, Jeff Smith and many of the Academy's special guests are the school owners with the longest and most productive track records, and have operated school businesses throughout the many economic cycles of the last 30 years.

They've experienced more of the problems, pitfalls and perils of operating a martial arts school than you can imagine, and have fallen and stood again, to become even more successful the second or third time.

The mastermind effect provides the intangible benefits of being in the presence of school owners who have experienced the greatest success. Part of why they have been so successful is how they carry and present themselves, the underlying wisdom of their ideas and their sincere commitment to help you become equally successful. You can have that life-changing experience at the 2010 NAPMA Extreme Success Academy.

INVEST IN YOUR BUSINESS EDUCATION

If you make the commitment, then what you pay to attend the Academy will be returned again and again in future profits. "Invest" is the right word because attending the 2010 NAPMA Extreme Success Academy should never be considered just a "cost of doing business."

Stephen Oliver, NAPMA CEO, recently explained to NAPMA members why the "one-good-idea-will-more-than-pay-for-your-investment" concept is real and can be easily quantified—and the large amounts you can generate from one good idea are nothing short of amazing.

"You've heard it said that one good idea pays for your attendance at and the time and effort to travel to a NAPMA event. I heard a member from the U.K. recently say that he didn't agree with that concept.

"Maybe, add two additional enrollments per month, and increase value from $3,000 to $4,000? Well, that totals $96,000, $120,000 or $216,000 additional per year, if you were averaging 10 enrollments a month before the event. (You add two enrollments on average per month and add $1,000 additional value for the 10 enrollments a month that you were already generating.)

"Now, if you spent $3,000 for registration and travel costs and staff time for a NAPMA event, then you would receive a 2,400% return on investment. Now, just imagine if it was two good ideas!

"Maybe, add two additional enrollments per month, and increase value from $3,000 to $4,000? Well, that totals $96,000, $120,000, or $216,000 additional per year, if you were averaging 10 enrollments a month before the event. (You add two enrollments on average per month and add $1,000 additional value for the 10 enrollments a month that you were already generating.)

"Now, for your $3,000 total expense, that's a 7,200% return on investment. (Try that in an era where savings, CDs and T-bills garner less than 3%, annually!)

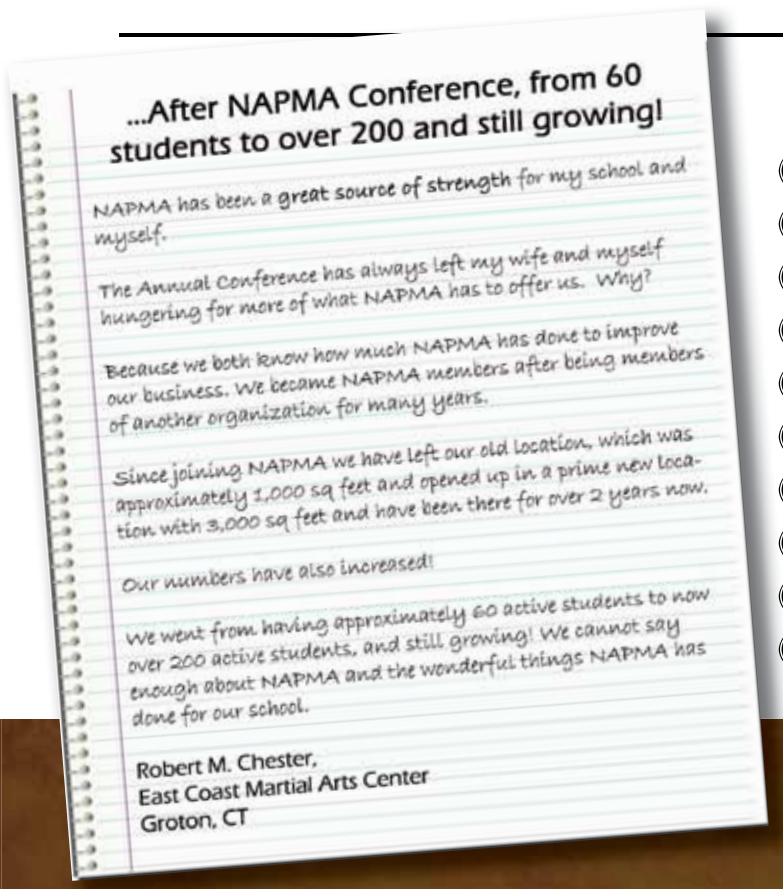
"Never underestimate the value of the 'slight edge' or one good idea.

"One attendee at the 2008 NAPMA Extreme Success Academy (who traveled with five people all the way from The Netherlands) explained to me that one idea I gave them at that event added $500,000 to their revenue during the six months since the event! Now, if it cost them $10,000 to attend that event, then it's still a 5,000% annual return on their investment.

"A single, GOOD idea can indeed be worth many multiples of your investment. Frankly, if you just learned enough at a live event to add five or six new students a year or improve income per student by 5–10%, then it's well worth the cost and your time."



Attendees receive outstanding value for their investment in their business education, as they listen to Stephen Oliver, NAPMA CEO.



