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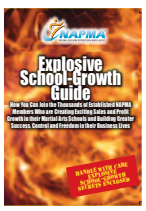
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A Thank You to Honor the Passing of Hanshi Terry Bryan

Anyone Can Do Something Cool For A Day... Doing It For A Lifetime, Now That's Something Different



A blindfolded Hanshi Bryan catches an arrow.

In this touching tribute to Hanshi Terry Bryan, NAPMA Inner Circle member, Penny Pitassi, writes about her respect and admiration for one of the great contributors to the martial arts industry. Hanshi Bryan was a frequent columnist, guest speaker and friend of everyone at NAPMA and we were greatly saddened by the recent loss of this remarkable man. An extraordinary martial artist known popularly for his ability to catch an arrow blindfolded, he was equally masterful in the business arts with his principles of wealth accumulation and management. Read more about Hanshi Bryan the human being behind the success in this article.

Story begins on page 18

Midnight Movie Goers Become Fans of *The Miami Connection* After 25 Years



Grand Master Kim makes a "connection" with a spectacular airborne double kick.

After waiting 25 years, Grand Master Y. K. Kim's self-produced film finally found it's audience. Sometimes success requires a lot of patience and a willingness to believe in yourself against all of the odds. Read this inspiring story of persistence in this issue.

Story begins on page 12

The Golden Anniversary of the Jhoon Rhee Institute

The alumni of the Jhoon Rhee Institute gathered in Washington, D.C. to celebrate 50 incredible years. Grand Master Rhee's former students and staff came together to pay their respects and celebrate success.

Story begins on page 11



A celebration of 50 incredible years.

NAPMA Business Solutions:

The "Formula" for Success: Beliefs, Strategy, Tactics, Execution

Success is built on this classic tried and true formula as NAPMA COO Toby Milroy points out in this installment of Business Solutions. Avoid the distractions of the latest "shiny object" in business information products and focus on what has been proven to work in any market envirnoment.

Story begins on page 26

Attitude of Gratitude

Jeff Smith



NAPMA is proud to have world champion Grand Master Jeff Smith on our team. His work to educate NAPMA members in team building and staff management is an asset no other organization in our industry can match. Stephen Oliver expresses his appreciation for his friend and mentor.

Story begins on page 20

DOLLAMUR AND SWAIN
ONLY ROLL WITH THE BEST!

CHUCK LIDDELL
DAN HENDERSON
MATT LINDLAND
MATT HUGHES
ROBBIE LAWLER
ROYCE GRACIE
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Mile High Karate's director of instruction and former world light-heavy weight kickboxing champion talks about his

"GREATEST HITS"







ABOVE FROM TOP Jeff Smith vs. Wally Slocky, 1975; Jeff Smith vs. Bill Wallace, 1974; Jeff Smith vs. Pat Johnson, 1973.

MY VERY FIRST tournament during 1966 was an important one for me. I was a white belt and I took second place. John Worley took me to the tournament and forced me to compete.

In Holn semi-contact competition, Howard Jackson [of Los Angeles] was probably one of my biggest rivals. We always seemed to fight for the grand championship.

Probably my most memorable bout in the team-fighting was against Pat Johnson, a great tournament fighter who went on to fame as a movie stunt coordinator in the movie business. Anybody who ever fought him in point-fighting, including Joe Lewis, knows that he was the top point-fighter in team fights.

Out of three-hundred bouts, he only lost one—and that one was to me in Washington, DC. Every time I see him, he still rubs it in that I blemished his perfect record. It was a little biased because he was captain of the Chuck Norris team and I was captain of the Jhoon Rhee Washington DC team.

During 1974, Bill Wallace, Joe Lewis, Howard Jackson and I represented the United States in the first real full-contact karate world championships. We were the four top fighters in the semi-contact divisions at that time. That was really the first time that they'd ever done that on a worldwide scale in our sport. It was televised as a ninety-minute special. Three of the four U.S., including me, won our division titles and that's what launched the sport of kickboxing.

In full-contact karate, the most important, to the martial arts community, was when I fought on the Ali/Frazier boxing card, the "Thrilla in Manila," on October 1, 1975. It was important because it was the first time they ever coupled a world champion boxing fight with a world champion karate fight; and because of the rivalry between Muhammad Ali and Joe Frazier, it gave us worldwide exposure.

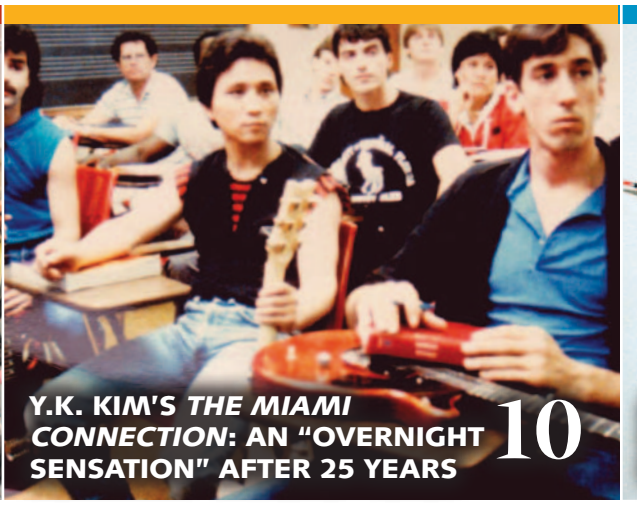
My match was an eleven-round fight for the world heavyweight kickboxing title. I was the light heavyweight champion and I defended my title against Kareem Allah, a black belt from New York City, who was one of boxing promoter Don King's fighters and one of Ali's sparring partners.

I won an eleven-round, unanimous decision, even though Don King's judges were officiating, so I definitely had to win to win that fight. It was a good fight for because approximately fifty-million people around the world saw it on closed-circuit television.

To this day, I believe, it still holds the record for the largest viewing audience of any professional martial arts fight.



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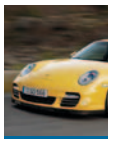
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Mastering the Martial Arts Business

FALL 2012

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Terry Bryan—*Ph.D. and 9th-Degree Black Belt*
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Time Integrity for the Martial Arts School Entrepreneur



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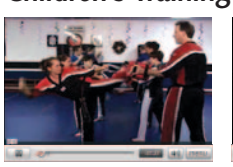
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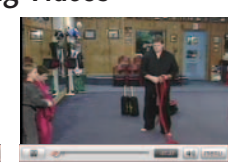
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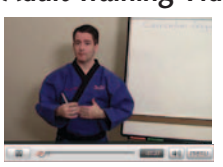


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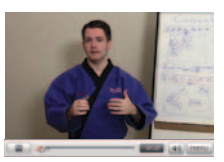


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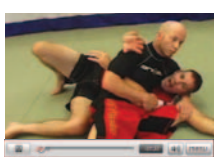
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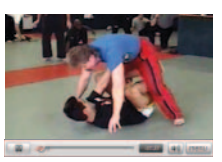
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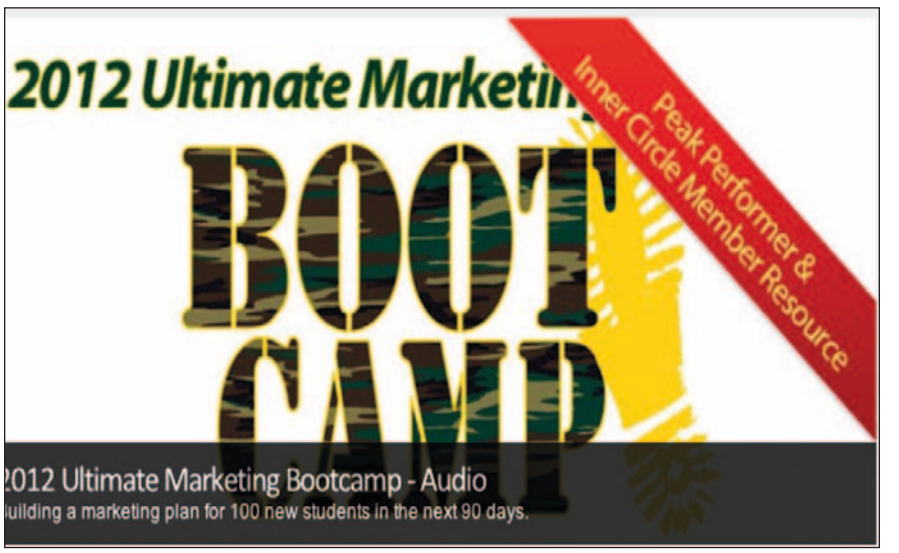
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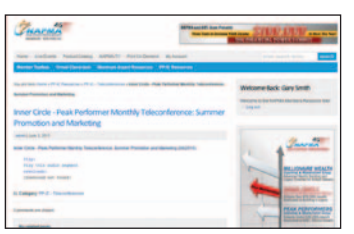
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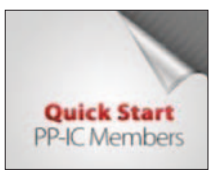
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NAPMA News

The Passing of World Tang Soo Do Association Grand Master Jae Chul Shin

By Don Southerton

To many, the passing of Grand Master Jae Chul Shin came as surprise. Those close to GM Shin knew of his battle with cancer. That said, his loss is mourned not only by those within the World Tang Soo Do Association, by the thousands of martial artists he impacted over his lifetime. I am one of these martial artists.

As is common one reminisces on the passing of a family member, friend, or acquaintance. Recalling my early years in Moo Duk Kwan Tang Soo Do, I first met Master Shin at a tournament in 1974 when I was a red belt. I remember being introduced to Master Shin by Master Frank Trojanowicz, my instructor. Later in the day, as Master Shin sat in the gym bleachers, he kindly and in a soft spoken manner asked me and red belt friend to join him in watching the advanced Black Belt form competition. Commenting on the competition, I listened eagerly to each and every one of his words—hoping to gain from this rare opportunity.

Several months later in December 1974, Master Shin traveled to the Scranton Karate School and conducted my 1st Degree Black Belt test. Among those testing was Cynthia Rothrock. Following the grueling exam, Master Shin and those testing for Dan ranking adjourned to the school office. Quite



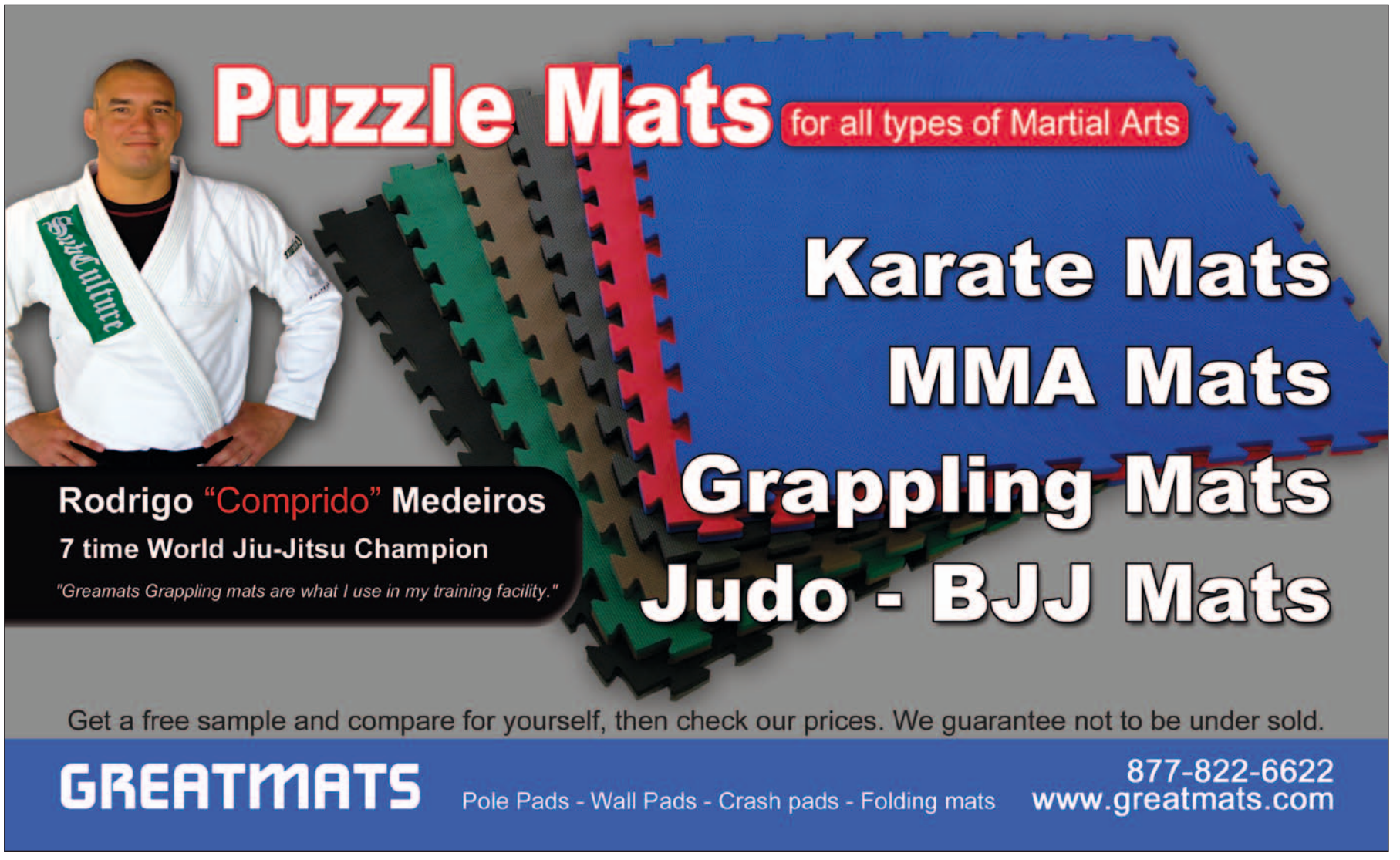
Grand Master Jae Chul Shin

nervous we all stood waiting for Master Shin's comments. Expectations were that we would receive some stern words common in Moo Duk Kwan Tang Soo Do like " train harder." To my shock Master Shin started his comments by pointed to me, he paused, and then to as I prepared for the worst, he remarked about my "beautiful" kicks.

