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Martial Arts™ P R O F E S S I O N A L

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INDUSTRY

ALSO INCLUDED
IN THIS REPRINT:
Career Changing
Opportunities with
Mile High Karate

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MILE HIGH KARATE'S STEPHEN OLIVER

WAY OF THE MILE HIGH MAVERICK



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FRANKLY, I WAS SKEPTICAL ABOUT BEING ABLE TO “DEVELOP” A REGION WITH MILE HIGH KARATE. HERE’S WHAT I LEARNED...

I’VE GOT TO TELL YOU THAT WHEN I first heard about the regional development opportunities I was skeptical!

It seemed to me that three or four things might be a problem:

First, because of conditioning I had received in our industry, I had the idea that it takes five to seven years to develop someone who could be an instructor and run a school.



AT THE BATTLE OF ATLANTA: Joe Corley, Bill Wallace, Joe Jimez, Bernard Kerik, Jeff Smith, Bill Clark, Bill Kipp, Toby Milroy.

Second, I knew from experience that the most talented Martial Arts guys — athletes — usually sucked at running a business, or doing sales or marketing.

Third, I was concerned that the quality of the curriculum and the results for our students might not be what I hoped and expected.

Fourth, with my own school I was concerned about how our existing students would react to such a transition.

Now, I had heard of Stephen Oliver and Mile High Karate *everywhere*. He really seemed like the “real deal” when it came to business, marketing and sales, but I wasn’t sure of was how to grow lots of schools, maintain the highest quality standards, and strengthen my existing and already successful school.

We’ll after talking with Master Oliver, he invited me to an in-depth exploration of the Mile High Karate system, including a “Discovery Day” for the regional development opportunity. My partner and I flew to Denver, where I watched classes and met with franchise owners, Black Belts and instructors. Then we sat in a room with the former World

Champion Jeff Smith and Master Frank Brown, and a bunch of others, and went through how all this really works.

I’ve got to tell you ... I was blown away.

Not only did the system *not* “water down” the testing process and curriculum for getting to Black Belt and beyond was stronger, much tougher, and more robust that I could have imagined — it was much more than what we were doing before converting to Mile High Karate. Master Oliver and Master Smith talked about how they were going to develop the Martial Arts system, and said to myself, “Geez this has *never* been done before ... it’s incredible.”

The beauty of his system is it’s ability to bring in a person and make them the owner-operator, while providing a talented Martial Arts staff. I met one such owner, who wasn’t a Black Belt when she opened her school with a 5th Degree Black Belt “Master” Instructor as her paid full time staff instructor, and was doing nearly \$500,000 in gross.

Not to mention the ability to “plug” into a huge resource of tested marketing materials developed by the leader in the Martial Arts industry, Stephen Oliver! It’ll save me literally millions of dollars in testing marketing pieces.

I immediately joined the “frontier” group of Regional Developers, and I’ve got to tell you, I’m more excited today about the opportunity than ever. Oh, and about the “transition” issue with my own school: No problems. Our students are more excited than ever *and* our gross increased by over \$100,000 the first year!

The group support and systems have dramatically simplified our staff training and development processes, and provided a phenomenal career path that did not exist before.

If you are motivated and successful, I invite you to join up and grow an organization of schools, instructors and students with Mile High Karate.

Toby Milroy

*Regional Developer, Orlando-Daytona, Florida;
2nd Degree in Hap Ki Do, 2nd Degree in Tang Soo Do,
1st Degree in Aidido, 3rd Degree in Taekwondo, and
now 3rd Degree in Mile High Karate.*

A portrait of Stephen Oliver, a man with light brown hair, smiling. He is wearing a blue martial arts gi with a black collar. The background is a warm, golden-yellow grid pattern.

MILE HIGH KARATE'S STEPHEN OLIVER

WAY OF THE MILE HIGH MAVERICK

MILE HIGH KARATE'S STEPHEN OLIVER, CREATOR OF THE ACCLAIMED NAPMA SQUARED program, is one of our industry's foremost business gurus. Beginning last year, he rolled out his Mile High Karate schools as a major international franchise, based on his very successful multi-school operations system, in place since 1983. His Mile High Karate concept has streamlined and systematized single-school operations and catalyzed regional multi-school development.

In this extensive interview, Oliver explains how he systematizes marketing, creates a positive and non-confrontational sales process, improves student retention and handles "back-office" operations, so that school owners who join his organization can focus on what they love the most, service and teaching.

