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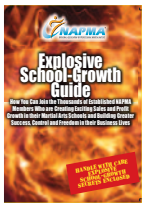
Mastering the Martial Arts Business

FOR MARTIAL ARTS SCHOOL OWNERS WHO ARE SERIOUS ABOUT SUCCESS

DECEMBER 2011 / $47.97

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NEW INSIDE



FREE from NAPMA The *NEW* **Explosive School-Growth Guide** lists all the ways you can power your school to the top.
martialartsprofessional.com

FEATURES

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and more columnists online!

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US POSTAGE
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MIDLAND MI
PERMIT NO. 131

Champion Martial Arts Reaches 250% Growth in Gross in 2011 and 52 New Enrollments Last Month!



Setting new enrollment records even in a difficult economy.



David Inman leads his team to the next level.

In this interview with David Inman, he talks with Stephen Oliver about his record growth in this challenging economy and the strategies he used to acheive his extraordinary success. With his classes full and an active school community, Master Inman prepares to set new records in 2012.

Story begins on page 12

Mile High Maverick

The Reason for the Season, and "No Margin, No Mission"

It is always the season for giving to those in need if you have had the good fortune and dedication to become a successful martial arts entrepreneur. In this month's column, Stephen Oliver takes aim at the "lunatics" who teach that marketing is an unnecessary skill. The key to helping others is having the resources to do so. Even charitable foundations have aggressive marketing programs for fundraising.



Story begins on page 20

2012 to be Stephen Oliver's Inner Circle and NAPMA Peak Performers Year of Excellence

We're pulling in the resources and experience of some of the most successful organizations in the world to give a turbo-boost to our Inner Circle and Peak Performers. Stephen Oliver's mission for 2012 is to bring every Inner Circle school to the million dollar level and every Peak Performer member to a personal income of the "Top 1%" — $350,000. NAPMA Chief Operation Officer Toby Mijroy has coordinated with the Disney Organization and West Point to bring some of their management and success training programs to NAPMA's top performers. Learn from the best in 2012.

Story begins on page 19



Winter 2012 Meeting, Orlando, FL: The Disney approach to outstanding service.



Spring 2012 Meeting, West Point, NY: Leadership skills development applied to your school.



Summer 2012 Meeting, Golden, CO: The Ultimate Martial Arts Marketing Bootcamp.



Fall 2012 Meeting, Los Angeles, CA: The Disney approach to management and leadership.

the kicker effect™

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Connect with more new students.
Enroll your school with this free online locator tool. Join our movement to spread the word about martial arts with more people across the country! Share your own "kicker" story!

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DOLLAMUR AND SWAIN
ONLY ROLL WITH THE BEST!

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Features



Champion Martial Arts Reaches 250% Growth in Gross in 2011 and 52 New Enrollments Last Month! . . 12

Even in recessionary times and a declining market, martial arts schools are seeing incredible growth with kids and families learning Tae Kwon Do.



NAPMA Inner Circle and Peak Performers Groups: A Year of Excellence 19

NAPMA has an exciting year of informative meetings for members of our top-level groups.



Mile High Maverick: The Reason for the Season, and "No Margin, No Mission"...20

Your mission needs a margin — profits — to do good works in the world.



Goal-Getter Series: Turning Obstacles into Opportunity 26

Recognize opportunies to reach your goals by realizing obstacles don't have to derail you, but can help you.



NAPMA Business Solutions: Building a School Community that Promotes Retention. . . 28

Print is not dead. Newsletters and print promotion and marketing campaigns play an important part in your overall student retention programs.

Columnists



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Jeff Smith—*9th-Degree Black Belt and Director of Instruction for Mile High Karate*

Finding Innovative Solutions for Staffing Problems



Your Success Coach 31

Lee Milteer — *NAPMA Success Coach*

Have the Courage to Act



The Heart of a Student Athlete. . 34

Karl Mecklenburg— *Six-Time Pro Bowl NFL Player and Motivational Speaker, Author*

Direct Your Future with Desire

More columns are online at Martial Arts Professional.com. See page 5 for a complete listing.

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Mastering the Martial Arts Business

December 2011

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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Thousands of pages of expert advice covering professional martial arts school operations, marketing, curriculum and more!

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Martial Arts Education Columnists



Reality Check
Peyton Quinn—*NAPMA EZ Defense Expert*
Disarming the Enemy



Fitness Kickboxing
Jim Graden—*Founder, UBC*
Martial Arts Fitness or After-School Care?



Fitness Track
Keith Yates—*Instructor, University Professor*
Wearing Out Your Hip Joints with Improper Stretching



Classical Thought
Douglas Adamson—*Multiple School Owner*
Black Belt Testing



BeyondTechnique
Fariborz Azhakh—*Martial Arts Information Professional*
Crossing the River

Martial Arts Management Columnists



The Final Word
Stephen Oliver—*MBA, NAPMA CEO*
Important Issues for Large School Operators, Part 2: The Non-Compete Clause



School Growth Potential
Toby Milroy—*NAPMA COO*
Locking A Steel Cage Around Your Student Body…the Keys to Ironclad Student Retention, Part 7



The Psychology of Success
Brian Tracy—*Human Motivation Author, Speaker*
Fight the Pull of Your Comfort Zone



WarriorWiz
Terry Bryan—*Ph.D. and 9th-Degree Black Belt*
Terry Bryan, Protect your Assets with the Right Business Entity, Part 2



Bonus Column
Harvey Mackay—
Stay Focused on the Big Picture



Your Success Coach
Lee Milteer—*NAPMA Inner Circle/ Peak Performers Success Coach*
Have the Courage to Act



The Heart of a Student Athlete
Karl Mecklenburg— *Six-Time Pro Bowl NFL Player and Motivational Speaker, Author*
Direct Your Future with Desire



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



Expand Your Thinking
Jim Rohn—*Author and Business Philosopher*
Nitty-Gritty Reasons



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*
Are You a Leader or Manager?

Martial Arts Professional Asks…

Martial Arts Professional Asks…



Zig Ziglar—*Motivation for the Martial Arts Professional*
How do honesty, integrity and strong personal character help a martial arts instructor become a better leader?



Brian Tracy—*Human Motivation Author, Speaker*
How can you help instructors and school owners develop the mindset to target and close high-status prospects?

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Featured Episodes

Martial Arts Business Breakthrough TV

NAPMA has taken the best business practices and made them available through the interactive media of web video. We're offering several segments to help your business grow including Business Basics, Ask NAPMA and NAPMA Solutions. ***And just for watching Martial Arts Business Breakthrough TV, we have a free gift for you.***

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Featured segment in the current episode:

- The Most Dangerous Trends in the Martial Arts Business!

Featured segments in previous episodes:

- The WORST Advice We've Ever Heard in the Martial Arts!
- The Truth About "Selling Out" in the Martial Arts Business

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The Art of Giving Back
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Stephen Oliver
The Way of the Mile High Maverick
Visit NAPMA.com/StephenOliver

New features, videos, audio and columns for NAPMA Members added constantly.

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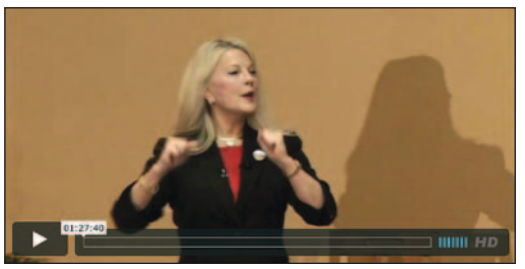
Adding $250,000.00 to a MMA/BJJ School in 12 Months!

Stephen Oliver's proven martial arts business management and growth strategies accomplish great results in *any* school, regardless of style.



The Ultimate "Shortcut" for Building a Hyper-Successful School

Our "Millionaire Smarts" Peak Performance Coach, Lee Milteer, Reveals



How to Take Your School from $4,000/month to $40,000.00/month Plus!

Don't take our word for it. Hear from the "horse's mouth" yourself.



Back to School Prep and Internet Strategies 101

We discuss the "Office Depot" School Teacher appreciation breakfast and how you can participate in your area.



NAPMA Sounds of Success CD (January 2012 Tool Kit)

The Success Story of NAPMA Inner Circle Member Robert Blum

NAPMA CEO Stephen Oliver interviews Master Blum about taking a failing school that had limped along for 15 years and turning it around with a 800% increase in business over a 3-year period. This former IBM executive found the ultimate in financial security as an entrepreneur.



NAPMA Innovations DVD (January 2012 Tool Kit)

NAPMA Core Curriculum: Classroom Planning *with Brad Jones* ■ Side Control *with Walt Lysak* ■ Classroom Traditions *with SheriMcGregor* ■ NAPMA Kids: Setting the Tone for Little Ninjas *with Bob Montgomery*



Words of The Week (January 2012 Tool Kit)

Luck: Parts 1, 2, 3, 4

G.O.L.D. Leadership Team Training (January 2012 Tool Kit)

It's Time to Teach Leadership in a New Way to Improve Student Development and Your School's Image in Your Community Parts 1, 2

Marketing Materials (January 2012 Tool Kit)

January campaigns include:

- "A Hard Body Begins with a Disciplined Mind" Campaign to Parents
- "New Year's Challenge" Adult Marketing Campaign
- "Little Ninjas" BONUS Marketing Campaign
- February campaign in advance



Monthly Teleconference

Five things to finish out the year strong. As the year draws to an end, it's NOT time to take your foot off the accelerator! This is the time to renew your focus, and push through the holiday break and go into the new year flush with momentum and cash.

Maximum Impact Discussion Forum

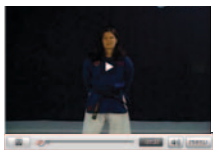
Subscribe to our RSS Daily Digest to keep up with important discussions.

Popular topics: Pricing in Small Towns
Which Tuition Collection Company to Use
Who Would Want to be in an After-School Program?

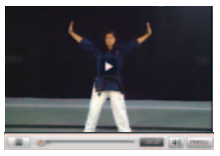
Virtual Classroom Videos

Your weekly instructor training program for January 2012

Children's Training Videos



Christine Bannon Rodrigues — Open Form Kata Part 1



Christine Bannon Rodrigues — Open Form Kata Part 2



Christine Bannon Rodrigues — Open Form Kata Part 3



Christine Bannon Rodrigues — Open Form Kata Part 4

Adult Training Videos



EDGE MMA, Carlton Gracie — From the Archives: Great Escapes, Part 1



EDGE MMA, Carlton Gracie — From the Archives: Great Escapes, Part 2



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



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

COMING SOON: Interviews with NAPMA Inner Circle Members Shawn Harvey and Penny Pitassi. PLUS interviews with Pat Worley, Jhoon Rhee, Bill Clark, Keith Hafner, Buzz Durkin, Jeff Smith, Greg Tearney, John Worley and more...

NAPMA.com MEMBERS ONLY: NAPMA INNER CIRCLE & PEAK PERFORMERS

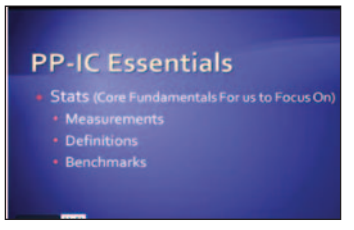
Includes all materials from Basic Tool Kit and Maximum Impact

2011 Inner Circle and Peak Performers Retreat Breakthroughs



Inner Circle / Peak Performers Quick Start

A series of concise, yet informative videos on how to use the NEW NAPMA Member Website to your best advantage. Your first stop when joining or upgrading to Inner Circle or Peak Performers membership, or when you simply need a refresher.



Monthly Groups Teleconference

Intense discussions in "real-time" with your peers. Third Thursday of each month (except December).