To this day nearly 40 years later the memory linkers. Needless to say, his kind words shaped my martial arts training over the many decades.

Although our paths rarely crossed over the years, I, like many, held GM Shin in very high regard. So, it is on the behalf of the countess martial artists that Grand Master Shin impacted that we extend our condolences to his family, students, and organization.

Southerton is noted author, consultant, and strategist for many of the top Korean-based corporations with global business, along with major western firms that have ventures in Korea and Asia Pacific. In addition, Southerton serves as an advisor for NAPMA.



Stephen Oliver Honors the Late Joe Lewis and Steve Lavallee

By Stephen Oliver
NAPMA CEO

It's been a rough summer. Several well-known martial artists passed away during the summer of 2012. Those who were close friends, included Steve LaVallee, Terry Bryan, and then, at the close of summer, fighting legend Joe Lewis. Both Joe and Terry had been battling cancer all year.

Terry Bryan, who's been a friend since the early 1980s when I helped him model in Colorado Springs,



Grand Master Joe Lewis



Kyoshi Steve LaVallee

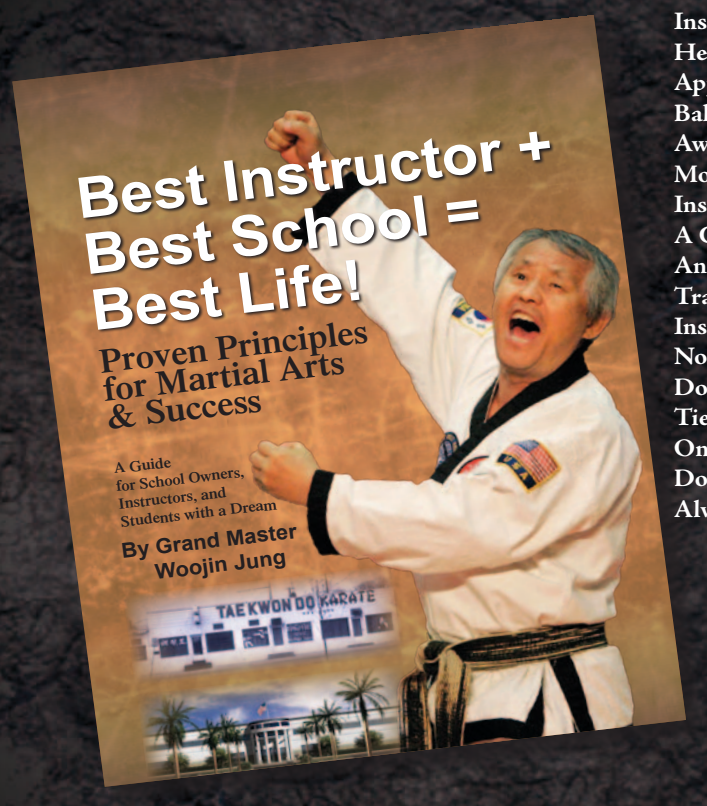
Colorado, what I'd accomplished in Denver. He was a high-ranking leader among traditional Okinawan martial arts and recently had moved towards coaching and consulting on real estate investments. If you've attended any of our big live events, Terry was often featured as a speaker, and, in reality, was a *huge* support on the behind-the-scenes operations.

I attended my second funeral in June; the first in Ft. Lauderdale for Steve LaVallee, then San Antonio for Terry Bryan. I was happy to see Shawn Harvey and Penny Pitassi along with many of Terry's former and current students there. In the past 12 months he'd been diligently fighting a losing battle. He'll be remembered by many. We're happy to feature the "Attitude of Gratitude" article in this issue of *Mastering the Martial Arts Business* magazine written by "adopted" student Penny Pitassi.

As I write this, I'm preparing to leave for Joe Lewis' Memorial in Raleigh, NC. Attending with friend and teacher of mine, Jeff Smith, and long-time friend Bill Wallace. Joe, Jeff and Bill were, of course, *the* fighting legends of the past 40 years. Jeff and Bill were at Joe's side all week until a few hours before he passed — close friends until the end. See online www.MartialArtsProfessional.com

See **LEWIS & LAVALLEE**, *continued on page 29*

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Penny Pitassi

My growth from NAPMA's Peak Performers was pretty immediate. The topics seemed to be spaced out is there's an emphasis during each one of the meetings on a particular area. One time, it may be marketing. The next time, it may be sales systems. The next time, it may be floor systems, but you're always getting a high concentration and valuable information in one particular meeting and it gives you something to focus on for the next three months.

And I think within one year I was at $30,000 a month — from $8,000 a month coming in. Some months were higher than that. Next I moved into to the Inner Circle. I do what I'm told so I started trying to really look at what Stephen Oliver had done and listen to the experience that he already has and listen to the experience of the other people in the Inner Circle.

It's an incredible collapsing timeframe. So you don't have to make the mistakes that other people have made. You can listen to their experiences and you can shorten the process and I think that's the biggest thing is I just shorten the process. What might have taken 20 years – was accomplished in 3 years with Peak Performer's and Inner Circle.

I think I was talking to Charles Dudley one day and he said, "Look, the process that most of us take 10 or 15 or 20 years to go through, Peak Performers and Inner Circle collapsed that timeframe down into about three years and I'm very thankful for that." I'm not having to make all the same mistakes that have been made by other people. I've gotten is great information from the other Inner Circle Members. Obviously Stephen Oliver, Jeff Smith, Toby Milroy and his staff bring good a lot of value to the table every time I've ever come to an event, been on a teleconference, or received one-on-one coaching.

Sometimes also the extra personal coaching is the thing that you need to push you through whatever obstacle it is that you are encountering and I don't think that any one leg of that stool is the key. I think it's all three of them working together. It's personal One-On-One Support and Coaching.

You know, if you're not serious about growing your school, if you're not serious about implementing the things that you're going to learn, then don't spend the money. But if you really are going to take action on the things that you are being taught, you're going to get a fabulous return on that investment. And as long as you're making a lot more money than you're spending, why wouldn't you do it?

Penny Pitassi
Stephen Oliver's Inner Circle Member

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Learn more about joining this powerful team of high-performing school owners.

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The Golden Anniversary of the Jhoon Rhee Institute Attracts a Roomful of World Champions

The Jhoon Rhee Institute's 50th Anniversary was recently celebrated in Washington, D.C. I was happy to attend as one of the most senior people there. My associate and instructor (in NAPMA and Mile High Karate), Grand Master Jeff Smith, was the most senior person there (celebrating 47 years-plus), other than, of course, Great Grand Master Jhoon Rhee himself. Charlie Lee, who like myself, started with the Jhoon Rhee Institute in 1969, and received his Black Belt in 1978, commented that the room was filled with World Champions.

In opposite areas, Jeff Smith was, in his opinion (and, mine), the best kick-boxer who ever lived. John Chung was in his opinion (and, mine), the finest traditional Tae Kwon Do competitor who ever lived. Other champions included Charlie (World and National Forms Champion,) Gordon Franks (PKA World Champion), Helen Chung (Forms Champion), along with Larry Carnahan (Fighting Champion and now President of the NASKA Circuit) and Michael Coles (PKA U.S. Kick-Boxing Champion).

The Jhoon Rhee Institute was the hub of *many* school operations innovations over the years, led by Jhoon Rhee with Jeff Smith, including protective sparring gear (Saf-T-Gear), Musical Forms, Modernized (think Kickboxing/MMS) curriculum going back to the 70s, and key innovations in teaching, marketing and high-quality school operations.

The list of leaders in the industry who came from that hub is endless, and certainly includes Nick Cokinos, Ned Muffley (EFC), Pat Worley, John Worley, Pat Burleson, Allen Steen, Jeff Smith, myself and many others.

Congratulations, Grand Master Rhee, for your key role in professionalizing the Martial Arts in the 1960s until now, and for the hundreds of thousands of students that you've impacted over 50 years. Thank you to Francis Pineda for organizing this surprise celebration, and to Dennis Brown for hosting it at the 30 year anniversary of his Capital Classics. ■



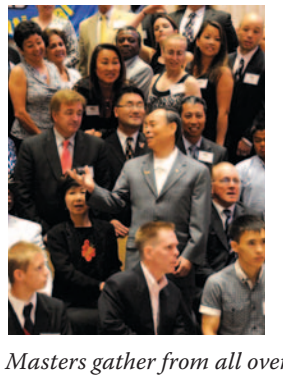
A gathering of Jhoon Rhee Black Belts.



From left to right: Stephem Oliver, Jhoon Rhee, Michael Coles, Tommy Lighfoot.



Dennis Brown (left) and Jhoon Rhee.





Masters gather from all over the world to honor the amazing contributions of Grand Master Jhoon Rhee.

Midnight Movie Goers Become Fans of *The Miami Connection* After 25 Years

Grand Master Y.K. Kim produced, co-wrote, co-directed and starred in the martial arts action film, *The Miami Connection*, originally released in 1987 to disappointing box office response. A special viewing at the New York Asian Film Festival has renewed interest in the film.

"If you love to watch drama or romance, this movie is not for you. However, if you love music, exciting action [that is not computer generated] and the true meaning of friendship, you will not just love *The Miami Connection*, you'll be crazy about *The Miami Connection*, according to Kim. In a recent interview he talked about the film and his reasons for the re-release.

Martial Art Business: There was a huge world premiere in 1987. However, Hollywood distribution companies declined to promote the movie. You personally distributed it to eight theaters in central Florida in 1988. Movie critics named it the worst movie of the year, and the turnout by the public was low after the negative reviews. You went deeply into debt to produce the film. What brought about the revival after 25 years?

Y.K. Kim: It was shown at the New York Asian Film Festival premier at the Walter Reade Theater at Lincoln Center on July 7, 2012 late in the evening. I was shocked when I saw the public response. The audience went crazy with a torrent of applause, laughter and screams throughout the entire movie. Even after the movie finished and the lights came on, nobody wanted to leave. They seemed to want to make the good feeling last. I have never seen an audience reaction like this in my life.

After the movie, almost everyone came up to me and asked for an autograph and wanted to know when I was going to make a sequel. Many people said to me that this was the best movie they had seen in a year. Most people mentioned that they loved the music and the real-life action because it was not computer generated. They loved that the movie reflected the culture of the 1980s and message of true friendship.

Martial Art Business: Why did you want to produce an action movie?

Y.K. Kim: In 1985 I visited my homeland of Korea and I was on the most popular TV talk show in Korea. I put on a martial arts demonstration and talked about the true meaning of martial arts philosophy. A very famous action movie director named Richard Park watched my performance in his home. He immediately planned a trip to Orlando where I had my martial arts school to meet me. The first thing he asked me was, "Would you like to produce an action film based on Tae Kwon Do philosophy?" My answer was, "Yes!" Right away because I always wanted to promote the martial arts on the big screen like world famous action movie stars Bruce Lee and Chuck Norris did. As a result, Park and I made a joint venture to produce the action film *The Miami Connection*.



Grand Master Y.K. Kim, Producer and Developer.

Martial Art Business: Did you have any movie experience before *The Miami Connection*?

Y.K. Kim: No. Not only did I not have movie experience, I hadn't even seen many movies in my life because I was too busy practicing and promoting the martial arts.

Martial Art Business: What were the biggest challenges in producing *The Miami Connection*?

