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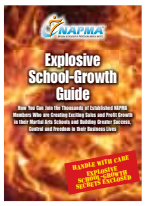
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FEATURES

2011 Financial Power Summit Four Key Secrets Of Success Used by Martial Arts Millionaires ... 14
Y.K.Kim Featured at NAPMA's Financial Power Summit 18
NAPMA Business Solutions Help School Owners with Practical, Real-World Solutions 23

DEPARTMENTS

Goal-Getter Series: Step One: Develop an Intense, Burning Desire to Succeed..... 20
Mile High Maverick: The Money Guy 25

COLUMNISTS

Terry Bryan 30
Lee Milteer..... 31
Brian Tracy 34
and more columnists online!

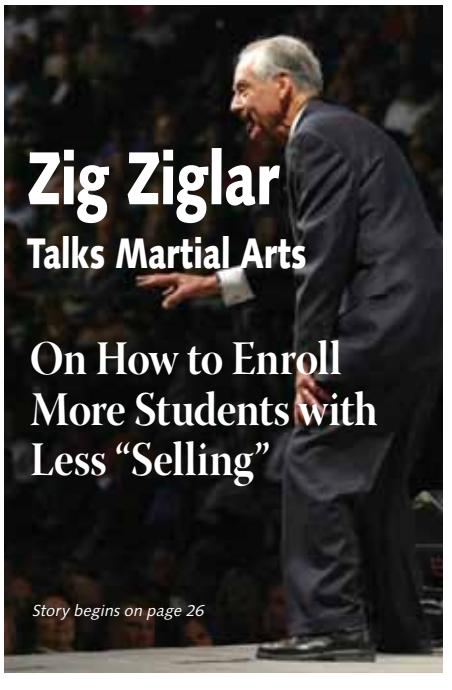
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Industry Pioneer Y.K. Kim Reveals How You Can Become the Next Martial Arts Millionaire

Martial arts industry pioneer Grandmaster Y.K. Kim invites you to become the next martial arts millionaire and he'll tell you how. Grandmaster Kim, successful entrepreneur, respected author, speaker and modern day philosopher, is a featured speaker on NAPMA's upcoming Financial Power Summit touring the nation to five metro area locations in 2011. This Summit is coming to a location near you, and you don't want to miss an opportunity to hear this powerful and positive voice for the martial arts industry. Grandmaster Kim will inspire you with his no-nonsense approach to how the industry, and school owners specifically, need to adapt to this emerging economy and the challenges it brings. From his perspective of a real America rags-to-riches success story, Grandmaster Kim is uniquely qualified to advise and demonstrate what it really means to have a millionaire mindset. More than a voice for financial success, Grandmaster Kim is a powerful advocate for leadership in the industry. In this fascinating interview, he tells you all about his vision and plans for combating the growing national crisis of childhood obesity. Learn how you can affect the next generation to end what he calls a national crisis. Grandmaster Kim has more than 30 years experience as a business consultant in the martial arts industry and the knowledge and experience to tell you exactly what you need to know to develop the mindset, skills and determination to because one of the super achievers in this industry. In this compelling interview he gives you a glimpse of the wealth of information he will cover at the Financial Power Summit.


Industry Pioneer and featured speaker, Grandmaster Y. K. Kim

Story begins on page 18



Story begins on page 26

NAPMA Paramount: How to Enroll 100 New Students from the Release of *Kung Fu Panda 2*

Don't miss the opportunity to ride the wave of the multi-million dollar promotion for *Kung Fu Panda 2: The Kaboom of Doom.* This much anticipated sequel to the monster hit will be released this summer along with the hot new video game. Of course, NAPMA has a co-promotion deal for members only.



Story begins on page 12

2011 Financial Power Summit

Learn the Four Secrets Used by the Most Profitable MA Schools

The Financial Power Summit starts hitting the cities with the first event on March 12th in Dallas. Join us for what promises to be a day packed full of information, inspiration and innovation. In this wind-up article to the Summit, learn more about the secrets of success used by the top performing school owners in the country. We have a powerful lineup of true experts and the kind of information that will get you moving toward success.

Story begins on page 14

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Get your School To Run Like a "Fine Swiss Watch" — Toby Milroy, EXPERT IN MARTIAL ARTS MARKETING
Will teach you the **key skills** to **dramatically** increase your effectiveness with every new prospective student and the key steps to making your school consistently produce maximum results.

2 

Use Social Media to FILL YOUR SCHOOL! — Kirk Pelt, MARTIAL ARTS BUSINESS SOCIAL MEDIA EXPERT
Earn an additional $100,000 or more a year the easy way by using social media with the best technology for management and marketing for your school.

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Boost your profits and enroll 25 to 50 new students with new special events and fundraising committees.

4 

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Will show you have to double your income in as little as 90 days. Learn the three key steps to maximize your income and explosively grow your school. No one has taught more schools to FLOOD their school with new students more quickly or effectively.

5 

Become a Martial Arts Millionaire! — Y. K. Kim, PIONEER OF MARTIAL ARTS BUSINESS
Take the three steps to become a new martial arts millionaire with the secrets that can turn any and every economic crisis into a profitable opportunity for you.

Your National Association of Professional Martial Artists (NAPMA) has teamed up with AMS to lift YOUR SCHOOL to new heights following what's been a tough year for many in our industry. At this special event you'll learn three "Insider Secrets" to massive increases in your income in 2011 — while improving your student quality and retention. You'll receive the tools to succeed NOW — in today's economy — and finally achieve financial freedom. This is a rare opportunity to learn from the Experts in Filling your School with Quality Students, Dynamic Teaching and Financial Freedom. Don't miss this rare opportunity. Seating is limited and each will sell out — so Register now.

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FIVE INDUSTRY TOP EXPERTS: HOW TO ADAPT TO THIS EMERGING ECONOMY 14



DEVELOP THE "FIRE IN THE BELLY" YOU NEED WITH THE GOAL-GETTER SERIES 20



MILE HIGH MAVERICK: A NEW SERIES FROM NAPMA CEO STEPHEN OLIVER 25

Features

2011 Financial Power Summit: The Four Secrets Used by the Most Profitable Martial Arts Schools. 14

A dynamic mix of experts tour the country to bring you their best advice on creating a financial powerhouse in your martial arts school.

Y.K. Kim Reveals How You Can Become the Next Martial Arts Millionaire 18

Martial arts champion, entrepreneur and publisher Kim sits still for this interview with *Mastering the Martial Arts Business* magazine.

NAPMA Business Solutions: Help School Owners with Practical, Real-World Solutions 23

NAPMA has always stood for practical advice for running and profiting from your school, and provides more of the same in this new series.

Zig Ziglar: The Nation's #1 Motivational Speaker on How to Enroll More Students with Less "Selling" 26

In-depth and revealing interview with this potent motivational expert.

Departments

Sound Off 8

NAPMA News 11

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Total Business Transformation to Double Your Revenue

Are You Ready for 100 New Students from the Release of Kung Fu Panda 2?



***Goal-Getter Series:* Step 1 — Develop an Intense, Burning Desire to Succeed. . . . 20**

***Maverick Mindset:* The Money Guy.... 25**

Advertiser Index 32

Classified Advertising 32

Columnists



Classical Thought. 30

Terry Bryan — *PhD, 9th-Degree Black Belt*

What School Owners Forget To Ask



Your Success Coach 31

Lee Milteer — *NAPMA Success Coach*

Time Integrity for Entrepreneurs: Idea Day, Part 2



The Psychology of Success. . 34

Brian Tracy — *Human Motivation Author, Speaker*

12 Proven Principles for Peak Performance, Part 1

More columns are online at Martial Arts Professional.com. See page 6 for a complete listing.



Mastering the Martial Arts Business

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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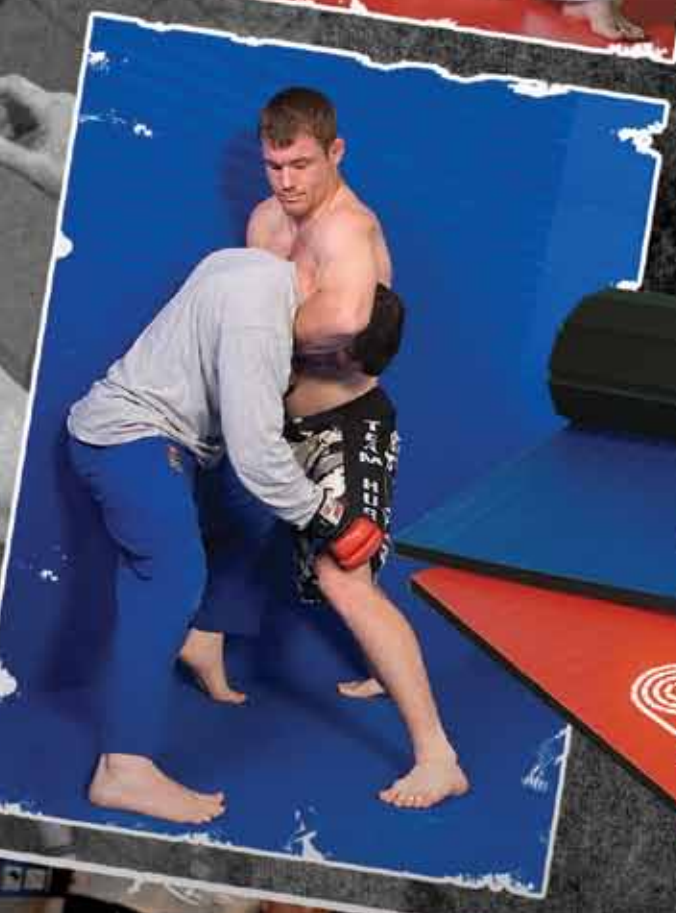
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Features



2011 Financial Power Summit: The Four Secrets Used by the Most Profitable MA Schools



Y.K. Kim Reveals How You Can Become the Next Martial Arts Millionaire



Goal-Getter Series: Step One: Develop an Intense, Burning Desire



NAPMA Solutions: NAPMA Business Solutions Help School Owners in Many Ways, Every Day



Mile High Maverick: The Money Guy…



Zig Ziglar: The Nation's #1 Motivational Speaker Teaches You How to Enroll More Students with Less "Selling"

Martial Arts Education Columnists



The Science of Fighting
Joe Lewis—*NAPMA Technical Consultant*
The 40 Most Common Mistakes Fighters Commit, Part 9



Reality Check
Peyton Quinn—*NAPMA EZ Defense Expert*
Mastering Beyond the Defensive Knife Drill



Fitness Kickboxing
Jim Graden—*Founder, UBC*
The Integration of Fitness and Martial Arts



Fitness Track
Keith Yates—*Instructor, University Professor*
Concussions: They're All in Your Head



Classical Thought
Douglas Adamson—*Multiple School Owner*
Never Demonstrate the Wrong Way to Do Things



Beyond Technique
Fariborz Azhakh—*Martial Arts Information Professional*
The Game of Running a Martial Arts School



Championship Success
Jeff Smith—*Mile High Karate Chief Instructor*
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*
Be Careful What You Wish For (You May Get It!), Part 2



School Growth Potential
Toby Milroy—*NAPMA COO*
Locking A Steel Cage Aroung Your Student Body…the Keys to Ironclad Student Retention, Part 1



The Psychology of Success
Brian Tracy—*Human Motivation Author, Speaker*
12 Proven Principles for Peak Performance, Part 1



WarriorWiz
Terry Bryan—*Ph.D. and 9th-Degree Black Belt*
What Most School Owners Forget To Ask When They Open A Martial Arts School!



Bonus Column
Harvey Mackay—
Stay Focused on the Big Picture



Internet Secrets
Elsa Cordero—*MBA, MS Oriental Medicine*
How Can Your Web Site Attract More Students?



Your Success Coach
Lee Milteer—*NAPMA Success Coach*
TIme Integrity for Entrepreneurs, Part 2: Idea Day



The Heart of a Student Athlete
Karl Mecklenburg— *Six-Time Pro Bowl NFL Player and Motivational Speaker, Author*
Decisiveness in the Field



The Pinnacle of Martial Arts
Jhoon Rhee— *Legendary Martial Arts Teacher and Educational Entreprenuer*
From Motivation to Motive-Action



Expand Your Thinking
Jim Rohn—*Author and Business Philosopher*
How to Turn Nothing into Something



Personal Development
Tony Robbins—*Black Belt and recognized authority on the psychology of leadership*
The Secret to Being a Dynamic Instructor



Expert Tips & Tactics
Dr. Chris Dewey—*School Owner, University Professor*
The Appearance of David

Martial Arts Professional Asks…



Martial Arts Professional Asks…
Tony Robbins—*Black Belt and recognized authority on the psychology of leadership*
Please elaborate on the importance of continual growth and improvement in the martial arts field, or in any field for that matter?



Brian Tracy—*Human Motivation Author, Speaker*
Why is it important to have a crystal-clear vision of where a person wants to go in life?

Archives

Sound Off (reader feedback)

ONLINE

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Featured Community Members

Join these featured members...