Interview by NAPMA President Rob Colasanti

WAY OF THE MILE HIGH MAVERICK



Stephen Oliver strategizing with a few of his Mile High Karate Regional Developers. (Pictured: Regional Developers from Florida, New Jersey, Colorado, and Maryland.)

Stephen Oliver began his martial arts training as a part of the Jhoon Rhee Institute (JRI) in Oklahoma and Texas in 1969, during the notorious blood-'n'-guts era of American martial arts. (Jhoon Rhee is the "Father of American Taekwondo.") Oliver later moved to Washington, DC, to work his way to an honors degree at Georgetown University, while teaching for the JRI and training to be a professional kickboxer with World Light Heavyweight Champion Jeff Smith and the Jhoon Rhee stable of fighters.

Oliver graduated from George-

town cum laude with a BA in economics, at which time he put aside his two big ambitions: First, to pursue his MBA degree (which he later earned in Denver, Colorado in 1992) and move into a position in Corporate America. Second, to be a professional world-champion kickboxer. As things turned out, he instead relocated to Denver in 1983 to transplant the Jhoon Rhee system there.

Oliver founded Mile High Karate and, with just \$10,000 he borrowed from his parents and a pocketful of credit cards, he quickly opened five schools in 18 months. By age 25, he was

running a \$1-million martial arts school chain. Clearly, the young entrepreneur had found his career niche.

In addition to his multi-school ownership, Oliver promoted a NASKA World Tour Tournament for ten years, and was the association's National Sanction Director and a Board Member. He was also a founding member of the Educational Funding Company's (EFC) Board of Directors—the pioneering billing company for martial arts schools—and was honored by them as its #1 Multi-School Operator and inducted into its Hall of Fame.

“WE’VE SYSTEMATIZED THE SCHOOLS BY HAVING A VERY ORGANIZED SYSTEM FOR OWNERS TO PLUG INTO—SYSTEMS WHERE STAFF CAN TAKE UP THE VARIOUS ROLES VERY EFFECTIVELY.”

Since the rise of the Information Age for the martial arts industry in the 1990s, Oliver has become one of the field’s leading business gurus. His status was further amplified by his contributions to *Martial Arts Professional* and the National Association of Professional Martial Artists (NAPMA), and from a series of instructional books and bootcamps that he’s created.

Today an 8th-degree black belt, Stephen Oliver is also the developer of the remarkable NAPMA Squared Program and runs a highly-respected and very exclusive martial arts school-owner coaching program. In the past year, he has launched a martial arts franchising business. Through it, Oliver’s Mile High Karate schools have experienced explosive international growth, with locations currently in British Columbia, Canada and, in the U.S., in Maryland, Pennsylvania, New Jersey, Utah, Florida, and throughout Colorado.

To develop and perfect this system, he has spent millions of dollars and thousands of man-hours. You’ve likely seen coverage of his schools in *Black Belt* magazine, *Tae Kwon Do Times*, in major daily newspapers from British Columbia to Utah, from Denver to Orlando to Maryland, and also on television on NBC, CBS, Fox, ABC and even the *Montel Williams Show*.

So, martial arts professionals far-and-wide, buckle your seatbelts as we take you on an educational journey into the world of the one-and-only “Mile High Maverick,” Stephen Oliver.

MARTIAL ARTS PROFESSIONAL: You’ve been running martial arts schools since 1975, and the Mile High Karate Schools in Colorado since 1983. For those that don’t know your background, how about explaining a little about it.

STEPHEN OLIVER: I worked my way through college at Georgetown University [in Washington, D.C.] teaching karate for Jhoon Rhee [the “Father of American Taekwondo”]. In the late Seventies, Jeff Smith [the PKA World Light Heavyweight Kickboxing Champion] was the organization’s director of instruction. Ned Muffley was the general manager, Nick Cokinos [founder of the preeminent billing firm, Educational Funding Company (EFC)] was the president and, of course, Jhoon Rhee owned the place and was the master instructor.

While I was at Georgetown, I had this vision that I was gonna be the National Franchise Director for the Jhoon Rhee Institute. So I thought, “I’m gonna come out of Georgetown, get my Honor’s Degree in economics and be involved with helping them develop what had been articulated as a strategy. But the national franchise roll-out was never really followed through at the time.