2012/2013 Inner Circle and Peak Performers



Los Angeles, CA | West Point, NY | Golden, CO | Orlando, FL | Boston, MA | San Diego, CA

Inner Circle/Peak Performers Discussion Forum

Subscribe to our RSS Daily Digest to keep up with discussions of your most important issues by your peers and NAPMA staff.

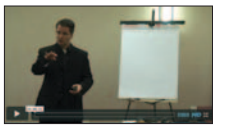
Advanced Sales Bootcamp: Step-by-Step Introductory Process



Ultimate Martial Arts Sales Bootcamp

Stephen Oliver conducts this advancd training on maximizing your sales, overcoming objections, introductions, social proof, scripting and upgrade prep.

Sales Strategy and Overview 1



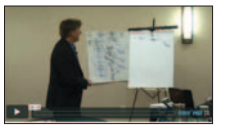
Sales Strategy and Overview 2



Sales Strategy and Overview 3



Sales Strategy and Overview 4



Sales Strategy and Overview 5



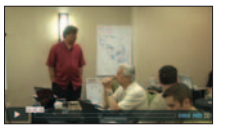
Intro Outline



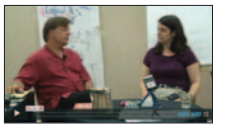
Objections 1



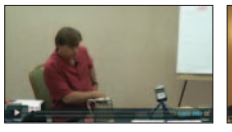
Objections 2 (Social Proof)



Objections 3 (Scripting etc..)



Upgrade Prep



Upgrade Prep



Upgrade Prep (Progress Check and Conference)



Millionaire Smarts — Focus on Prosperity, Part 2

Lee Milteer works with the NAPMA Inner Circle and Peak Performers as well as the Stephen Oliver Coaching Group.

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.**



Milteer

Industry Insider

Grand Masters Jeff Smith, Bill Wallace and Joe Lewis' Achievements Honored

NAPMA is proud to announce the recognition of team member Grand Master Jeff Smith at two prestigious awards ceremonies in Europe.

Jeff Smith, Bill Wallace and Joe Lewis were reunited in Birmingham, England, on Nov. 26, 2011 for induction to the *Combat* and *Fighter* Magazines Hall of Fame Awards. The three former world champions were honored for their lifetime achievements at a ceremony held at a private club in Aston Villa.

The event is held once in every decade and organized by Paul Clifton, publisher of both *Combat* and *Fighter* magazines. Other honorees included Grandmaster Yap Leong as the Martial Artist of the Decade for achievements as master of the Five Ancestors, Wuzuquan.



World champions Jeff Smith, Joe Lewis, Bill Wallace at European awards ceremony.

A Special Black Belt Recognition for Four Champions

Four champions were honored at the Pantheon Hall of Fame in Geneva, Switzerland, on December 3rd for their lifetime contributions to Martial Arts. World champions Jeff Smith, Joe Lewis, Bill Wallace and Isaias Duenas were all honored at the event sponsored by World Martial Arts Games.

The honorees were inducted as "The Fantastic Four" and presented with a Black Belt Watch designed by master watchmaker and martial artist, Yvan Arpa. The watches were customized for the recipients. These luxury timepieces are especially designed for Black Belts only and available by applying to the manufacturer Black Belt Watch and presenting proof of having earned the rank of black belt.

A lower end watch has been recently released called, Black Belt Spirit, for enthusiasts who have yet to earn a black belt.

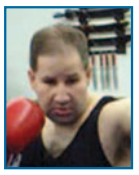
2012 Action Martial Arts Magazine Hall of Honors Award Show

The show is to be held January 20–21, 2012, at the Tropicana Casino and Resort in Atlantic City, N.J. It includes free demonstrations, vendor booths and seminars. People from all over the world, from every style of the art, will be in attendance. The honors show is billed as "The Academy Awards of Martial Arts." This year will be the 11th anniversary of the show. ■

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



• Lead Capture System
Collect the "right" prospect information online and build your "Student-Getting" list.

• Email Auto-Responders
Customized high-powered sales emails designed to turn your Prospects into Students...overnight!

• Search Engine Dominance
We dominate your competition by positioning your website to take up 3-9 spots of the first pages of Google and other search engines!

• Monetization System
Enables your site to "sell" memberships online. Fully automates your lead conversion process.

"Nothing Gets Me More Students Than This!"



My website now gets me 50-65 new students every month. It's the most incredible Marketing Program I've ever used. It has breathed new life into my school and completely transformed my business.

—Wallace Cupp
Houston, TX

257 new enrollments in 6 months

3-5 new students each week

"The Best Money Ever Spent on Advertising"



After having our site up for only 3 months we have enrolled over 25 students on monthly contracts. We now get 3-5 new enrollments each week. This has been the best money we ever spent on advertising in 8 years of owning a martial arts business.

— Jim and Heather Neitzell, Meridian, ID

To find out what our sites can do for your school

CALL TODAY 516.543.0041

90-Day Guarantee
If we can't get you at least 10 new students online in your first 90 days, we'll give you **100%** of your money back!

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TRUTOPIA The Taekwondo Philosophy

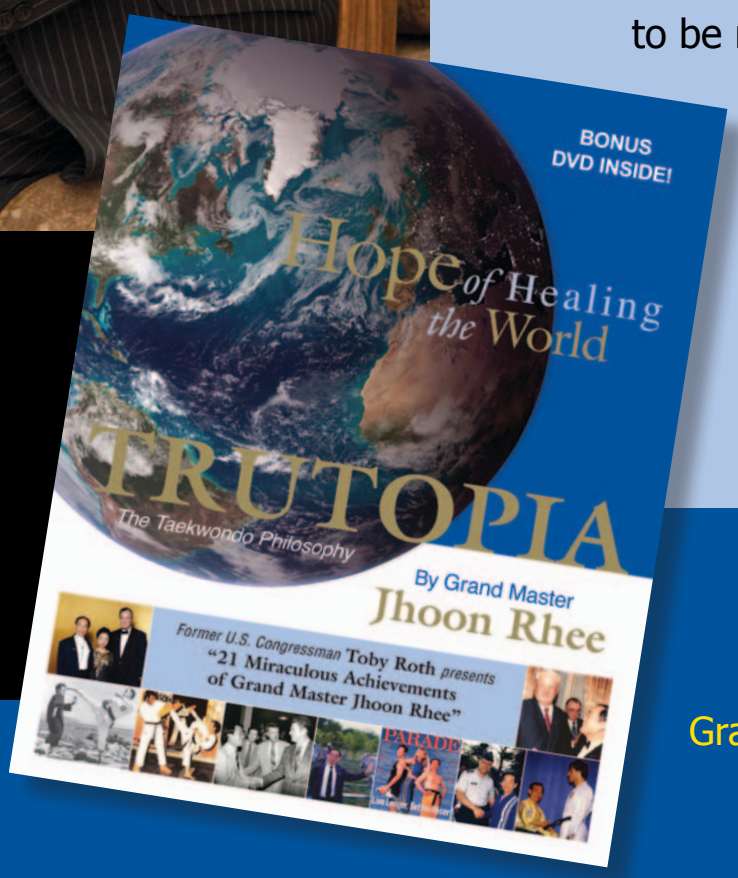
Hope of Healing the World

by Grand Master Jhoon Rhee



Grand Master Jhoon Rhee is a world-renowned **10th degree Taekwondo black belt** who is widely recognized as the **"Father of American Taekwondo"** for introducing this martial art to the United States since arriving in the 1950s.

Grand Master Jhoon Rhee's Taekwondo system centers around his quote **"Lead by Example Action Philosophy,"** which is designed to inspire all people to be more enlightened; to ensure effective children's education for family unity; and to promote cultural diversity for universal harmony.



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NAPMA News

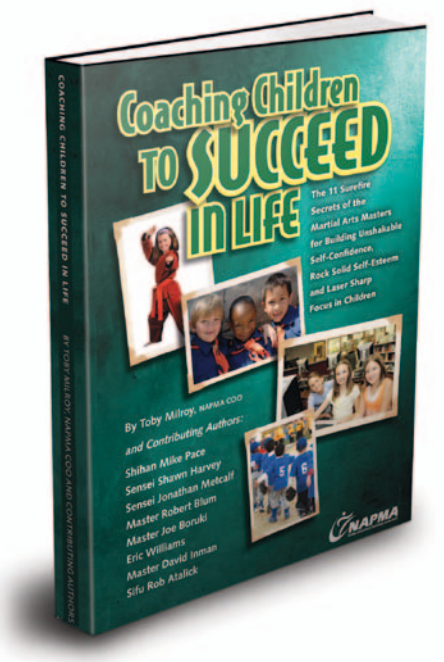
NAPMA Executive, Inner Circle and Peak Performer Members Co-Author Second Book

Each year, our NAPMA Inner Circle and Peak Performer members collaborate with Toby Milroy and Stephen Oliver to author a new book featuring each member's expertise in developing their students, whether children, adults or both, establishing them as a leading authority in their field.

As a school owner (or any other business owner for that matter), there's never been a better time to become a published author. In today's difficult economy the title of "published author" is a valuable commodity that will help you establish your credibility and position your expertise, so you can command higher tuition, easily attract more ideal clients, and differentiate yourself from your competitors.

There is a direct correlation between your perceived credibility and your revenue and profit growth.

Research conducted by the Reputation Institute shows that a print book is number one on the list of "credible" marketing methods. YOUR customers consider a book to be the most credible form of communication. In fact, the "Reputation Institute" research shows, becoming a published author increases your credibility factor by 300%.



Authors are perceived as experts, and that expertise or credibility translates to big returns for you and your school.

This concept has even permeated our language: From time to time we've all said, "He or she 'wrote the book' on the subject," to indicate that they were considered *the* expert on that particular topic.

This specific book, *Coaching Children to Succeed in Life*, is designed to be a tool for these school owners to send a copy to local elementary school teachers, principals, guidance councelors, Scout troop leaders, sports coaches, parent groups and any other youth group facilitators, to help establish a mutually productive relationship with their school.

NAPMA has eliminated virtually ALL the costs of publishing and writing the book to the authors, and with the help and support of the writing team, Toby Milroy and Stephen Oliver, eliminate most of the labor and time involved as well.

We're now in the process of organizing our next book for 2012. If you'd like to get involved in the process and establish yourself as the leading expert in your field, the first step is to complete a FREE 1-on-1 School Evaluation by visiting NAPMA.com/Private-CoachingSession/.

Attending the Extreme Success Academy World Tour?

There is one stern and serious warning about our NAPMA Extreme Success Academy World Tour. This is not a conference or a business meeting like others perhaps that you've seen in the industry. This isn't about learning the next chokehold or martial arts technique that you can teach in your school. This is about truly proven successful martial arts business development and operation strategies that are working in today's difficult market with today's customers. Attend only if you want to develop an immensely successful martial arts school that serves your students and offers the success to provide for you and your family.

The next Extreme Success Academy is Jan. 20, 2012, in Atlantic City, N.J., just one day prior to the Action Magazine Martial Arts Hall of Fame. Be sure to attend both events. Go to ExtremeSuccessAcademy.com ■



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Champion Martial Arts Reaches 250% Growth in Gross in 2011 and 52 New Enrollments Last Month!

On a very hot summer afternoon, NAPMA CEO Stephen Oliver spoke at length with Inner Circle Member and top performer, David Inman, about some of the success lessons he has learned. He has more than doubled his gross in less than a year while reducing expenses. In this interview, he talks candidly about what turned his school around from underperforming to super success.

Stephen Oliver: David, let's give them a little bit of background. First, maybe some of your martial arts background. When did you start training and what have you studied and how long have you studied it?

David Inman: Let's see. I've been doing martial arts for 27 years in the American Tae Kwon Do Association. I've been in the ATA the whole time I've been in martial arts. In the ATA, we do different things, mostly Tae Kwon Do, but they're really good about expanding it to different styles and different things for the Protech divisions.