Robert Kirkpatrick

Style: Chung Do Kwon, Muay Thai Kickboxing; Training: 15 years to 2nd-Degree Black Belt, 18 years off, then started training again in 2006; Status: Instructor.



Tsion Ben Levi

Style: Hsing I, Baqua, Taichi, Long Fist, Arnis and Shorei Goju-ryu Karate; Training: 33 years, 6th-Degree Black Belt, 7th-Degree Black Sash; Status: Part-time (0–50 students).



Scott Yates

Style: Sin Moo Hapkido, Tae Kwon Do; Training: 28 years, 9th-Dan Sin Moo Hapkido, 4th-Dan Tae Kwon Do.; Status: Full-time School Owner (101-200 students).



Bart Hungenaert

Style: Karate; Training: Black Belt; Status: Full-time School Owner (101-200 students).

Take Part in Our Interactive Poll

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

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For Members Only

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EDGE MMA, Cung Le—Three Elements of Chinese Fighting, Part 1



EDGE MMA, Cung Le—Three Elements of Chinese Fighting, Part 2



Christine Bannon Rodrigues—Open Form Kata, Part 2



Christine Bannon Rodrigues—Open Form Kata, Part 3



Christine Bannon Rodrigues—Open Form Kata, Part 4

Sound Off

The following is extracted from an online response to "The Money Guy," previously published on MartialArtsProfessional.com, and included in this issue for our readers.

About "The Money Guy"

Mr. Oliver, your note here is right on the money! Please keep doing what you are doing and push the guy who considers you a sell-out right out of the business. He is helping no one by not growing and evolving. All he is doing is stealing from the student no matter how small a monthly fee he is charging.

Brady M. Cameron

I am amazed at how many people hear the truth and yet for whatever reasons let fear hold them back. As a matter of fact, I took what you taught me in the late 80's and built an organization of 1,200 students in about 18 months and the only thing different was that I was teaching Okinanwa Karate and was going to traditional tournaments. Thanks, Stephen, for the help so many years ago and your continued support to so many over the years.

Terry Bryan

Well said, Mr. Oliver. Very similar experiences in our early days. Not so much anymore.

John Worley

I was there and hear most of it in D.C. I was lucky enough to get to know Jeff Smith and meet Mr. Cokinos and start to use many of the ideas. I suffered some of the same from fellow Kung Fu schools.It was great to have great mentors leading the way. Congrats my old friend.

Dennis Brown

From the* Mastering the Martial Arts Business *mail bag…

Our school has gone from 40 students to more than 1,000 students

We have been able to implement messages of the week among our three locations, with consistency, thanks to the NAPMA Words of the Week. We are able to plan events using our monthly packages and I truly enjoy the NAPMA monthly magazine. I read it as soon as it comes in the mail and I don't put it down until I have finished reading it!

The video workshops have allowed us to expand our Master's Training curriculum and we always have more exciting information to provide to our students. I enjoy the Black Belt Leadership support and use it in my team meetings.

I feel that we owe much of our continued growth to the support we receive from NAPMA and I would love to give back to the organization. I feel that the networking with other schools will be invaluable and I will never forget that we started with only 40 students on a month-to-month basis.

We would never be where we are now without the help we have received from NAPMA and

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

Why not send us a letter?

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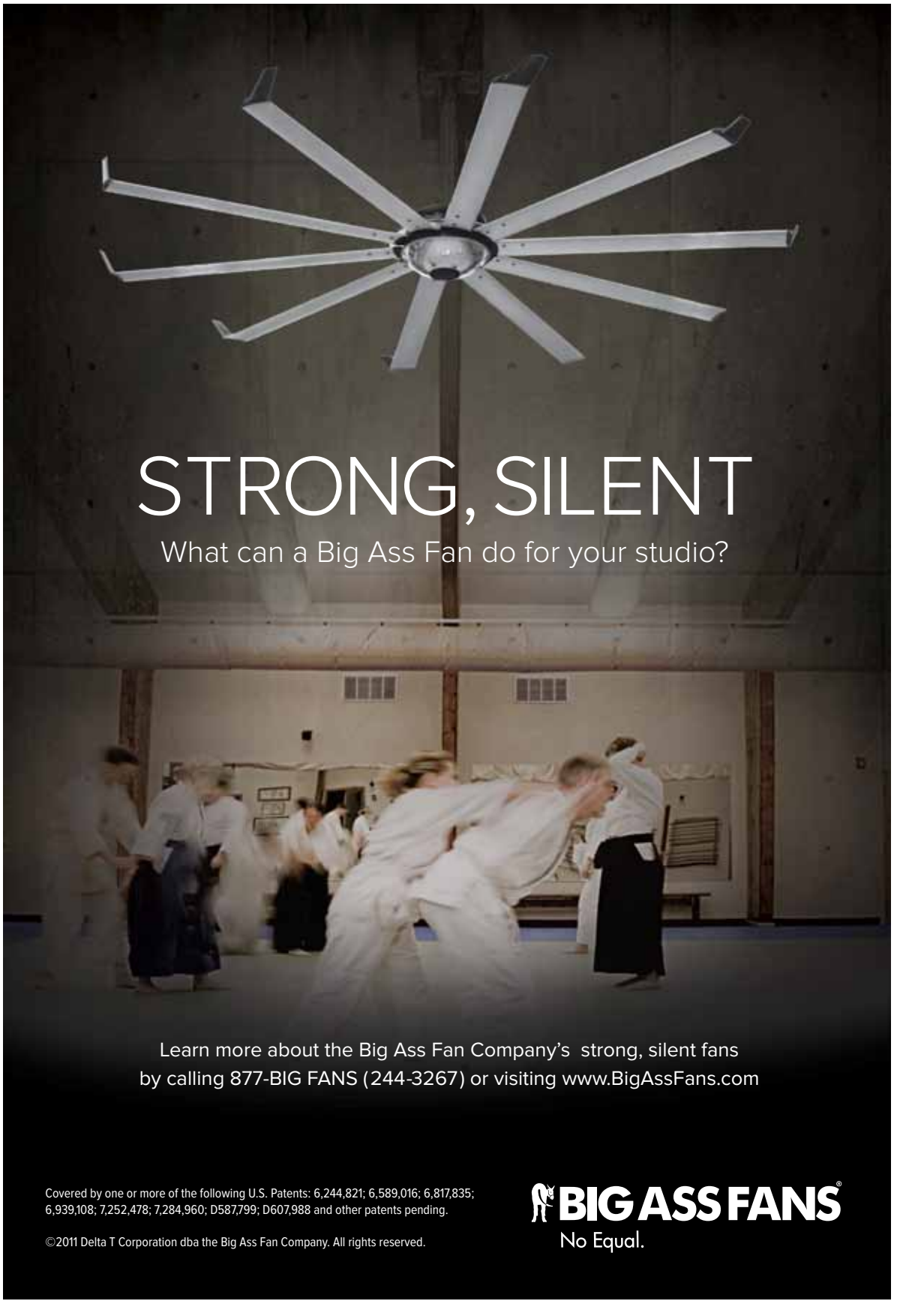
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See Martial Arts Professional.com for additional letters not printed due to space limitations and blogs by Stephen Oliver and Toby Milroy.

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



SOUND OFF, *continued from previous page*

United Professionals. We now have approximately 1,000 students over our three locations in North Alabama, we teach the martial arts and Kardio Kickbox classes for the University of Huntsville in Alabama, we are currently building a 10,000 sq. foot strip mall to house my location and to build equity and long-term stability.

My husband and I are dedicated to constant and never-ending growth. I would be thrilled to support other people on a similar path and keep the martial arts community thriving! If you have any questions for me or would like to discuss anything, please don't hesitate to contact me!

Kristen Alexander
USA Family Karate, Huntsville, AL

I've Gone from My Day Job to Martial Arts Full-time!

I have been a NAPMA member for three years (and love the material). My job as president for the NTFA involves me in trying to help our other 16 affiliate schools grow to a professional level. I have actively been helping them reach new levels for the past two years and really enjoy sharing the knowledge that I have gained through NAPMA with them.

We recently officially started the NAPMA Little Ninjas program. It has been fantastic. I went from five "ninjas" to currently 40 in just three months of running the program according to the manual.

Over the past three years I have slowly made the transition from working a full-time sales job while running two clubs to just doing martial arts full-time. With the help of NAPMA, I have been able to do this.

Thank you for all of your guidance.

Joey Perry, Joey Perry's Martial Arts Academy, Jonesboro, AR

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NAPMA News

Free Webinar Reveals How Hundreds of School Owners Doubled their Income

Sometimes you read headlines making unbelievable claims and it starts the BS detector going off in your head. At NAPMA, we often hear from honest, hard-working school owners who call and ask us about these fantastic programs. They want to know, "Is this on the level?" Sometimes, they've already paid out their hard-earned money and discovered the hard way, it doesn't work. The poor school owner wants to know what they did wrong! We get a little ticked when we hear stories like this.

Recently, while working on member services projects we found a package that included more than 480 pages of glowing letters from school owners praising NAPMA and CEO, Stephen Oliver for enhancing their lives, improving their lifestyle and creating more much more success in their martial arts school businesses. This success can be measured both financially and in terms of personal satisfaction (less headaches and more free time).

After carefully studying these many success stories, we were reminded of how vitally important the work of a martial arts school owner is. We, at NAPMA, believe that the martial art school owner is a chosen profession. The professional martial artist has massive, positive impact on both students and the community he or she serves.

It is also true that our industry is bombarded by so-called experts who make incredible claims about how their program or service can help you grow your school to fantastic levels of success. Unfortunately, these claims are made by people who have never run a million dollar school, have no experience in multi-location management, have no idea how to market during a recession and haven't a clue about the level of service required to retain students and attract success.

In fact, there's only one way to long-term wealth and success from running a martial arts school regardless of the economy. Zig Ziglar summed it up when he said, "You can have everything you like if you help enough other people get what they want."

The secret to success in the martial arts industry is to run a professional operation to the highest possible standard of service and make a profound impact on the next generation of leaders. Anyone who says otherwise is no "expert" in our industry.

We, at NAPMA, have decided to settle the debate, once and for all, over who the true martial art industry experts are by giving away the ultimate gift. We are pleased to announce we are giving away a martial arts business make-over to one of the many honest, dedicated, hard-working school owners who would like to double their income while increasing the quality of their service to the highest standards possible.

You're going to LOVE this! Over

See **NAPMA NEWS**, *continued on next page*

Revolutionary New Martial Arts Website Literally "Sucks" In Tons Of Leads and Converts Them Into Paid Introductory Memberships – All BEFORE They Ever Visit Your Academy!

"Imagine Your School Getting Literally 9, 17, 36, 58, 87 or Even 133 Paid Online Enrollments in a Single Month!"

"With all the Enrollments My Site Gets Me... I Need a Bigger School!"



My site brings in more students than my staff and I can handle. I've never seen anything work this well in my 20 years of business. I've gotten 513 students in less than 6 months and I am now looking for a bigger school.

—David Ross, New York, NY

133 new enrollments in 1 month

46 enrollments in 30 days

"46 Enrollments in My First 30 Days...Holy Cow!"



I was a bit skeptical at first but when I got almost 50 enrollments in the first month I was blown away. These guys do everything they say they can do and more. This is the future of Martial Arts Marketing.

—Walter Rowe
Johnston, RI



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NAPMA NEWS, *continued from previous page*

the next few months, we are going to present a series of webinars to discuss in detail the level of service and effectiveness of the NAPMA coaching programs. And because we are so certain of the unparalleled effectiveness of what we offer, we are going to give away a Total Business Transformation absolutely free. Then, we are going to track and report the growth and change of our school owner so you can see for yourself that the business of your dreams is not only within reach, but something you owe it to yourself to do.

During this web presentation you'll hear from dozens of NAPMA members about how they have turned their businesses around and created the success they want. School owners of every conceivable style, affiliation, organization, association, and business model have found new ways to grow their business and create a better life.

You'll be able to view a special session with NAPMA CEO Stephen Oliver never before shown outside our members-only live conference. This is an actual coaching session worth thousands we are giving away on the web presentation.

Then we'll tell you how to register to win the Total Business Transformation program valued at $38,858!

The NAPMA Team has helped thousands of schools literally go from rags to riches. You deserve to be financially successful. You deserve to be respected in your community for the valuable service you offer.

Win the Gift of a Lifetime!

Join us for a special webinar on exactly how NAPMA members are turning their schools, and their lives, around for the better. Register at **napma.com/newyeargift**

You Can Enroll 100 New Students from *Kung Fu Panda 2*. We'll Show You How

Kung Fu Panda was one of those rare movies that audiences of all ages can't help but enjoy watching. By combining slapstick humor, talking animals, plenty of Kung Fu and some awesomeness, *Kung Fu Panda* was a huge motivator for new students to flood NAPMA members' schools.

The first film was filled with lovable characters such as Shifu, the Furious



NAPMA creates a "win-win" relationship for you with Paramount Pictures.