When I graduated from Georgetown, it was about the same time Nick Cokinos started Educational Funding Company and Jeff Smith shortly thereafter opened his World Championship Jeff Smith Karate Schools. Ned Muffley opened a martial arts school and I helped him for a few months before moving to Denver. A few years later, Ned ended up working with Nick as General Manager of EFC.

MAPro: So you were already thinking about franchises back in the early 1980s?

Oliver: I was thinking I was going to be involved with Jeff Smith, Nick Cokinos, Ned Muffley, Jhoon Rhee and all the rest of the Jhoon Rhee staff doing this. So I really thought that, after I graduated from Georgetown, my next step was to be involved with all those people at that



TOP Stephen Oliver in 1975 teaching in his first school in Tulsa, OK.

MIDDLE Father of American Tae Kwon Do Jhoon Rhee presenting Stephen Oliver with his 1st-degree black belt in 1978, Falls Church, VA.

BOTTOM Stephen Oliver, Branch Manager/Head Instructor, Jhoon Rhee Institute, Alexandria, Virginia, while attending Georgetown University.

Is Today's Martial Arts School A 'Dead Man Walking'?

How to Replace Your Current Martial Arts School

With A Much More Profitable, Much More Valuable, Much More Efficient Business That...

... Gives You And Your Staff Less Stress...

... That Attracts An Ample Quantity Of Really Good New Students With NO Struggle

... That Can Actually Make You Wealthy

Only one MARTIAL ARTS INSTRUCTOR per area will have the opportunity of participating in this business revolution. **Please read and consider this IMMEDIATELY**, or risk being permanently excluded in favor of another, competing Martial Arts Instructor in your area.

Dear Fellow Martial Artist,

My name is Stephen Oliver, and I've been a martial arts instructor running a large chain of martial arts schools for 24 years. I currently have Mile High Karate schools throughout the United States and in Canada and, have just established Regional Developers operating Regional Training Centers in British Columbia Maryland, New Jersey, Salt Lake City, Denver, and Orlando as well as a national training center in Denver.

I'm not writing, to brag about the dollars I generate or numbers of students we teach. I'm also, as immodest as it may be to say it, an astute, capable businessperson and entrepreneur. I take a very businesslike approach to things. And I am writing to tell you that the way 98% of all Martial Arts Instructors attempt running their businesses ... SUCKS.

I know that's a strong word — but if you are running a professional martial arts school and, are working your ass off and not reaping the rewards that you deserve after years of training and contribution — then it's an accurate description.

In fact, Martial Arts Instructors are so far behind the times as business-people, they might as well be buggy whip manufacturers in an automotive age.

And as you very well know, being deeply committed and incredibly capable as a concerned and engaging Martial Arts Instructor is one thing — creating a stable, smoothly running, successful business that makes you appropriately wealthy is quite another. A lot of Martial Arts Instructors are great Martial Arts Instructors. Most are truly terrible operators of their businesses. Few get wealthy.

The profession is actually thinning. Most Martial Arts Instructors' net incomes have gone DOWN in recent years, in spite of unprecedented prosperity.

I have a radical solution, and it is NOT like anything anybody's tried selling to you before. It is NOT yet another series of seminars, not a "wiz-bang" software program, not a "behind-the-times" billing company acting as a consultant. It is NOT a big notebook of ads, not a flakey (and probably illegal) licensing scheme, not a monthly new set of ads or, a done for you web site or student newsletter, and not a hodge-podge of sometimes good but inconsistent systems, NOT television commercials — although I do have incredibly effective ads, even a TV show that actually works! **My solution: I'd like you to consider is much, much bigger, more complete and all encompassing than any of these things piece-meal.** My solution involves the conversion of your martial arts school to a franchised clone of mine — with a great many things done entirely for you (including advertising and marketing), with a powerful brand, and with an expert team to support your growth. With scores of Instructors, 100's of Black Belts, and a "crack" team of industry experts such as former World Champion Jeff Smith to help you grow your business.

At first blush, you'll probably react negatively to such an idea.

After all, the few attempts at franchising in our industry have been ill-conceived and disappeared as fast as they came.

I can't blame you for extreme skepticism.

Yet, if you might keep an open (albeit critical) mind, briefly, there are FACTS that might very well prove important to you. And, at your

request, I will send you — FREE — a very complete and detailed "case" for conversion to my franchised system. Briefly, here, let me make just 4 key points:

1. A franchise is THE most successful business format

Most 'service business categories' have 60% to 80% of their successful business owners in franchise organizations. Countless restaurants and fast food, fitness centers, private learning centers, daycares, private tutoring centers, auto repair, packing and shipping, home care services, weight loss, etc., etc. — all these industries are DOMINATED by franchised businesses.