I've owned several schools. I was in Indiana for many years and had three schools there, and then, I had the opportunity to move to Las Vegas and had a partner in a few schools out here. Now for the last almost two years, I've been on my own with a location here in Las Vegas, and we're doing very well with that one.

> *"I was about 83 percent on my close rate, and then after coming back from the [Inner Circle] training, and though with the rest of the month, I believe my percentage is a little over 90%."*

Stephen Oliver: Fabulous, fabulous. Now, ATA is a fabulous organization and I've had close ties with a lot of the senior people in ATA, with Master Bill Clark since I was 15, I think. He and Jeff Smith have been good friends pretty much from inception. (If you go to YouTube.com, a bunch of Jeff Smith's matches are with Bill Clark as the chief referee.) ATA is a fabulous organization, more of a martial arts association than a business organization by design. Would you agree with that assessment?

David Inman: Yes, I would agree with that.



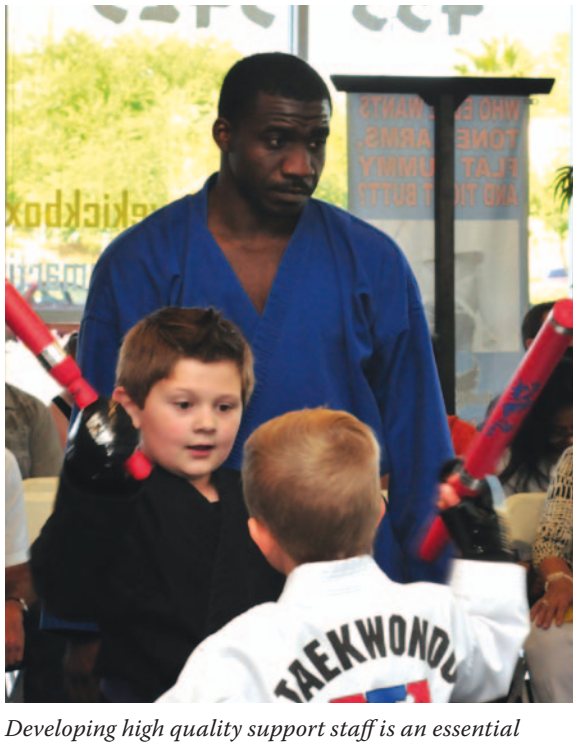
NAPMA and Inner Circle member David Inman teaches valuable leadership skills.

They have some great things that help support schools. Master Clark and Master Von Schmeling, both of them have been very good on the aspect.

There's information there if people use it, but as the organization part, they have a great system of the style and the techniques to follow and the forms and everything. So we're a martial arts organization but they do have some good business stuff to utilize.

Stephen Oliver: Oh, without a doubt, yes. Yes, Sergio Von Schmeling is a great guy. He's a friend of mine as is Greg Moody and a whole bunch of the others. We've had a bunch of them that I've worked with in coaching or Inner Circle. The nice thing that you have with ATA is you have a fabulous foundation and a fabulous martial arts organization, but also a foundation to build from on the business side.

As you well know, every organization is 80-20 and really is probably more like the top 5 percent, the top 15 percent and the bottom 80 percent. Most people can be given everything in the world and all the tools they need but if they don't have somebody there nagging them to do it every day,



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One of Dave Inman's 235 happy students.

they just don't do it. So the top five percent of ATA are some of the most successful schools in the world and certainly you mentioned a couple of them there with Sergio Von Schmeling and Bill Clark leading that pack.

Let's go into some specifics here on your school. What does it look like now? How many active students? What kind of average gross are you doing?

David Inman: On the active students, right now we're at about 235 and our gross right now is approaching about $45,000, or about $44,000, but we have one more day. Last day of the month is today and we're going to go just above $45,000 for this month.

Stephen Oliver: You're clearly in the range that we start out with on our Inner Circle group, which is $200 a month average revenue per student. My mission is to get all of you guys up to $300 a month average revenue per student, which should put you in the $70,000 a month range; but $200 a month per student is probably triple what the industry norm is.

David Inman: Yes, sir.

Stephen Oliver: How many new students a month are you getting the last three or four months?

David Inman: The last three or four months… This month has been a great month with new students from *Kung Fu Panda 2* following the steps that you and Toby have put in place. It was really good. This month we're at 37 new students for my Basic Program. In the last month, I believe we were at 26 and the month before that wasn't as good. We were at 17.

Stephen Oliver: Would you say 15 to 25 is kind of your norm for the year to date?

David Inman: Yes, sir. Yes, sir.

Stephen Oliver: You talked about the Basic Program. What is it you're charging? How are you structuring your Basic Program?

David Inman: With the Basic Program, we've had some different things going on, but since we joined the Inner Circle Program, and with your guidance, we've made a lot of adjustments in the program and it has actually improved quite a bit. We were doing a 45-minute class and incorporating a lot of different things. We really made the program a lot easier to be a part of with just a half an hour class and two days a week. We're charging about $160 a month on a Basic Program. With the changes we've implemented in the last few months, it has made the enrollment process a lot easier for the Basic Program and it has made our signups really increase also.

Stephen Oliver: Well, what type of changes have you made?

David Inman: We shortened the class times. We limited a lot of the stuff that they need to do in a class. Curriculum-wise, we made it easier. The enrollment process, especially with our sales conference, we've improved the sales process and the whole follow-up and the intro process of getting the people in the door, and then the enrollment process. We made the Basic Program easier to get enrolled in.

Stephen Oliver: You mentioned the sales training we did. Now for all the Peak Performers, by the way, it's going to be a modular initial training. Right now, all of the MP3s and the videos are available for all the Peak Performer and Inner Circle members. We spent a lot of time from lead process all the way through a few steps past the renewal. How valuable is that and what were some of the ideas you picked up?

David Inman: I think it was extremely valuable. Everybody thinks that, "Oh, I don't need to go anywhere because I already know everything" or I've heard it before. I think every time that you go to something, you find something different, and every time you go to a business seminar, you're going to hear something a little bit different that adds a little bit to your business.

On that last business sales training that we did with you, I got more than just a little bit. I made a lot of changes to our enrollment procedure after seeing the way that the steps go into the enrollment, and then seeing what a lot of the other people are doing. The idea you gave me on changing my PowerPoint presentation helped.

I mean, before we were doing really well. I believe when we did the percentages, I was about 83 percent on my close rate, and then after coming back from the training, and though with the rest of the month, I believe my percentage is a little over 90 percent, like 90.7 percent for the rest month.

Stephen Oliver: So from intro to basic. In basic, are you doing a 6-month or a 12-month contract?

David Inman: Twelve months.

Stephen Oliver: And that's a little unusual among the ATA schools too.

See **SUCCESS STORY**, *continued on next page 14*



A systems-driven school includes uniforms and gear.



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SUCCESS STORY, *continued from previous page*

A lot of them start with a shorter enrollment to begin with. How quickly are you going into the upgrade then from the enrollments?

David Inman: Just a quick note. I was the same way before joining your program. We were with a short basic program, but that has really helped going with the 12-month program. In the upgrade program process, I still need a lot of improvement on that, but we're trying within the first two months of their program to get them to upgrade into either the Master Club or Leadership Program.

One of the things I will say that I really like about the way that the Inner Circle Program and what you're doing with NAPMA is the upgrade process, compared to a lot of things where I used to do. I now give them an invitation in front of everybody and then talk to the parents and try to get them to upgrade. Now we have an application process.

It's more like they're getting accepted into the program. It's a lot more valuable and we're telling them upfront about that. It has eliminated a lot of the angry parents saying, "Oh, I didn't know we had to pay more for another program. I didn't know there was another program. I thought this was it." It just makes everybody a lot happier because they know upfront and they feel like they have to actually qualify for the program or be accepted.

Stephen Oliver: It's a much different mentality if I'm trying to fight to get into Harvard than if somebody is showing up on my doorstep trying to sell me a continuing education program. That's the mindset that we put people in for the upgrade, if done properly, is here's a program that you need to qualify for. Here are the steps to qualify for it. We're going to do an evaluation process to see if you qualify for it.

If you qualify for it, we'll sit down and cover the tuition options and work out the budgets. People really have to put their thinking cap on and put themselves in the mindset of that Harvard or Stanford or University of Chicago admissions director, and not think of yourself like somebody who's peddling encyclopedias door to door. So many of us, when we think of sales, we think of used car salesman rather than thinking of the admissions director.

David Inman: Yes, sir. Absolutely.

Stephen Oliver: You're in a little different situation than some of the other Inner Circle members. You have come into the group with many years as a school owner, a successful school owner with a fabulous foundation from ATA, Sergio Von Schmeling and Bill Clark, and many of your other associates. Why would you move into a program like this? Already having access to so many resources and so much background experience and knowledge. Most people in your situation, as you said, already kind of think they know it all and they think there's nothing else to learn. Why was your thinking different than that?

David Inman: I think the biggest thing that made me join the program was that we do get in a rut and I just needed a little kick start to what I know that I could do. By surrounding myself with people that are doing the numbers that are more than what I'm doing, and then talking to you, my goals were increased by a little bit each month — like the BHAGS, Big, Hairy Audacious Goals that you talk about.

> *"...with a martial art school, we're here to make a difference in people's lives in a positive manner and how you go about that from a system."*

Stephen Oliver: Yes.

David Inman: You say, "OK. Why am I not thinking that way? Why am I not just going for the big goals instead of trying to increase by a couple of thousand each month?" I like that concept and it has really helped, I guess, re-motivate me and stay on task by setting the goals and achieving.

We had some big goals this month on new members and we've really gone above and beyond what our goals are, and it's because of the program. We didn't go into the month with, "OK. We're just going to do the same thing as last month and try to do it a little bit better." Now this month we're going to go above and beyond and we're going to do more than twice as much as we did last month. Those goals have

really helped accelerate our progress to where we really want to be. We're now targeting to hit that $70,000 to $100,000 a month and we want to build up to get to where we really should be.

Stephen Oliver: Well, as you know, my mission for the Inner Circle: We'll take this as a single school operator for the time. Of course, we have a bunch of multi-school guys or soon to be multi-school guys as well, but my mission is for everyone in the Inner Circle to have a million dollar a year gross. More importantly is to be in the top one percent or better of the income bracket in the United States, which is $350,000 a year. As you well know, we have a lot of people who come in to the Inner Circle where they're grossing $350,000 a year and the mission is to get them to net $350,000 a year.

David Inman: Yes, sir.

Stephen Oliver: It's a completely different mindset. I love the BHAGS thing (Big Hairy Audacious Goals). I stole that from Jim Collins and the book *Good to Great*. He talks about companies that they studied. One of the big things that made them take a leap was big, hairy, audacious goals. Incremental goals are not very empowering. Huge goals are very empowering. You can get out of the bed in the morning, be excited about it, go to work. Rather than working on making a 1 percent or 2 percent incremental growth, if you focus on doubling it, that's exciting, right?

David Inman: Yes, sir. Real quick on those goals. You know our billing company, Member Solutions, had a contest this month on the number of contracts sent in for new people. That was one of our goals. We just wanted to be at the top of that contest.

Stephen Oliver: Yes.

David Inman: Right now all those schools are in the program. We're number one in the contest as of the last date of the month. So if you set those goals and you stick with it, they can definitely be accomplished. A lot of schools in there are a lot bigger than we are, and we're beating them all.

Stephen Oliver: That's phenomenal. We've been very supportive of the billing companies. You have to have all of your billing automated.

Recently, I've seen a lot of guys trying to be penny wise and pound foolish. So they're just collecting a check across the desk in-house rather than using software to automate it or using a billing company to have live human beings following up on it. Well, what's your perspective on that?

David Inman: Oh my gosh. I couldn't imagine doing in-house billing and even some people that I've talked to who are doing. We can do EFTs in-house and set up through our bank and it's just another aspect of the business. Why bother taking time away from what's really important, which is creating new sales, creating upgrades and building your business? Let somebody else take care of billing.