Y.K. Kim: I have to tell you the truth, I was so excited — like a teenager — to produce a movie and I had dreams of becoming a famous action movie star. I felt my dream was becoming a reality, so, I was proud to make a public announcement to the central Florida community. The public response was totally the opposite of what I expected. My close friends, some community leaders and friends in the media who care about me said, "Don't do it."

"Why?" I asked.

"You are a martial arts master, not a movie maker. In Orlando many people have tried making movies, but not one person has finished a movie yet. That means you are asking for bankruptcy, which means you will lose everything."

I was the most successful martial arts business leader in the U.S., perhaps the world, so most of my close friends worried about me, my students, and my school.

Martial Art Business: Were you surprised that your community was not excited and did not support you?

Y.K. Kim: I deeply appreciated that they were concerned about me; however, my determination was too strong. Nobody could stop me. With my martial arts spirit, I felt I could do anything and everything I set my mind to do. Therefore, we started production of the movie right away with only a story line — without scripts, professional crews, or any other preparation — because I didn't know how to produce a movie.

The only professionals we had were the director and the director of photography. The director's responsibility was just to direct the movie. My responsibility was to produce the movie. I was so positive and exceptionally confident that I thought I could do anything and everything I set my mind to do, which meant I was stupid. I didn't get the right information, and without any preparation, I started. The hell I was about to go through was totally my own fault.

I was very lucky up until that point to build the most successful martial arts school in the U.S. Most of the time my decisions were right. Wow! What happened this time was that my friends were 100% right. From the beginning of the movie I was physically, mentally and emotionally exhausted. Plus, I had huge financial pressure because money had dried up quickly. I didn't imagine it would be so tough, so difficult and so hard to produce a movie.



After 25 years, "The Miami Connection" finds big success with an enthusiastic audience.

There were too many obstacles, too many blocks and too many odds against me. I was only one person, but I had to do more than 10 different jobs: casting, scouting locations, securing permits, catering, wardrobe, make up, equipment, transportation, set up, clean up, finding extras, hiring the crew, motivating the actors, writing dialog, rehearsing and acting in a lead role. One time I couldn't sleep for five nights straight because I was too busy. I caught 10–20 minute cat naps and ended up driving into a ditch because I fell asleep at the wheel. I was lucky to survive. It was living a nightmare.

Martial Art Business: How did you overcome such humongous obstacles and finish *The Miami Connection*?

Y.K. Kim: My body and mind asked me to quit a million times because it was too painful, but my heart said, "No way!" There was no way to quit because I promised all my students that we would have an action film about Tae Kwon Do. Almost all the characters, even the extras and the crew members, were my students. I had thousands of students because my school was open 24 hours a day, 7 days a week.

However, even though I had promised my students, I couldn't continue because I was financially drained. I spent all my savings and got a loan. I spent all the money I borrowed, and mortgaged my school building. With nothing left to mortgage, I borrowed money from friends. Finally, I had no more credit to get a new loan. With no money, there was no movie. The only thing left for me was bankruptcy.

Since I started producing the movie, I pushed myself to the edge mentally, physically, emotionally and financially. It was like swimming in hot water — everywhere I looked: front, side, back, up and down, I saw no way out. I was sinking. This time they were right: I was close to bankruptcy. It seemed like my only choice was to declare bankruptcy. I was miserable, disappointed and uncertain about my next course of action; I couldn't blame anybody but myself. This was my idea and my decision. At this point it looked like a stupid decision, but blaming myself didn't help solve this crisis.

> ***"If you love to watch drama or romance, this movie is not for you. However, if you love music, exciting action (not computer generated) and true meaning of friendship, you will not just love 'The Miami Connection;' you will be crazy about 'The Miami Connection' "***
>
> ***— Grand Master Y.K. Kim***

I sat down all by myself, cleared my mind and looked for a solution, but all I could see was to declare bankruptcy, and I was ashamed. I continued to ask myself what to do. First, I saw the excitement on all my students' faces when I told them they could participate in producing a movie, and we could watch the movie together in a theater. Then, I saw all my close friends, community leaders, and media friends advising me not to try to make a movie. Most importantly, I felt so guilty for leaving my wife all alone because we had just gotten married, and she lost her husband for several months. A million different emotions were washing over me: embarrassment, disappointment, anger, frustration, sadness and confusion.

I started to empty my mind and do some soul-searching; I started to think about my life and my death. Someday, whether I like it or not, I have to die. When I die, I can't do anything. As long as I live, I should maximize my potential. I must do my best to make things happen, no matter what it takes. That started to energize my mind. Finally, I wasn't afraid of anything anymore, not even bankruptcy, I felt I

Continued on next page

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could do anything and everything, as long as I didn't give in.

Success or failure was entirely up to me. I started to listen to my heart. Certainly, my heart was telling me loud and clear, "Y.K. Kim, you don't have bankruptcy in your dictionary. Stand up and finish it!"

I become full of energy. So I stood up, and against incredible odds and humongous obstacles, I survived a living nightmare and reaped my reward. I fought and overcame every obstacle, and finished my movie, *The Miami Connection*.

Martial Art Business: It sounds like the back story is much bigger than the plot of the movie. I heard you ended up directing the movie, too. Can you tell me what happened to the original director?

Y.K. Kim: The director and I had divided responsibilities when we finished the movie. He had the rights and responsibility to sell the movie in Korea. I had the responsibility to sell it in the USA and the rest of the world.

After we finished the movie, he took the film to Korea and had it dubbed in Korean. I went to Hollywood to sell the movie to any distribution company. I showed it to all the major distributors: 21st Century, Universal, Warner Brothers, Paramount, MGM, and over 100 smaller companies. The result was that every distribution company rejected it after screening and said to me, "Don't waste your time. Just throw it away; it is trash."

I still had one last hope: the Cannes Film Festival in France. I took *The Miami Connection* to Cannes, rented a theater, and showed it to worldwide movie buyers. Everybody rejected it and again advised me, "Don't waste your time. Just throw it away; it is garbage."

However, one distributor, Manson International, gave me advice, "If you rewrite and re-film, we will take the foreign rights and you might have an opportunity in the domestic market, too." I asked why it needed a re-write. He explained, "The good guy dies and the bad guy, the white ninja boss, lives. That's why many buyers rejected it."

I came back to the U.S., but I could not bring back the director because he was busy with Korean distribution.

After all my hard work, financial problems, and disappointments, I now face my biggest challenge: I didn't know how to direct a movie. But, I didn't come this far just to give up. I had to go on, so I bought a book on how to produce and direct a movie. I studied each page over and over again, and I asked one of my students, Joseph Diamand, to rewrite with me. I also got help from the original DP, Maximo Munzi, to re-film and re-edit and the movie was reborn. We killed the bad guy, saved the good guy, and made a happy ending that showed the power of true friendship. I ended up directing a full one-fifth of the movie. Finally, Manson International took the foreign rights.

Martial Art Business: What happen after re-filming?

Y.K. Kim: Even after we re-filmed, none of the distribution companies were interested in looking at it again because they had seen it before. It looked like that was the end of *The Miami Connection*. However, I had made a commitment to my students and I could not stop until I showed *The Miami Connection* in a movie theater.

One of my Black Belt students, Brian Peoples, helped me to open the movie in eight theaters in central Florida: Orlando, Daytona Beach, and Melbourne areas in 1988. This was my last hope of showing my

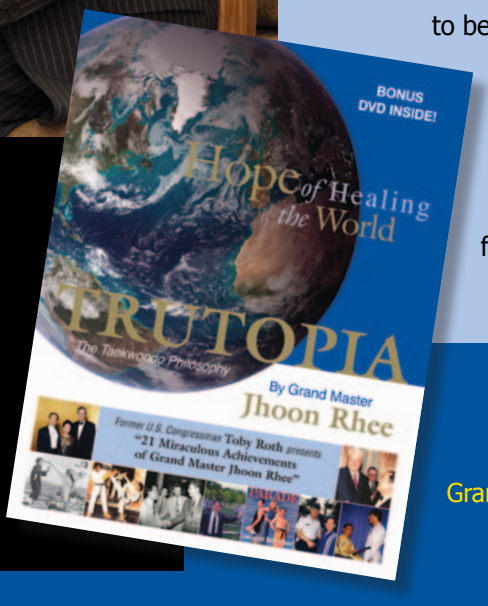
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Continued from previous page

movie to the public. We started a heavy campaign to promote the movie. We didn't have heavy advertising money, so we used our own bodies and brains to promote it. We went out on media interviews almost every day to every major TV station and newspaper. We used every radio station, plus every small and large magazine.

We arranged joint promotions with every major night club in central Florida within a 100-mile radius. I appeared in every lounge to sign autographs and take photos with the patrons, promoting the movie every night for three months.

We also did joint promotions with everyone we could find, including Wal-Mart, restaurants like Hooters, Subway, and many others, and whatever community groups would listen to us, working seven days a week. I would leave home at 5:00 a.m. and promote the movie, coming home from 12:00 midnight to 3:00 a.m. We arranged joint promotions with over 50 local theaters to show the movie trailer and offer contests.

I had a fun, exciting and meaningful time meeting tens of thousands of people, doing hundreds of interviews, and thousands of autographs. I was lucky enough to get over a million dollars of free promotion for *The Miami Connection*. I was so excited and I had no doubt that we would pack every theater and it would become a blockbuster. I couldn't sleep waiting for opening day.

However, right before opening day, the most popular movie critic from the *Orlando Sentinel* wrote a huge article about *The Miami Connection*, saying it was the worst movie of 1988. He had a lot of followers in central Florida. Despite what he said, I was not discouraged because I believed in *The Miami Connection* and I had promoted it so heavily for three months.

Finally, the movie opened in eight theaters in central Florida after a summer of major blockbuster movies. It died quickly — within three weeks — which means the public rejected *The Miami Connection*. We tried a couple of other cities, but it was the end of our long journey.

The Miami Connection finally became trash. I lost almost everything and had piled up a lot of debt. However, I personally never regret producing the film, because I had billions of dollars in life lessons. The one thing that hurts me the most is that I disappointed all my loyal and dedicated students, especially those who believed in me and supported me as a crew, cast, and even extras. I feel indebted to all my students for the rest of my life. I was also sorry to let down the central Florida community by not making the blockbuster I had hoped for.

Without the support of my students and community, I could not have finished this movie at all. They were cast and crew — there were no professionals except the director and the DP — but we finished a full-length feature film and showed it theaters as I promised. I also have to mention the warm cooperation of the motorcycle gangs who played themselves in the movie.

In addition, I want to thank the City of Orlando, the University of Central Florida, and Florida Hospital for providing locations; the Orange County Sheriff Department for support both on and off screen; and Wal-Mart, Subway, the many night clubs we visited, and all of the TV and radio stations, newspapers, and magazines who helped us with promotion.

I also have to give special thanks to my top students who stood by me until last minute: Masters Joseph Diamand, William Ergle and Vincent Hirsch; Instructors William Young, Ramon Vasquez and Brian Peoples; loyal students Ed A. Sirhan, Maurice Smith, Angelo Angilotti, Kathy Collier; my Black Belt attorney William Whitacre; DP Maximo Munzi; and especially my wife, Sonja Kim. Without their support, there would be no *The Miami Connection*. I am indebted to them for the rest of my life.



"The Miami Connection" becomes a big hit!

Martial Art Business: How did you reopen *The Miami Connection* after 25 years?

Y.K. Kim: It was strange. During the last two years, people began ordering *The Miami Connection* DVDs. Then, some TV talk shows, magazines and newspapers asked for interviews, but I didn't respond. I was not interested because I felt they were not serious. However, The Alamo Drafthouse chain of movie theaters continued to contact us over a period of a couple of months. I felt they were serious because they were that persistent, so we responded cautiously. They really wanted to re-distribute the film in the U.S.A. and Canada. I asked my attorney Bill Whitacre and Master Kirk Pelt, the president of our organization, to investigate the Drafthouse. They discovered that they were really interested, and we were not going to lose anything, so why not try it?

We let them re-distribute *The Miami Connection* (actually, they were not re-distributing because we never really distributed it in the first place, except in central Florida). Even though I signed to let them distribute it, I was very skeptical because to distribute a movie requires someone to invest a lot of money. I was wondering why they wanted to distribute this movie that the public had rejected and Hollywood treated like trash twenty-five years ago.

In the mean time, they invited me to the New York Asian Film Festival for the premiere of the Miami Connection. So I went to New York with Master Kirk Pelt, Master Joseph Diamand and Master Mike Bugg. I met Evan, the director of marketing for the Alamo Drafthouse. The first thing I asked him was, "Why would you want to buy trash?" His response was a look of shock. He explained that *The Miami Connection* is not a daytime movie that families would watch together, but it is the best movie for a nighttime audience of young adults. They had test-marketed it six times, and every time the result was that people went crazy! So they persuaded me to re-distribute it.