My Personal Guarantee

If at the dinner break of Day #1, you do NOT agree that you are participating in a Life-Altering Event and Experience of MEGA Importance and Value to you, you may advise us of your disappointment and exit the Conference with a

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SATISFACTION 100% GUARANTEED

REGISTER TODAY AND DON'T MISS OUT ON ALL THE GREAT BENEFITS!

Meet with the groundbreakers of the martial arts education industry and learn how to ramp up the effectiveness of your teaching—and the secrets of becoming a martial art millionaire. Gather informally with other NAPMA members and school owners to share ideas, do a little sparring, exchange techniques and bond with new friends and colleagues. Meet your peers and make contacts and friendships that can last a lifetime and support you through business ups and downs.

EXPLODE past the competition in 2010. Rub elbows with some of the most successful school owners in the world! Register me immediately!

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Extreme Success Academy

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- Includes FREE Staff Training Session on Friday, October 1
- 2-Month Equalizer Payment Plan: (August–September on Tuition over $500)

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☐ **YES! Register me for the Extreme Success Academy, October 1–3, 2010, San Diego**

☐ Non-NAPMA Members ~~$1997.00~~ $897.50

☐ NAPMA Basic Member ~~$1997.00~~ $349.50

☐ Maximum Impact ~~$1997.00~~ $299.50

☐ Peak Performers or Inner Circle ~~$1997.00~~ $0.00

NOT A MAXIMUM IMPACT MEMBER? What a great time to enroll or upgrade! You get the highest/best/most advanced information, all the benefits described on the reverse side of this form — then you save at least $100.00 on your Extreme Success Academy registration, and you attend the closed-door Maximum Impact and Higher networking gathering at the Conference! DO IT NOW!

☐ I want to upgrade my membership to Maximum Impact in order to take advantage of all the additional benefits outlined on the back of this form.

☐ I want to also register the following (spouse, partner, key employee) to attend the Extreme Success Academy with me for just HALF of my Registration Fee (maximum of two):

1. _____ ☐ Key Employee ☐ Partner ☐ Spouse

2. _____ ☐ Key Employee ☐ Partner ☐ Spouse

Do This!

Name_____ School Name _____

Address (No P.O. Boxes) _____

State/Prvnc. _____ Zip _____ Country_____

Phone _____ Fax _____ E-mail _____

Credit Card: ☐ Visa ☐ Master Card ☐ Amex ☐ Discover

Credit Card #_____ Exp Date _____ Security Code (back of card)_____

Signature _____ Date _____

Providing this information constitutes your permission for NAPMA and or Martial Arts Marketing to contact you regarding related information via mail, e-mail, fax, and phone.

Phone: 727-540-0500
Fax to: 727-540-0806; Attn: Bob Dunne
Mail to: 2578 Enterprise Road, Ste. 344, Orange City, FL 32763
Register online: www.ExtremeSuccessAcademy.com

Why You Must Come to the 2010 NAPMA Extreme Success Academy

"The Extreme Success Academy provided plenty of meaty information!"
"The Extreme Success Academy provided plenty of meaty information that I can immediately implement to improve my school. "The insights of speakers and experts from inside and outside the industry provided invaluable information that I would not otherwise know."
Sensei Tim Rosanelli
Maximum Impact Karate
Dublin, Pennsylvania

"The entire weekend was great!"
"The entire weekend was great. In general, martial arts schools in Europe are way behind in their business education and implementation compared to what I learned at the Extreme Success Academy. "The first action I expect to take is to start perfecting and implementing upgrade systems and developing a better-performing staff."
Sergio Iadarola
IWKA
Amsterdam, Holland

"Our first action will be to raise our prices…"
"I think the most important idea we learned is to network and meet with school owners whose schools are similar to ours, or maybe just a little bigger. Our first action will be to raise our prices, so we can be more competitive and compensate ourselves for what we teach and how we change lives."
Heather Potter
Charlottesville, Alabama

The Folly of Low Price



Recently we had a typical event for martial arts school owners happen. Unusual for me over the past 27-plus years actually. I've only had it happen directly once before, but now 2009 was a blockbuster. What am I referring to specifically? Well, it's the disgruntled former employee. Who after earning a good living, being treated fairly, and contributing to the bottom line, ends up in a slump. Then (since they are on commission) their income suffers. Then wife, girlfriend, husband or boyfriend and family members, friends, even students, start whispering in their ear about how they are making you rich. How after all these years their income should have continued to go up and how they are the only reason for the success of the school, the owner or the students (conveniently forgetting the commission percentage thing along the way, or who taught them how to run the business in the first place.)

Next comes the inevitable build-up. They start to look for small or large "inequities." Start justifying their increasingly disloyal behavior. Increasingly argue for or demand more and more money for less and less effort and performance. Eventually, deciding that they should just take "their students" down the street to fully benefit from their own labor, and in the meantime, making an effort to stab at the owner, burning all bridges in the process. Now, over the years this has happened to just about all of my friends at one time or another. In some cases several times. It's especially a plague among multi-school operators.