It's like having another employee that you don't have to manage and deal with. If you take care of it, it's like cleaning your own bathrooms or cleaning the school. You don't need to do it. So why do it when somebody else could do it better than you can do it?

Stephen Oliver: Well, since I have an academic background in economics and an MBA, the economists call it opportunity cost. What happens when you try to save money — and all those examples you gave are excellent examples, changing your own oil, cleaning the bathrooms, cleaning your house, handling your own billing, handling your own accounting.

See **SUCCESS STORY**, *continued on next page*

BIG HAIRY AUDACIOUS GOALS? I Added $250,000 to My Gross In the Past 10 Months, Enrolled 52 NEW Students Last Month — AND Reduced My Expenses!



David Inman

Dear Fellow Martial Artist,

I've been running schools for 27 years... and yet, this year, Stephen Oliver and his Inner Circle team really got me to set **BIG HAIRY AUDACIOUS GOALS**. You know what happened? We doubled the gross... AND reduced expenses. Great combination.

Stephen Oliver's Inner Circle program is extremely valuable. After doing this for so many years, it's easy to believe you know everything or you've heard it before.

After the sales training I did with Master Oliver, I made a lot of changes to our enrollment procedure, the steps prospects go through in the enrollment. We were doing pretty well previously, but afterwards, our conversion ratios went up even as we moved from a 6-month enrollment to 12 months, and increased the tuition rates.

Now, working with the Inner Circle, I have HUGE goals. Huge goals are very empowering. You get out of the bed in the morning and are excited about it. You go to work, and rather than worry working on making 1% and 2% incremental growth, you focus on doubling it. That's exciting, right?

And with the coaching from Master Oliver, I have somebody to tell me to do it. You know, it's hard to make yourself accountable — to just do it. Having someone to be accountable to is a real motivator that will get me to do what needs to be done, and not get lazy.

I'm thoroughly impressed with what Master Oliver, Toby and the whole NAPMA Team have provided to me in the Inner Circle. I want to tell everybody about it. I think it's a great program. I think more people should definitely be involved with it and take advantage of the coaching and the benefits they can get from the program.

Before the program, even though I've been doing this for a long time and I've heard stuff from some of the best people, I was in a 1,500-square-foot location, and we were doing mid-to-low $20s with about 130 students. Since we have joined the program, we moved to a location that's 3,500-square feet and we're at 230 students, grossing over $40,000 a month. We've increased by more than $20,000 a month by being part of the Inner Circle. What I'm paying to be part of the program is just a little drop in the bucket compared to the results that I'm getting.

Thanks,

David Inman

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SUCCESS STORY, *continued from previous page*

I mean you can go through the list, but anything on a business side that you can outsource to somebody who will do it better than you will and in almost all cases cheaper than your alternative opportunities. The best example I have of that, by the way, is something I was talking about to a coaching client. It has been a few years ago. I swear to God, he said this to me in the same sentence. He said, "I can't figure out why I'm plateaued at $12,000 a month. However, there's one bright shining light on the horizon here, I now have a bunch of personal training clients who are paying me $80 an hour." It was the classic experience of not understanding value per hour and opportunity cost.

I said, "Well, It's easy to understand why you're now plateaued." He said, "What do you mean?" I said, "Well, take $80. Multiply it, times 40 hours a week, multiply it times four weeks a month. What do you come out with?" Well, he had valued his time at $80 an hour. For you to be a million-dollar-a-year school you have to have at least $80,000 a month. That means you have to have $20,000 a week. And that means that your personal time has to be worth $500 an hour.

So if you can pay somebody else $1,000 for something that would have taken you five hours a month, you're way further ahead and you will be a million-dollar-a-year school because you understand that.

David Inman: Yes, sir. Absolutely.

Stephen Oliver: Let's go back to something we glazed over. The upgrade program that you're targeting in two months, what are you charging?

David Inman: On the up program, our Leadership Program is $257 and Master Club is $207, a fallback if they can't budget the Leadership Program.

Stephen Oliver: $207. And you're gradually ratcheting that up, I know. Is there a down payment associated with those programs?

David Inman: Yes, sir. It's $297 with the Master Club and $597 for the Leadership Program.

Stephen Oliver: Yes. Well, a lot of people are afraid to do that for some reason. What would you tell them if they're shy about asking for a down payment?

David Inman: I was exactly the same way. No down payment, just get them in the program very easily. I think if you have everything in the sales process like we talked about at the boot camp, if you have everything in advance to eliminate the objections and to build the value of the program, and the program has to be three, four, five times more valuable to them in their mind than what the cost is of the program.

I think if you have that in advance, that the program is more valuable. That really eliminates a lot of the financial objections whether it's a down payment or the monthly tuition. Then for the people that really want to do the program and they can't do the down payment, then work with them on the down payment. If you can do half this month and half next month, then work with them on that and help the people get in the program. But really we've had a couple of objections on the down payment and not because they think they shouldn't be paying a down payment, but just mostly because they can't do all of it at once.

Stephen Oliver: Yes, and I define that differently. See, I think it's a big difference between somebody saying, "Do I have to do that?" or "I'm not willing to do that," or "Why are you going to make me do that?" versus somebody saying, "Well, it's $997 down. I really can't do that right now." Well, what do you mean? Well, it has been kind of a tight month. We had some car expenses. We already paid for the vacation. I can't give you anything more than $497. See? I mean if they want to, but you're having to work with them on the budget, that's a wonderful thing.

If they don't want to and they're giving you pushback, that just means you haven't prepped them properly before you got to that point. So I think many times, people don't understand the difference, and again, if you're asking for a down payment and half of them can do it with no problem and half of them need to split it up, you're still

See **SUCCESS STORY**, *continued on page 18*



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SUCCESS STORY, *continued from page 16*

way further ahead than if you were doing half as much down or if you weren't doing any down payment, and people miss that as well.

We have a new member in the Peak Performers and he was doing first month free, start billing at the second month and just putting them on a contract. We put in a down payment in the first month. He added $5,000 to his gross just in down payments and he wouldn't have had otherwise. It doesn't seem like a lot, but if you add $60,000 a year to your school net on top of where you were already at, it's a huge deal.

David Inman: Yes, sir. Absolutely. It's something that really helped our bottom line a lot. It really increased my perception and our instructors' perception of the value of the program also because when you're doing all the effort and you sign somebody up in the upgrade program and you don't really get any more money until the next month when they're doing their billing check, you want to sign people up to get an upgrade. But when you're actually adding money to this month's bottom line and it helps you increase your goal towards this month, then it really helps you, motivates you to get people to upgrade to the program.

Stephen Oliver: Exactly, exactly. It's so important long term as well. As you know, we just did that little study with our Inner Circle group and found that the ones that had upgraded, I forget what the percentages we came up with. There was some with like one quarter or 1 percent a month dropping out and the percentage that didn't upgrade, it was like 5 or 6 percent a month on average dropping out.

David Inman: Yes, sir. That really, really called my attention in that meeting and it's something I had never really thought of until that meeting. It really helped me want to get more people to upgrade also because knowing that — really sitting back and realizing yes, people do upgrade to the Leadership Program or whatever your highest program is, that they don't quit, that they're the ones that stick around or are with you forever, for the longest amount of time out of anybody in the school. That really motivates them also to help them want to get people to upgrade in the program knowing that the people are going to stick around. You can't help people achieve their goals and what they want if they're not going to stick around with the program.

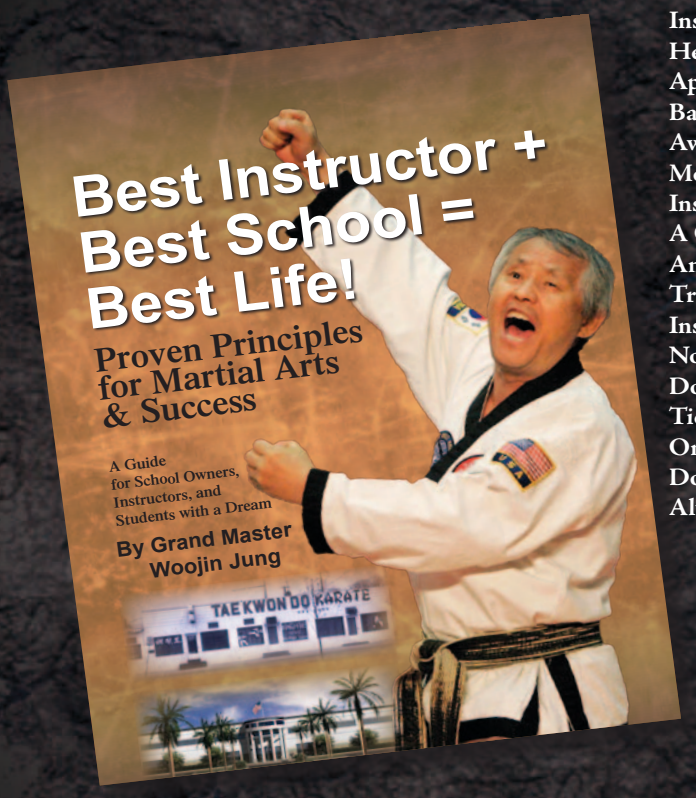
Stephen Oliver: Yes, and see, that's what I think a lot of school owners miss. They're afraid to ask and then they doom their students to drop out of green belt, and as martial artists, again our mission should be for all of them to be a black belt and I don't mean by giving them a piece of cloth. I mean for them to train four years, six years, eight years, 10 years and have a life-changing experience. I've never met somebody who got the green belt and dropped out who had had a life-changing experience through martial arts. It's the ones who truly make this a lifestyle. Wouldn't you agree with that?

David Inman: Oh, absolutely. I agree 100 percent. Yes, sir. I agree with you that the biggest reason that everybody should be in this business, is to help people and to really — if you really truly believe in what we do in this business that it's going to change people's lives and really benefit them, then every instructor should want the people to stay in the program as long as possible. The only way you're going to be able to help them achieve what they want and build their confidence and discipline is by having them stick with you for three or four years. And that's when it's really going to make

See **SUCCESS STORY**, *continued on page 33*

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It's always interesting in our small industry. Separating fact from fiction. Experts from lunatics. Sorting the "Cacophony of Voices" giving school owners incongruent and conflicting ideas, advice and "miracle" cures and "magic pills" for fixing your school.

This year has been especially entertaining. One old friend who's become pretty high profile as a coach and consultant to schools cheerfully confided that his role was to tell school owners that they didn't need to understand sales, marketing, business management or administration. That all they need to do is be a really great instructor. A message that sells well to "technicians." To martial artist who love their art it's a compelling message – unfortunately one that will ultimately lead them financial ruin preceded by month's or year's of frustration and poverty or mediocre financial results.

Another old friend seems to have been gradually losing his mind. He has a following, and really is quite engaging and charismatic. However, for many years he's been gone from operating schools. When he did — many years ago — he ran fabulous, profitable locations. Unfortunately, in the many intervening years, he's moved further and further from what he once knew how to do well. Confidentially, he's confided that he's just struggling to find a role. A niche to fill. Something different from what I'm obviously the best at in the business, and from what others have done well in supporting school owners.

I've talked to a couple of school owners recently who somehow were annoyed that I'm teaching school owners about marketing, sales and maximizing their income.

It's both annoying and entertaining.

There's an interesting section of the Steve Jobs biography. Steve was in India trying to "find himself." He studied with the various yogis and other spiritual leaders. While there he befriended another American. Shortly thereafter he returned to Silicon Valley and founded Apple with Steve Wozniak. When asked later why he jumped into "hawking" computers rather than pursuing a spiritual journey, he responded that he'd concluded that Thomas Edison had positively impacted more lives than any yogi in India.