Even as he explained it to me, I was still skeptical. If I didn't see it, I wouldn't believe it. He invited me to the premier on the Saturday night at 11:00 p.m. Tickets were $13.00 per person. I was still skeptical at 10:30 p.m. when there were only around 30 people in a 300 seat theater. Even at 10:55 p.m. there were only 60 people. I was very disappointed because it reminded me of the nightmare of twenty-five years ago.

Suddenly, at 11:00 p.m. the theater was packed! I performed a short martial arts exhibition, then welcomed everybody.

I couldn't believe it! I thought I was dreaming, so I pinched my arm, but it was not a dream. It was real! From beginning to end, the audience cheered and laughed. Even I was shocked when I saw the audience going crazy with applause, laughter and screams throughout the entire movie.

Martial Art Business: When and how are they going to show this movie to the public?

Y.K. Kim: We will show it first in selected cities like New York, Los Angeles, Orlando, Richmond, Austin, Houston, San Antonio, Winchester, Northern Virginia, Kansas City, and Denver. Second, we will show it all over the country. They will show the film only at night, and it will be available for home theater everywhere in the U.S. and Canada.

Martial Art Business: Are you going to produce a sequel to *The Miami Connection* or produce any other movie in the future?

Y.K. Kim: *Martial Arts World* has planned to produce one top quality action film with modern philosophy every three years to show the true meaning and value of the martial arts. Our main purpose is to produce a movie to promote the martial arts to the public that family and friends can enjoy together, so more people will practice martial arts. We want more people to be healthier, wealthier and happier, and to make the world a better place to live. ■

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

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

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

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

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

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

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

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



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

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

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







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

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

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

RIGHT: Grand Master Jeff Smith teaches at Breckenridge location.

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

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

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

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

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

Learn More...

...and chat personally with Jeff Smith.

Visit **MileHighFranchise.com**.



A Thank You to Hanshi Terry Bryan

Anyone Can Do Something Cool For A Day... Doing It For A Lifetime, Now That's Something Different

By Penny Pitassi
NAPMA INNER CIRCLE MEMBER

Every once in awhile you meet someone that dramatically and profoundly changes your life forever. Hanshi Terry Bryan was one of those people for me and for thousands of others as well. Most of the world knew Hanshi Bryan for his amazing act of catching an arrow blindfolded on the television show *Ripley's Believe It Or Not!* Those of us who were his students knew him as a dynamic martial artist, teacher and mentor who was just a little bit larger than life... a little bit legend... and who left a personal, business and martial arts legacy that impacted thousands of lives and will continue to do so for generations to come.

I had the good fortune to meet Hanshi Bryan at a NAPMA event several years ago where he was giving a presentation on real estate investing for successful martial arts studio owners.

Hanshi Bryan always had a soft spot for orphaned Black Belts like myself, and after taking me on as a real estate coaching client, he also adopted me as a student.

I was already a fairly successful studio owner, but it had been more than 14 years since I had been able to call someone "my teacher" in the martial arts. Not because there weren't plenty of "masters" out there, but because I was looking for someone who not only had great karate, but was also a great person — someone who actually lived what they taught.

In Hanshi Bryan I found both — someone who not only talked the talk, but also walked the walk.

He taught me that you must have karate-jitsu in order to have karate-do. That it is your ability to execute with confidence, whether in martial arts, a business negotiation or any other situation in your life, that creates the foundation for authentic humility, grace and poise. He called it being "iron wrapped in cotton," and that is exactly what he was. He could get in the ring and go rounds with the toughest black belts, and then a few minutes later get on one knee and talk to the shiest child and make them smile. He believed in using "might for right," and being both generous and compassionate. That a warrior's power, whether in martial arts, life or business, one that must be used in the service of others less powerful or less fortunate. That the alpha or leader of a group must always do what is in the best interests of the greater good, and not what is best or most expedient for themselves.



The late Terry Bryan.

He believed in creating win-win solutions, and he taught me that if I couldn't find a way to make something a win for everyone, then I needed to find another way or I just shouldn't do it.

Even up until his last days while fighting cancer you would always hear him ask people what he could do for them to help them achieve their goals. I think it was this desire to help that gave him an uncanny ability to inspire trust in others and help them to bring out the best qualities in themselves.

From Hanshi Bryan I also learned that everything I needed to know about life and about business I had already learned from my martial arts training.

He taught me that martial arts principles are universal. Concepts like *zanshin* (awareness), *kamae* (posture), *kuzushi* (balance), *atemi* (accuracy), *ma'ai* (timing and distance), that I apply every day in my training, are also the secret to living a happy life, having amazing relationships, and being successful in anything that I do. That if I mastered the basic universal principles of martial arts and applied them outside of the studio, I could be, do, have and create anything I wanted in my life. Then, he encouraged me to dream and build it as big as I have the potential to do. "How tall should a tree grow?," he would ask? "As tall as it can!"

Hanshi Terry Bryan was also a man of great vision. He spent his life training with great martial arts masters and personal and business mentors to better himself, and in turn, freely passed his knowledge on to others.

Many times I was present when he received phone calls or had meetings with well-known martial artists and public figures, most of whom you would know by name. They would ask for his advice on important matters, and when he spoke, they listened with respect. And so I did, too. I listened to his opinions and his views on many things, including the state of the martial arts today.

He believed that everyone who trains in the martial arts should have access to quality training without the influence of politics so prevalent in many organizations today.

He believed that it was possible to teach quality martial arts in a commercial environment without "selling out," and that indeed we have an obligation to do so in order to reach as many people as we can so our arts, our philosophies and our values can be passed on to the next generation.

He was a patriot who loved America and believed that martial arts studios and training provided one of the best platforms available to continue teaching true American character and values.

One of my friends said, “anyone can do something cool for a day, doing it for a lifetime... now that’s something different.” And so Hanshi Terry Bryan was different, special and exceptional.

Thank you, Hanshi Bryan, for everything you have given me. Your time. Your energy. Your knowledge. Your presence. Thank you for believing in me more than I believed in myself. I am a better person for having known you. The world is a better place because you were here.

Now it is up to all of us to live up to your legacy and the potential that you saw in us. You will be remembered with love and respect by all those who knew you and we will continue what you taught us through our voice and our actions.

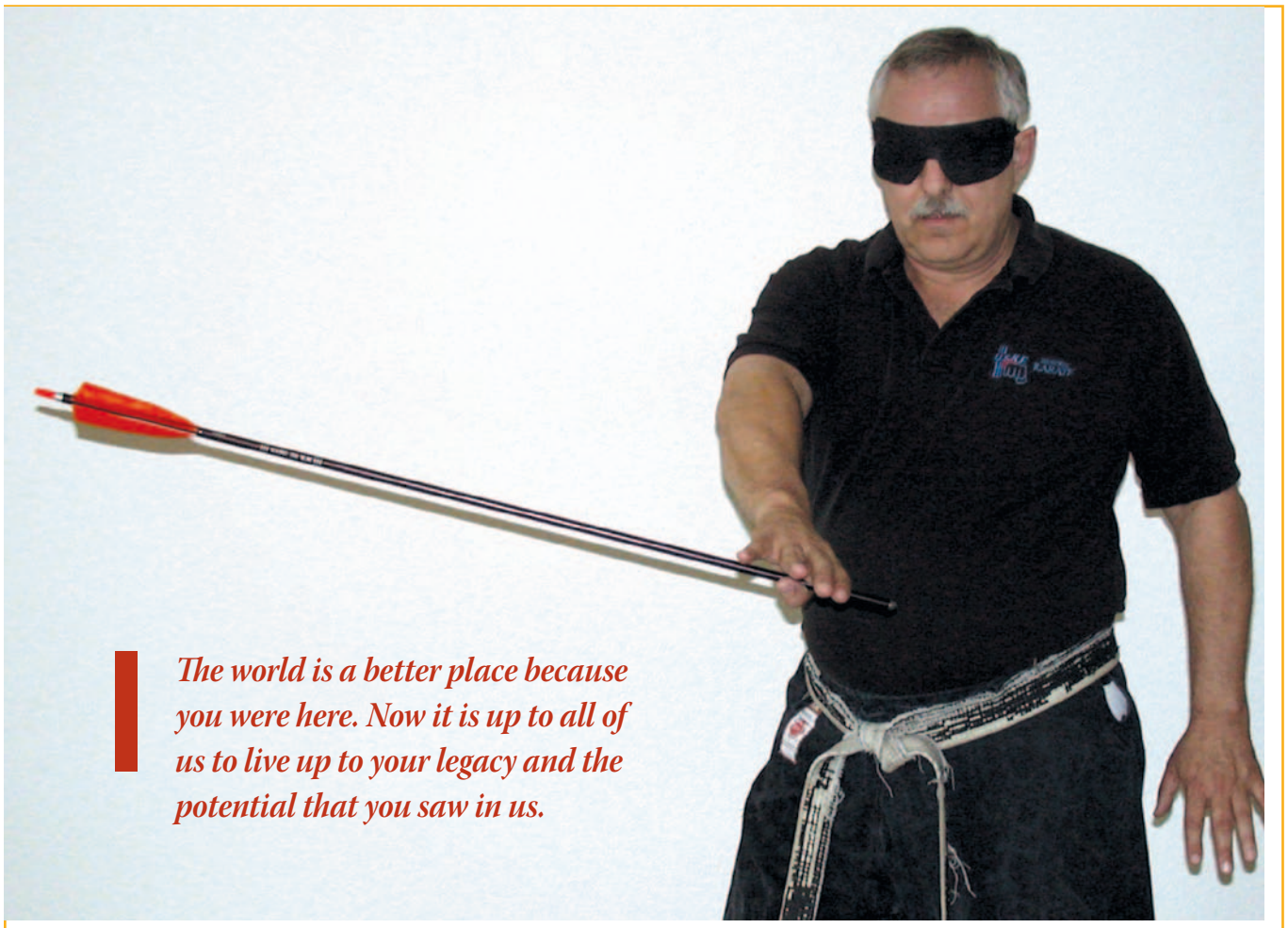
By Toby Milroy
NAPMA COO

As the famous poet Ralph Waldo Emerson said: “It’s not the length of life, but the depth of life that matters most… ." Depth of life is not only measured by how much we appreciate the important things, but also by how much we, in turn, are appreciated. Our dearly departed, Kyoshi Terry Bryan has touched so many lives, that I'm certain his cup is running over filled with the appreciation of the MANY students, friends, family members, and associates who Terry positively impacted over the years.

I had the honor and pleasure of knowing Kyoshi Bryan for several years as he fought his valiant battle with cancer.

Terry was one of those quintessential "quietly confident masters". You know the types: Strong, powerful, and immensely skilled, but who have a calm, quiet way about them. He had the depth of knowledge of his art — the "true" history of his art and it's development, it's practical application and it's non-physical application that very few ever attain. The loss of his knowledge and insight is truly a tragedy to his organization, his style and the world.

Terry was a life-long learner. I would run into Terry at many seminars, both in the martial arts and in various business development, marketing and leadership events. He believed, as I do, “*When You’re Green You’re Growing, and When You’re Ripe, You’re Rotting.*” He was always pushing to the next level and reaching back to lift other people up along with him.



The world is a better place because you were here. Now it is up to all of us to live up to your legacy and the potential that you saw in us.

Hanshi Terry Bryan catches an arrow while blindfolded on “Ripley’s Believe It Or Not.”





From the ring to the classroom to the boardroom, Hanshi Bryan confirms his mastery.

I believe we live our highest and best purpose when we help other people achieve their goals. Obviously, Kyoshi Bryan's long and accomplished career as a martial arts instructor, school owner, and leader in his martial arts organization left an amazing legacy in the lives he touched, but he went even further.

Terry mastered the art of real estate investing in addition to his martial art, and helped dozens and dozens of martial arts school owners and many others build equity and wealth by acquiring their own commercial building and other real estate.

Terry left the world a better place for his being there, and we all honor him and will deeply miss his kind, good, friendly presence among us.

If you want happiness for an hour take a nap.

If you want happiness for a day, go fishing.

If you want happiness for a year, inherit a fortune.

If you want happiness for a lifetime, help someone else.

Chinese Proverb ■

Attitude of Gratitude

Jeff Smith

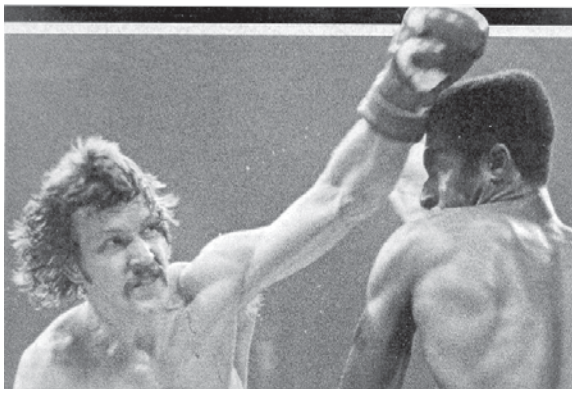
By Stephen Oliver



From the Jhoon Rhee Institute in the 1960s to the present day, Grand Master Smith has operated some of the most successful schools in the nation.