That having been said, again I had been virtually immune to that syndrome from 1983 to 2009. Then "out of the blue," I had four in a row at some level or another. A couple very blatant, on-the-border of criminal (probably the other side of the border). Oh, well. As Nick Cokinos used to say: "Leave them to heaven." Over the years MANY, probably even most, employees who at one time or another "left in a huff" have come back to apologize and ended up appreciating the training, opportunity, and income that they received. As often said, the grass is always greener…but, just as hard to mow.

One in specific stands out. Not as being particularly vicious, but in just the stupidity of the approach. A staff member who was practically raised in the organization (from age seven through mid-20s), who had really never had another job other than working directly for me or for one of our franchisee owner-operators, decided to burn out, leave in a huff, then move a couple of miles down the street and stab out while burning his bridge permanently.

Along the way he decided that the $60,000-$70,000-plus income that he had earned as young 20 something high school graduate and the skills he had learned were somehow wrong or misdirected. One particular thing stands out. He decided to become the cheapest school in the area by charging less than half of our prices. Advertising no down payment, no contract, no renewals and the lowest monthly tuition in the area.

It's fascinating he intentionally (I say intentionally, because he certainly should have known better. I spent hundreds of hours training him) set out to cut his new student tuition in half and overall student value to one-third or one-quarter of what we were charging very successfully.

Now understand the ramifications. That means that he needs at least three students to our one to make a comparable gross revenue.

> *By being the cheapest in town, for those who do compare, you end up pigeon-holed as the lowest quality school rather than as the highest or comparable.*

If our average income per student is $300 and he committed himself to $99, then if we have 100 students, he needs 300 for the same gross revenue. And, never forget: to have a comparable student-teacher ratio, then you need more staff (perhaps much more) to have the same level of service and a comparable retention rate.

A few principles to remember about human nature as it relates to pricing:

First: "Absent other objective criteria–price determines perception of quality." By being the cheapest in town, for those who do compare, you end up pigeon-holed as the lowest quality school rather than as the highest or comparable. Martial arts instruction is not "Sam's Club vs. Wal-Mart vs. Safeway vs. 7-11." In those examples you can buy the SAME brand and type of toilet paper, wood cleaner or whatever and know that it's an identical product. For martial arts instruction there is no such comparable. Ultimately, prospective students and parents want the highest possible quality that they can reasonably afford. They do not want the lowest quality.

Second: Rarely do prospective students shop around. They may ask early on about price, mostly because they don't know what else to ask. However, the decision making process for a new student is that they first decide whether they want to take lessons from you or not. Once they've decided that (in a vacuum unrelated to price), then they decide whether they can, in fact, afford lessons. It's okay if you lose a reasonable percentage of prospective students to the condition of being unable to afford your standard tuition. It's never okay to lose a prospect because they think that your lessons are overpriced or too expensive. If so, that means that you are poorly communicating the benefits of your program.

Third: It's impossible to "Make it Up in Volume." You will never have students flocking to you due to low price. You've got to approach prospective students about the benefits of your program and then find an adequate number who both love what you do and can afford a

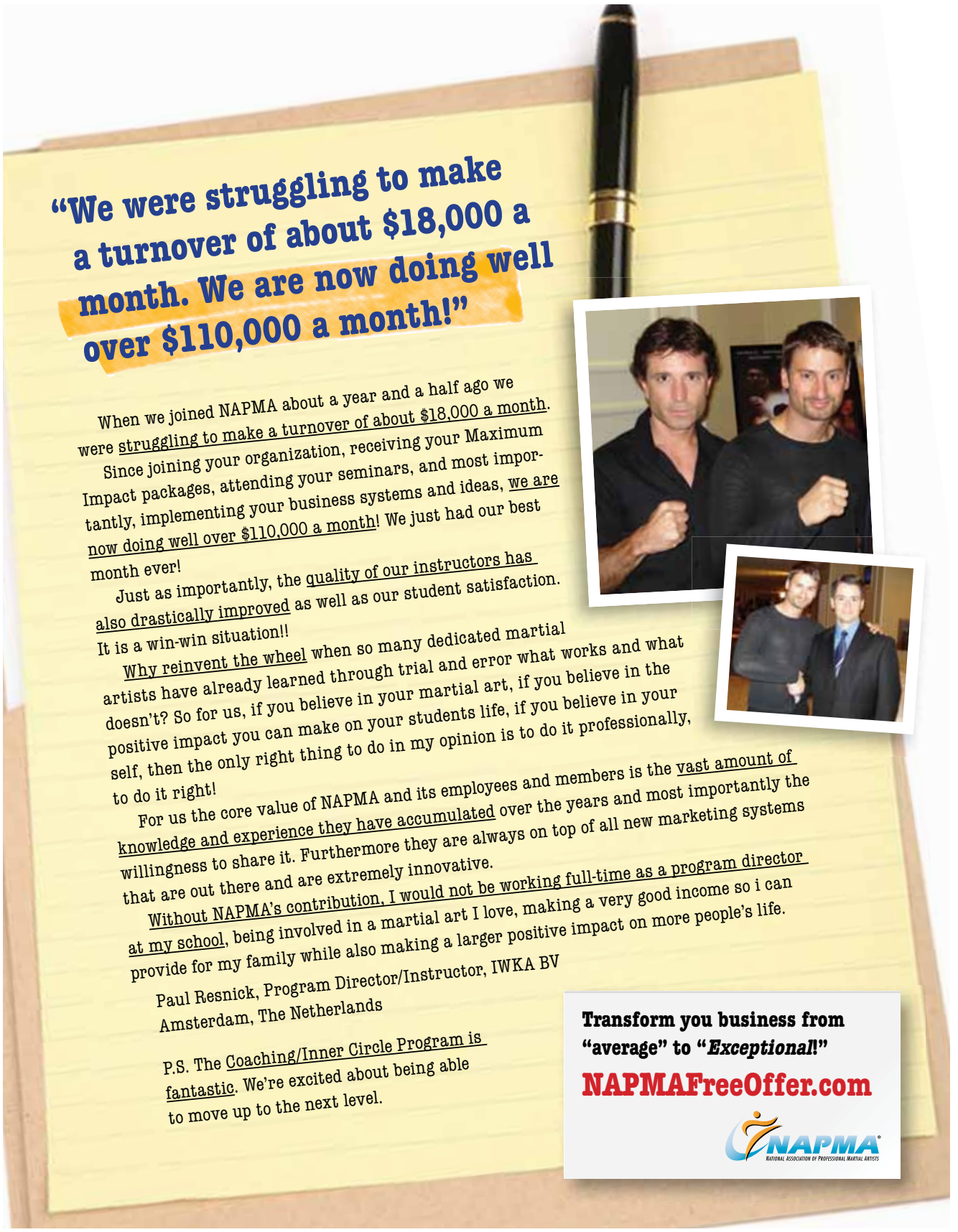
See **LOW PRICE**, *continued on page 32*