A contrast might be Andrew Carnegie many years ago, or Bill Gates today. Gates devoted, by all accounts, every waking hour to aggressively pursuing huge profits from writing software. First, for the Altair computer, then, famously, for the Intel-based IBM entry into the PC market.

He aggressively pursued building his customer base for MS-DOS, Windows, Microsoft Office and many other products, in all cases trading an agreed upon amount of money for a product that performed as promised and which helped make many people's lives better in the process.

Now, of course, Gates is the world's greatest philanthropist. He's putting his considerable wealth, his undeniable genius IQ, and substantial Rolodex to work doing small things — like working to end malaria, polio, and reforming education as we know it.

Now, if either of them had been convinced by some well meaning "guru" that they should give away their product, that they should ignore mundane business practices like marketing, sales or business and people management, then I'm afraid the world would have been a worse place, and ultimately early efforts to be socially conscious would have led to minimal impact and lives of obscurity.

Remember always that money is neither evil or good. It's a resource and a tool. Another friend of mine, who's making at least $1,000,000 a year and hangs with lots of rich people, makes a great observation. His comment was that having money is just a "amplifier." If someone's an idiot, wealth makes them worse. If someone is kind and honest, money's an amplifier and makes them even more generous and kind. My own

> *"That some should be rich, shows that others may become rich, and hence is just encouragement to industry and enterprise. Let not him who is houseless pull down the house of another; but let him labor diligently and build one for himself, thus by example assuring that his own shall be safe from violence when built."* —**Abraham Lincoln.**

STEPHEN OLIVER NAPMA CEO



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

experience has validated that belief.

Now, let me shift back to charitable activity and your school.

For well over 30 years I've been actively involved in a variety of charitable activities. Since the 1980s I've required extensive community service projects for each of our Black Belt candidates. We encourage extensive personal engagement and contribution, from working in a soup kitchen to volunteering at a retirement home. We've promoted and hosted many charitable events. We've raised many hundreds of thousands of dollars for supporting local elementary education. We've raised many thousands for Children's Hospital more than 15 years.

Many years ago I connected my friend Chuck Norris with Educational Funding Company and we cumulatively raised, I would guess, more than $500,000 for Kick Drugs Out of America over 4 or 5 years, during which my schools were typically the highest contributor (earning me a small role on *Walker Texas Ranger* and the 1st Place Prize one year.)

I've always thought that one of the best ways that we can help our students develop their own self-esteem is to show them how to help others with no expectation of receiving anything in return.

In order for your school really have deep anchors in your community, you want to be a "pillar of the community." It's extremely important to engage your students in supporting the community, and build "esprit de corps" with students events and community outreach activities.

One of the first things I shut down when I acquired NAPMA was a program that encouraged school owners to raise money through a charity in order to pay themselves back for scholarships provided for lessons. I vehemently objected to the idea of doing charitable fund-raising to pay tuition at your own school.

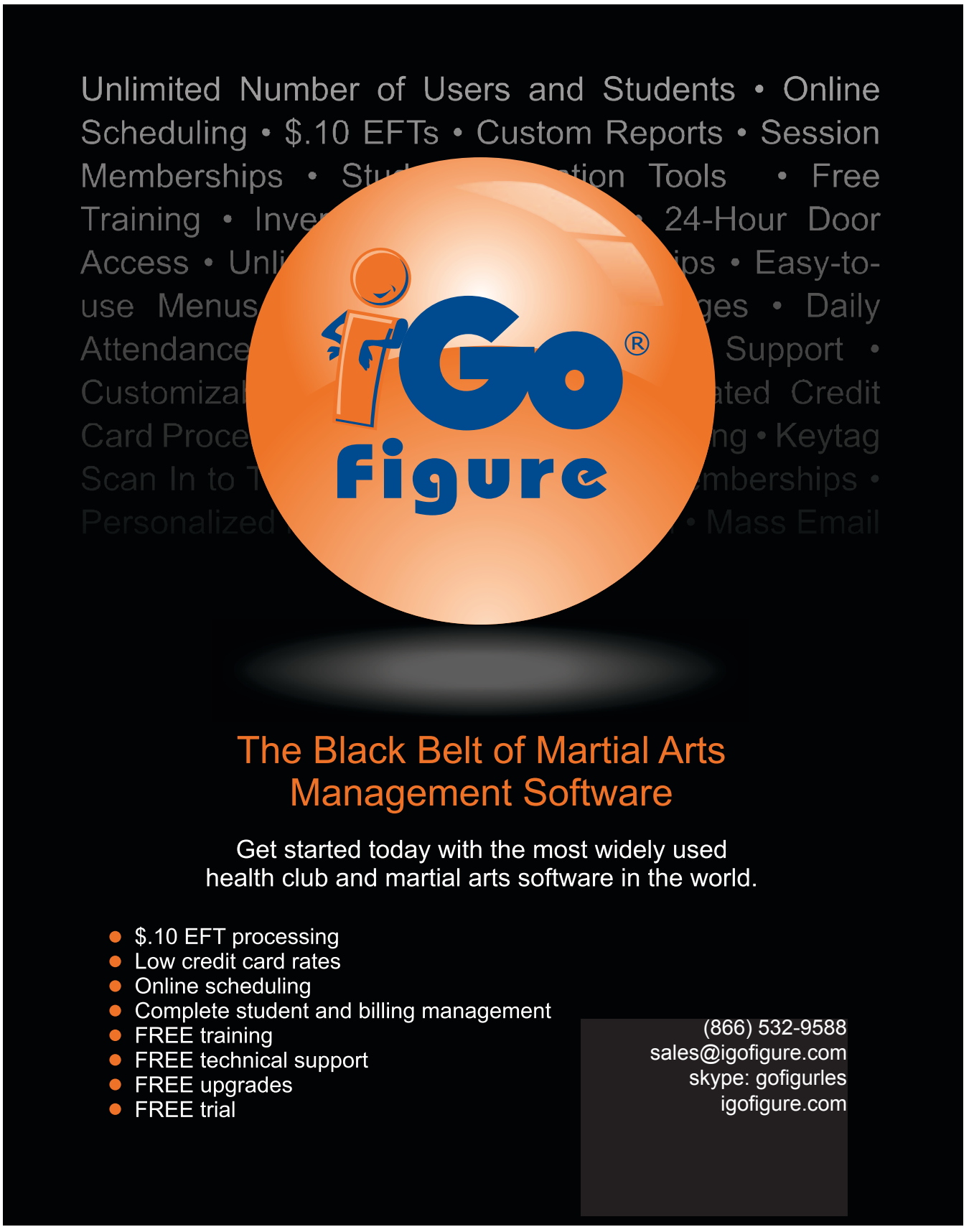
Over the years, I've provided many partial and full scholarships for students with a sincere interest in learning and with challenged financial situations. It's always been the policy that where possible, the assistance would be either "work-study" arrangements, or partial scholarships, so that the recipients have some "skin in the game."

Providing scholarships is VERY DIFFERENT from negotiating price. We've set aside space for as much as 10% of the student body for deserving students who have financial need. This has included everything from kids who were sexually abused to struggling single mothers who needed a helping hand.

It's essential to recognize that I've only been able to provide hundreds of scholarships and well over a $1,000,000 to charity because I was excellent at marketing and sales as well as teaching. Only because the expenses were paid and there was money left over at the end of the month.

To quote Steve Covey, author of 7 *Habits of Highly Effective People*, it's "No Margin, No Mission." If your mission is to help lots of people through martial arts, then you really have only two options. Become a real non-profit and get really good at marketing and sales so that you can find donors for your program and fund it through sources outside of tuition. Or, run a successful and profitable school, then give time or money to your preferred charities, or set aside a percentage of your active student body for partial, need based, scholarships.

"The more I help others to succeed, the more I succeed." —Ray Kroc ■



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You've Mastered the Martial Arts — Now Master the Martial Arts Business.



Stephen Oliver, MBA
THE Martial Arts Mar keting Expert; Founder, Mile High Karate; CEO, National Association of Professional Martial Artists; Publisher, *Mastering the Martial Arts Business* and *Martial Arts Professional* Magazines, Evergreen, Colorado

From the first **Ultimate Martial Arts Marketing Bootcamp**, I've seen incredible Millionaire Maker-results from my marketing students!

How much improvement in results?

$200,000.00 more revenue in 6 months; $300,000.00 in 12 months; $250,000.00 in 12 months; $190,000.00 in 12 months; and, it goes on and on!

If you want results like that for you and your school — then read on!

Dear Fellow School Owner,

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

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

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

What are the steps to REALLY growing your income by running a school? Well, that's really pretty simple — I'll teach it to you here — free of charge:

First:

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

If not, I guarantee that by the time you leave my bootcamp you will have more than enough tactics and strategies — including step-by-step "plug and play" systems for filling your school each and every month.

Second:

You must charge a reasonable tuition rate — up front. Now, I don't know what you are charging. In my schools, new students pay $259 per month.

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

Third:

You must have an upgrade system to move students up through higher tuition rates. At my schools, we move students to Leadership at $497 or MasterClub at $349 within 8 to 16 lessons (that's 1 to 2 months). Often, this results in a PIF at $15,000 or more.

Do you have a system in place that progressively upgrades students and maximizes your return? If not, you will learn how to accomplish that at my bootcamp. PLEASE TURN TO NEXT PAGE ➔

Stephen Oliver's Ultimate Martial Arts Marketing Bootcamp
August 9–11, 2012, Golden Colorado
www.MartialArtsBootcamp.com ■ 1-727-540-0500

© 2011 Stephen Oliver

Receive a Private One-On-One Coaching session with Stephen Oliver.
www.NAPMA.com/privatecoachingsession

What Will be Covered in this Bootcamp?

Extraordinary marketing strategies for creating new students including:

- The Lazy Man's way to consistently huge enrollments!
- Complete Referral Systems. Every way to generate a student from within. Systems that produce (this month, this year) 30 to 50 enrollments a month at little or no cost and minimal labor.
- Events and proper operation and structure.
- Buddy Opportunities.
- Birthday Parties A–Z.
- Exam Extravaganzas: Filling the Bleachers.
- Passes and Handouts.
- Networking to organizations, businesses, and schools.
- Proper pre-frame for referrals.
- Target-market free flyer distribution of 100,000 to 250,000 for the cost of printing alone (maybe not even that!).
- Facilities, signs, and other non-trivial issues.
- Telemarketing Issues.
- Broadcast Voice Mail.
- Broadcast Fax.
- E-mail Automation Systems.

What to do to create a virtual FLOOD of new students if you have little or no money!

- Gym class structure: Gym teacher for the day.
- Registration processes.
- 6-class format.
- Personalization and mass enrollments (25–40 in a single day).
- Day Cares.
- Scouts.
- Many other affinity organizations and creating internal opportunities.
- Ongoing referrals from schools, private schools, day cares.
- Follow-up on prospect database.
- Telemarketing issues.
- Mail follow-up.
- Continual maintenance of prospect pool.

What you do and don't want to do, or stuff I wish I knew in 1983.

- Things to avoid at all costs.
- Only if you are desperate.
- Issues to avoid getting sucked into this trap.
- Using your internal resources and contacting their clients, friends, associates.
- Telemarketing.

Expensive and Easy.

Developing MULTIPLE flows of prospective students at the "right" cost. Most successful schools have to move to a mix of these opportunities sooner or later.

- Television spots and infomercials.
- Radio spots and infomercials.
- Mini-infomercials.
- Newsprint (real newspapers, not weekly throwaways).
- Ad design.
- Response elements.
- Highly responsive ad copy.

Finally:

You must have staff and systems in place to ensure that your Marketing, Sales, and Motivational Teaching systems happen consistently and predictably. How's your staff development? Is your school systematized? We will cover this in depth, and you will leave with new systems and management methods ready to insert into your school the day you arrive back from this incredible event.