Grand Master Smith leads a Leadership Class with hundreds of Black Belts at the Mile High Karate Retreat,



Master business owner and master competitor.

I just returned from the "Jhoon Rhee Institute — 50 Year Anniversary" Celebration and surprise dinner for Great Grand Master Jhoon Rhee. It also happened to be my 43rd year with "JRI" and, I believe, Jeff Smith's 47th year.

During my time as a young student coming up with our Tulsa, Oklahoma Branch of "JRI," I spent many hours modeling other key members of that organization's staff and Black Belts, including fighters like Pat Worley. My primary motivation though through the 1970s was to be able to fight like Jeff Smith. In the early 1970s, he was typically the number one point-fighter in the United States, depending upon how you ranked fighters and who was doing the counting. He was such a powerful point-fighter that the other fighters dubbed him the DC Bomber.

Jhoon Rhee regularly would travel to Tulsa to give our belt tests. When he wasn't available, Smith would come in his place. I was 11 or 12 that I recall him working with me; he spent time on my kicks and flexibility — he claims to has seen promise in me even then. Probably just embellishing the past but I appreciated it. It gave me the goal to accomplish as much as he had as a competitor.

It was September 1974 when I was 14 years old that I sat glued to the TV as Jeff Smith, along with Bill Wallace and Joe Lewis, won their respective weight classes and world full contact titles.

Wallace would grow into a great full contact fighter and Lewis was an already polished "kick-boxer." To me, the highlight was JRI's own Jeff Smith. Truly the fighters who were obviously prepared and trained for kick-boxing were Jeff Smith, Wally Slocki and Joe Lewis. Smith clearly had the most finesse and footwork to go along with devastating kicks and professional level of boxing hand techniques. The highlight of the event was Smith's final fight with another great fighter, Wally Slocki. He went on to defeat the Canadian Champion then, and even more soundly in a subsequent title defense rematch.

Back to the JRI anniversary — Charlie Lee was talking, and the first point he made was about the many "World Champions" in both fighting and forms sitting in the room (himself included — not that he pointed that out). He next said that in the history of competition in the United States the best fighter who ever lived was Jeff Smith.

I clearly agree with that Charlie's observation, however, I believe that in his contributions to the industry, that's down the list. He did travel internationally frequently to represent the U.S., first as a fighter, then as a coach. He actually won the World Heavy-Weight title, soundly defeating the *much* heavier Kareem Allah in a match promoted and sanctioned by Don King on the under-card of the Ali-Frazer match, to go along with the Light-Heavy Weight PKA title. I believe that it's still the martial arts match with the biggest viewing audience ever, and, one that inspired many champions to come.

However, his contributions to the industry go far and above his competition record, although those are formidable. In the first leading major business success story in the martial arts industry, Jeff Smith was both the glue and inspiration that supported Jhoon Rhee's mission to create champions both in the arts but, more importantly, in life. He was the world point champion and the full contact champion while making a six-figure living running incredibly high-quality martial arts schools. He was the Head-Instructor, General Manager and Vice President of the multi-million-dollar Jhoon Rhee Institute in the late 1960s, 1970s and early 1980s. He then ran his own massively successful schools before converting his school in Sterling, VA to the Mile High Karate national training center, and taking the role of Chief Operations Officer of our International Franchise.

As a fighter he inspired me to redouble my efforts as a martial arts student and ultimately to move to Washington, D.C. to be in the "Stable" of internationally-renowned fighters. Then, as a teacher, he showed me what I believe was a better path for me: how to be a truly world-class school owner and educator.

What's amazing was always his ability to be the best in the world as a competitor while keeping his ambition and success as a large-organization multi-school operator running at full-tilt. I can't recall anyone before or since pulling that off.

While staying at his house when I was 18, I developed a taste for personal development by reading everything on his bookshelf. While a staff member in Washington and while attending Georgetown, I learned everything from how to fix my low-key teaching style to an effective enrollment conference. Perhaps most importantly, I learned that by earning an excellent living in martial arts I could help thousands of students achieve their highest potential.

He showed me that far from "watering down" the martial arts by being commercial, you could combine true world-championship levels in all areas of martial arts training with a multi-million-dollar school operation, and that, in fact, without resources, it's nearly impossible to develop students to their fullest potential. ■

MILE HIGH MAVERICK:

Continue a Fine Martial Arts Tradition...

By Stephen Oliver
NAPMA CEO

Let's see if you can guess? Porsche 911, Red Mercedes SL, Gold Rolls Royce Corniche. What well known martial artists drove (in that order) those three cars?

Do you know?

Well, for those "Anti-Materialistic" JKD Community Types – the answer is none other than Bruce Lee.



Bruce Lee wotj his Mercedes.

Actually, I misstated a little. While in LA he purchased a Porsche. When he moved to Hong Kong he purchased a used Red Mercedes. And, then when he signed the contract for *Enter the Dragon* he both ordered a Gold Rolls Royce that didn't get delivered until after his untimely death and, he also sent a letter to Steve McQueen gloating that he was paid more for *Enter the Dragon* that McQueen's check for his latest movie. (McQueen responded by sending an autographed photo signed "to my biggest fan").

There's a great story that I heard on YouTube with Pat Johnson, and, I believe, also read in the Steve McQueen biography of Bruce Lee considering buying a Porsche. One version of the story is that he asked McQueen about buying a Porsche like his, McQueen offered to take Bruce for a "test ride" through Mulholland Drive. Now, for a little back-story if you don't know... Steve McQueen studied martial arts seriously with both Bruce Lee and then through referral from Bruce with Chuck Norris when Bruce moved to Hong Kong. He also had in his background *extensive* experience as a legitimate race car driver.

That having been said, apparently the test-drive that McQueen gave Bruce consisted mostly of Bruce curled up in a ball under the dash of

See **MAVERICK**, *continued on page 28*

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.



The 2012 Ultimate Martial Arts Marketing Bootcamp: Firsthand Accounts



Savvy, smart, honest, growth-focused school owners gather for the 2012 Ultimate Martial Arts Marketing Bootcamp. Visit MarketingBootcamp.com/feedback for more feedback from attendees.



Last month, an elite group of highly-successful school owners from all over the world descended on the sleepy village of Golden Colorado in the foothills of the Rocky Mountains.

These savvy, smart, goal-oriented entrepreneurs came together for a common goal: to launch their business to the next level by learning and sharing the latest marketing breakthroughs, in addition to the timeless staples that every martial arts marketing plan should include.

Attendees learned numerous marketing systems they can implement in their schools, specifically focused in five areas.

1. How to generate hundreds of *highly-qualified* new prospective students in several hours, and virtually no cost with this community outreach activity;
2. Mastering low-cost and no-cost internal referral events;
3. The "tried and true" online marketing strategies working in today's economy;
4. How to leverage "paid" media (television, radio, print media, direct mail and others) to produce real results for your school. (Most folks in our industry have no clue what's really possible.);
5. Leveraging cutting-edge technology to make their lives easier.

I always believe that the "proof is in the pudding," so I've included a sampling of the feedback we've received from smart folks who attended this event, in their own words.

What You Missed at the Bootcamp:

Grand Master Stephen Oliver "rolled up his sleeves" and gave everyone a complete blueprint for how he's created such sustained success in his chain of martial arts schools. He revealed, in great detail, the fundamental *strategy* for flooding your school with new students — something that is all too often overlooked in our industry.

Grand Master Jeff Smith revealed the "22 Point Marketing List" that his staff is implementing in his school in Virginia. This was a balanced mix of low-cost and low-labor marketing activities that have created a highly successful location for more than 30 years!

Master Toby Milroy showed everyone a *simple* model for your martial arts school's online presence that is converting prospective students into new paying members at rates never before seen in the martial arts industry, and best of all, the technology to do it is virtually free.

Additionally, a casual reception at Grand Master Oliver's beautiful mountain home provided plenty of networking opportunity, as well as a "mildly competitive" game of pool.

By the conclusion of this event, each attendee had a customized marketing plan for their specific school that will generate an additional 100 new student in the six weeks following the bootcamp.

If you weren't able to attend the 2012 Ultimate Martial Arts Marketing Bootcamp, you still have a chance to get a copy of the complete, unedited recordings: visit **NAPMA.com/PrivateCoachingSession**.

From Pete Johnson, Dojo USA World Training Center, San Bruno, CA

"I just want to say thank you very much for an absolutely incredible experience at Denver Colo-

The Business Plan to Add 100 New Students to Your School



Grand Master Jeff Smith and Grand Master Stephen Oliver.



D.C. Krav Maga represented by Carol Middleton.



Smart school owners invested in bringing key staff members as well.



Traditional and Tang So Do represented by 8th-Dan Black Belt David Schultz and Master Ron Schmidt.

rado at the Ultimate Martial arts Marketing Boot Camp.

For me it was all about making some pretty powerful distinctions.

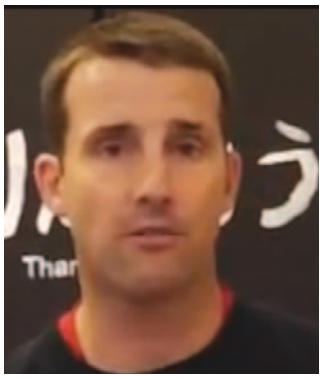
I've have been with the peak performer group for the better part of this year and really made some amazing distinctions in how to run the business, but by far I think it all comes down to two things authenticity and energy.

Being energetic in the teaching and the presentation to the students and also being authentic that you're truly there to serve and the marketing allows you to do all that.

So I just want to say thank you very much for a great weekend!

I've got tons of value and it's Monday morning and I'm already implementing!"





Family and traditional Karate owners Michael Marion and Pete Johnson.



BJJ and MMA school owner Chris Brough.

From Eric Sbarge, The Peaceful Dragon, Charlotte, NC

"I've come to several of Stephen Oliver's Marketing Bootcamps over the years and this one was as valuable as ever. Some people think these are all about how you can pocket tons more money from your school, and there's no question you can do so if that's your aim. But the reason I keep coming back is I always find ways to create more value for my students. I learn new ways to improve the quality of my curriculum and programs, which in turn improves my students' training experience and helps keep them more motivated and successful as martial artists. And when my students are more successful, my school is naturally more successful.

Stephen Oliver is arguably one of the two or three (or one?) most knowledgeable marketing experts in the martial arts industry, but of equal or greater value is meeting and learning from all the other school owners in the room who are also in the top 1–5% of the industry. And Toby Milroy, NAPMA's chief operating officer, brings a wealth of great marketing, internet development, and quality-improvement information to the table, too.

Time and money well spent for any school owner who doesn't mind working hard for the benefit of his or her students, but wants to know how to also work smart."

From Michael Marion, Fighting Griffin Karate, Guelph, Ontario Canada

"I'm from Ontario Canada.

Since joining the Peak Performers we've doubled our gross, business is excellent. These seminars are a lot of fun, we meet a lot of great people, I learn a ton of stuff just networking with people.

Really, I just want to thank all the people that haven't joined because you're clubs aren't keeping up.

From Geoffrey A. Cielo, King Tiger Martial Arts, Inc., Virginia Beach, Virginia

"These are MUST attend events. I get to hit a "reset" button. This means: I get to see where I'm at objectively … away from the business, "see" my industry's potential both in service to the students and the bottom line, and get guidance to move in that direction. All this in a fun and exciting environment!!