Were You Born With It?, Part 1

If not, is your school DOOMED for mediocrity (or failure)?

The debate goes something like this: Are you simply born with "it" or are you the sum total of your experiences? Was Muhammad Ali predestined to become a champion at conception, or was he compelled to greatness by his circumstances?

One thing is certain; in today's information age we have every opportunity to set ourselves and our students up for success. As instructors and "success coaches," we MUST create the right environment and culture to produce the results our students need to compete in today's fast paced world. Yet, there are thousands of school owners who chose not to even think about improving themselves or their schools. By default, the quality of the program they offer their students stays mired in mediocrity.





School Growth Potential

TOBY MILROY
NAPMA COO

Take a moment to consider your martial arts training. When did you make the greatest improvements? When did you push yourself to your maximum potential? Was it while training in your "regular" class, or did you find that extra bit of "gas in the tank" while you were competing against a better fighter? How about the first time you had the opportunity to work out with the instructors? Was it right before your rank examinations they you reached deep inside and found your best?

We find that we expand our range and break down our limited thinking when we are surrounded by other high performers. This is why so many world records are broken during the Olympic games and during normal training.

Unfortunately, being an entrepreneur can sometimes be an isolating experience because there's no one to hold our own feet to the fire. While that's the reason many of us decided to open our own businesses in the first place, unfortunately, without someone to help you raise your expectations of your business or even yourself, you can easily allow the opportunity to succeed pass you by.

In his life-changing book, published it in 1937, *Think and Grow Rich*, Napoleon Hill wrote about the value of surrounding yourself with successful people by using the "master mind" concept. Even though many years passed since that book was written, the fundamentals of business and success have not changed. This idea has been the

See **MILROY**, *continued on page 37*

TOBY MILROY NAPMA COO
Toby Milroy is a 4th-Degree Black Belt, former school owner, Mile High Karate Regional Director and NAPMA's Chief Operating Officer. He can be contacted through **NAPMAFreeOffer.com** or **NAPMA.com**.

JOIN TOBY ONLINE:
Facebook.com/TobyMilroy
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Abundance is a Mindset, Part 1



The Success Coach

LEE MILTEER
NAPMA INNER CIRCLE AND PEAK PERFORMERS COACH

Even though it doesn't make the news, there is much to be thankful for in the world! Take your power back and don't let the media convince you that there is only gloom and doom. There are always pockets of opportunity in every economy. With so much fear-mongering going on, if you allow this into your thoughts, it will not only affect your well being and your view of the future, but it will cost you big in your bottom line.

Open your mind to the perspective that creating wealth and abundance has a lot to do with internal decisions and external knowledge and little to do with the state of the national economy. Abundance is a mindset, not an external condition that controls your destiny. There are no limits to what we can create because we have unlimited resources around us.

Let's begin by defining wealth. Catherine Ponder, author of several successful books on prosperity, says, "Prosperity is more than money, wealth, and financial security, it is the way you live your life and the way you focus your life energy. It is the balance of what you can and cannot control, it is loving yourself and others, it is counting your blessings and enjoying who and what you currently are now."

Prosperity consciousness allows you to create more self-confidence, self-trust, and self-esteem. These empowering traits will help you generate and create wealth and financial security no matter what is going on in the world.