All of that really sounds simple, doesn't it?

We both know that there is more to it than meets the eye.

My initial professional education for marketing a martial arts school came in the late '70s and early '80s in Washington, D.C. While a branch manager at the **Jhoon Rhee Institute** I studied methods and systems used to fill nine locations. I also spent huge amount of time at the Library of Congress, reading marketing classics by such men as **Claude Hopkins, John Kennedy, David Ogilvy, John Caples,** and others that you've probably never heard of.

Next, I moved to Denver and opened five schools in 18 months with just $10,000. That was 1983 — 20 years ago — and since then, I've run one of the largest and most successful school organizations in the country. Over the years I've spent literally MILLIONS in advertising dollars, and through trial and error, have discovered what really works.

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

Guess what I've learned from all of them?

What I've found is that the only route to success is "test, test, test." Trial and error — millions in media buys later — is the only true route to knowing what will work for you and me — and for our martial arts schools in today's economy.

Well, you have two options to accomplish similar results:

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

OR you attend my Ultimate Martial Arts Marketing Bootcamp and let me lay it out for you — step by step and "plug and play." Nothing will be held back — all my secrets and discoveries will be laid out for you to explore for yourself.

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

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

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

In past bootcamps I've had many of our industry leaders attend for their own development, and in some cases, to contribute as well.

Who? **Tommy Lee, Tim Kovar, Joyce Santamaria, Bill Clark, Jeff Smith, Joe Corley, Chris Rappold, Sergio Von Schmeling, Dave Shirley,**

PLEASE TURN TO NEXT PAGE



An excellent Bootcamp! You provided the most impressive representation of Martial Arts success I have ever seen in one place. I originally attended your Boot Camp because you are one of the rare individuals who has experienced the fortunes and pitfalls of being a multiple school operator.

Master David Shirley
7th Degree Black Belt
Villari's Martial Arts Centers

Your Bootcamp offered a group of mentors that had been there and done it, more importantly, with great success. I want to hear ideas and concepts that others are using and are having success with and your Bootcamp more than provided us with that. You seemed eager to push and motivate us to greater success and I again want to thank you for that.

Joe Priole
Champion Martial Arts Center



I got some awesome information I'm going to come back and use in my karate studio. I know for sure that we can make easily an extra $100,000 next year. Easily. I would say, for sure, double the price on our tuition.. I think this was awesome, well worth the trip from Canada.

Lamonte Kersey
Mr. Kersey's Karate School
889 Lawrence Street, Windsor, Ontario Canada N8Y3Z6



"If you miss this Bootcamp you are in big trouble. The people who attended this bootcamp last year added $200,000-$250,000 — and, in one case $300,000 — in a single year! Where else can you get that kind of return on your investment?

Jeff Smith, former PKA World Champion, three schools in Northern Virginia



I attended your last bootcamp, somewhat skeptical, but willing to learn. I came away with a whole new understanding. So many ideas, new technologies, new systems — it boggles the mind. I took 16 pages of notes on my laptop presentation and another 5 pages on my PDA.

William "Scott" Kifer
8th-Degree Black Belt
President of USA Karate, Inc.

I've read headlines like this all of the time from people promising to teach the secrets to making lots of money and how to get tons of students into your martial arts school.

Well, after researching most of them, none of them were what they said they were, except one:

Master Oliver, let me say that this is my headline in describing your "Extraordinary Marketing Course". As you know, I discovered this course while on travel in Brazil, and the rest is history.

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



At the Ultimate Martial Arts Marketing Bootcamp, I felt like I was in some type of secret organization that is revealing the secrets of success only to a chosen few. I mean, I literally sat at a table with 5–7 Martial Artists who had been running schools for twenty to thirty years and were all Millionaires. They openly talked about what it takes to make millions with a Martial Arts School, what to do and how to do it, and basically laid out everything for you to do. Where else on earth are you going to get that?

There isn't a platform that I know of in the Martial Arts Industry that is open to the public that allows the type of "up close and personal" networking the Ultimate Martial Arts Marketing Bootcamp offers.

Yes, I've achieved GREAT success with your course. Yes, I want everyone to attend your Bootcamp. Yes, I will support EVERYTHING you do, but only because what you are doing works. If it wasn't working, I would be off to the next guy claiming to have the secrets.

Lloyd Irvin
Lloyd Irvin's Martial Arts
Added $250,000.00 to his school after attending the Ultimate Martial Arts Marketing Bootcamp.

Lloyd Irvin, and way too many others to list here (complete information is available at www.MartialArtsBootcamp.com if you want to verify any of this!)

What do other school owners who've paid their hard earned dollars and flown from across the U.S. or from Canada, or come from outside of North America to attend, think about my **Ultimate Martial Arts Marketing Bootcamp**? Well — I have included just a few of their comments here. I'd be happy to send you an audio tape or video of their results and comments.

What should you do?

Call my office right now at 1-727-540-0500 extension 202 and ask Bob if you can still reserve a spot for this exclusive event. We'll be happy to budget the tuition over a few months, or give you a discount if you register early.

I look forward to helping you add $250,000 or more to your revenue in the next 12 months!

Sincerely,

Stephen Oliver

Stephen C. Oliver, MBA
8th Degree Black Belt

P.S. If you register quickly, I'll even get you a **complete copy** of the "Summit of Martial Arts Millionaires" at a **$500 savings,** so you can hit the ground running and start growing your school before August. This is 24 hours of the industry giants sharing all of their secrets for multi-million dollar results.

P.P.S. This **Ultimate Martial Art Marketing Bootcamp** will also include special optional sessions — **Jeff Smith on creating 87% conversion to your leadership upgrade or, Toby Milroy Direct Response Advertising Skills - Online**. Reserve your spot early for these.

OOPS! I almost forgot to mention. You have a **100% Money Back Guarantee**. If after the first day you are not absolutely BLOWN AWAY with the incredible content, I'll refund 100% of your money, no questions asked — and you keep all of the materials and handouts. Plus, we'll even pick up the cost of your lodging to boot!



Held in Beautiful Downtown Golden, Colorado — an easy shuttle or drive from Denver International Airport in the Scenic Colorado Rocky Mountains.

- Offers that work.
- Lead generation solutions.
- High response mechanisms.
- Headlines.
- How to generate Testimonials.
- Direct mail solutions.
- Letters.
- Postcards.
- Sample formats.
- Mailing list selection.
- Endorsed mailings.

Maximum money in the minimum time.

- Mastering 70-90% conversion Lead-to-Enrollment.
- Add-ons and Upsells.
- Tuition Rate Issues: How to set the right tuition level.
- Modeling for $247 per month, plus upsells to higher results.
- Cash vs. Monthly Payments: Add $20,000 per month with no additional effort.
- The Sales Cycle.
- Effective Phone Skills.
- Introductory Class Formats.
- Hot-button Must-Cover Issues in the introductory class.
- Enrollment Conference.
- Solving Price/Contract Objections.
- High % family add-on percentages.

Income maximization.

Which do you want:
300 active — $14,000 gross/month.
300 active — $30,000 gross/month.
300 active — $70,000+ gross/month.

Setting the right price: Get what you are worth and maximize your income!

- Perceived Value.
- Asking for the Right Price.
- Testing and being at the right price point.
- Elasticity of demand and other theoretical underpinnings.
- Maximizing your revenue from each student.

Getting your school right: Maximizing your operation.

- Focus on the right issues.
- Distractions that suck money from you.
- Foolish efforts and diversions.
- Maximizing time use.

Real "insider's secrets" to a GREAT school and maximum results.

- Student retention.
- Quit rate.
- How to grow to 1,000 active students — the hard way and the easy way.
- Screening for better results.
- Intro flow creates a quality student body.
- Harvard vs. the martial arts industry.
- 96% per month — or, for 4 years?
- Loyalty is king — how to engender it.
- How to kill loyalty.
- Enthusiastic parents are made: creating your perfect environment.

GOAL-GETTER SERIES, PART SEVEN
The Step-by-Step Blueprint to Achieving Your Martial Arts Business Goals

Turning Obstacles into Opportunity

This article is the seventh in a 12-part series on the specifics for setting success-oriented goals and earning more prosperity for your business.

Planning for obstacles is something that I think not enough people teach about the goal setting process. Planning for what could go wrong seems contrary to the whole philosophy of positive thinking when actually, it's very empowering. To achieve your goals, you must consider all of the possible obstacles and then include them in your plans.

A very rudimentary example of planning for obstacles would be the amount of cash kept in reserve to overcome maintenance problems. Every person running a martial arts school in a commercial location is responsible for the maintenance of the facility — in many cases meaning the HVAC system, the plumbing, the windows, doors, locks, and the ceiling and the paint on the walls. Eventually, it's all going to need to be replaced. Plan on it and set aside the funds to handle it.

There is legal exposure in running any small business. Do you have a plan for how are you going to handle lawsuits? The martial arts school is a fairly safe business to run with a very low litigation rate, but if you're in business long enough, things will happen. Somebody will slip and fall when they walk in the door, and that's all outside of the risks of training. Lawsuits are an obstacle to success and you have to plan for the possibility.

Do you have liability insurance? Do you have a good "assumption of risk" policy and statement in your contracts and in your new member agreements? How about in your permission slips? You can't bury your head in the sand and hope that lawsuits won't happen to you.

I read a thread in an online forum where someone actually recommended that school owners don't worry about what kind of corporate structure your school has because if someone slips and falls, they're going to sue you individually anyway. Well, now that's just silly. You need to look at a corporate liability shield and even more sophisticated protections as your business grows, such as a holding company for your assets that leases your school back to you. The right corporate structure can prevent obstacles by simply being well prepared for the things that might happen.

We just worked through the obstacles of one of the greatest recessions since the 1920s, and the rebound is going very slowly. A recession will happen every 7 to 9 years. It has happened virtually every 7 to 9 years for the last 100 years. It will happen again. It should be on your list of obstacles, and you need a plan for the next recession.

You also need to address personal potential obstacles. These are things that are going to happen that will prevent you from running your business. What if you get injured and you can't teach anymore? What happens if a loved one becomes critically ill? Do you have someone who can temporarily manage the school? What's your plan?

Have you planned for the time when you no longer want to run a school? What's your succession plan for the school? What's your exit strategy for the school? Do you have the ability to sell it? Those are all considerations for planning long before that day comes.



What's next for you and your career? Most of the folks that I talk to, especially at the higher level of financial results, have greater aspirations for themselves as well. Their objective is to have great locations, but they also want to do other things. Perhaps they want to be involved in community outreach activities or run a charity. Maybe they want to start other businesses.

> ***"The right corporate structure can prevent obstacles by simply being well prepared for the things that might happen."***

You have to plan for those eventualities in your life, too. Successful people are always looking for the next challenge.

I've used Tony Robbins' example of the Niagara Syndrome before, but it fits here as well. The Niagara Syndrome is where you're floating along and the river is taking you wherever it wants to take you. That's fine for a long time but suddenly you look up out of your boat and see that you're 5 feet from Niagara Falls. You start paddling like crazy towards the shore, but by then it's too late and you're going over the Falls. The time to start paddling is 5 or 10 years ahead of the obstacles you know will happen.

What happens if you come up against an obstacle that outlasts what you planned for? What about something totally unexpected? Let's say you planned for the AC to be replaced, but the roof and the AC needed replacing at the same time. Life happens and sometimes problems don't go away as you planned. What's your Plan B?

The way to plan for the unexpected is to be good at managing crisis. Take this recession, for example. The businesses that have survived learned to thrive under these economic conditions by going back to basics and looking for the opportunity in the obstacles. They looked at their balance sheet and the expenses that could be cut. They looked for ways to be more efficient. They learned to scramble.