Over 80% of all owners of one franchise invest in another. Why? Because the value of a franchise business is higher than that of an independent business, both doing the same revenues.

Independent business owners frequently convert to franchisees. Century 21 and ReMax, the two biggest names in real estate, had thousands of independent real estate brokers convert to become franchisees. Why? Many reasons, but having true and complete business SYSTEMS is a big one. Another, the opportunity to benefit from national advertising and branding. Yet another, the ability to own and operate multiple locations without going insane. Being part of a well-run franchise organization makes your business more profitable and valuable, and makes your life easier and less stressful. Being in a solid franchise organization with good systems and services gives you stability, security, structure, and power in numbers.

2. Business is too complicated to go it alone

Our profession — and most martial arts schools — are at a HUGE DISADVANTAGE by being "little Lone Rangers," each fending entirely for himself, each Martial Arts Instructor trying to be twenty different people (Martial Arts Instructor, manager, ad man, marketing director, publicist), finance manager, and investor. It's an impossible task. The solution to this stressful attempt at superhuman activity is just NOT another seminar, book, tape, notebook or coaching program. All those things try to get you to do all the things a bit better or faster; they fail to address the truth: no one person can do all these things well. **It takes an ORGANIZATION to be successful today. Imagine the peace of mind** you'll have with full and complete professional support, from A for advertising, to I for insurance, to Z for zero gaps in your student service and retention.

3. You STILL don't have new student flow systemized and certain. Finally, you can.

One of the big "pains", still, for the martial arts Instructor is a reliable, steady, predictable flow of good new students. Hardly any Martial Arts Instructor has actually conquered this as I have. Here are a few financial facts about my school's advertising and marketing:

Frankly, I could teach you what I do and you still would never do this for yourself. It's time consuming and requires a level of advertising and copywriting skill I've perfected by being a very serious student and investing large sums of money and large amounts of time. As a Mile High Karate franchise owner, you will get these to use all of my marketing and advertising materials as your own, in your area.

That's just one of many examples of the tools entirely done for you, that you will use exclusively in your area. As I mentioned, I even have a TV show that works, and have mastered the tricky aspects: where and when to run it, how much to pay. I have a truly unique direct-mail campaign that goes to carefully targeted homes, a new list every month, that returns \$5.00 to \$10.00 for every dollar spent. This, too, requires periodic change, and requires access to the lists. As a Mile High Karate franchise owner, you'll get all of it.

Quite frankly, if you are trying, on your own or with some monthly subscription box you bought, to come up with advertising that works, mailings, newsletters, referral promotions, I'm here to tell you that you are kidding yourself. No wonder you're still struggling with new student flow worries and rollercoaster results! You are a Martial Arts Instructor not a direct marketing pro, and I doubt you've got the time — the years — it takes to get really good at advertising and marketing. Look, there's a reason McDonalds, Sylvan Learning Centers, Children's World, Gold's Gym, Bally's, Quiznos, Jenny Craig, Midas Muffler, etc., don't hand their franchisees a 3-ring notebook full of sample ads and say, "Go do this yourself." The reason is: they'd all fail. Since I've spent the fortune and years necessary to get good, and assembled a team of copywriters, graphics people, ad experts and advisors to actually, consistently, produce winning results, why would you want to try duplicating all that? Just pay to use it and relax.

Further, I have a step-by-step system covering everything from the inbound phone call to the school by the prospective new student to introductory and enrollment process to follow-up, upgrade systems, and student retention systems that will become yours. And, look, for my 21 schools (20 franchises,) I create a huge flow of new students each and every month profitably. (I'll even show you financial information from my corporate location and from several franchise locations.) I know how to do this and have standardized it for franchising: no guesswork, no 'reinvent the wheel' stuff. You'll NEVER need another seminar! — because you'll finally have a set in stone system that works.

Get more information — before it's too late

This is just a small peek at everything I've assembled for my franchise owners, **To get ALL the information, you just need to fill out the short Request Form located at www.MileHighFranchise.com and return it by fax to me at 1-800-795-0583 or call 1-800-559-9431.** There's no obligation and everything is confidential. If you're intrigued, don't wait. There will only be **ONE FRANCHISE PER AREA**, and the first qualified Martial Arts Instructor from each area will be accepted, all others locked out.