The definition of the word "prosper" is to flourish, succeed, and thrive, to experience favorable results to get what you want out of life. Ralph Waldo Emerson described prosperity as the law of compensation, whereby like attracts like, and what you radiate out in your thoughts, feelings, mental pictures, and words, you also attract into your life.

The truth is that we are where we are in our life at this moment because of our past programming and because of the information we put into our heads daily to program ourselves to look for opportunities and solutions for our customers, clients, and patients.

History has recorded that more millionaires were created during the Great Depression than at any other time because of the infamous "poor economy." The people who believed in themselves were willing to take calculated risks. These people made tremendous amounts of money not only because they believed in themselves, but because they looked

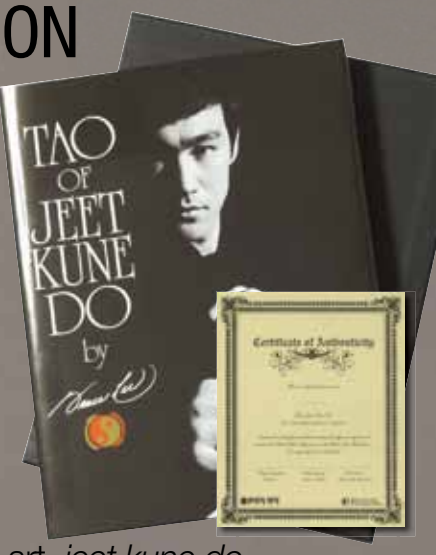
See **MILTEER**, *continued on page 37*

LEE MILTEER SUCCESS COACH

Lee Milteer is a well-known success coach, professional speaker, author and developer of the highly-aclaimed Millnionaire Smarts concept. She is also the siccess coach for NAPMA's Inner Circle and Peak Performers Group and a frequent NAPMA speaker. She can be reached at **NAPMA.com/InnerCircle.**

Bruce Lee's
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In 1973, the world lost a true martial arts master. 30 years later, his influence is still unstoppable.



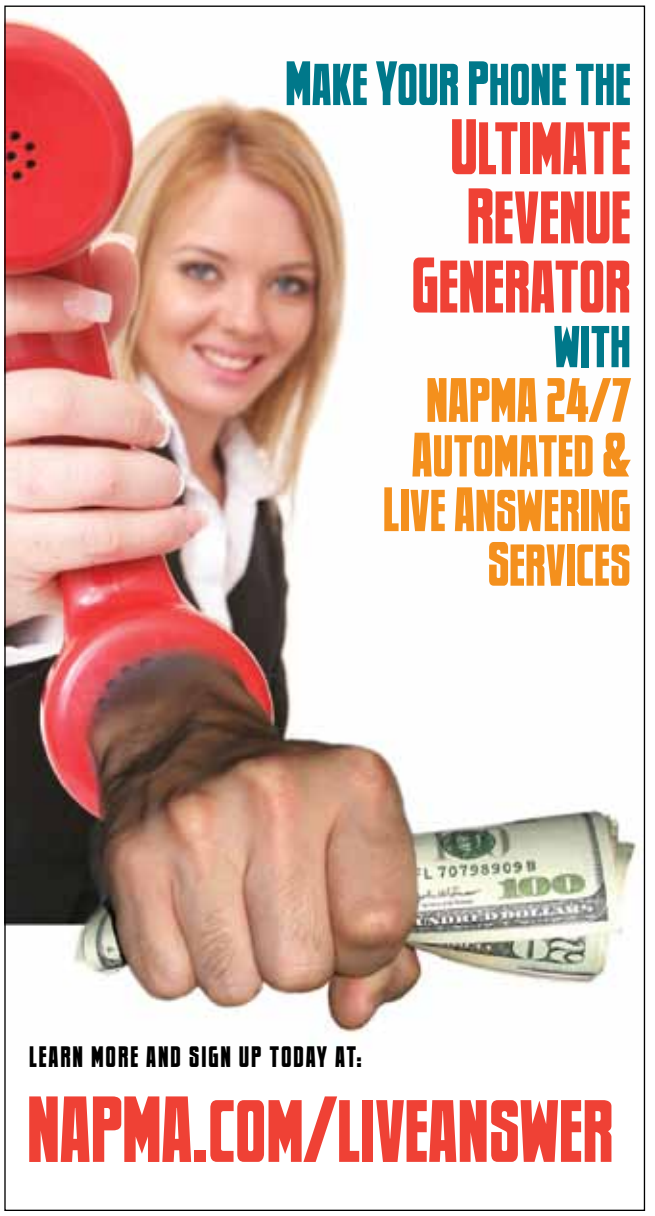
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LOW PRICE, *continued from page 29*

reasonable tuition rate. If you are getting more than say 20% who can't afford your tuition then you may be "fishing in the wrong pond." If that happens evaluate how you are marketing to get new students. If you already have a school full of "broke people" then focusing on referrals is likely not the best strategy since people tend to associate with others of similar socio-economic status.

One other very important principle:

You must be constantly on the lookout for ways to improve the value of your program and effectively communicate that value to new and existing students. Added value is about both real outcomes and about focusing more an more about ensuring that students truly achieve their desired outcomes.