We've worked with many of our Peak Performers and Inner Circle

See **GOAL-GETTER**, *continued on page 32*

TOBY MILROY NAPMA COO



Toby Milroy is a 5th-Degree Black Belt and one of the rising stars of the industry. This veteran successful school owner, multi-school trainer and facilitator, author, business coach and self-described "compulsive entrepreneur" brings expertise from dozens of outside industries back to the Martial Arts Community for the benefit of school owners all over the world. He can be contacted through **NAPMAFreeOffer.com** or **NAPMA.com**.



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NAPMA BUSINESS SOLUTIONS:

Building a School Community that Promotes Retention



Creating the right environment in your school is vital to keep your retention rates high.

With our NAPMA programs, we are committed to helping you with three very important things. First, we want to help you drive prospects to your school. Second, we want to help you create professional management systems for your school to keep your student retention levels high. Third, we want to save you time so you can focus on running your business. We accomplish some of this with done-for-you-solutions and tools.

How does a newsletter aimed at kids help you with those three essential goals? What we know from years of experience is that the most successful schools in the world build a sense of community among their student population. If this is a family operation, this community extends to the parents.

These are the schools that become a social hub for their students. It's not just a place they come a couple of days a week and spend an hour. It 's the center of their social experience. The people that they hang out with at martial arts school are the students that they study with. The parents meet each other and learn about each other and have dinner on occasion.

What we've seen with NAPMA member schools and of course, in Stephen Oliver's locations, the owners that make the effort to build that community have no retention problems. Their students participate in bringing prospects to the school because they want their friends to be part of this community.

Not all school owners agree with this approach. They take the "old school" approach that the student/instructor relationship is limited to the classroom. If a student doesn't show up for class, then they're not interested and there's nothing you can do. These owners act as if there's some invisible force field right outside their school's door and nothing that they do penetrates that force field. They're afraid to step outside that force field. In reality, the schools who have the highest retention rate and the highest financial outcomes are the schools who treat the student as a whole person — not just someone who shows up a couple of times a week to learn how to punch and kick.

With all of the communications options available now, it is easier than ever to build this kind of community. It all begins with quality content that is professionally designed and targeted to the student population. *Kickin'* comes to you on a CD ready in a variety of formats to add a page of announcements specific to your school and then it's ready to print.

Kickin's cover story is always related to the direct benefits of martial arts. This is an article kids enjoy, but parents will also find of interest. Reinforcing the benefits of martial arts training is a critical part of your retention strategy. It may be a self-esteem story or a story about focus and attention. The newsletter is a vehicle for accomplishing this without sounding like a continual sales pitch.

> ***In reality, the schools who have the highest retention rate and the highest financial outcomes are the schools that treat the student as a whole person…***

There's always a success story, a testimonial to the martial arts. This is written from the student perspective and discusses all of the problems children face today such as academic problems, low self-confidence, weight management, attention problems and peer conflicts. Kids are just like adults in that they like to read about how other kids have solved a problem similar to what they are facing. It reassures them that they have made the right choice to study martial arts.

There's always a word puzzle to familiarize students with the language of martial arts. The puzzle is something that you can require all of your students to accomplish to earn a stripe for their belt.

There's a feature called the Health Kick to cover the many health and fitness benefits of martial arts. It has the added benefit of educating children about proper diet and health habits. Childhood obesity and sleep deficits are an epidemic among the children. This is the kind of information that can be discussed and used as a family.

We also leave space for your school to fill in with dates, announcements or a short column. You are the master of your school and the leader

of your community. Your students and their families want to know what you have to say. We recommend humorous stories that make a point about the martial arts training they are receiving or tie in with the content of the newsletter.

Write about the latest promotion or family event. Mention people by name and his or her accomplishment or contribution. Brag about what great students you have and how well they are doing. Let everyone know how much you appreciate his or her support of the school community. Involve them in the mission to teach the next generation the character skills attached to martial arts training.

We build in an ad that ties in with the benefits of martial arts. We sell the benefits of your program so you have the backing of an international organization promoting martial arts. NAPMA is your third-party endorsement for your program. We're the social proof that they have made the right choice.

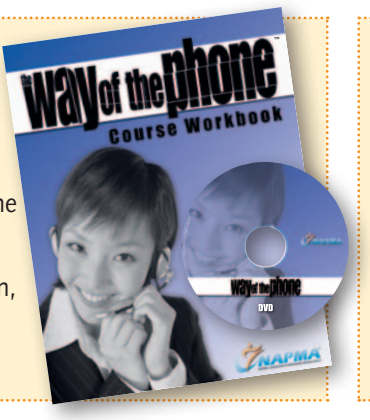
The newsletter doesn't do you any good unless it is widely distributed. You should give a copy to every student and every prospect. You should mail it to your prospect lists, both email and snail mail. Distribute it to guidance counselors and after-school program coordinators. Send it to businesses that you would like to establish co-promotion partnership with.

Post the newsletter on your blog on your website and then use Facebook® and Twitter® to drive to the latest issue. We have found that NAPMA members who use the newsletter for online lead generation have had a lot of success in pulling in new prospects. Be sure to allow prospects to sign up for future issues. Tie the enrollment to an Aweber account and build your list.

The point is for pennies per copy and an investment of about a half an hour a month, you have the foundation for building your school community. The NAPMA *Kickin' Newletter* is the perfect multi-purpose tool that distinguishes you, a professional martial arts school owner, from the hobbyist-teacher. ■

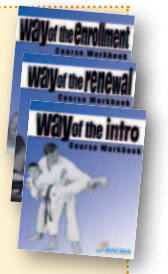
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More...

Way of the Phone is a part of NAPMA complete "*Way of...*" series, addressing common solutions for schools. Also at **NAPMA.com**.





Finding Innovative Solutions for Staffing Problems

We sometimes hear comments or read remarks about how much more difficult it is to start a martial arts school now than it was when the industry was new. We at NAPMA strongly disagree. Many of the same challenges faced by businesses today are the exact same problems faced by the pioneers of the industry.

In this issue, Grand Master Jeff Smith talks about the challenges faced by the Jhoon Rhee Institute in the early 1970s including instructor turnover, staff raids, a shortage of qualified instructors and student retention problems. The innovation required to overcome problems at that time is still relevant to today's challenges.

I started teaching in 1964 in Texas with one of Grand Master Rhee's satellite schools. After working my way up to the head instructor in two years, I became a brown belt. At a satellite schools back then a brown belt was a pretty high rank.

There was a shortage of Black Belts who could teach. It takes about four years to earn a black belt and it takes four years to earn your degree, so as soon as somebody got their black belt rank, then that was about time they graduated. Everybody was graduating and then moving on to their chosen profession. The head instructor position kept passing down to the most senior person and then eventually it passed down to me just as I was awarded a brown belt.

After earning my black belt and running a satellite school during my senior year of college, Grand Master Rhee asked me come up to Washington, D.C. and help run the schools up there. He had a serious instructor problem. One of his best instructors had left to open some competing schools and took all of his instructors. He had four schools at the time and was expanding.

We needed a full staff, so I recruited some of my Texas buddies, Pat Worley, John Worley, Gary Hestilow, Larry Carnahan and some other guys. We kept bringing people up from Texas to keep the Jhoon Rhee schools staffed as we were expanding rather quickly back in the 70s.

Eventually I became the Senior Vice President running all those schools and all the satellite college programs that Master Rhee had set up now all over the country. We started expanding and making each school really profitable after a few years as we refined our systems.

One of the things that I noticed was that we had a Black Belt Program, but that just brought each student to the level of Second Degree Black Belts. There wasn't what we now call an "after Black Belt" program. I went to Jhoon Rhee and said, "Master Rhee, we need to start a Masters Club."

He asked, "What is a Masters Club?"

I said, "Well that would be for the students, so they can work up to their higher degrees to become a master." If the black belt program took you to first degree, then the Masters Club would take you to the higher degrees eventually becoming a master. Rather than stopping at a second degree black belt, the goal was to get up to the Master Level of instructor with a fifth degree or higher.

Jhoon Rhee was very ahead of his time with martial arts development and curriculum. I had a real clear idea of the way I wanted the curriculum to move as far as the sparring and Grand Master Rhee had a real clear vision for how the forms would be taught. We combined forces on a lot of things in the application and the actual fighting because I was doing both fighting and kickboxing at this point, teaching and competing. Grand Master Rhee was starting his modern system of forms that in conjunction with the sparring and the combinations of fighting techniques that I was doing, those forms eventually became the musical forms.



Championship Goals
JEFF SMITH
DIRECTOR OF INSTRUCTION
FOR MILE HIGH KARATE

When I suggested the Masters Club, the first thing Jhoon Rhee said to me was, "Well, you know, right now, the problem is they get their black belts and then they quit,"

I said, "Well, how much are you charging them after the black belt program?"

He said, "Well, that's the thing. I'm not even charging. If they just help out in the classes, they get to train for free."

Well, the problem that I saw was that there weren't enough black belts or instructors. When the black belts became a black belt, there was not a separate class for them. They were actually in with the black belts doing the same curriculum. Grand Master Rhee said to me very logically, "Well, if they're not paying and they're not staying, what makes you think that they will pay for something when they're not even staying now when it's free?"

I was running the satellite program at the Texas A and when I took over, they were only charging $20 a semester, and that included their uniform. There were probably about 40 or 50 people in the club then. I immediately increased that to $20 a month, plus they paid for the uniform and their testing. We ended up adding about 120 new students on top of the 40 that we had. So, I know the concept would work.

I started the Masters Club and in that first month renewed 25 people, and raised the tuition on the black belt program. I also started a special class allowing them to train and learn more advanced techniques. We had a new program and started developing all of the instructors that we needed to support our expansion. ■



Have the Courage to Act



The Success Coach

LEE MILTEER
NAPMA INNER CIRCLE AND PEAK PERFORMERS COACH

Wealth never rewards wimps! Money only moves because of courage. You must have the courage to act on your ideas. Ask yourself: "What do I need to do right now to improve my business that I have not had the courage to do before?" To help put things into perspective, let me give you an interesting definition of the word fear:

- Fantasized
- Experiences
- Appearing
- Real

Most of the things we fear are simply an exaggeration of our imagination. Since our subconscious mind and our nervous system don't know the difference between reality and our imagination, they produce the same uncomfortable feelings of anxiety.

You must allow yourself to experience your fears and move through them with the courage to look, acknowledge and experience. Don't resist, avoid or condemn your fears. It's an interesting paradox in life that when you resist something it persists.

Many famous writers and artists alike recognize the importance of this metamorphosis:

Ralph Waldo Emerson said, "Do the thing you fear and the death of fear is certain."

Eleanor Roosevelt observed, "You gain strength, courage and confidence by every experience in which you must stop and look fear in the face. You must do the thing you think you cannot do." And Mark Twain put it this way, "Courage is resistance to fear, mastery of fear — not absence of fear."

The truth is that success is never final and failure is never fatal — it's courage that counts.

Progress in life is always going to involve risk. For you to be in control of your own destiny, you must be willing to be an *actor* in life versus a *reactor* to life. This means you must be willing to risk failure in order to grow. People who make no mistakes usually don't take any risks, and therefore never allow themselves any opportunity to stretch and grow. In our past programming, many of us have been taught to play it safe, to not risk trying something new. We create an abundance of opportunities by trying new experiences. Every experience gives you additional resources and references, and teaches you valuable information for you to draw from. You have to look at life from a point of view

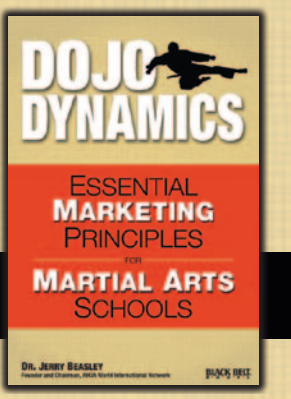
See **MILTEER**, *continued on page 33*

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. Learn more at **NAPMA.com/PrivateCoachingSession.**

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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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Zebra Mats ..... Inside Back Cover

Coming Soon

NAPMA celebrates its 17th anniversary with an entertaining feature on our history and goals for the future. Continuation of our in-depth interviews with hugely successful NAPMA Inner Circle members, featuring Shawn Harvey. The next installment of our **Goal-Getter** series, "Skills and Information Required," and a new **Mile High Maverick**. All columns are also available at **MartialArtsProfessional.com**.