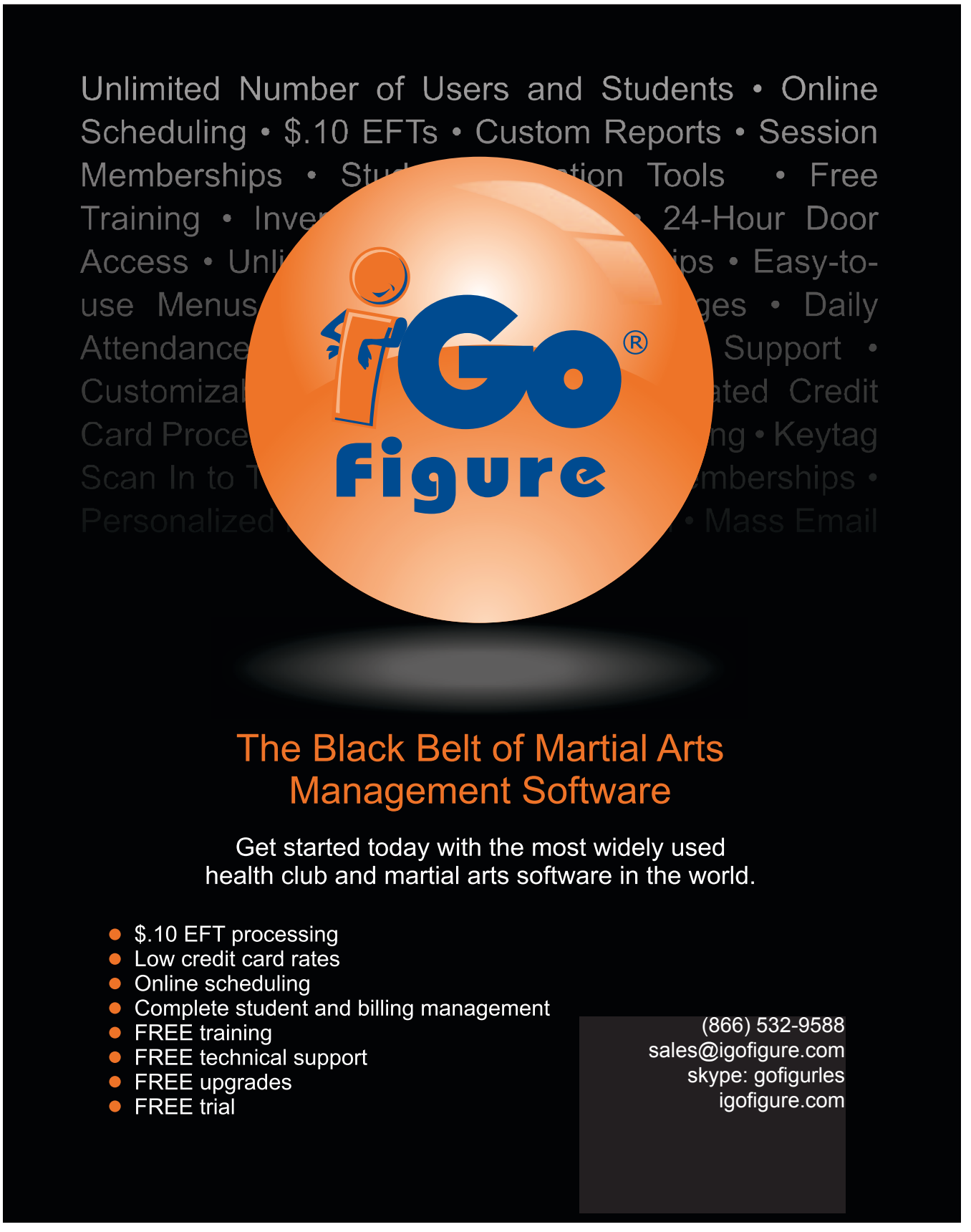
For those NAMPA members who didn't attend the Marketing Boot Camp, you missed out on five things: 1) what marketing works in our industry (and the effectiveness we can expect), 2) an AWESOME (overwhelming) explanation on Internet Marketing and the tools available, 3) a Marketing Plan (ACTION STEPS — no excuses) to do in the next 90 days for 100 students, 4) networking (mastermind principle) with the top tier martial arts school owners (Top 5% – highest gross-

Continued on next page

BOOTCAMP, *continued from previous page*

ing), and 5) learning from Master Oliver (the MASTER at marketing schools – consistently proving his methodology WORKS!). On a side note, we had a chance to meet with all the other school owners at Master Oliver's house and we had the opportunity to watch the *Expendables 2* with the group!

For those driving your numbers to qualify for the Inner Circle, you missed a chance to problem solve any issues/challenges and make them OPPORTUNITIES (some topics covered staff training/development, compensation, multiple location issues, software, billing companies, adult introductory … and MORE) with the top performers in the industry (mastermind principle). Then, Master Oliver would give his opinion and recommendation based on his experience. Additional BONUS! Master Milroy and Master Smith also included their wealth of knowledge the last day to make this a truly MEMORABLE EXPERIENCE! P.S. Master Smith's Saturday morning workout gave us a WEALTH of knowledge in the Colorado air!! Don't miss the next one … CUSTOMER SERVICE through the eyes of DISNEY!!"



From Buck Buckmaster, Revolutionary Martial arts and Fitness, Venice, Fl

"Awesome, awesome Bootcamp. I made the recording but not sure where to send it? Let me know and I will send it to you. I want to thank you all very very much. Especially I want to thank you for inviting us to your house and letting in to mingle like family. I think that was the best.I will look forward to meeting you all again real soon."

From Chris Brough, Elite Martial Arts Academy Inc, Manalapan, NJ

This was an awesome event. It was great to be in a room with the top school owners sharing ideas and expanding my perception of what my school's potential is. I left with a solid marketing plan for my "Back to School Season," that I am confident will get me 100 new members. I also left with a bunch of new friends that are some of the most successful school owners in the country that I have heard about, but had not had the pleasure of meeting thus far. Thanks for putting together such an awesome event! Can't wait for the next one.

From Carol Middleton, DC Krav Mag, Wachington DC

Excellent advice for any size school, both on many well-described marketing options, and how to overcome our inertia! Now I understand how to actually get many good campaigns going, and that I NEED many. With the "git-er-done" attitude I picked up at the Bootcamp, I have a solid plan now through October, and have started on many facets of it. Thanks for an exciting and very productive conference, and boy, do I look forward to the results!

From Oliver Drexler, Kampfsportcenter Drexler, Gau-Odernheim, Germany

Hi! I am very thankful to be here. A lot of things I still knowing but to be surrounded by such highly successful school owners and coaches makes me creative. Made an 10-step implementation process which I will work on and I am sure that will change a lot and solve some problems i have. Master Smith has taken a big part of helping me this morning by taking time to talk to me in a kind of private training. Many many thanks Sir, learned a lot!!! ■

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

Decide NOW to Never Give Up



It's amazing to see how many people give up five feet from the goal line.

ßBY TOBY MILROY
NAPMA COO

This article is the last in a 10-part series on the specifics for setting success-oriented goals and earning more prosperity for your business.

I always gravitate towards the thought, "It's amazing the number of people who quit five yards from the end zone." I think too often people are inches away from the breakthrough that is going to turn the corner in their business and they make a choice that just kills their success. They give up.

We see it every day as martial arts instructors. That Blue Belt or Green Belt is just inches away from being a fantastic martial artist, or he's just a hair off on her timing or just a hair off on his execution. One little adjustment would make a dramatic difference and that is the moment he gets frustrated and quits.

Or, a student in her first sparring match tries the round kick and it gets blocked and it shakes her confidence. If she tries again and misses, that further damages her belief in that technique. It becomes this downward spiral. She is just a hair's breadth away from getting it right, but her frustration overwhelms her and she quits. Our job as martial arts instructors is to motivate her to try again, to move beyond the frustration to success.

The same is true for school owners. There are always external forces working to keep you from accomplishing what you want to accomplish. Ultimately, our success is determined by how we manage our time and where we put our focus on a daily basis. Whether we have won the day or lost it to defeat is always our choice.

Most business owners, especially martial arts school owners, don't have that coach to help motivate them to push past the frustration to their top performance that will make all of the difference in their business activities. I see this every day in working with frustrated school owners. Just when they are so close to turning it all around, they throw in the towel.

NAPMA CEO Stephen Oliver has an analogy for how you determine your long-term business success. He equates it to a kickboxing prizefight. There are 15 rounds, and very rarely does a fighter win all 15. The match goes to the one who wins the most rounds. When you are faced with things like this difficult economy or constraints on your time, you have to look at each day as a round in the kickboxing match. The goal is to win as many rounds as you can while keeping your eye on the prize.

Far too often we see martial arts school owners fall victim to the same sort of negative behavior pattern as we see in our students. They take one too many hits, and before you know it, they're in this downward spiral of discouragement and defeated thinking. That's when they are most at risk for quitting too soon.

So, how do you know when you're quitting too soon? At what point do you decide your school is too far down to ever come back? The great thing about martial arts schools is that these businesses are very easy to turn around, if you know the right adjustments to make.

Given the right marketing strategies, the right internal business systems and the right staff development programs, most struggling schools can be off the mat and back in the fight in a matter of months. At NAPMA, we've worked with thousands of school owners all over the planet, and we've taken schools in virtually every economy you can imagine and helped them turn around.

One of our Inner Circle members, Shawn Harvey, is in Bermuda. How do you have a successful school with only 25,000 people on the island? There's lots of competition for that limited market with all of them trying to out-discount each other.

> ***Far too often we see martial arts school owners fall victim to the same sort of negative behavior pattern as we see in our beginner students.***

Shawn took a different approach. He has been working on implementing a fitness model in his martial arts school that doesn't diminish the value of his martial arts program and also doesn't diminish the revenue from that program. He's successfully implemented a $297 a month fitness program that has a monthly coaching program up sell, which had become very effective at moving people from fitness classes to serious martial arts training.

The great thing about the martial arts business is that 80% of your revenue happens within the first 6 to 12 months of the student's life, depending upon your program structure. That means you could have just struggled through five bad years, but it doesn't have anything to do with your future success. The most valuable asset to your school is the 50 students who haven't yet enrolled. You can very quickly change some of your systems on the back end, change some conversion processes, change the marketing systems, and your future financial outlook is completely different than yesterday's struggle.

But this is a double-edged sword. Just as you can turn these things around very quickly, you can also kill your business quickly with poor decisions and sloppy management practices. I am by nature a very optimistic person and I have very rarely seen a school that is so far down that it's not savable. The one exception is if you've been in a community for a number of years and your business practices are unethical, or your teaching style is abusive or dispassionate. Once you have trashed your

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

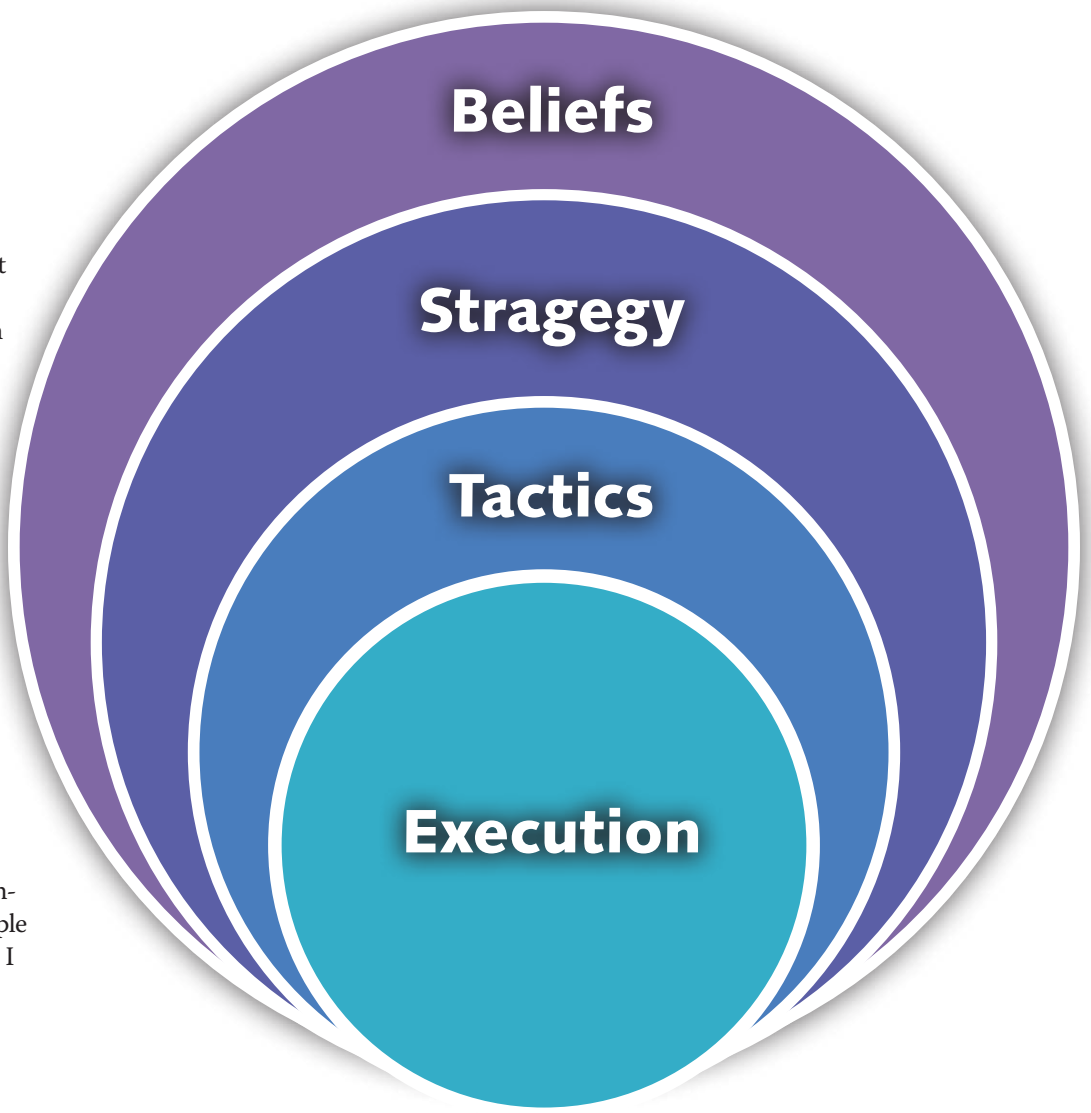
TOBY MILROY NAPMA COO



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**.