This conversation about pricing leads back to considering how to think about pricing in all areas. Certainly anytime you are purchasing "generic products" or branded products and choosing among different vendors then low price is a useful tool unless lowest price involves too much inconvenience or a requirement for too much quantity.

In all businesses there will always be vendors who are willing to lower quality, to cut corners, or to skip steps to offer cut rate prices. In the martial arts business we've seen many "consultants" and "teacher's associations" whose primary distinction is that they offer what looks similar at lower pricing. In some cases it's "online only," and in others it's poorly assembled support tools put together by those who really have little or no concept of how to move your school to the level you desire. It's fascinating to see the range of bad advice that school owners are willing to tolerate. We've pulled back the covers at NAPMA and made sure that we are truly providing the information and tools to move schools to $30,000, $50,000, $75,000 or more per month.

Some high-profile consultants have never owned a school and have never helped a school move from $15,000 a month to $50,000+. Other's last operated a school 15 years ago, 20 years ago or more. Frankly, the business has changed A LOT since then.

In the case of *The Karate Kid* recently several others imitated what we were offering but often designed and organized by individuals who had either never had experience in this type of movie promotion or who have never run a successful school themselves. We've received emails, Facebook communications, and watched external discussion boards.

Some who pursued low price–and obviously didn't know the difference of quality versus price ended up with one or two enrollments from *The Karate Kid* versus as many as 500 appointments and 50 to 100 enrollments. Saving a few hundred dollars cost them $100,000 to $350,000 or more in lost revenue.

Oh, and next month I'll discuss the steps to prevent staff members from ending up as your

101, *continued from page 28*

clear. If you truly want to grow your school and organization, you have to master the art of attracting new students. Part of your job as a school owner is keeping a stream of new students flowing into your school. You MUST learn and implement systems that produce enough new students each and every month.

6. Refusing to learn "That Sales Stuff." Part of your responsibility is to enroll new students. You MUST master the art of the enrollment. You MUST be able to clearly communicate the benefits of training in your school, and get your prospective students to commit themselves to that outcome!

What's Your Goal?

Ask yourself, "what is your goal." Legendary business guru Steven R. Covey said, "begin with the end in mind." This is important, because you need to know what you want to get out of your business. For example, if your goal is to have a certain amount of profit, and you are coming short month after month, you are going to have to come back and look at your goals and figure out why you are not meeting them.

Are the goals you have set unrealistic or impossible to meet? If you aren't reaching your goals, check out the *NAPMA Time and Integrity for Entrepreneurs* and NAPMA time management systems, which will help you to organize your company better and get a better grasp on what you need to be doing to be successful. These programs were designed by Stephen Oliver, Lee Milteer and myself and are filled with great information for both single school and multi-school owners.

You may think that you don't have time to take the day off to spend with your family while you are building up your school, but even the President of the United States takes vacations and days off.

You may think that you don't have time to take the day off to spend with your family while you are building up your school, but even the President of the United States takes vacations and days off.

Once you are comfortable letting your staff deal with day to day operations, you will find that you have more time to focus on what is really important in running a martial arts school. Enjoy your time running your school, but enjoy your life as well. ■

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.

MILE HIGH KARATE®

Since 1983
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ESA, *continued from page 23*

Extended Staff Training Day is to help you develop a more results-driven staff. Presenters will clear the confusion of why staff "activity" is not the same as staff "accomplishments." Once your staff learns the difference, they'll be transformed from a staff of instructors into an entrepreneurial team that is focused on results, as measured by enrollments, upgrades, retention, student quality and customer service.

Sessions topics include:

- How to Transform Information Calls into Paying Students.
- Attracting More Prospects with the First Three Minutes of an Info Call.
- Developing Person-to-Person Relationships to Motivate and Retain More Students.
- "Selling" Renewals and Upgrades Without "Selling."
- Accountability and Entrepreneurial Thinking for Staff Members.

Consider the Extended Staff Training Day as rewards—and opportunities—for your staff members to acquire the knowledge and confidence to return to work recharged and ready to add more value to your programs.

There are even more opportunities to find the one (or more) good idea you can implement almost immediately that will attract more prospects to "show up" for intro lessons and enrollment conferences. ■

Create a World Class Staff and World Class Results

The new NAPMA Staff Development Bundle provides five products that will help your staff and leadership team learn to do their jobs better, be more efficient, expand their skills and improve your customer service — all of which leads to greater retention.

Create and implement a more comprehensive continuing education program for your staff at a much lower cost with the NAPMA Staff Development Bundle. You can quickly plan and schedule months of great content that will challenge your staff and leadership team, as it builds their professionalism, self-esteem and the confidence and drive to be their best, and that's also a retention booster!

- ✱ NAPMA Staff Development Program
- ✱ The Way of the Phone
- ✱ The Way of the Intro
- ✱ The Way of the Enrollment
- ✱ The Way of the Renewal



Place your order today at the NAPMA Pro Shop! Place your order today at the NAPMA Pro Shop!