GOAL GETTER, *continued from page 26*

members to take advantage of the opportunity in this recession to renegotiate their leases. Many business owners don't understand that it's in your landlord's best interest for you to do well. It doesn't do them any good to have you go out of business. Now, if you're in a shopping center that's completely full and there's a waiting list of 20 tenants who want in, that's a little different. However, in this economy with fewer businesses looking for space, there is room to negotiate more favorable terms of rent reduction.

Another interesting thing that happens in a recession is that you find very talented people looking for major changes. Right now, there are lots of former six-figure executives out of a job. They're looking at mid-level management positions. Maybe that's not a great fit for your martial arts school, but have you considered offering an internship for 10 assistant instructors that might want to change careers. You never could have gotten them before because they were an architect, or an accountant. Because of the recession he's been freed up to follow his passion for doing martial arts, and now he's looking for a new direction.

Joe Lewis said we all have a plan until we get hit the first time. When sparring you have techniques that work well for you. Then you get a fight where they don't work or your timing is just a little off. Maybe it was your distance that was off and you had to scramble to improvise.

You see it a lot in the mixed martial arts and the UFC. Somebody gets tagged or taken down awkwardly. You see them scramble as they move, push, turn and twist as quickly as they can.

They're not using their choreographed or preplanned moves. They're putting themselves in a different position and getting out of a bad spot.

Crazy things are going to happen. If you've planned for them, you're 10 steps ahead of virtually everybody else. You plan for the unexpected by learning how to scramble well.

Another one of my favorite quotes is there is no crisis that has been created by a lack of money that an abundance of money won't fix. Like fighters who don't scramble well, many school owners just kind of fall apart when they are hit by obstacles. They just drop to the floor and go into a fetal position. They get so overwhelmed that their mind just stops working. They're under too much pressure. How do you avoid the overwhelming problem that drops you to the floor?

Take a look at all of the problems I've covered in this article. All of them could be solved with money. No matter what you are facing, the one thing that you can do that will solve all the other problems is put another 100 students in your school or upgrade the ones that you've got. Go find another 100 students in the next 90 days and in most cases, that cash bump solves every problem that will come down the pike.

If you don't happen to be good at scrambling, always focus on marketing skills. Plan to develop your marketing and sales skills and you'll be ready for almost anything. The bottom line is every obstacle ultimately is an income problem. Income problems are always solved with marketing and sales.

To overcome obstacles, plan for the reality they will happen. Back that up by learning to scramble with good business management skills. When you hit the overwhelming problem, instead of dropping to the floor, focus on marketing and sales. There are very few problems that can't be solved, or at least substantially improved, with a cash boost. ■

Feeling Overwhelmed...?

...about all the planning that you haven't done. Not to worry. NAPMA has a lot of free resources on our website that can help answer a few questions. Visit **NAPMA.com**.

SUCCESS STORY, *continued from page 18*

a difference in your lives by not having an upgrade program. You're not going to be able to achieve that.

Stephen Oliver: Absolutely. See, I think the renewal process is all about them thinking about really doing this on a long-term basis as opposed to them thinking about this is just kind of a monthly or a periodic commitment to a recreational activity. The reason why Harvard has a 97 percent graduation rate is people had to work to get in and they were thinking about it for a long time and they went with the expectation of getting their bachelor's degree.

We don't have that luxury with people coming in, and often times, you're thinking that this is an alternative to soccer, an alternative to the Zumba class at the gym; but if we force them in those first two or three months to really change their mindset and qualify for and set that long-term objective to graduate, then that's the only time we can get the benefits that we really promised they will get.

David Inman: Yes, sir. I agree 100 percent.

Stephen Oliver: David, let's step back. First of all, you've had very good marketing results, and I guess what I mean by that is you have a very tight ratio of intro to enrollment but you've also had enough people coming in the front doors. You end up with, for instance, this month 37 enrollments and an average of around 15 to 20 enrollments all year. What is it you're doing other than the movie promotion to fill the school? What are some of the things you're doing in the community? What are some of the things you're doing internally to accomplish that?

David Inman: We're really strong on our website, on the web, on the Internet. Average things like flyers and referrals. Those bring in a couple of people a month, little things here and there. The biggest thing we did this month was the web promotion. The second biggest thing that we had this month is – right at the end of the school — is the demos in the schools. ■

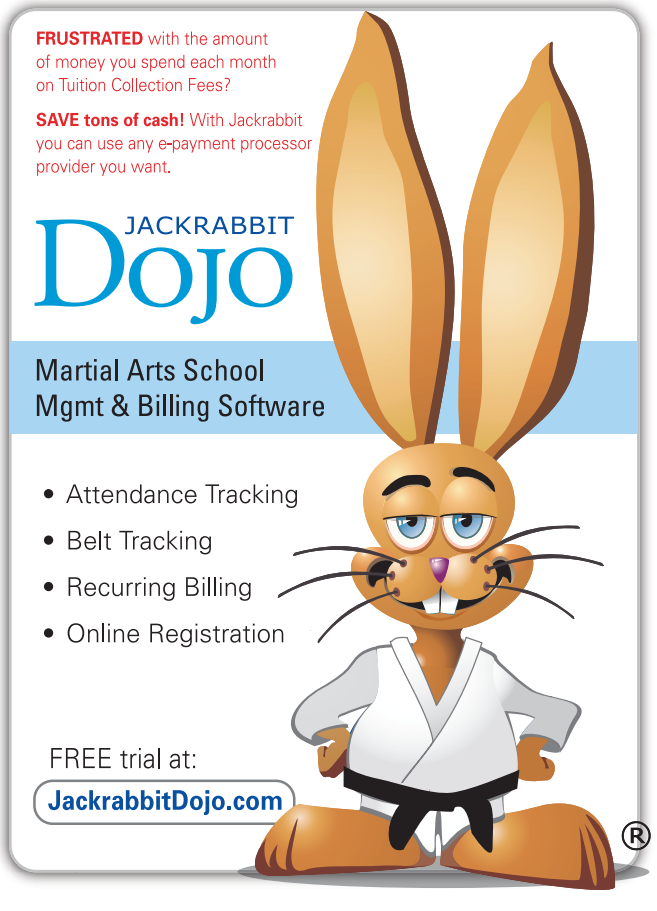
There's More!
Read the rest of the story of David Inman's successes at your member Website.
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MILTEER, *continued from page 31*

where there is no such thing as failure, only results.

The most successful men and women in history have all had to deal with change, uncertainty, and fear. The obstacles of your past can become the gateways that lead to new beginnings. It's clear that progress always involves risk. We shouldn't fear trying something new or be afraid if our efforts do not work out, because we will always gain experience and wisdom. I would like for you to start asking yourself this important question if you are being challenged by something right now: What can I do about this situation? What opportunities are in this setback for me? ■







Direct Your Future with Desire

People are born dreamers. There is no limit to the possibilities in a child's mind. As the years go by, it is easy to lay aside extravagant dreams as impractical or even impossible. Don't do it. I am a published author with dyslexia. I make my living as a professional speaker despite spending years in speech therapy for a lisp. I was a slow, stiff, white kid from the suburbs whose love for football carried me to a twelve-year NFL career including six Pro Bowl and three Super Bowl appearances. My dreams carried me beyond where others expected me to go, and continue to direct my day to day decision making.



The Heart of a Student Athlete

KARL MECKLENBURG
SIX-TIME PRO BOWL NFL PLAYER AND MOTIVATIONAL SPEAKER, AUTHOR

A desire is a dream, passion, or mission. It has great power if you let it guide your decisions, goal setting, and way of thinking. In football there is a saying that "It doesn't matter how big or fast or strong you are, if you don't know where you're going you can't get there." If you have desires in life as targets to aim for, then you will get closer and closer to where you want to go. If you don't have a desire to pursue you will go through life without purpose, wandering aimlessly, unable to achieve regardless of your talent.

Too often people settle for average dreams. They sell themselves short believing that they don't have the talent, or don't deserve to be successful. Even when others question you or things go wrong, if you have an extravagant passion you can overcome those obstacles.

All three of my children have trained in Karate. One of the fun things that they each accomplished was breaking a board with a punch. The trick to accomplishing that feat is to strike through it by aiming beyond the board. By aiming beyond the board the Karate student doesn't slow down or stop on contact.

They follow through and break the board without pain. If they focused on the board instead of beyond it they would feel the contact and stop, hurting themselves and failing to break the board. This is the same principal that is accomplished with extravagant desires. If you are focused beyond the obstacles in your way, you will break through them with minimal pain and continue on to your dream. Our training camp runners were focused on getting to a training camp instead of focusing on achieving greatness beyond it.

They hurt with each day's doubts and fears until they convinced themselves that they didn't belong.

Success is overcoming obstacles on the way to your dreams. Each of us should have dreams that focus our day to day decision making in many areas in our lives. My old desire of being the best football player that ever played the game allowed me to have a long and successful NFL career. By setting goals in my desired direction, and by making decisions based on the knowledge that these are important to me, I will continue to move closer and closer to my target desires.

Make sure your desires use strong language. I have seen corporate mission statements or desires that were full of qualifying words. "We will be known as the company that strives to eventually be close to the top of our field." This is not extravagant and will not allow you to power through obstacles. Your desire needs to be strong and concise. It should also be short enough that it is easily remembered when you are making decisions. I use 10 words or less as a guide.

People set desires in many areas of their lives. Professional, relational, financial, health, educational, fitness, charitable, spiritual, travel, and any other areas of personal accomplishment are possible to achieve if you identify them as important and pursue them with passion.

Brainstorming is a great way to remind yourself of what those dreams are. Take out a piece of paper and write down any wish that comes to your mind. This is for your eyes only, so be extravagant. There is no commitment to these ideas yet.

Once you get a list, take the time to sit down and think about what your life will be like when you accomplish these things. Is it worth it to you to commit to pursuing these passions relentlessly, because that is what it will take to accomplish an extravagant desire?

You will find that you aren't willing to commit to many of the ideas on your list, but there should be some that ring true with who you want to be. These are the dreams that make a big smile come to your face when you think about what your life will be like when you've accomplished them.

Expect obstacles, but since you have identified desires that are extravagant, and have committed to pursuing them at all costs, you will shrug those obstacles off as you focus beyond the immediate to your vision of success. ■

KARL MECKLENBURG FORMER NFL ATHLETE
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Michael James: publisher of *Black Belt* Magazine for 23 years and was at *Inside Kung Fu* for five years. He also co-managed the world's first and leading Martial Arts book company, Ohara Publications Inc., managed 825 Martial Arts videos and 275 book titles.

Jose Fraguas: founded his own book, video, and magazine company in Europe in 1986. In 1997, he became the General Manager of CFW Enterprises. Currently Editor of MARTIAL ARTS MASTERS MAGAZINE

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Tallahassee Tae Kwon Do Academy
2785 Capital Cir NE, Tallahassee, FL

So Important to be Surrounded by Success!



I think it's so important for school owners, and people who are aspiring to be school owners just to be surrounded by those who really have been successful.

Stephen K. Hayes
Black Belt Hall of Fame

We added $250,000...



If you had a chance to have a private lesson with Bruce Lee would you take it? Stephen Oliver is the Bruce Lee of the Martial Arts Business – he helped us add $250,000 in the past 10 months with NO additional expenses.

Hai Nguyen
Elite Mixed Martial Arts

NAPMA
National Association of Professional Martial Artists