NAPMA BUSINESS SOLUTIONS:

The "Formula" for Success: Beliefs, Strategy, Tactics, Execution



Enduring, significant success in any business requires much more than just the latest wiz-bang software application, get-rich-quick manual, trendy curriculum, super secret social media application or fancy "box 'o cds."

All these tools are useful, but it's far too common for school owners to become distracted by all the 'bright shinny objects' made available by (mostly well meaning) folks in the industry.

It's, sadly, far too rare to take the long view and build programs that take a truly holistic approach to creating sustainable, life changing, significant success in your martial arts school.

Let's examine the core fundamentals you really need to master to build the level of success you truly deserve.

Beliefs

"Your belief determines your action and your action determines your results, but first you have to believe." Mark Victor Hansen

Unfortunately, the overwhelming majority of people think about this in reverse. While they begin to learn and implement new concepts or strategies, for example a new marketing activity, they immediately revert to skepticism. They mentally start making the list of all the reasons "it won't work," or why "their school is different," or "that will never work in my area."

Imagine for a moment, you had a student that has similar beliefs about what you teach them in the classroom. Say you taught them round kick for the first time. They then mentally make the *long* list of all the reasons why that kick might not work in the sparring ring (or on the street).

With that attitude (belief) what chance of success could they possibly have? Instead of *committing* to the technique, and aggressively executing, they would throw it timidly, slowly, perhaps missing the opening and angle.

I see this happen with school owners in their business development *every day*. It's essential that you make a simple decision: "If anyone can, I can."

Strategy

Once you have anchored in the belief that you *can* accomplish the task at hand, now it's time to make sure you're focused on the right strategy.

One of the dumbest things I've heard recently during a gathering of (otherwise really smart) business owners is that the number 1 marketing priority for every business owner should developing their online presence.

Well, this is simply putting "tactics" before "strategy," a recipe for disaster.

It's absolutely true that having a high converting Website is a very useful tool or tactic, and considering that I like internet marketing I'd tent to be attracted to this message, but this might *not* be the best strategy for that particular school in that particular market. For example, if you're in the "family" market, and you want to attract upper middle class children and their parent to your school, there are a couple dozen marketing strategies we can help you with that can generate several *hundred* new prospective students in a day *without* even having a website. Dramatically exceeding the results of (even the absolute best) converting websites in the industry.

Just like that student we discussed earlier, even if they *truly* believe in that round kick, if the throw it at the wrong time, or from the wrong distance it's useless. As it is with every tactic

Tactics

Here is where most of us think the magic is hidden.

You see, we've all come from a tactical background. We were students. We grew up in the martial arts school. We focused on acquiring new techniques, then mastering those techniques. We began to feel more and more competent as we mastered these tactics.

So, now, as business owners we revert to the familiar and look for tactical solutions to every problem. A tactic in this discussion is some technique or tool you use to accomplish

your goal. A marketing idea, a piece of curriculum, a software application, a website or some other tool.

See...these tools are just like the round kick, side kick or reverse punch. Yes, we have to master these tools. Yes, we have to have enough tools in the toolbox to get the job done. But, the best fighters don't necessarily have "more" tools that those less successful. They've simply mastered the tactics they use.

These tactics are important, but *must* be combined with the right beliefs, strategy and finally execution.

Execution

Finally we come to how well we do what we do — execution (or implementation).

In my analogy above, the best fighters aren't those with more"techniques, but rather execute a small number of techniques better than most other people. I think if we look back at the greatest fighters in the martial arts we see this pretty clearly.

Whether we remember Benny "the Jet" Urquidez' spinning back fist, Chuck Norris' back spin kick, Bill "Superfoot" Wallaces' hook kick, or Jeff Smiths' seemingly invisible crescent kick, we can recall how expertly they set up the technique, how patiently they waited for precisely the right moment, and how flawlessly they executed.

This should be your primary aim. Don't try to do too many things poorly, do a few things expertly. Leave no stone unturned until you're extracting every bit of opportunity from each strategy.

On a past trip to one of our members schools, I looked through their lead sources and realized that they weren't generating many referrals. Knowing these owner very well, and knowing how good their classroom was, I was certain that there wasn't a gap in service delivery, so there must have been some other explanation.

While we were discussing the gap in the stats, I figured out what the issue was. These folks had been a part of a lesser organization before finding NAPMA and had been told by them that they should never "ask" for a referral. They were told that, "if you teach great classes, they'll tell all their friends about you," and that it was somehow "beneath" you, or in some way diminishes your "integrity," to help your students spread the word about your school.

Well, that's just crap.

In 30 minutes we created an event calendar with a few special events that students were encouraged to invite their friends to (Free Child ID Kits, Anti Bullying Seminar, Anti Abduction Session, a Home Defense Course for Men, and a Women's Kickboxing Bootcamp). We also created a system to incentivize each prospective student to bring a friend to their first and second intro lesson, and immediately after their enrollment, created a cool reason to bring guests to the belt graduations, and a few other fixes.

This added 130 student net to their school in the following 12 months, and is now one of their primary lead generators. This is just a simple example of digging in and maximizing each opportunity, rather than implementing a lot of things poorly.

Since we work with so many schools from all over the world, I see the SAME tactic, for example a marketing activity, in one school have phenomenal results, while in another school, in the same area, with the same demographics, serving the same type of student, it's an absolute disaster.

What was the difference?

In every instance I've encountered, the difference is found one of the four criteria above. ■



MAVERICK, *continued from page 21*

the passenger seat threatening to beat McQueen if he didn't stop. McQueen obviously did a full-out high-speed run in the Porsche that Bruce Lee apparently didn't appreciate, although he did turn around and buy a Porsche.

The next part of the story — I've been delighted to have Jhoon Rhee hanging on for dear life many times screaming, "you drive like Bruce Lee," in the mountains around Evergreen Colorado in my various 911's over the years. Apparently, Bruce had returned the favor from McQueen by terrorizing, among others, Jhoon Rhee in his Porsche around LA.

Strangely, many martial artists are adamant about not being "materialistic" and even STILL rail against "commercialism."

I used to have a collection of every *Black Belt Magazine* and *Karate Illustrated,* along with some others from around 1960 to 1975. As I look through many of those old magazines it becomes pretty obvious. The martial artists who railed against "commercialism" mostly are names lost in the sands of time. The reviled martial artists gleefully expanding commercial schools, or pursuing martial arts as a professional career, are the *legends* of the industry now. Certainly names such as Chuck Norris, Bruce Lee, Jhoon Rhee, Ed Parker and others fit into that category.

I was recently talking with a Jeet Kune Do instructor who's worked with me on building his business. He lamented how behind the JKD community seemed to be, and even admitted to resisting running his school in a way to earn a substantial income. He was shocked as he read Jhoon Rhee's book, *Bruce Lee and I,* which include a series of letters between Jhoon Rhee and Bruce Lee. The conversations often centered around how to get more students, what advertising Chuck Norris or other successful school owners were using, and other ways of marketing the martial arts business.

Clearly, Bruce Lee, that paragon of martial arts, (and the person who still outsells anyone else on the cover of *Black Belt Magazine* 40 yeßars after his death), was very interested in becoming a millionaire through martial arts. As an instructor he was charging as much a $1,000 an hour (in the 1960s) for teaching privately in his back yard (or, on the set for McQueen and others).

I've been proud to carry on Bruce Lee's tradition with now my third 911, but much more importantly, as an avid proponent of spreading the message of martial arts throughout the world. If you focus on that old quote by Zig Ziglar, "You can have anything in life you want, if you help enough other people get what they want," you'll be both rich and wealthy. The satisfaction that I derive by the life-changing impact that we have for your students *far* outweighs any and all financial considerations, but, as the late Steve Covey was fond of saying, "No Margin, No Mission."

The money must follow from numbers of students and quality of service or it's impossible to continue spreading the art and positively impact our communities.

A quick side note, the "Martial Arts Millionaires" will next be gathering in Annaheim, CA, at Disney to learn *high-level* customer service and to share best practices with each other. If you are serious about growing your student body and your impact on the community, then you must be there: **NAPMA.com/privatecoachingsession** ■



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LEWIS & LAVALLEE, *continued from page 9*

and the next print issue for more in-depth coverage.

As a personal note, I used to be someone who avoided any and all funerals with the excuse that my friend/family member was gone. A book that I studied that had an impact was the leadership book by Rudy Guiliani. In it he had a chapter entitled: "Weddings Optional, Funerals Mandatory." That had a positive effect on my thinking, and, I'd never trade the opportunity to have been there for Steve and Terry's friends and family in a time of their (and, my own) grief.

Terry was a good friend of mine going back to the early 1980s. On the main page of the NAPMA.com website we have a short video of Terry introducing me at a recent live event, and you can hear our story from his perspective.

He traveled many roads over the course of his career. With a burst of energy and an action plan that I provided he grew a $1,000,000 school operation in the 1980s. He went on during that period to be the martial arts instructor for the United States Air Force Academy and a positive force in the Traditional Okinawan Karate organization.

As with my friend Don Southerton, who was the instructor for many years at the United States Military Academy at West Point, I believe the positive impact on the bright young minds of those in our service academies is hard to overestimate. The future officers are positively influlenced by not just the physical skills of martial arts, but, as one more route to character and leadership training in institutions that already are internationally-recognized as the leaders in that field.

Both Terry and Joe Lewis were Vietnam veterans whose cancer diagnosis can be linked back to their military service — Terry, in the United States Air Force, and Joe in the United States Marines:

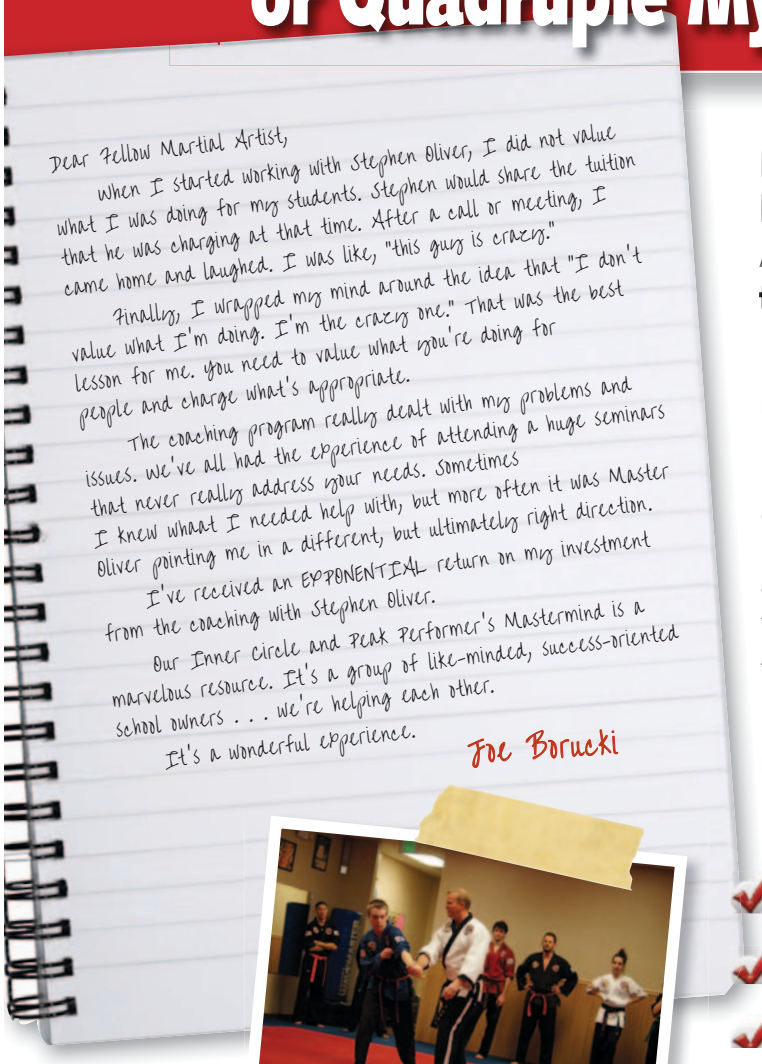
"About 3 million Americans served in the armed forces in Vietnam during the 1960s and early 1970s, the time of the Vietnam War. During that time, the military used large amounts of mixtures known as defoliants, which were chemicals that caused the leaves to fall off plants. One of these defoliants was Agent Orange, and some troops were exposed to it. Many years later, questions remain about the lasting health effects of those exposures, including increases in cancer risk." *(From the American Cancer Society, Cancer.org)* Both served their country honorably. Both were buried with military honors.