Five, Oogway and Mr. Ping. In *Kung Fu Panda 2*, six new Kung Fu masters, plus the villain of the film, the albino peacock Lord Shen, are introduced, who each play a role in Po's life.

NAPMA will partner with Paramount Pictures in the massive marketing campaign that will accompany the film's release. And once again, we expect to drive hundreds of prospects with marketing tie-ins that will be available exclusively from NAPMA.

Now is the time to prepare for this blockbuster release, just the latest in the recent series of martial arts-related, kid-friendly movies to come out — *The Karate Kid*, *Kung Fu Panda* and other action movies using the martial arts. Don't miss out! ■

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2011 Financial Power Summit: The Four Key Secrets of the Most Profitable Martial Arts School Owners

NAPMA CEO, Grandmaster Stephen Oliver, in collaboration with Grandmaster Y.K. Kim, one of the foremost producers and pioneers in our industry, will present the 2011 Financial Power Summit in five metro area cities. To help our members create greater sucfcess for themselves starting this year, five industry top performers have come together to show owners how to adapt their vision to this emerging economy.

Far too many business owners limit their vision of success to the point that it becomes a self-fulfilling prophecy. Using outdated and restrictive business models, many school owners fail to reach their fullest potential financially within their community. NAPMA is bringing a dream team of super-performers to locations around the country to show our members what they really can accomplish with the right information and support. This summit will teach you how to work on your business rather than work in your business by adopting the attitudes and management skills of the super-successful.

This isn't another workshop from a guy who has run one school and now wants to tell you how to add a few more students every month. The five outstanding presenters will show you how to reach down into the depths of your true potential and pull out more than you ever dreamed was possible.

Learn how to manage and grow your business the way that top-tier achievers and industry pioneers do it. If your school is already at the level of 150 to 400 students, learn the more advanced concepts of how to systematize your marketing and sales for more results and more students. Perhaps you would like to learn innovative marketing strategies that are working in today's economy that no one else in the industry is doing. If you have one location that's very successful, learn how to build on this success for multiple locations.



There are three ways to grow a martial arts school: acquire more customers, increase your effectiveness in enrolling prospects and increase the value of the service so your students want to upgrade and stay in the program.

Because our members often have difficulty taking several days to travel to an event, we are bringing the event to you. Join us in one of five metro-area locations for this one-day, high-intensity program from people who know what they are talking about. We're presenting at very convenient airport hotels to reduce your travel time even further. If you need to fly in, you can ride across the street. No need for rental cars.

How the Top Multi-Millionaires Do It

There are three ways to grow a martial arts school. When you understand what they are, you're empowered to take your business to whatever level you want to go. Those three areas are: acquire more customers, increase your effectiveness in enrolling prospects and increase the value of the service so your students want to upgrade and stay in the program. What the super-successful school owners know, and what we are going to teach you at the Summit, is how to use those three components of growing a school the way the top performers use them.

We're going show you how to evaluate your marketing activity the way the most successful martial arts marketers do it. You will walk away at the end of the day knowing what marketing activities are working in your business and which ones aren't. You'll also know exactly how to improve your performance.

Martial arts school operators don't want to perceive themselves as being salesmen and are often uncomfortable with the process. What the super-performers among us know is that if you start sounding like a salesman, you're doing something wrong and chasing business away. You'll exit the Financial Power Summit knowing exactly how to build an introductory process that doesn't seem like a sales process and still effectively enrolls 85 percent or more of the prospects that enter your door.

The third component of fundamental school operations is looking at your long-term vision for your school. There are some simple but extremely effective strategies to keeping your students long-term and upgrading the program they have purchased. We're going to walk through the entire process so you understand how to apply these fundamentals to your business. Mastering the fundamentals will take you from 25 to 100 students to 300 to 500 students.

Stephen Oliver, NAPMA CEO

When you add up the schools he has owned, his franchises and his coaching clients, Stephen Oliver has probably launched more martial arts schools than virtually any other person on the planet. At the Financial Power Summit, he will be offering the extraordinary opportunity to work through the basic business analysis he offers his private coaching clients and franchisees. Through this business analysis process, you'll be able to get a clear perspective on exactly where your operation is and where the problem areas are. This crystallization of your priorities will allow you to fill the gaps in your business that are holding you back. We're going to walk every attendee through each and every fundamental component of the martial arts school business.


Stephen Oliver

Many school owners manage their business by their gut. They just have this "feeling" for what needs their attention. This seat-of-your-pants style of management encourages you to overlook the fundamentals of business operations in favor of the latest momentary impulse or crisis. Master Oliver will show you how the martial arts multi-millionaires analyze their businesses. A school is only as successful as your ability to evaluate the fundamentals and where your biggest areas of opportunity are. Once you know exactly what needs your at-

tention, we're going to give you the proven success tools that are working in today's market to fill those gaps in your operation.

Y.K. Kim, Publisher of *Martial Arts World*

The greatest tragedy in the career of a professional martial artist isn't setting goals that are too high to be obtained, but of setting goals too low that fail to take full advantage of their potential. Grandmaster Y.K. Kim, author, publisher, producer and motivational speaker, will present the three essential steps to becoming the next martial arts millionaire. By following these secrets to thinking like a visionary, you'll find the certainty and conviction to accomplish all of your goals. Whatever your current goal, Grandmaster Kim will show step-by-step how to break through and accomplish more with what you want to do with your life.



Y.K. Kim

Grandmaster Y.K. Kim was one of the first Tae Kwon Do instructors in the United States. His career includes founding the large and still growing Amerinational Management Systems and publishing Martial Arts World magazine. Once again he is demonstrating his visionary skills with his current passion of his campaign to include martial arts training as part of a national exercise program. Working with United States senators and representatives, Grandmaster Kim has taken up the fight against childhood obesity and diabetes with his vision for expanding martial arts into every elementary school and secondary school.

If you crently want to expand past one location, if you want to expand past a hundred students, if you want to do something that's really significant in the community, Grandmaster Kim is the visionary to show you how to get going and how to stay motivated to go the distance. It all starts with what's in your head. Whatever you believe is possible is what you will accomplish. Learn the secret to expanding what you believe.

Grandmaster Kim will also discuss wealth-building strategies and how to make the most out of

See **SUMMIT**, *continued on next page*

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September 10, Washington D.C.
Embassy Suites Dulles — North
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SUMMIT, *continued from previous page*

what you earn to build long-term wealth beyond your school. Once you achieve a certain level of success as a school owner and the cash starts flowing, you need the skills to manage your money the way the multi-millionaires do. It often happens that an instructor teaches for 30 years and then looks back to see that for all he has earned, he has very little to show for his efforts in measurable wealth. When it's time for you to retire, make sure you have a strategy in place that will make the most of your lifetime of work. Don't miss this presentation from the pioneer of martial arts financial services.

Toby Milroy, NAPMA COO

Once you acquire new students, you need to keep them. Otherwise, you are stuck on the karate school treadmill, replacing what you lose every month. You expend a lot of effort, but your school never grows. At the Financial Power Summit, learn how to get off that treadmill by keeping your students longer.

Most schools suffer a monthly drop rate of 10 to 12 percent. The super-performers know how to manage their schools for a student turnover of no more than 2 percent. Imagine how fast your school would grow if you kept 98 percent of the students you enroll. Milroy will focus on the four fundamental, ironclad truths of retention that you must implement to get off of the treadmill.



Toby Milroy

Retention for many schools is like a bucket of water with holes. No matter how fast you fill it, the water keeps pouring out. It's a frustrating experience to have all that money running out the back door, but that doesn't have to happen. More importantly, every student that drops is a student that you can't help anymore. Without these four fundamentals of retention, you'll continue to lose more students than you can possibly enroll. But accomplish these four things, and it's entirely possible to keep 98 percent of your students, and everyone wins — both you and the student.



Kirk Pelt, President, *Martial Arts World*

While you definitely cannot afford to have a staff member log into Facebook seven hours a day, you can use some very effective, no-cost techniques to spread the word about your school through the social networks. Join Master Kirk Pelt and learn the most effective way to use the powerful Internet database of social media like Facebook and Twitter. These simple yet very powerful strategies can leverage your time while still impacting the people you are trying to reach.

Schools that have mastered the social media have two or three new students a week referred through Facebook, Twitter and other similar sites. Any new prospect that comes into your pipeline is an opportunity to expand your network. Social media could be a tremendous waste of time if they are not properly implemented, but if you leverage them appropriately, they can be very powerful. Learn how to accomplish this with the proven strategies the top performers use.



Kirk Pelt

Keith Winkle, Multi-location Owner/Operator

Keith Winkle, super-successful multi-location owner and master of the art of promotion, will show you how to plan and organize an event that will draw positive attention from your local community and media. Learn how to generate leads and positive press with the power of promotion. Master Winkle has established himself in the martial arts industry and as a weight loss expert. He'll show you how to cross-promote outside of the industry to build your reputation and your student population.



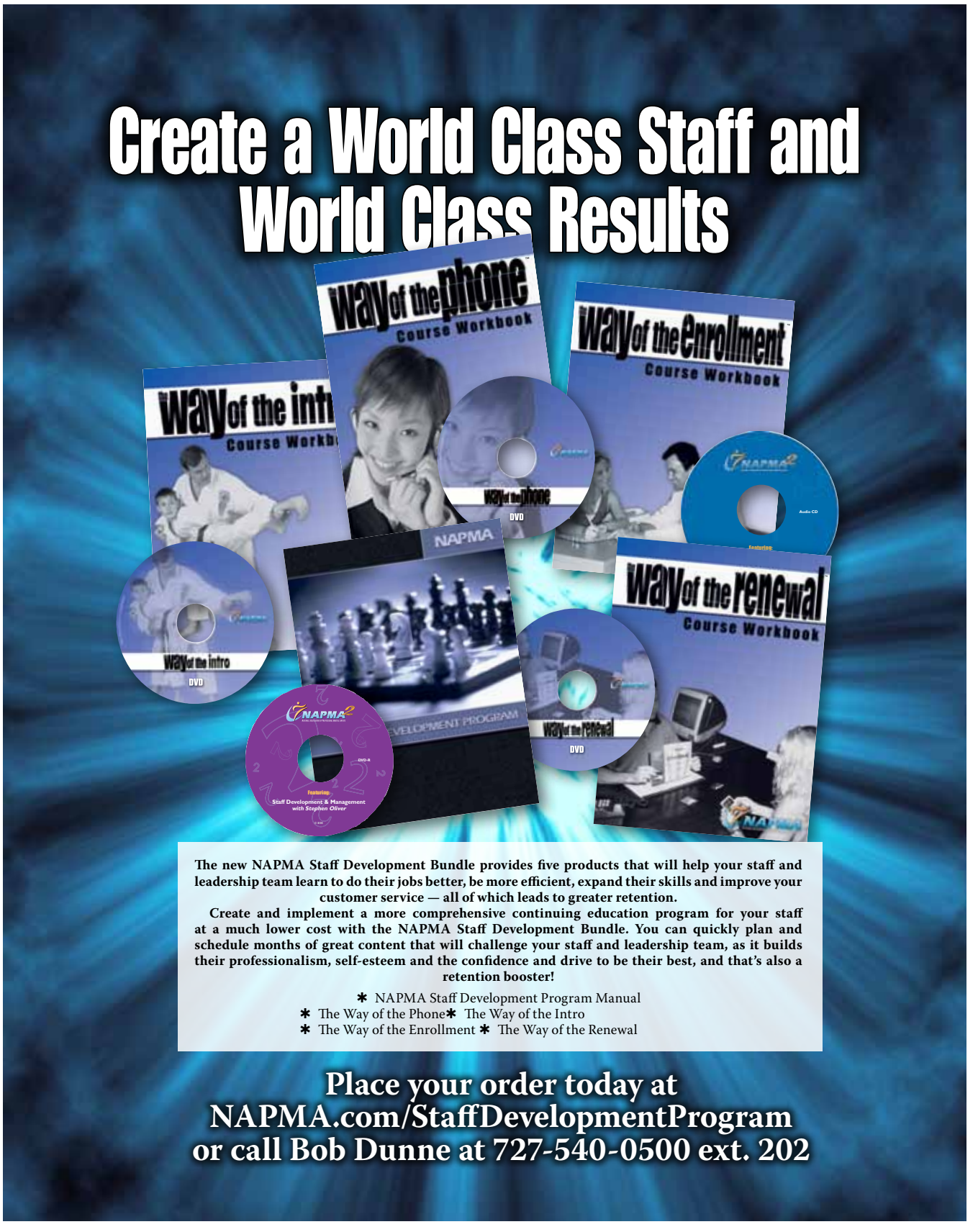
Keith Winkle

We hear stories from school owners who spend weeks planning a public demonstration at a local event only to have little interest and no resulting prospects. Some school owners believe that just announcing the opening of a school will send students flooding through the doors. The power of promotion can substantially add to the success of your school if you know the right strategies to use to invite success to your door. Master Winkle is ready to show you how to make that happen.