The only real value is in being THE ONLY ONE IN YOUR AREA to possess and use a unique marketing and martial arts school building system. As a Mile High Karate franchise owner, that is exactly what you will have: an exclusive area of your own.

One final point: this is NOT about any one thing. NOT about the next new kickboxing, mixed martial arts, or after-school babysitting program. NOT about a notebook of ads. NOT about a web site. This is about replacing your present Martial Arts School COMPLETELY, with a much, much, much better business, with an a-to-z all-encompassing system, with full on-going support, even a national public relations and publicity campaign to build brand identity — and, get your phones to ring. This is about creating a much more stable, valuable business. (And if, right now, you get up Monday morning uncertain whether you'll have a good week or bad, and having your income entirely dependent on you — you don't have a business; you've got a job.)

Return the form at www.MileHighFranchise.com or call 1-800-559-9431. I'll send you a much more detailed 16-page report explaining everything, as well as a Mile High Karate New Student Orientation Package, and a DVD about our franchise structure. Then you can decide if taking the next steps makes sense. Do it now — before you are permanently locked out in your area.

Sincerely,

Stephen Oliver

Stephen Oliver, MBA
8th Degree Black Belt



Since 1983
www.MileHighFranchise.com
1-800-559-9431

This advertisement is for general information only and is not intended to be an offer of a franchise. An offering can be made only after the delivery of an effective franchise prospectus in compliance with applicable federal and state law. NEW YORK: An offering must be filed first with the Department of Law of the State of New York. Such filing does not constitute approval by the Department of Law.

Why would a Kempo, Shootfighting, BJJ Instructor Join Mile High Karate?



Alan Condon with BJJ Great Carlos Machado.

I attended Discovery Day in Denver in March 2007. All I can say is "WOW". It was freaking incredible. We started off with a tour of several of the Mile High schools. The energy and excitement was impressive. The schools were packed and all the parents were glued to the action on the mat. I was impressed with how they handled the floor and the quality of the students. My challenge was I am a one man show and have a personality driven school. While it is was gaining momentum it was still a struggle day to day. So my brain was in overdrive as I was talking to the MHK staff and they had all these great systems for everything, there wasn't a thing they missed.

While I was there they were running their Black Belt prep cycle. We all had a chance to watch them work out, it was awesome. They were excellent, focused and really being pushed to there limits. After seeing that I was knew that the Mile High Karate franchise was a perfect fit for me. Now I now some of you will have reservations on style, association, but the big question is what have they done for you lately and more importantly are they a financial success!

As a dedicated martial artist I recognized that the Mile High system has all the components of a great martial arts style. I saw that when they sparred it was fast paced hard core sparring just like I grew up on in the arts. I am now part of a family that will help me achieve my dreams which is teaching what I love to do, making a great income and achieving wealth, while creating some bad-ass Black Belts.

Alan Condon, Albany NY

I have been training in Kempo Karate for over 30 years, 6th Degree Black Belt, hold an instructor level in Shootfighting, 13 years experience in Brazilian Jiu Jitsu and a Brown Belt under the great Carlos Machado.

WAY OF THE MILE HIGH MAVERICK



level. Unfortunately, for a variety of reasons, we all ended up going separate ways.

MAPro: Yes, that's pretty common.

Oliver: When I moved to Denver in 1983, I refocused my efforts on thinking I was gonna run corporate locations for Jhoon Rhee. He had nine schools at that time and was probably doing a couple million dollars a year in revenue. Instead, I opened five schools in eighteen months and really grew. I ended up adding another location a few years later.

But I also kept most of those former connections. I became EFC's first external client and was on the EFC Board of Directors until about five years ago. Jhoon Rhee promoted me to 6th-degree black belt in 1994. And, I continue to

have a working relationship with Jeff Smith today. He recently promoted me to 8th-degree black belt and is Mile High Karate's Director of Instruction and Chief Operating Officer.

MAPro: You've shifted gears from "corporate" locations. How'd that happen?

Oliver: It got to a point where forty-eight people were on the payroll. Of course, most of them were part-time, but, at peak, there were probably nineteen or twenty full-time people on payroll.

I got to that point where I really couldn't see myself enjoying managing a huge staff of employees. That's when I started converting the schools to franchises very slowly, about five years ago. The intent from day one really was always to create a large chain of

schools. I really wanted to slowly put the pieces in place.