To keep up with our industry in real time, you may want to join me personally at Facebook.com/stephen.oliver.7315.

Terry Bryan had been a frequent columnist, speaker and member content provider for NAPMA for the past several years on his new-found expertise of real estate development and asset protection. See www.MartialArtsProfessional.com for past columns by Terry. Other past contributions by Terry will also be in the NAPMA member's only website.

Joe Lewis was the first recipient of the *NAPMA Life-Time Achievement Award*. He was a frequent contributor to NAPMA, including, most recently, his "Science of Fighting" series of strategy and tactics for instructors. He was also often a subject of features in and a columnist for *Martial Arts Professional* and *Mastering the Martial Arts Business* magazines. See-MartialArtsProfessional.com for past contributions from Joe Lewis and our video presentation of Joe Lewis' life, as well as videos on World Champion Jeff Smith and *Living Legend Award* recipient Jhoon Rhee. ■

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Mastering the Martial Arts Business Asks…

Jay Abraham

Martial Arts Marketing with the Master

How would you describe the marketing approach of most martial arts school owners? What should be their focus, so they can improve their results?

Most martial arts school owners' marketing is, at best, episodic and totally tactical. Their marketing is not consistent and they run ads that don't make any sense. They don't understand the process of integrated marketing. If they did and put that concept into practice, then they could be many times more successful very quickly. During six to nine months, they could probably double, triple, quadruple their results; some could improve by a factor of ten! It can be quite profound.



Your first step, as a martial arts school owner, is to define, describe and articulate, clearly, definitively and immediately, your "unique selling proposition" (USP). You must be able to explain instantly to your prospects the reasons why they should enroll in your school and benefit from your training, your courses. Provide those prospects with the answer to the question, "What's in it for me?"

Determining your unique selling proposition and then focusing your marketing effort on that proposition is the same process for a martial arts school with 150 students as well as some of the world's most well-known and successful companies.



Jay Abraham
MARTIAL ARTS MARKETING WITH THE MASTER

Let me provide some examples, rather than explaining your USP in a technical or an academic sense. When FedEx was a new company, it was a really gruff, scruffy and undependable environment. The company then declared to the marketplace, "When it absolutely, positively has to be there overnight by 10 a.m., FedEx guarantees it." That's a unique selling proposition.

For decades, pizza was only available as a carryout product, until Domino's offered a full-scale delivery service. The people at Domino's learned the importance of a unique selling proposition when they conducted a marketing experiment. A direct mail campaign generated very little business, so they created their USP (now familiar throughout the world):

"Hot, fresh, delicious pizza delivered to your door in thirty minutes or less or it's yours free." That's a unique selling proposition.

With that USP as the thrust of its marketing program, Domino's implemented 25 subsequent communications to its target audience during a four-month period and generated five-million dollars in revenues—from the same mailing list!

When Nordstrom's Department

See **ABRAHAM**, *continued on page 33*

Who Am I?



The Pinnacle of Success

JHOON RHEE
LEGENDARY MARTIAL ARTS TEACHER AND EDUCATIONAL ENTREPRENUER

This is an age-old question everyone ponders at one time or another. It is a tough one to answer without knowing the purpose of life.

As we grow, we ask questions about things we do not know. As children grow, they become very curious about everything they encounter for the first time. I remember asking my mother to explain everything I saw, especially, when a stranger visited our home — I wanted to know who this person was!

Yet, we have a problem knowing who we ourselves are. *Who am I?* To answer this question, I would once again like to introduce my four daily affirmations:

1. I like myself because I always take action to make good things happen. *(Strength)*

2. I am humanly perfect because I never make a mistake knowingly. *(Honesty)*

3. I am wise because I always learn something good everyday. *(Knowledge)*

4. I am happy that I am me because I always choose to be happy. *(Happiness)*

Whenever a baby is born it is surrounded by heaven above, earth below, and all things around the baby. Since the baby is at the center of the universe relative to the baby, and the purpose of life is happiness, the best answer to the question "Who Am I" is this:

I am one of six billion active, humanly perfect, wise and happy centers of the universe.

Our only job is reconstructing the world into an Earth where everyone can trust everyone else. This begins with children's character education in homes and school classrooms, while their hearts are still pure. Let us take action to make this happen.

JHOON RHEE FATHER OF AMERICAN TAEKWONDO
Grand Master Rhee is a world-renowned 10th-Degree Black Belt with more than 130 affiliated Taekwondo studios around the world, he is a leading pioneer in martial arts instruction. His new book, *Trutopia*, is quickly becoming a required text for schools and students. Learn more at **JhoonRhee.com**

Let us teach ourselves, and future generations, not only with words, but also by adopting a "Lead by Example" action philosophy before it is too late.

I define human perfection as being an attainable goal for everyone. A perfect human being is a person who never knowingly makes a mistake. This means the first and only crime you can commit is deceiving your own conscience. Many can achieve human perfection by living according to this definition. Human perfection does not require one to be all knowing but rather having perfection of character.

We must educate our children with all our hearts and souls by setting living examples as parents, teachers and mentors. If all parents in homes, and teachers in schools are humanly perfect today, they will produce humanly perfect political, religious, social and business leaders sooner than we think.

Three human qualities we must develop are strength in the body, honesty in the heart and knowledge in the mind. I have tried to live be this motto for the last 45 years. Judge what it has made of me. Everybody loves to follow a leader with these qualities. Therefore, if parents develop them and lead by example, children's physical and mental education will automatically become successful. ■

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GOAL GETTER, *continued from page 25*

reputation, you cannot undo that. If you have a good reputation in your community and the desire to deliver more value than the money that you collect, then your school can be turned around literally on a dime.

Your success hinges on your belief in your success. If you believe you can train top-level black belts and the profound character benefits that are attached to martial arts, while making a good living for yourself, your staff and your family, then you absolutely can. If you believe that you can't, you are also absolutely correct. Your success is your choice.

What if your financial situation is grave and you have waited too long to take action? Your school closes and you find your dreams in bankruptcy court. You probably have a line of people waiting to say, "I told you not to take that risk."

Our capitalist society is built on people taking risks to create small businesses. While we are taught as children that risk is bad and we should play it safe, the greatest security, personal and professional, is knowing you offer enough value in the world that people will pay for it.

This country that we live in was founded on the idea that the best way to ignite the spirit of a people is to remove obstacles and to help them take risks, to help them innovate and develop and grow. I remember a quote from Donald Trump: "Look, if you're an entrepreneur and you haven't filed some chapter of bankruptcy at least once in your life, you're just not trying hard enough."

What he meant by that was that taking a risk is an inherent part of business. When you're talking about a higher level of accomplishment, then sometimes your business concept wasn't launched at the right time or there were external forces that were just simply too overwhelming. Fortunately, in our industry, and with our business, turning a failing (or failed) school into a success isn't that difficult.

There's an awful lot of social stigma and psychological trauma that goes with feeling like you're a failure — not that your business concept failed, but that you, personally, are a failure. That fear of failure, of admitting you need help, stops so many people in our industry from succeeding. They fear the stigma of joining a group of their peers and admitting that they haven't met their goals, and haven't achieved the vision they set out to accomplish.

At the NAPMA workshops, and in our Peak Performer and Inner Circle groups, I have seen such support for other members. We usually think of entrepreneurs as being competitive and maybe a little ruthless. That is not my experience in this industry. We have the attitude that we are all in this together. Our mission is to grow our schools and to spread martial arts training throughout the world.

So the real answer is this: Almost any of us who are running martial arts schools successfully, could be in some other career and probably be as successful, or even more successful. The martial arts business is about much more than just business. It's about contributing something back to the planet, back to the universe, back to society.

We were given a gift when we started training in martial arts, and all of us who are operating martial arts schools successfully have the same core belief. When our instructors took us under their wing and started to teach us how to be a better person, not just a better kicker or fighter, they taught us the pattern of success. They taught us the habit and the behavior of constant and never-ending improvement.

I've rarely seen a school that is beyond hope. In most cases, you flip a few switched to turn the owner back on and things start to just take off. The real challenge is convince a dispirited owner to never, ever give up. Failure is nothing more than the last round before you win the match. ■

ABRAHAM, *continued from page 30*

Stores was launched, it built its business on very simple positioning, a unique selling proposition: "If you are unsatisfied with any purchase for any reason, at any time in the future, we'll give you a refund, a credit or a replacement—no questions asked."

Avis Car Rental turned its seeming disadvantage as a smaller company into an advantage when it started communicating its unique selling proposition: "We are number two, so we have to do more and try harder." That's a unique selling proposition. ■

Jay Abraham is a world-renown marketing expert who has taught millions of people how to use marketing more effectively and efficiently, and is a senior advisor to many major global companies. You can contact Jay through MartialArtsProfessional.com

Jay Abraham from NAPMA Archives

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The Habits of a World Champion in the Ring *and* in the Business, Part 1: Have a Detailed Plan for the Fight



Championship Goals
JEFF SMITH
DIRECTOR OF INSTRUCTION
FOR MILE HIGH KARATE

The good thing about becoming successful at any one thing, is, it's not by chance but by a plan. Then you can start duplicating it in other areas of your life.

I had a very strategic plan for becoming a world champion. The first thing I did was set goals. I had a long range goal of becoming a world champion, and a short range goal of competing in local tournaments and moving up to regional.

By having that goal setting process, I planned for my success. One of the most important things is the business of setting realistic, SPECIFIC goals. They might set goals to make a lot of money or be successful, but those are too abstract. You have to be specific.

If you're going to set a goal for successful school, you have to decide is what kind of gross you want to make. What do you categorize as successful? What is a realistic goal that you can make? You set a long term goal but any long term goal can only be reached if there are short term goals along the way.

It's very unique to martial arts that we have a built in system of setting goals that we teach every day. We have a system of getting a student to a black belt by getting him there one belt at a time and eventually working up to that longer range goal of black belt. We teach students to have a shorter goal such as earning stripes on their belt. Within each of the belt testing cycles that might be every two months, they have a two week goal of reaching a certain number of stripes on their belt. That way they're on target for reaching that belt on cycle.

That's how goal setting is done in a martial arts classroom. What I found that most martial arts school owners are not doing is transferring that same goal setting plan into their business.

They have it in the classroom but they didn't have it on their business side because they don't have specific goals.

They don't have a gross revenue number that they wanted to reach this year. Pick your target number and divide that by 12, then divide that down to a weekly goal and then a daily goal. Take that monthly goal and divide it into a quarterly goal to make sure you're staying on track for the whole year and not just one month.

Stay on target with your goal. If you don't make a one month goal, then make sure you hit your quarterly goal. Make it up the next month by going it a little bit over and get back on track to reach your quarterly goals. Goals start with a daily target, then go to a weekly, to a monthly, to a quarterly, to a semiannual, a nine month or a third quarter, and finally, all the way to the full annual goal.

When I have schools set goals it's not just for their cash, but using the same goals break down, apply that to enrollments and upgrades. Set a plan and work that plan to reach the short term and the long term goals. Success is about balance whether your goal is to be a world class athlete or a successful school owner. I find that a lot of schools are lacking a balance of the classroom and the business.

The Martial Arts is a yin and yang type of philosophy that things have to be in harmony. Things have to be in balance if you're going to have to dedicate yourself to accomplishing your goal.

When you are training you keep that balance by asking, "Am I getting enough training? Am I doing the right things? Am I sparing enough? Am I doing enough roadwork?"

With a Martial Arts school it's the same thing. There are things that you have to do to make your school successful.

Allow 25% of your daily time to reaching your number one goal. Do you have enough traffic? Is your marketing up to speed? Are you doing enough marketing to generate the numbers to reach your goals? To be successful in a school you have to have all these little things accomplished.

To be successful as a competitor or as a Martial Arts school owner, you have to have a plan so that all these essential things come together. ■

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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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I was sitting in our Inner Circle Meeting in Orlando, transfixed on "running numbers" in my head, and arrived at the nauseating conclusion that I had cost myself $250,000 in personal income by procrastinating about joining the NAPMA Peak Performers team!

With Stephen Oliver & NAPMA's guidance I went from part-time to fulltime in my first year after joining NAPMA

we jumped over $100,000 to $180,000.00 in 2009 in the first full year. And then in 2010 since we did $341,492.47, and in 2011, $429,437.88, so far for 2012 we're on track for a HUGE jump from 2011!

I knew how to stop a punch from coming towards my face, but not how you run a business. Running a business is about finding out what your market is looking for.

I waited a year, but once I actually joined NAPMA, so much information came that if you're unable to make $10,000 growth instantly, something is wrong. But the thing is that NAPMA helped me incredibly. We're grossing in one month what we used to make all year

Shawn Harvey



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