Register Early to Reserve Your Spot

The Financial Power Summit is part of NAPMA's vision for unlocking the full potential of each of our members and to boost the industry to a whole new level of excellence. We invite you to join us at this can't-miss event to learn the secret of some of the top producers in our industry. For more information go to NAPMAseminar.com.

NAPMA is proud to co-sponsor this year's Financial Power Summit with Amerinational Management Systems and Isagenix Nutritional Cleansing System. Isagenix nutritional cleansing and replenishing system has helped hundreds of thousands of people get in the best shape of their lives. A.M.S. has been supporting martial arts schools for 26 years with billing services, custom software products and web strategies. ■



Grandmaster Kim Reveals How You Can Become the Next Martial Arts Millionaire



Grandmaster Y.K. Kim, martial arts champion and entreprenuer participates in the 2011 Financial Power Summit.

"I Invite You to Become the Next Martial Arts Millionaire."

Grandmaster Y.K. Kim is a modern philosopher, public speaker, respected author, successful entrepreneur and publisher of *Martial Arts Business Magazine.* In this insightful interview, he shares the secrets to his success.

Mastering the Martial Arts Business: Grandmaster Kim, you are world famous for your positive attitude, but even you must admit that the martial arts have been hurt by the recent economic crisis.

Grandmaster Kim: It has been tough. A few years ago we were suffering from an oil crisis, with gas prices over $4.00 a gallon. Then we were hit with a real estate crisis, which brought on a banking crisis, which turned into an economic crisis, which started the biggest recession since the Great Depression of 1929. This combination of back-to-back crises viciously attacked the martial arts industry, destroying over 6,000 martial arts schools in the last two years in the U.S., and thousands more are just barely surviving now. But, on the other hand, the recession is good. This recession has given the martial arts industry a golden opportunity to become stronger than ever.

> *"The good news is that the martial arts have the answer. We have the power to turn crisis into opportunity with one condition: we have to modernize our curriculum."*

Mastering the Martial Arts Business: How can a martial arts school not only survive, but thrive in this difficult economy?

Grandmaster Kim: We must modernize our martial arts system. Look at what's going on in technology today: a 10-year-old TV is now obsolete, and a three-year-old cellular phone is useless. If we are still marketing and managing the way we did 10 years ago, is it any wonder why we are suffering?

Martial artists generally resist change. You may not know this, but back when I first published the Success in Martial Arts Business package, I suffered a lot of public criticism. Other masters actually spit on me and even tried to physically hit me because they thought I disgraced the good name of the martial arts by commercializing our schools.

I was always taught that when bad things happen, good things happen, and fortunately, that package helped the martial arts industry grow by at least five to 10 times in the U.S. and Canada. I have had literally hundreds of masters thank me for turning their business and their lives around.

Unfortunately, even that package is not an exception, and it is obsolete today. The martial arts industry needs innovation. It's time to modernize our martial arts system to create a new level of success.

Mastering the Martial Arts Business: How can we modernize our system?

Grandmaster Kim: We need to do three things: modernize our curriculum; modernize our leadership; and modernize our business systems.

I'm sorry to say that if you emphasize only a traditional curriculum, you have no future. Look what is going on in the U.S. today. The U.S. is still the number one superpower in the world, but many Americans are suffering because 67% of us (including 12.5 million children) are overweight, causing over 400,000 premature deaths every year, and tens of millions of people have back pain, depression, cancer, heart attacks or commit suicide because of modern stress. These problems cause:

1. A national security concern. The Defense Department rejected 27% of enlistment candidates because they were overweight.
2. A national health care crisis. Too many people and companies can't afford health insurance because health care costs are skyrocketing.
3. A national trade crisis. How can we compete with China or any other growing nation of the world when our people are physically and mentally handicapped?

These are not personal problems any more; they have become a national crisis. We have to find the answer now. If we don't, we will face disaster in the near future.

Mastering the Martial Arts Business: That sounds pretty scary, but we're just martial arts school owners. Is this really our responsibility?

Grandmaster Kim: Who do you think can handle this crisis? Do you think the government, the medical industry, religion, the media, the entertainment industry, or professional sports like football, basketball, baseball or golf can provide our answers? If they could, why do these problems continue to grow?

The good news is that the martial arts have the answer. We have the power to turn crisis into opportunity with one condition: we have to modernize our curriculum. Martial arts training without mental exercise, which is philosophy, is just like street fighting. It's time to develop physical fitness, mental fitness, moral fitness, financial fitness and life fitness, so we can give people what they need and what they want.

For example, the way most schools teach self-defense, they teach less than 5% of what people need and want. Traditional self-defense only















teaches how to defend yourself from kicks, punches and grappling. As you know, there are lots of things that hurt your body besides kicks and punches. What about stress? Modern stress causes all those problems I listed above.

What about verbal attacks? If you do not know how to defend yourself, it is too easy to destroy your family happiness, ruin friendships or lose your job because most verbal attacks come from family, friends or co-workers.

What about self-attacks? You can avoid verbal and physical attacks, but you can't avoid self-attacks because the attacker is you. If you don't defend yourself, it is too easy to destroy yourself.

What about financial attacks and life attacks? We must develop physical, mental, moral, financial and life self-defense, so we can give our students what they need and what they want.

Mastering the Martial Arts Business: Those are noble goals, but can they be achieved? Why have some schools remained successful in this recession while other schools have closed down?

Grandmaster Kim: That's a great question. Of course the recession has intensified the difference, but in my 30 years of consulting experience I have noticed a clear difference in the habits of people who fail and those who succeed. Habits make the difference. Modern leaders have successful habits, while those who close down have failures' habits.

Failures have three things in common: laziness, negativity and ignorance.

Laziness is your enemy, my enemy and success's enemy. Lazy people never become successful. Negative people always say "No" out of habit. They look for obstacles first, rather than looking for possibilities. Negativity really closes the door on success.

The ignorance I am talking about is not measured by academic achievement – some people with advanced degrees can be pretty ignorant. What I mean by ignorance is that they have stopped improving and stopped learning. No matter how much they already know, when they stop learning and improving, they start becoming ignorant.

On the other hand, I have found

See **KIM**, *continued on page 29*

GOAL-GETTER SERIES

The Step-by-Step Blueprint to Achieving Your Martial Arts Business Goals

Step One: Develop An Intense, Burning Desire to Succeed



By Toby Milroy
NAPMA COO

This article is the first in a 12-part series on creating a vision for more success and prosperity for your business through effective goal-setting strategies.

Many martial arts school owners came into their school through happenstance rather than career planning. The owner/operator who started the school decided to retire and the senior instructor stepped up to take over. Other schools are opened by people who love the martial arts and thought it would be wonderful to spend their days on a mat, never realizing what went into running a quality program and successful business.

My point is that this important career decision didn't come from an entrepreneurial spark or a burning desire to run a school. At NAPMA, I often talk to owners who passionately love the martial arts and may be extremely skilled in this art, but they have never developed the business management skills required to run their school. Even if an owner was the senior instructor, running a thriving business is far different than running a successful class.

That's the gap that I see in our industry and the challenge many smaller schools face. Over and over we see that low-performing schools suffer more from a lack of passion than a lack of opportunity. Without the knowledge required to run a successful school, owner/operators stress out, burn out and ultimately fall out of the industry. Recent economic conditions purged more than 6000 school owners right out of business. It's hard to stay enthusiastic about running your school when faced with business related problems you don't know how to solve, but without that passion for the business side, your school will fail. That's why the first step in achieving your goal is to develop an intense, burning desire for your school to succeed.

NAPMA's Inner Circle members are some of the top school owners in the country. They have not only kept that fire in the belly we all had when we went for our first Black Belt, they transferred this passion to the business aspects of running a school. We teach our students that this deep, burning desire is essential to being successful in virtually anything you do in life. But if you don't have that level of no excuses, there-is-nothing-that-will-stop-me attitude you had earning that first Black Belt, your school will never be all that it can be and you may end up being an industry dropout.

Passion for your business motivates you to put in the extra hours, to work as hard as you need to and keep the focus required for a successful school. People aren't just buying martial arts instruction from you. They buy into the vision that you create for yourself, your school and your students. In other words, they buy into your passion for your business.

How do you develop this kind of passion for the day-to-day grind of running a school? What is the secret that the top performers know that you can apply to your operation?

Passion is a two-part process. First, you must have a vision that inspires you. Then you have to create a system of rewards for yourself that motivate you to push past the rough spots.

The most successful school owners are able to balance the demands of running a school with the need to have emotional satisfaction. They have a clear goal and work hard, but they also make time to enjoy the rewards of achieving that goal.

> ***When determining if a goal is realistic ask yourself if someone else has ever accomplished this or something very similar. If the answer is yes, then all that you need to do is learn what they know that you don't.***

NAPMA's Inner Circle members have some big goals, but they also give themselves big rewards. Their visions are compelling enough so they are willing to put in the time, energy, effort and resources to get there. This vision is something that ignites their passion. They're not just showing up each day to get their work done. They're showing up because that work leads to something bigger and better.

How do you develop this kind of vision? Let's say you find yourself in a school and you are just punching the clock. You aren't having any fun, and your business is limping along

going nowhere. How exactly do you find concrete goals that turn you on, push your buttons and trip your triggers? It's different for everybody. In some cases this goal is a financial objective like a sales goal for the year or opening a second location. For other people it's earning enough to buy a dream house, a boat or a sports car. In many cases, this goal is to create a better universe, a better community or better students. In my observations of the Inner Circle and Peak Performer members of NAPMA and some of self-made millionaires in other industries, a truly motivating vision includes both material success and the rewards of living a life that has a significant, positive impact on others.

To discover your vision of success, take a day and find an inspirational and quiet place to sit with your thoughts. Ask yourself, "If I had no limitations of money, time or resources, what would I like to do? What is my dream business?" Jot down all of your ideas no matter how impossible they may seem to you right now. Be very specific. We recommend that you envision the perfect day and write down an hour-by-hour schedule of what you would be doing. Describe exactly how you would feel after performing each of those tasks. This will give you a clearer idea of what you would really like to accomplish.

So many times we talk ourselves out of success because we are afraid to admit what we really want. Big goals are frightening because they seem like more than we can do and we don't always know how to solve the problems of achieving our vision of success. Instead of seeking out resources like NAPMA to help, many people simply shrink their vision. When you are trying to determine if a goal is realistic, ask yourself if someone else has ever accomplished this or something very similar. If the answer is yes, then all that you need to do is learn what they know that you don't about accomplishing this goal. Like our beginning students who had no idea of the skills required for a Black Belt, we have to find the people who can teach us what we need to know.

A System of Rewards

The second part of creating a deep, intense, belly-burning desire is keep it alive during the day-to-day realities of running a business. To do this, create a system of rewards that is very personal to you and packs your week with emotional satisfaction in your work. Review the notes you made about your perfect day in your dream business. What did you include in this day that was your emotional payoff? This is a good place to start when you visualize the rewards you want along the way to accomplishing your goal. Again, be very specific about what those rewards would be and exactly what you must accomplish before you give them to yourself.

Some people in a martial arts industry feel that if your motivation has monetary value or if you're interested in becoming wealthy, that's somehow not a worthwhile goal. Really, it's the opposite of that. The most successful people know that the only way to become wealthy in this or any industry is to serve other people at an extremely high level. You must dramatically over-deliver on the service you have promised.

Your rewards may include buying a new sports car after you hit a certain level of sales. It may also include rewarding yourself with participating in more competitions or training in a new technique. Our observations of the top perform-

See **GOAL-GETTER**, *continued on next page*

"We were struggling to make a turnover of about $18,000 a month. We are now doing well over $110,000 a month!"





When we joined NAPMA about a year and a half ago we were struggling to make a turnover of about $18,000 a month.

Since joining your organization, receiving your Maximum Impact packages, attending your seminars, and most importantly, implementing your business systems and ideas, we are now doing well over $110,000 a month! We just had our best month ever!

Just as importantly, the quality of our instructors has also drastically improved as well as our student satisfaction. It is a win-win situation!!

Why reinvent the wheel when so many dedicated martial artists have already learned through trial and error what works and what doesn't? So for us, if you believe in your martial art, if you believe in the positive impact you can make on your students life, if you believe in yourself, then the only right thing to do in my opinion is to do it professionally, to do it right!

For us the core value of NAPMA and its employees and members is the vast amount of knowledge and experience they have accumulated over the years and most importantly the willingness to share it. Furthermore they are always on top of all new marketing systems that are out there and are extremely innovative.

Without NAPMA's contribution, I would not be working full-time as a program director at my school, being involved in a martial art I love, making a very good income so i can provide for my family while also making a larger positive impact on more people's life.

Paul Resnick, Program Director/Instructor, IWKA BV
Amsterdam, The Netherlands

P.S. The Coaching/Inner Circle Program is fantastic. We're excited about being able to move up to the next level.

Transform you business from "average" to "*Exceptional*!"