BURLESON, *continued from page 22*

There weren't very many tournaments in those days. Fighters had to travel all over the country if they wanted to compete in the handful that were available. 1963 was the first year of the Southwest Karate Championships, sponsored by Steen, and later to be renamed the United States Karate Championships. Ed Parker held his first International Karate Championships in 1964. "The people to beat at those first few tournaments were the Chicago/East coast fighters and the Dallas/Ft. Worth people," remembers Burleson.

Indeed, it was Burleson himself who won the first National Karate Championships in 1964 in Washington D. C., held by Jhoon Rhee. Burleson joined AlGene Caraulia, who later taught out of Cleveland, Ohio, as the first nationally recognized champions in "American Karate." Burleson, in fact, gained the nickname "the granddaddy" of the early tournament fighters.

In spite of his own reputation, Burleson says that the three top fighters of that period were Allen Steen, Mike Stone and Jim Harrison. "They were totally awesome," claims Burleson, "Because if you didn't defend yourself against these three you could be seriously crippled for life. A lot of guys were intimidated by them and didn't fight that kind of fight, but if you intended on beating them, then it turned into a life or death thing."

"As I said, there were no rules in those days," remembers Burleson. "The rules in those days were kind of made up in those first few tournaments. And they were quasi-rules at that. That was the terrifying part—anything could happen."

This period of competition is justifiably called the "Blood-'n'-Guts Era" of American martial arts. Although the rules stated certain grounds for disqualification, most competitors and officials alike ignored them. Fighters were constantly kicked out of the rings. Broken bones and the drawing of blood were commonplace.

"I loved it when the hand and foot pads finally came out because I had something constantly broken on me." says Burleson. "I always had hands and feet and toes on both sides broken while I was competing. When I fought without the equipment all those years, you wondered not only if you were going to be knocked out, but if your were going to be cut and scarred for life. Each punch and kick had the capability to do permanent damage to you. Today the worst that's going to happen to you is you're going to be knocked out."

When comparing the competitors of today to the early karate fighters Burleson says it's like asking if modern boxers could compete with the bare-knuckled brawlers of the past such as John L. Sullivan. "I think the people who fought bare-knuckled boxing were meaner and tougher than boxers of today," says this old boxer. "And it's the same way in karate. I consider the people I fought bare-knuckled much meaner than anyone I've seen lately, although technique-wise, I'll admit there's no comparison, these new fighters are far superior to us."

"You know, I've been criticized, along with some other people, for teaching the fighting aspects of the martial art too harshly. And we did. But it's easy for someone opening up a school today to say that someone like Allen Steen or myself were barbarous in our hard fighting methods. We created the respect for the martial arts in this country by proving that it worked," says Burleson.

"Today most instructors don't have to worry about some cowboy coming in and challenging them, saying 'Let's see if your karate really works, black belt!' I've forgotten how many people I've literally kicked out of my school who've challenged me. We didn't have any other option than to show the public that the martial arts worked." maintains Burleson. "Americans had never heard of Karate. They only knew the mystical aspects of it. We took it out of that realm and made it an effective fighting method. That was part of martial art's evolution in America. And that's why we did what we did."

"But," adds Burleson, "in doing that we neglected 90% of the character building aspects that go with it. We were so busy fighting and showing that it worked that we neglected the emphasis the true martial spirit and the mental aspects that go with it. But I'm proud of what we've done in this country. We've pioneered a rugged art, one that's respected anywhere in the world. I hope that we are now coming a full-circle and emphasizing the philosophies that should go along with any martial art, even an American one." ■

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MILROY, *continued from page 30*

most valuable thing that has ever happened to me!

I am originally from a small town in Iowa, about a three-hour drive to Chicago, a trip I liked to make often especially when I became a fan of basketball and Michael Jordan. It was inspirational to see a player and a team competing at such a high level. They were really clicking on all cylinders.

Now imagine Michael Jordan in his prime as he stepped on the court. But, instead of a team of highly skilled professional basketball players, there emerged from the locker room a group of eager junior high school students ready to "play ball." Of course, Michael would probably still win, but would he perform at an optimal level? Certainly not.

To be our best, we need to deliberately and consciously create environments that will help us perform at our highest level. That's what the NAPMA's Inner Circle and Peak Performers do for their members. It sets the bar higher so we can perform to the higher standard possible. For more information go to NAPMAFreeOffer.com. ■

MILTEER, *continued from page 31*

for opportunities and had prosperity consciousness. They did not let fate control their future — they took charge of their own destiny with their thoughts and actions!

We are all victims of old programming. Self-image is created between the ages of three and seven years by our teachers, parents, peers, and society. Some of the limiting programming we received on a daily basis about money were statements like "the rich only get richer" and "money is the root of all evil."

You may not even be aware of it, but stop yourself from any negative self-talk and start to say things that give you confidence. Your self-talk programs you for either poverty consciousness or prosperity consciousness. For prosperity consciousness to work, also pay attention to the quality of information you put into your brain.