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NAPMA
NATIONAL ASSOCIATION OF PROFESSIONAL MARTIAL ARTISTS

GOAL-GETTER, *continued from previous page*

ers in the country have taught us the best reward systems include a variety of payoffs. Some are big like the ones we just mentioned and some include smaller day-to-day rewards to keep your fire burning. This might be teaching a special class for an elite group of students or organizing a go-to-the-mat night with other school owners in your area to keep your skills sharp. The point is to find the things you most enjoy and bring more of that into your life, but tie it to a specific goal that you must meet.

Real World Challenges

The passion you feel inspires and motivates your students to reach for goals they aren't sure they can accomplish. Keeping it alive is one of the best things you can do for yourself and your students, but the realities of business also must be addressed. You are most at risk for losing passion for your school when you feel overwhelmed by business problems you were never trained to manage.

NAPMA is the specialist at helping school owners find their vision and live their passion. We've worked with schools at every level of the spectrum, and we have a practical, proven solution for every problem you may face on the way to achieving your vision of success. Other ways to keep your passion alive, if you are a NAPMA member, is to take full advantage of the monthly teleconferences and many online resources that are available. Mark your calendar for the Financial Power Summit coming to a metro area near you and get real world answers to your specific problems.

We educate parents who entrust their children to us that working together for a common goal is one of the ways to use peer influences in a positive, constructive way. The same can be said for school owners, and it's the reason NAPMA has so much support available. Make it a regular part of your life to surround yourself often with other school owners who are working just as hard as you are to achieve their vision of success. Reach out and ask for help when you don't know how to solve a problem by using our forums, the new Martial Arts Breakthßrough TV and the many downloadable resources available on the NAPMA member services website. We are here to help you make the most of your passion and to achieve your vision of success. ■

Next in the Series: How to Develop a Belief in Your Goal



How NAPMA Can Help You Realize Your Vision

For solutions to the challenges of running a martial arts school…

View episodes of Martial Arts Business Breakthrough TV at **NAPMAtv.MartialArtsProfessional.com**.





To download NAPMA's free Vision Planner worksheets go to **NAPMA.com/Vision**

Stephen Oliver's book, *What I Wish I Knew When I was 22,* is now available at Amazon.com in print or as a download for Kindle. Visit **Amazon.com** for more information or to order.



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NAPMA Business Solutions: Practical, Real-World Solutions that are Quick, Easy and Work!

If you haven't discovered **Martial Arts Business Breakthrough TV**, you're missing some great opportunities to learn more about how to grow your school and achieve your goals. Here's a summary of a few of the topics we've discussed on recent episodes. To view the full episodes, go to **NAPMAtv.MartialArtsProfessional.com**.

FOR SCHOOL OWNERS

Ethical Upgrade Program

Joseph McIntyre from Arizona asks:

> *"Dear Toby; For many years I resisted implementing an upgrade program in my school because I've always thought that, and I've been taught that, all upgrade programs are basically a bait-and-switch sales gimmick. However, I was just listening to you on one of my NAPMA CDs and I now realize that I may have been dead wrong. How is it that you implement an ethical upgrade program?"*

An upgrade system is an important point of focus with our Inner Circle and Peak Performers members because it really does take some in-depth understanding. It's a powerful strategy that can create a lot of revenue in your school, but only if it's done in an ethical and honest way. Unfortunately, there have been and in fact still may be a wave of people going through our industry teaching school owners how to bait-and-switch their students using high-pressure, intense sales tactics. Done correctly, an upgrade program will increase business and deepen the relationship to your students.

In my estimation, the only ethical sale is a win-win scenario. Number one, if you're enrolling a student in your school, your sales presentation is that you deliver a high-quality service. If the student is happy with what they're accomplishing in your program and with the benefits that they're already getting in your school, going back to them to explain and offer greater benefit will gladly enhance their program.

It's not about learning how to use another weapon or musical forms or any of that. All that is useful. It's about delivering a bigger set of benefits, solving bigger problems for your customers. What we recommend is sitting the customer down to let them know when they qualify for the next level of service and the next level of benefits, but only when the student is ready. It's about being completely upfront and getting them to participate in the process of qualifying for this bigger and more expansive program.

Managing your Staff

People come to a new job highly motivated and ready to do a great job. More often than not, we as school owners destroy that energy with poor staff management. Occasionally someone will come in to a job expecting to get by working 20 hours a week in a full-time job, but they are the exception. Most people want to excel in their work.

The three keys to effective staff management are aptitude, motivation and training. First, hire people who have the basic ability to perform the job. For example, great teachers are patient people and great sales people have vibrant personalities.

Next, motivate your staff by helping them be the best they can be. If you have a

Black Belt prepping for the championship match, you would spend a lot of time with this person. If you want a championship school, you want to give your staff that same kind of focused attention.

Finally, training has to be continuous at your school. People don't become great teachers magically. They become great teachers because they're taught teaching methodology, classroom structure, how to use their voice and body, how to interact with other people and how to build rapport. People become great at sales because they memorize scripts and learn how to engage prospects by asking questions and listening to the answers.

Building a championship school means mastering the three keys to effective staff management

FOR NAPMA MEMBERS

How to Use the Kickin' Newsletter

Each month NAPMA members receive a student newsletter called the Kickin'. The purpose of this newsletter is to remind students of the benefits they receive by taking advantage of the services you offer. If the only time they hear about the benefits you're delivering is in the initial sales conference, then you're really approaching this the wrong way. You must continue to reinforce those messages over time. Signing a new student is the beginning of the sales process and not the end.

Every month, the Kickin' cover story is always about one core benefit of martial arts training. Reinforcing this message in your classes is a great way to remind students of the benefit of your school. We also have a health-related article designed to reinforce the benefit of being a long-term student because living a healthy lifestyle is essential to a healthy life.


April 2011

kickin'

Published Monthly for the Friends and Family of this NAPMA School

The Power of Forgiveness

The definition of forgiveness is to let go of your bad feelings for others when they hurt you. You develop real character when you learn how to forgive others. Forgiveness is a great, positive power. When you can forgive, then the quality of your life will improve immensely.

There are many reasons why you might feel bad about others. Some bad feelings are caused by accidental situations that may not be the other person's fault. Your forgiveness is very important to help him or her feel better. In other situations, it may be very difficult to forgive someone who has been intentionally mean or unfair. You have the power to determine what reasons caused bad feelings, and then decide the best possible solution that could lead to forgiveness..

Are you a forgiving person? How you would respond to each of the situations below?

1. A friend accidentally spills his drink over your favorite pair of shoes. Would you:
   a. Spill your drink over your friend in revenge?
   b. Never speak to your friend again?
   c. Forgive your friend because it was an accident and friendship is far more important than a pair of shoes?
2. You are told that one of your friends has been saying untrue, mean things about you behind your back. Would you:
   a. Say mean things about him or her?
   b. Stop speaking to your friend?
   c. Approach your friend and ask what is wrong?
3. Your brother blames you for making a mess in the kitchen, even though you were not home all day. Would you:
   a. Hit your brother?
   b. Refuse to help clean the kitchen because you know that it wasn't your mess?
   c. Explain to your brother that you didn't make the mess, but offer to help him if he needs the help?

If you answered (a), then you are a revengeful person and will most likely have more enemies than friends. If you answered (b), then you hold grudges and you will most likely lose friendships because you didn't practice forgiveness. If you answered (c), then you are smart enough to stop and think about situations before reacting. You know how to forgive others, so the quality of your life will be much greater and you will have more friends than you ever imagined possible.

action *principles*

Control Conflict

Long-term relationships are almost always more important than short-term problems. Be an active peacemaker, building bridges of understanding. Use kindness, whenever possible, as your weapon against evil. Neutralize shouting with soft words. Answer threats with serene confidence. Speak plainly. Don't use foul language or sarcasm. Let go of your anger.

Bill FitzPatrick is a 5th-degree Black Belt, holds a Master's Degree in Education and runs the non-profit American Success Institute at: www.mastersuccess.com.

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There are two specific markets that should receive your student newsletter. Number one, you should send it to all of your students to increase that level of communication and to keep reminding them of the benefits that they wanted and are getting in your school. It's also very important to send to all of your prospects. These are the people who have come in for a birthday party, a referral activity or just walked in the door. It's very important that you keep communicating with those folks, and all of these messages are designed to keep the benefits of your service in front of them. Eventually, you will present a solution for the specific problem they need to solve. ■

Want More?

Each month the experts at NAPMA brings you a fresh episode of the groundbreaking new Martial Arts Breakthrough TV to help you succeed in all aspects of your martial arts school. Respectful of your time, episodes are short, snappy and concise — it only takes a few minutes to quench your thirst for knowledge.

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Mile High Maverick: The Money Guy...

By Stephen Oliver
NAPMA CEO



"While talking on the phone I remember a little clatch of Black Belts and school owners sneering in my general direction and saying something like, "Oh, there's the 'Money Guy'."

It was probably 1989 or 1990. I remember standing outside a crappy little tournament venue that doubled as an indoor soccer training facility. I was leaning against a 1986 Corvette that my (by then) ex-wife had decided she had to have, and I ended up inheriting when she got sick of the clutch that needed a 250 lb. linebacker to use. God, I hated that car. On perfectly smooth roads, no rain, no gravel, no ripples, it ran like a racecar. Anything less than perfect it was a death trap. If you looked at it the wrong way something broke. Later I traded it for a Dodge Stealth Twin Turbo that I still miss, and then traded it for my first Porsche 911 C-4.

Anyway, back to the logic of this story. I was leaning on the car talking on the phone — remember the Motorola "brick phone" made famous by Michael Douglas on the beach in the first *Wall Street* movie (or given back to him on the way out of prison in the most recent movie)? I was really sort of obligated to go to a ton of tournaments, local and national, since I'd recently become a NASKA National Promoter, having held my first event (with Nasty Anderson & Charlie Lee as the Grand Champions) and now gearing up for number two.

While talking on the phone I remember a little clatch of Black Belts and school owners sneering in my general direction and saying something like… "Oh, there's the Money Guy."

Now, frankly I wasn't having a great day, in part because I was forcing myself to attend the crappy little tournament in a crappy little venue. However, at the time I found them irritating and did my best to ignore them. Later when in a little a better mood, I found it funny. My perspective was pretty good even then since I'd lived through Jhoon Rhee being called similar and worse things by martial artists in Washington, D.C., and around the country. Our organization then was dubbed a "belt factory" (the 1970s version of "McDojo") in part because we were "selling Black Belts."

A few months later the promoters of the various little tournaments in my area were getting together in their association meeting. Mostly they were trying to figure out how not to support my "Mile High Karate Classic" event without losing the 100 to 200 students that I tended to bring to seven or eight of their events each year.

Another school owner, one in fact that I'd fired in a scandal (his, not mine), referred to me in that meeting as "the Donald Trump of martial arts." I never had a chance that to tell him that I considered that statement a compliment, not an insult, but certainly he meant it with condescension.

At the time I was pretty clear that the opinion of my competitors, especially those who preferred poverty to running a professional business, was not my concern.

At the same time, a huge number of school owners were seeking me out for advice and help — in part because of my having three or four of the top 10 schools on EFC's early "All-Stars" list, and in part because of the two "Success Story" columns that Century ran on me and Mile High Karate in their customer newsletter. More and more started seeking me out as they attended my tournaments only to see several hundred Mile High Karate students going through "Black Belt preparation" on the Friday night before the tournament and 700 more or less students participating in the event.

One of those who sought me out was Terry Bryan, who accepted advice and implemented. Several others ended up on the EFC Board of Directors — one ended up as the number one school on the EFC All-Stars list for many years and in their Hall of Fame. It's interesting that the guys calling me the "Money Guy" could have achieved comparable financial success if they'd just asked for some direction. I remember one because I was watching a little YouTube video John Graden did in his own words. He had sought me and Jeff Smith out because we were "making a six-figure (personal) income and developing incredibly high-quality Black Belts, and he actually spent about a week learning about what I was doing and then documented much of it in a book about martial arts school operations back in 1992 or 1993.

What's obvious to me now, among other things, is we really do occupy a unique business niche.

A small portion choose between this as a profession and some other comparable or better "six-figure" option. My choice was Georgetown University, to New York banking or Wall Street, then Harvard or Wharton MBA – or big chain of schools in Denver to replicate the Jhoon Rhee Institute.