When you find yourself talking or thinking negatively, ask yourself: Do I really want to create this for my future? ■

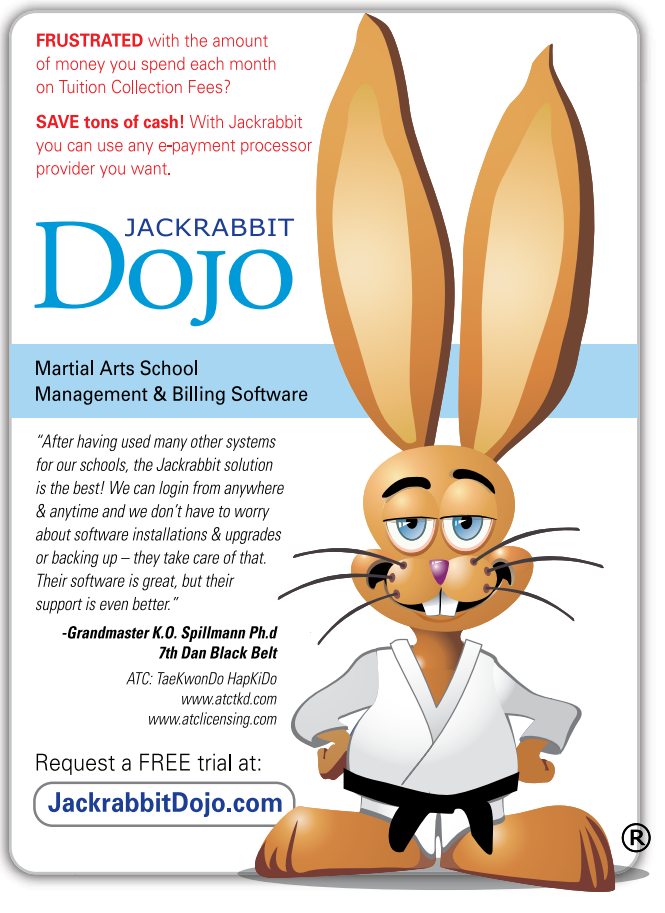
Martial Arts Statistic

On January 9, 2009, Tae Kwon Doe world champion Ali Bahçetepe set a new world record by breaking 888 cement blocks in less than a minute. The event took place outside in Madrid, Spain.

33,996 martial arts enthusiasts set the world record for largest martial-arts display on August 8, 2009. They performed the simplified 24-posture Taiji outside the famous Bird's Nest stadium that was built for the 2008 Beijing Olympics.

Joshua Bishop was the first. On June 3, 1995, Joshua received his Black Belt and entered history as the world's first youngest Black Belt at the age of five years old.





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The Pulse of a School



The Final Word
STEPHEN OLIVER

I can pretty much judge the success of a school within about five minutes during "prime time" by observing its pulse. What do I mean by the pulse of a school?

Well, let me share a story to illustrate.

In the mid 1980's I traveled to New York to visit a school run by a good friend, Steve LaVallee. Steve had a 1,800-square-foot school in Liverpool, a suburb of Syracuse, on the second floor. His rent was about $600 per month that accommodated 500 or more active students as it was spinning off wheel barrels full of money. It's possibly the school with the lowest overhead and highest percentage net profit that I had seen before — or since.

A couple of my key staff members and I drove to the school, which was in a dingy area with no convenient place to park. We had to search to find the school. We walked up to the school and found a strange, heavy steel door with an embossed dragon that Steve loved! Before we opened the door from the narrow staircase I turned to one of my staff members and said, "I really don't need to see anything else. I already know why this school is so successful."

You could feel the energy. The windows were fogged and the noise level was deafening. Parents were sandwiched between students stretching out in preparation for the upcoming class. The class was divided into four pods. One fourth of the class at any time was working on a section of a kenpo form, while the rest of the class was standing in a horse stance around the perimeter counting and doing a blocking drill with very little room for their minimal movement.

During our evening at the school, Steve's program director was in enrollment or renewal conferences for four hours straight with no let-up. Their receptionist stayed busy the whole time confirming appointments and following up with anyone who had missed a class.

The personality of the school and the energy in the environment was unmistakable. The positive outlook shared by the instructors and the perpetual movement was incredible. All night, parents and students brought their friends to witness the incredible energy and excitement of the school. To top it off, wherever we rented a car, stopped for lunch, or went out for dinner, EVERYONE knew of Steve LaVallee's incredible school or someone attending the school, had trained there.

The walls were covered with mirror tiles. You couldn't possibly watch yourself do anything in the mirrors because of all the wacky angles. I decided to tease Steve a little. I said, "Gee, Steve, with the barrels of money you are hauling out of this school, seems like you could afford real mirrors."

He smirked and said, "No, you don't understand," as he led me to a closet filled with several boxes of mirror tiles. "We have so many people crammed in here we break several every night. These are much easier to replace than a 6-foot plate glass."

He then piled several thousand dollars into a gym bag and tossed the bag in his convertible before setting a new land speed record on the way home. ■

STEPHEN OLIVER NAPMA CEO

Stephen Oliver, MBA and 8th-degree Black Belt, has been training as a Martial Artist since 1969 and operating professional schools since 1974. He's run a multi-million dollar school operation (Mile High Karate) since 1983, and has been a former EFC Board Member and former NASKA World Tour Promoter. He is the leading consultant and coach to Professional Martial Arts School owners in the world.

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