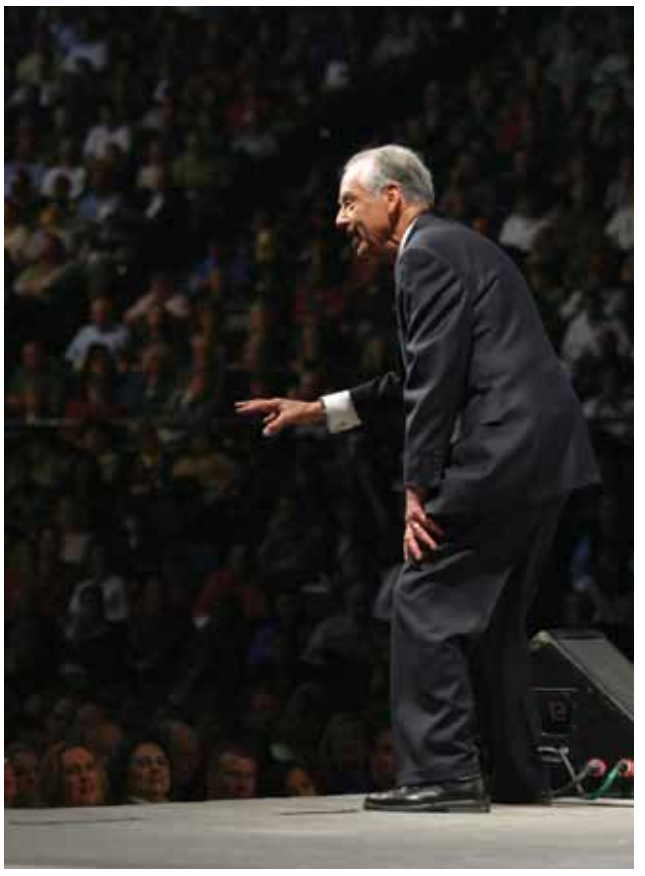
Most school owners sort of end up in business as a way of participating in their "hobby" full- or part-time. Somehow practicing martial arts, teaching it and running a martial arts school business seemed like the same thing more or less to many of them. The same frankly was true of me when I moved to Washington, D.C. I never expected this to be a "real career."

I also realize that then and now many bought into the myth of the "belt factory" or "McDojo." I knew from the Jhoon Rhee Institute a couple of things. The hobbyists teaching in Y's or rec centers (even the Jhoon Rhee branches like ours in Tulsa) didn't compare with the full-time instructors in full-time professional and profitable schools. The full-time, well-paid professionals just had more time to train on being better teachers and had more

See **MONEY GUY**, *continued on age 28*

Zig Ziglar Talks Martial Arts: How to Enroll More Students with Less "Selling" in Your Martial Arts School

In this exclusive interview, world-renowned motivational guru Zig Ziglar tutors martial arts professionals on how to prioritize goals, the relationship between self-image and success, leadership and fostering student loyalty, and much, much more.



"You can anything you want in life, if you help enough other people get what they *want." — Zig Ziglar*

In the world of motivational speakers, Zig Ziglar is unparalleled. During the last 35 years, the former aluminum pot salesman has spread his inspirational success philosophy to millions of people around the world, including countless martial arts instructors.

A prolific author and tireless lecturer, Ziglar has written 24 books — nine of which have appeared on many bestseller lists. Covering topics such as personal development, the role of faith, family and child rearing, and sales and universal business success, Ziglar's books have been translated into 36 languages. His book, *See You at the Top*, sold more than one million hardcover copies. His *Secrets of Closing the Sale* was the first sales tome to make the *New York Times* bestseller list and solidified Ziglar's place as the business world's most sought-after motivational maestro. Moreover, Ziglar has packaged his principles in a series of tapes and CDs, which have reached millions more, in and out of the martial arts industry.

Ziglar has an appeal that transcends barriers of age, culture and occupation. Since 1970, he has traveled more than five million miles across the world, delivering powerful life-improvement messages and cultivating the energy of change. He has shared the platform with such distinguished Americans as Presidents Ford, Reagan and Bush; Generals Norman Schwarzkopf and Colin Powell; Dr. Norman Vincent Peale; Paul Harvey; Dr. Robert Schuller; and numerous U.S. congressmen and governors. He has also been recognized three times in the Congressional Record of the United States for his work with youth in the drug war, and for his dedication to America and the free enterprise system.

Zig Ziglar was not always the passionate business dynamo he is today. By his own reckoning, for the first two-and-one-half years of his sales career, the Yazoo City, MS, native was an abject failure, barely able to pay the hospital bill for the birth of his first child. Following an epiphanic conversation with a fellow salesman that prompted a newfound belief in himself and his potential, Ziglar became a world-class salesman. In one company, he placed second among a sales force of 7,000 and first in another company with a sales force of more than 3,000 people.

Notwithstanding his sales success, Ziglar decided that he had accomplished all that he wanted during his first career and proceeded to move into a different phase of his life — namely, spreading his life-improvement strategies to as large an audience as possible.

Zig Ziglar continues to travel the globe, promoting his faith-inspired message of life improvement and unselfish success. During the decades, his down-to-earth philosophies have been integrated into martial arts schools throughout the world, as instructors gradually began to incorporate life-skill development, character education, positive thinking and motivation into their classes. Today, instructors of every style continue to study and utilize his prolific work for the betterment of themselves, their families, their staffs and their students.

Mastering the Martial Arts Business: For starters, Mr. Ziglar, one of your hallmark statements is, "You can get everything in life you want if you help enough other people get what they want." It almost seems like you created this quote for martial arts instructors, based upon what they do for a living. Would you please elaborate on this brilliant philosophy?

Zig Ziglar: I'll be happy to do so. The neat thing is that this philosophy works in your personal life, your family life, your business life and your physical life. It works everywhere. It's actually a daily application of the Golden Rule that you can have everything you want if you'll help enough other people to get what they want.

Let me give an example. Lou Holtz is a good friend of mine. He was the head football coach at Notre Dame for 11 years. During those 11 years, 10 of his assistant coaches became head coaches. Now, most people would say, "Well, the best assistant coaches are the ones who are hired for head coaching jobs." Where does that leave Lou Holtz?

Here's the answer. When it became known in the world of assistant coaches that Lou Holtz was teaching assistant coaches how to be head coaches, many assistant coaches started applying to Lou. Not only did he replace his best assistant coaches that way, but also the new assistant coaches brought their high school contacts. Lou had better access to new assistant coaches and recruits, and those are reasons why Notre Dame won the national championship.

When the business world sees that you really are interested in the other person profiting, then all of the good deals will come your way. That's exactly what happens. It's true in every area of life.

Mastering the Martial Arts Business: Clearly, motivation is a key ingredient for any martial arts teacher, but this skill doesn't come naturally to some. In general, if an instructor wants to be a more motivational teacher, then what steps should he or she take?

Ziglar: Let me answer the question by saying that we still hear people say, "Motivation is temporary." Yes, that's absolutely true, but then, so is bathing and eating. If you do both of those on a daily basis, you'll live longer and smell better.

You start by becoming a student yourself. In my own life, I've read an average of more than three hours a day for more than 30 years. I also read a wide range of subjects because I've discovered that the more new information you acquire, the more useful the old information you already have is.

Number one, be a student. More importantly — and I suspect that about 99 percent of the martial arts instructors already exhibit this quality — is to have a passion for what you're doing. For example, a martial arts instructor who watches a student make progress receives a joy, which then creates the

passion to enable him or her to do even more.

Again, there's the idea that you can have what you want, if you'll help enough other people to get what they want. Passion rises and rises when an instructor sees the results. You must continue to learn and believe, however; that's how you develop passion.

Mastering the Martial Arts Business: Let's narrow this critical topic to the motivation of a staff. What are some basic techniques that any instructor can use to motivate his or her staff members to try harder, to do a better job and to aim always for peak performance?

Ziglar: Team-building comes with encouragement. When you're talking with a team member, research shows that you should use three times as many praise observations as instructional observations. You should be praising them three times for what they've done for every one time that you point out, "Here's the way to do this better." When you do that, you make them feel important, and the probability that that person will not only become motivated, but also loyal, grows dramatically.

An example is Andrew Carnegie, the first great industrialist that America produced. He came here from Scotland as a penniless youngster. More than a hundred years ago, he had 43 millionaires working for him. A reporter asked him how on earth did he manage to hire millionaires. Mr. Carnegie said, 'Well, none of them were millionaires when I hired them.'

So the obvious question was, "What did you do to encourage, inspire and teach them to be so valuable to you that you paid them enough money to become millionaires?" He answered, "You develop people the same way you mine gold. You go into a gold mine and you expect to move plenty of dirt to find an ounce of gold. You're not looking for dirt; you're looking for gold."

Mastering the Martial Arts Business: There's not a person on our team, at our company, however, who's not completely capable of killing any sale we make. My question is, "Should we just train the few who actually do the selling or should we train everybody?"

Ziglar: I think the point is rather obvious, and I'll use another football example to reinforce that point. In football, the quarterback receives approximately 50 percent of the publicity. The running back receives 25 percent, the wide receivers 15 percent and the rest of the team receives what's left, the last 10 percent.

Ask the coach, "Coach, do you really need that big, ugly, 330-pound offensive lineman?"

The coach will answer, "Only if we want to win."

Then you ask, "What about that 300-pound defensive end? Do you really need him?"

"Only if we want to win," he'll reply again.

Winning teams are the ones that make that offensive tackle or defensive end feel just as important and just as significant as the quarterback who receives most of the publicity. The coach's job is to make certain every player is recognized as an integral part of the team. Everyone plays a part.

In the martial arts business, every person in the facility — the person who greets students at the door, the person who answers the telephone, the person who prepares the mailing — everybody is important. When they're made to feel important, they perform better. That means everybody wins.

Mastering the Martial Arts Business: Please talk to us a little about attitude. Why is having a positive attitude so important to achieve success in any kind of business?

Ziglar: Many people look like the cruise director of the Titanic, acting like someone licked all the red from his or her candy. Research at Harvard and Stanford reveals the fact that 85 percent of the reason a person obtains a job and succeeds at that job is because of his or her attitude. Only 15 percent is because of their technical skills. Don't misunderstand. Technical skills are important, but they'll only take you so far. Attitude makes all the difference in the world.

Research shows that, if you work with positive people, your own performance is better. Man was designed for accomplishment. He's engineered for success. He's endowed with the seeds of greatness. A body at rest remains at rest, however, until it's acted on by an outside source. That's the martial arts instructors' job — to motivate, inspire and teach their students how to be better at what they're doing, encouraging them along the way. Encouragement, after all, is the fuel on which hope runs, and hope is the foundation of quantity of all change.

It's critically important that we continue to encourage students and each other. We maintain our positive attitudes and become what I call "good-finders."

We learned an exercise (that we've done for many years) from a middle school in south Texas. We called it our "I like because…" pad. We write little notes to others in our company and to our clients and so forth. These notes make observations such as, "I like Sally because she has such a cheerful, upbeat attitude and is so team-oriented," or, "I like John because he completes his projects under budget and on time."

In other words, the encouragement is very specific. That's one of the ways that you really do encourage, inspire and instruct people by example.

Mastering the Martial Arts Business: I know that selling is a vast subject, but please give us some universal tips on how to be more effective when closing a membership transaction?

Ziglar: In the martial arts, when you're attempting to close the sale, you must really believe that the major beneficiary will be the student and then yourself. You pull for him to buy because the student will receive much more benefit than you will. If it's not for his benefit, then your body language will give it away. ■

There's More…

…online, where you don't have to wait for the next issue of the print edition of *Mastering the Martial Arts Business* to come our before you can read part two of this interview. See **MartialArtsProfessional.com**



MONEY GUY, *continued from page 25*

time and resources to devote to their students. (I was lucky enough to discover this first-hand in 1976.)

The reality is EVERY high-profit school that I have intimate knowledge of, and it's a bunch, teach really high-quality martial arts. Some teach grappling, others Tae Kwon Do, others MMA or JKD, but for what they are teaching, the successful schools I've seen, ranging from Master Clark's ATA schools in Jacksonville, to Tiger Schulmann in New York, to Steve LaVallee, Dave Kovar, Keith Hafner, Westcoast TKD (Ernie Reyes), USA Karate (Pat Worley & Gordon Franks) and National Karate (John Worley and Larry Carnahan) in Minneapolis/St.Paul and a slew of others, have something in common.

That commonality is a sincere concern for student development and high-quality martial arts instruction with high-quality instructors.

Are there "low-quality" high-volume schools? I've seen a few come and go over the years. *They can do well for a few months, maybe a few years, but to thrive for 10, 20, 30 years or more (my first location in Lakewood, Colorado, has been there 28 years), they must have excited and satisfied students.* I remember myself, having heard similar "McDojo" crap about Tiger Schulmann and Bill Clark. I knew not to buy into that; however, to tell you the truth, I sort of did.

I remember first stopping by Schulmann's in Manhattan and being amazed at the intensity and capability of their instructors. Jeff Smith visited their national training center in Paramus, NJ, and was extremely impressed with the quality of their martial arts training.

Next, I took my friends Steve LaVallee and Tim Kovar to spend a couple of days with Bill Clark and attend his staff meeting. I remember taking notes about the quality and intensity of his instructor training held twice a week (led personally by Master Clark) and taking notes, not on any of the business training but on the teacher and martial arts training that he required his staff to participate in twice a week (100 times a year) every week. I borrowed a myriad of ideas from him to apply to my own schools.

Perhaps some of it is kickboxers thinking that Tae Kwon Do guys aren't that great – or BJJ guys thinking that traditional Okinawan stylists are not that "realistic" or some such idiocy. I believe most of it is reinforced by the second- and third-string consultants talking about "paper tigers" and how not to "sell out."

Much of the rest comes back to the old adage of "most people would rather have a good excuse rather than good results."

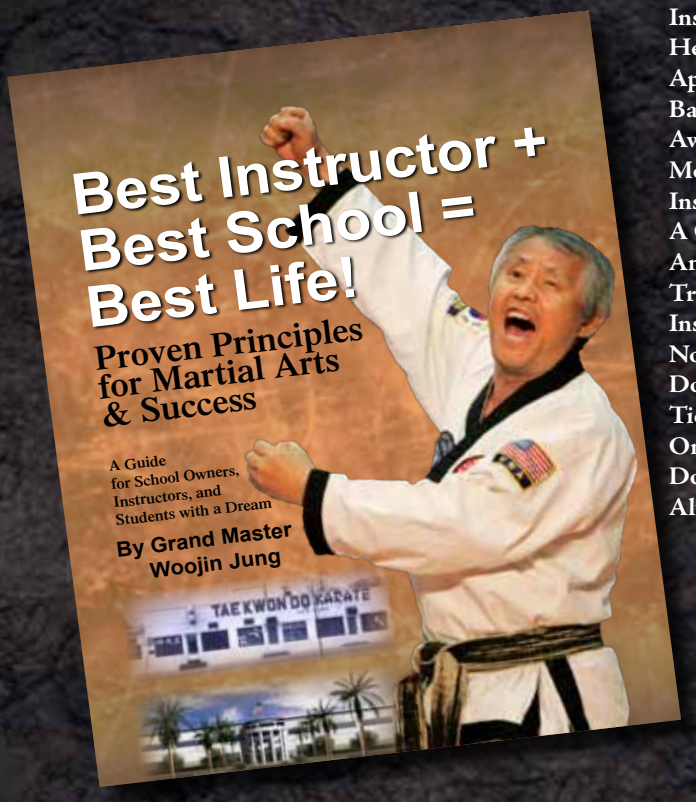
If you are broke, I guess it's easier to rationalize that it's because you are "pure" and haven't "sold out" rather than realize it's from either ignorance (not knowing what to do) or laziness (not willing to get off your ass and go do what needs to be done).

Anyway, back to the beginning of the story. At the crappy little tournament in the crappy little venue, I had a 14-year-old Brown Belt girl beat every adult Black Belt in traditional forms and then win grand championship with a musical form (Exodus), a 16-year-old middleweight Brown Belt fight and win heavyweight Black Belt (I had to move him up since he "hit too hard" for the middleweight adults) and about 40 other kids win first, second or third.

Guess what they all said about us then? Yep, you're right… *Belt Factory run by the money guy who wasn't really a martial artist.* Oh well, you can't win that battle I guess! ■

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KIM, *continued from page 19*

that successful people also have three things in common: greed, skill and love. I don't know who told you that money is evil. I know some parents, some preachers, some teachers and even some martial arts masters say that money is evil, but I say that is only half of the truth.

Money is just a tool. It can be good or evil, depending on how you use it. Take the knife, for example. If you use a knife to cut somebody, it is a weapon. If you use a knife to cook dinner for your family, it is a tool. The knife is neither good nor evil, but conforms to the purpose of the person using it. Money is just a tool that also conforms to the purpose of the person using it. Likewise, greed can be good or evil, depending on your purpose.

I've never known anyone successful who isn't greedy for improvement. Success begins with desire. Without desire, nothing happens. Desire is greed. As long as you use your desire to motivate yourself to work harder and improve, it is a tool. When desire becomes more important than the good of others, it becomes a weapon.

Skill involves what you do and how you do it. Successful martial art business owners have martial arts skills and business skills. They know what to do and how to do it. Without both sets of skills, they have little chance of success.

By love, I mean that successful people love what they do. They express their passion in a successful enterprise. Because they love what they do, they are their own best cheerleaders. They are self-motivated, overcoming all obstacles that get in their way.

Mastering the Martial Arts Business: How can we modernize our leadership and develop successful habits?

Grandmaster Kim: Traditional leadership is dead; it is not working today because traditional leadership was a dictatorship, like a master and slave relationship. Traditional leadership was based on positional power.

Modern leadership is based on personal power. It motivates, inspires, energizes, encourages, helps and supports others with care and respect. Modern leadership shows you how to make others like, trust, love, and respect you. If you do not know how to make others like and trust you, you can't enroll new students, and it is pretty difficult to maintain your current students.

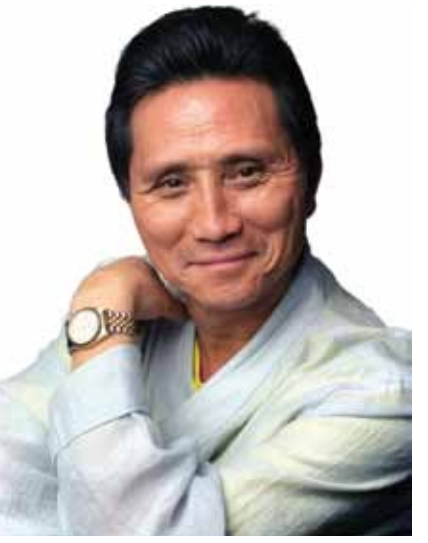
Second, modern leadership shows you how to make others need you. If you can make other people need you, nobody can fire you no matter what you do in your job. It is too easy to enroll new students and maintain your current students when they really need you.

"Successful martial art business owners have martial arts skills and business skills. They know what to do and how to do it. Without both sets of skills, they have little chance of success."

I am proud to tell you that I have spent the last 31 years researching, studying, practicing and proving my understanding of modern leadership. There are 12 parts of modern leadership, and I'll be discussing more of these ideas at the Financial Power Summits to be held across the country.

Mastering the Martial Arts Business: What about business systems? Why do we need to modernize those?

Grandmaster Kim: Traditional marketing was advertising, promotion and sales. Modern marketing is beginning to finish, from the idea through the final profit, all the way to repeat business. Traditional marketing is obsolete. For example, on one hand there are schools that focus so much on their advertising



and sales that they sign up literally hundreds of students, but most of them quit. On the other hand there are schools that focus so much on good instruction that their students never quit, but they eventually close their doors because they can't enroll enough students to pay the rent. We need a balance of the three, which form a triangle: excellent curriculum, excellent leadership and excellent business systems. These are also topics we will discuss at the Financial Power Summit.

Mastering the Martial Arts Business: How does technology play into modern marketing?

Grandmaster Kim: Modern marketing is pay-less, paper-less, envelope-less, stamp-less and timeless. First, you can have lots of free advertising through social media promotions on places like Facebook, MySpace, and Twitter, plus blogs and free electronic marketing on Craigslist. Second, your website provides penny-less advertising because you have no printing or distribution costs. Third, you can send massive email campaigns, again for free.

Modern marketing techniques will bring lots of prospective members to your school from free advertising and promotion, email and phone presentation. You can enroll more of your visitors with special hosting procedures, PowerPoint presentations and special events. You will retain more students with new class structures and special classes to motivate your highly skilled students.

I get excited by the potential of the NAPMA's Financial Power Summit. When you understand these concepts you can boost your profit, boost your enrollment and boost your income! ■



What Martial Arts School Owners Forget To Ask

Classical martial artists spend much time and energy to learn timing, as part of their training. For example, in traditional Japanese swordsmanship, when the warrior defeated his enemy, based on the moment in time, he became aware that an attack was imminent.

Go No Sen is the name for a warrior who saw the attack and defended himself. Sen No Sen is when he became aware of the attack and launched a counterattack at exactly the same time (a stop hit, per se). Eliminating an attack before it is launched is the highest level of strategy.

I am amazed at the martial artists that understand this self-defense theory, but fail to understand that this is a universal principle and must be applied to all areas of their lives.

Most of them tend to spend all their time learning techniques to teach their students, instead of studying business, marketing, sales and wealth "self-defense." This can result in them being vulnerable to lose it all with one lawsuit, if they don't understand entity structuring and asset protection.



WarriorWiz
TERRY BRYAN
PhD., 9th-DEGREE BLACK BELT

With 80 million lawsuits being filed every year, an instructor is more likely to be sued than being assaulted on the street. Seventy percent of the world's lawyers are in the U. S. More lawyers mean more competition for clients, and that leads to new and creative theories of liability and methods to extract profits from profitable school owners.

Consider these lawsuit facts:

- Contingency fees by trial lawyers exceed $10 billion annually.

For personal injury litigation, more than $96 billion is spent or lost each year in America to pay $41 billion in compensation to injured parties and their attorneys.

- Lawsuits are a real threat to a martial arts school owners and their financial well-being. Imagine a punk sticking a .357 magnum at your throat and demanding your wallet, credit cards, jewelry and keys to your luxury car. You would recognize that your wealth and personal well-being are being attacked and maybe you'd even feel vulnerable and violated.

You will experience the same feelings if you are sued, but that will be legal. As a Black Belt businessperson, you must learn skills to help you avoid ambulance-chasing attorneys who might target you and your hard-earned assets.

- Do you own the building that houses your school or do you plan to own it someday? This is one of the key elements to build wealth. If you are ever sued, then the jury (who are

See **BRYAN**, *continued on page 33*

TERRY BRYAN PhD., 9th-DEGREE BLACK BELT
Terry Bryan is a highly respected speaker and coach for business owners and real estate investors. During his more than 30 years in martial arts competition, Terry won two world titles and more than 300 first-place wins in the Black Belt and Masters Divisions. Terry now sits on the board of directors of the Colorado Association of Real Estate Investors and the United States Real Estate Investors Association. He can be contacted through **NAPMAFreeOffer.com** or **NAPMA.com**.

All the Things I Wish I Knew When I Was 22

I've spent millions experimenting and learning, and frankly, I've wasted a huge amount of money learning very expensive lessons. The good news is that you can learn from my experience and keep the money for yourself.

Really there are only a very few things that really matter for you with your Martial Arts School Business:

1. Lifestyle
2. Wealth
3. Contribution

What's that mean?

Well, a huge number of school owners end up working 100 hours per week — barely making a living. Even if you make $200,000.00 or more per year, do you really want to spend every waking moment at your school?

I'll share with you some of the lessons that I've learned on how to "Get a Life" and still run a successful school.

Wealth.

Everyone talks about gross revenue. Well, certainly that's important, but, let's face it, for your business, gross is only relative to what your expenses are. What would you rather have: $170,000 per month gross with $165,000 in fixed expenses (I've done that before — really), $35,000 in gross revenue with $20,000 in fixed expenses?

Ok, once you get the net up, what's really important?

Well, two things: How well you live now AND how much you keep and invest for the future. Most people — but frankly, a much higher percentage of martial arts school owners than the general population — get to 65 or 70 years old with no assets and no retirement income, and must continue to work or live on Social Security. Do you really want to be teaching martial arts daily, to make a living dependent on income from your students when you make it to 60 or 65?

In "All the Things I Wish I Knew When I Was 22" I teach you why most things that school owners think of as success are really just ego, and why the truly important things get missed by most.

Among the topics covered:

- The employee problem. Why more is not necessarily better.
- How to simplify your life and improve your income.
- How to separate EGO from business reality in building your school and in developing your facility.
- Save on your rent and work with your landlord effectively.
- The many foolish distractions that school owners pursue, and how to avoid these mistakes yourself.
- What gets measured gets done, or the art of unshakable numbers in management.
- Grow your own, or no one knows the troubles I've seen.
- A crisis must never be experienced for the second time!

I'll also share with you some incredible networking ideas:

- How I got Chuck Norris to visit my school and generated huge amounts of FREE press and favorable publicity.

  "Steve was the most help of anyone in the country in promoting our movie, Side Kicks. *I want to recognize and thank him" —Chuck Norris*

Note: His visit was covered by CBS, NBC, ABC and FOX Affiliates here in Denver, and *Interviews* filmed at our martial arts school, with the school mentioned by name, and were aired city-wide. We also ended up on Entertainment Tonight and a host of radio shows. Additionally, we had so many people there that we had 14 Arvada, CO police officers directing the traffic. Quite a PR accomplishment!

- How I've networked with some of the finest business minds in the country. Who is it you want to get to know?

Using some of these ideas, I've had the opportunity to:

- Have breakfast with Jay Abraham and discuss martial arts marketing ideas, including the content for my infomercial.
- Brainstormed with Brian Tracy.
- Met and networked with the *INC. Magazine* Entrepreneur of the Year (he changed my entire "paradigm" of our industry!).
- Hung out and brainstormed with some of the top marketing minds in the Internet today.
- Hung out with Chuck Norris at his ranch in Texas and developed an ongoing win-win relationship.
- Shared "lesson of the week" ideas with Denis Waitley.
- Met, worked with, and in some cases, trained some of the best known marketing experts in the martial arts industry.



Jump-start the success of your martial arts school by learning from Stephen Oliver's experiences.

"What I Wish I Knew When I Was 22"

By Stephen Oliver, MBA; 8th-Degree Black Belt; Founder Mile High Karate; CEO, National Association of Professional Martial Artists

Available from MartialArtsProfessional.com amazon.com

Chuck Norris on Stephen Oliver's assistance with the EFC:

"I just wanted to let you know how much I appreciate your efforts to develop a long-lasting relationship between EFC and KDOO. I can see why Nick has you on the Board." — *Chuck Norris*

"**I don't know how you're able to study and come up with this much great material!** I was just AMAZED at the content and the exciting ideas in this system. it's really given me some great ideas. Every school owner must have it — NOW."

What I really like is anything that I want to run with and implement immediately — you give me ALL of the tools, all the steps, and even the click-through links to web sites, authors, software tools, etc. that I need to get up an running right away. This really is the most comprehensive, yet easily readable material that I've ever seen." — *Joyce Santamaria, Empire State Karate*

"**I enjoyed your book "All the Things I Wish I Knew When I was 22", especially the part about firing students and staff.** At least now I know I am not alone, when no matter what I do, I cannot please everybody. All the books you have authored all seem very informative and relevant. There are several new concepts that I have not seen before, as well as many that I have seen, but need to see over and over again anyway. Thank you for providing all your information."

—Glenn Finke, Traditional Karate-Do Center

"**Your genius is the ability to see things from a perspective that virtually no one else does.** Your combination of an MBA and 20 years pioneering ideas for professional martial arts instructors is a valuable treasure for school owners such as myself. School owners have a choice of either spending 20 years in the process of trial and error coming up with new ideas, all the while wasting precious time and energy, plus thousands of dollars, or they can get the "Cliff Notes" of success, which is your "EVERYTHING I WISH I KNEW WHEN I WAS 22." That's a starting point to standing on the shoulders of your wisdom!"

—Chris Rappold, Personal Best Karate, Norton, MA

"**Stephen, I have to say that I would have paid the fee just for your "Everything I wish I knew when I was 22."** It was absolutely brilliant and really forced me to think about my own set up in the UK. I sat there reading it thinking, "This is me!" Many of the problems you highlighted I am currently dealing with myself, and your views were certainly a balanced and well thought out comment on my current situation. Keep up the good work."

—Stephen Cowley, Steve Cowley's Martial Arts Academy, High Wycombe, Bucks, United Kingdom

"**I do want to thank you for marketing such an extraordinary package of materials.** Awesome is the only word I can use to describe your package at such a low cost. I have had an academy (six days a week) open for the last twelve years and before that worked for one of my instructors for about six years in his five schools. The reason that I say low cost (and you know what i am talking about) is that we have paid out thousands of dollars over the years for business ideas and teaching ideas! The software is super! We have over the years tried everything that came along. Master Vision beats them all. The little book "All the things I wish I knew when I was 22" was worth the cost of your program. Anyway, it has been the shot in the arm that we needed and we thank you for the dose of medicine. Anyway, thanks for your program. Keep the faith and keep plugging "if you never give up, never quit and you never surrender you will never fail".

—Gordon Dixon, Tupelo Martial Arts Academy, Shannon, MS

"**Although we are worlds apart, the similarity of our markets is absolutely scary!** I am currently reading through the "Things I wish I knew....." for a second time and really enjoy your aproach. I am (was) a technical fighter and teacher all my life and only loved Karate-do. I am now rapidly changing to become a marketer, seller, business person etc. It had been an eye-opening experience to read the material you had sent. I am eagerly awaiting to apply nearly every single suggestion in the program. The similarity in our markets are really amazing! Although we are continents apart! I enjoyed the line, "I have not found even a single advantage into entering my students into the external tournaments." I am currently working through all the material."

—Soon Pretorius, Karate Academy of South Africa, Pretoria, South Africa

Time Integrity for School Owners: Idea Day, Part 2

Last month, I challenged you to schedule one IDEA DAY per month that you spend reading and studying all of the business educational materials, books, CDs, DVDs, etc. that you invested money to acquire, but have had no time to focus on the contents.



The Success Coach

LEE MILTEER
NAPMA INNER CIRCLE AND PEAK PERFORMERS COACH

This month, I'll present you with rules for your IDEA DAY.

Rules of Your IDEA DAY

SUBMERGE YOURSELF in an environment that's different from your day-to-day routine. Find a special location where you can be alone and think and be open to new information. I suggest finding a quiet, positive environment that protects you from all distractions. The truth is that you are better off not doing this in your home, office or business, simply because you're sure to be interrupted or your mind will stray to office tasks. Don't allow yourself to be distracted from your goal to learn new ideas.

I suggest that you book a hotel room, borrow someone else's house or office, or go to a reading room at the public library. Again, one of the most important rules of the day is that the environment is totally different from your day-to-day routine, which will help you be open to new information. One of the reasons for choosing this hideaway place is so you can be alone, and you can allow your mind to absorb the materials. This new information can allow you to use the power of your imagination to know where to aim your powerful energy next! In the book *Think and Grow Rich*, the author Napoleon Hill said the imagination is the workshop of the mind. Face facts, it's hard to let your imagination loose in your office or home because most of the time you are putting out fires instead of investing in your mind to go to the next level in your journey.

As you are reading and studying the material you have selected, remain aware that you are LOOKING for ideas to make you money, ideas to make your business go to the next level, ideas to balance your life and ideas to market your business better! Keep in mind that once you have the ideas, you need to find ways to IMPLEMENT them. Write what you need to do. Keep a notebook of exactly what ideas you've learned. Create a timeline and a goal to implement these new ideas.

Ask yourself these questions:

- What is my BIG IDEA?
- How can this Big Idea change my business for the better?
- Who else can I invite on board

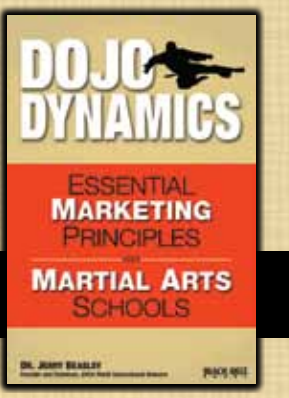
See **MILTEER**, *continued on page 33*

LEE MILTEER SUCCESS COACH

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

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- developing a marketing plan
- creating the definitive product
- finding the perfect place and price for your program
- advertising the right way and at the right time
- using public relations to effectively promote your school
- attracting new clients with successful sales promotions
- closing the deal with 90 percent of potential clients
- staying true to your clients' needs and the philosophy behind your martial art
- illustrative examples that are tried and true



Dr. Jerry Beasley is a professor of exercise, sport and health education at Radford University in Virginia with a doctorate in education administration. In 1978, he founded the American Independent Karate Instructors Association. He is also the founder and director of the famous Karate College, which was recognized in 2008 with the *Black Belt* Industry Award for Best Seminar/Training Camp.

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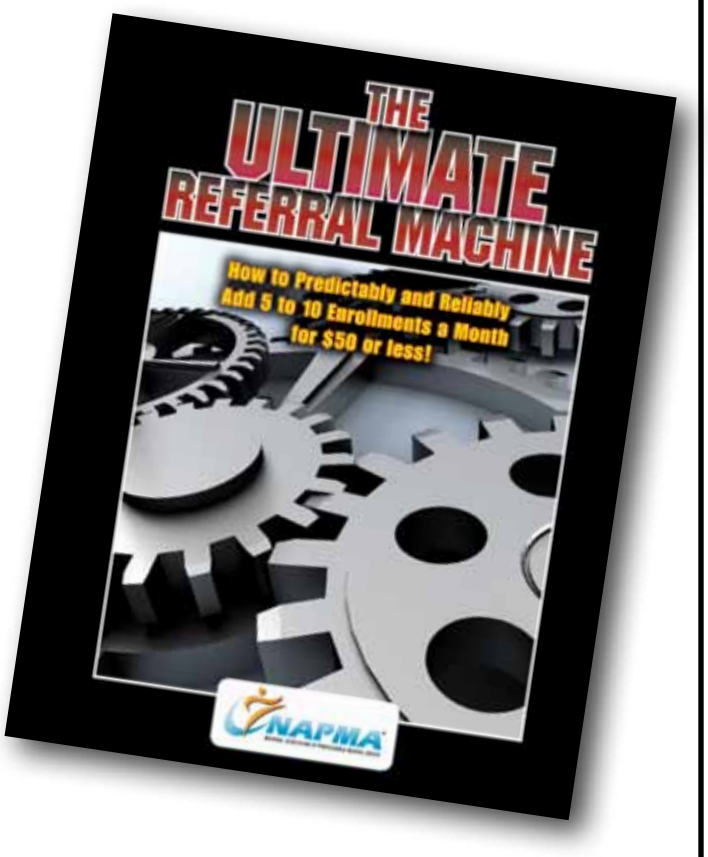
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Black and Blue Productions, Inc. 31
CageFitness.com 10
Century Martial Arts 3, 13
Full Contact Online Marketing 11
K&K Insurance 9
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Markel Insurance Company 19
Martial Arts Group 19
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MILTEER, *continued from page 31*

for this idea to work?

- Who do I need to delegate things to?
- Who is on my Team?
- Who can assist me in reaching this new goal?
- What must I do first?
- What is my plan to stay on target to bring this new idea to fulfillment?
- Where will I find support?

TURN OFF your cell phones, PDAs and pagers, and do not even think about looking at your e-mail. In fact, unless you need your computer for notes, don't even take it with you. Find a place with no potential for interruptions! Schedule from 9 to 5 p.m. and bring your lunch and snacks with you, so there are no interruptions or excuses for leaving your place of learning. Keep in mind that you are looking for a BIG IDEA. Hang in there; it will happen if you give your brain the opportunity to give it to you!

Let me warn you to be prepared: Once you arrive at your selected place for your IDEA DAY, you might FEEL like a fish out of water. Many people do busy work and are so used to checking e-mail, answering the cell phone and allowing others to interrupt them that they really don't know what it feels like to have a true quiet-time learning experience. I will promise you that once you honor yourself and do this once a month, NO excuses, several things will happen. First, you will feel good about actually doing some productive work that will lead to improving your life and business. Second, you will seed your mind with new thoughts, actions and examples of how to make your business bigger and better. ■

Want More?

Lee Milteer is the Success Coach to NAPMA Inner Circle and Peak



Performance members and provides a wealth of tools and techniques she has used with may of the top Fortune 500 companies, and is a popular speaker at many motivational events. To gain access to Lee, as well as all of our other proven experts — visit **NAPMA.com/InnerCircle**

BRYAN, *continued from page 30*

more likely to consist of people who pay rents as tenants and are usually jealous of those that have a little wealth and own real estate) may consider your trial as a "pay back" opportunity to even the score with any hard-nosed landlords.

Consider this: most judges may earn less than you. How sympathetic could they possibly be? Do you think it's likely you'll receive a fair trial? You might as well just hand the court your checkbook and the title to your house or commercial building!

Do not rely on counterattack strategies; instead, be proactive and put your action plans to work in advance, before trouble happens. Once a lawsuit starts, it is too late to move or hide assets. It must be done in advance. Now is the best time to start to learn wealth self-defense. ■



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Here are the first three of 12 proven principles you can practice every day to get more out of yourself and improve your results in everything you do.

Principle #1

Time management enables you to increase the value of your contribution.

Self-esteem comes from the knowledge that you are putting more into your life and work than you are taking out, that you're contributing more to your work than you're getting back. The greater the contribution you feel that you're making to your company and to your family, the greater will be your self-esteem. Good time management enables you to improve greatly your ability to contribute more and more value to whatever you are doing.

Principle #2

Your rewards, both tangible and intangible, will always be equal to the value of your service to other people.

The more you put in, the more you get out. Through the Law of Sowing and Reaping, time management allows you to sow more and better, and therefore to reap more and better in every area of your life. If you want to increase the quality and quantity of your rewards, you need only seek ways to increase the value of your service. This is very much under your control.

Principle #3

Good time management requires that you see yourself as a "factory."

A factory has three phases of production. First of all, it has inputs of raw materials, time, labor, money and resources. These are the "factors of production" that are necessary to create the end product.

Second, inside the factory there are activities that take place. These are the production activities or work that are necessary to produce the product or service. The efficiency of operations within the factory determines the productivity of the factory and the productivity of each person involved in the production process.

Third, what emerges from the factory are the outputs of production of the factory. The value of the factory is determined by the quality and quantity of its outputs relative to its inputs. The central purpose of the management of the factory is to increase the quality and quantity of outputs.

One main difference between highly effective people and people who seem to produce very little is that top performers always focus on outputs or results. Average performers focus on inputs. Top performers focus on accomplishments; medium or low performers focus on activities.

Good time management requires that you continually ask yourself: What outputs are expected of me? What am I expected to produce? Why, exactly, am I on the payroll?

The more you focus on the required outputs of your position, the better and more effective you will become. As a result, you will create greater value and make a more important contribution. You will become more productive and, therefore, more valuable to yourself and to your company. ■

BRIAN TRACY CEO, BRIAN TRACY INTERNATIONAL
ACMA board member Brian Tracy is a Karate Black Belt and a world-renowned expert in the field of human development and motivation. Much of his success is a result of the discipline he learned through martial arts training.

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