The legal implications of putting together a solid franchise, which rarely is done properly or legally in our industry, is really pretty complicated and, frankly, extremely expensive. So that took a while. Also, I just didn't want to roll it out randomly. I wanted to make sure we had a structure to support it, which is now in place.

MAPro: Recently, you've started expanding internationally. I believe that you now have training centers in British Columbia, Canada as well as in Utah, Maryland, Florida, New Jersey and Colorado. Tell us a little bit about that.

Oliver: We've set up several regional training centers. I'm currently interviewing applicants to be Regional Developers for Mile High Karate in about 55 regions throughout North America. Literally, these individuals own a territory to develop anywhere from nine to over seventy locations in partnership with Mile High Karate as an independent "Master Franchise."

One of the big breakthroughs I had a couple of years ago was how to structure a really big regional organization with lots of instructors and black belts, but basically with little or no direct payroll. All of the school owners working with our regional developers are independent franchise owners. The regional developers are independent "Master

Stephen Oliver teaching several hundred Mile High Karate Black Belts during their annual retreat and testing in Breckenridge, Colorado.



MILE HIGH KARATE FRANCHISE IS ALL ABOUT A SCHOOL OWNER REPLACING HIS CURRENT BUSINESS WITH A MUCH SMARTER, MORE LUCRATIVE AND MORE VALUABLE BUSINESS.



Celebrity Author Dan Kennedy discussing Renegade Millionaire strategies with Mile High Karate regional developers, franchisees and select coaching clients in Golden, Colorado.

Franchisees.” Basically, we put them in business as a regional franchisor without them having to worry about recreating things on the legal, accounting, regulatory or operations side.

This is a pretty common structure used by companies from Quiznos to ReMax in the U.S., and, essentially, by everyone significantly successful who franchises internationally.

This Regional Developer role is for an individual who would really like to take our system and entrepreneurially apply it to a large area. He or she would develop many schools and instructors

while developing his or her own very substantial business. All of this would be for about \$1 million less than it would take them to do it on their own.

MAPro: What about individual schools? How’s that structured?

Oliver: They are mostly individually-owned franchises of Mile High Karate. This year, I would expect probably one-hundred existing martial arts schools from throughout North America to join our team. It’s a marvelous opportunity for them to really focus on what they love and improve their long-

term career prospects.

Schools that convert to our system benefit from a complete operations process, from the highest quality martial artists to training for themselves and their students, and a comprehensively designed sales and marketing process to keep their schools growing along with automated systems to support those processes.

MAPro: Obviously, in order to do what you’re doing, you must be very strong in the area of setting up systems within a martial arts school. In your opinion, Steve, why is this so important?

WAY OF THE MILE HIGH MAVERICK

To obtain an audio-CD of a complete and unabridged conversation about Mile High Karate regional development and franchise opportunities, featuring Stephen Oliver, Rob Colasanti, Jeff Smith, Frank Brown, and Mile High Karate regional developers, call: 1-800-559-9431 or email: StephenOliver@MileHighKarate.com

Oliver: That's something I had to master in the mid-Eighties. Every role, every responsibility, every function that needs to happen has to be organized and scripted and you need to know exactly what the outcomes and accountabilities are for each person. We've now moved the systems to the point where most of the "back-office" operations, including all of the accounting, payroll, billing and even automatic student follow-up and mailings—are automated and/or outsourced. So, the school owners can focus on service and teaching.

MAPro: In your experience, would you say that most martial arts schools simply do not establish strong systems?

Oliver: Most martial arts schools get by on the personality of the owner. Some are run by an incredibly likeable, charismatic, high-energy, high-talent person who keeps students. But he or she may have the administrative and marketing areas falling apart all around them. In most cases, the business is being run "off the top of the head" of the owners, and if they are not personally on-site and fully engaged in day-to-day operations, not much happens. Therefore, they have no ability to take a vacation, spend time with the kids or even get sick without a big, negative impact on their business.

MAPro: Understood. I've seen it many times.

Oliver: Yeah, and then you see others where perhaps the owner isn't as energetic and capable, but he really has a solid system and a solid procedure in place. Without sounding too callous, people really should be interchangeable. You should have a function and then find a person with the appropriate skill set for that function, and there should be lots of them available to do that.

We've systematized the schools by having a very organized system for owners to plug into—systems where staff can take up the various roles very effectively.

MAPro: What are some specific examples of systems that you've helped instructors implement and what difference have these systems made in their schools?

Oliver: If you're running a business, there are basic functions that every business has. In our case, teaching martial arts—not doing it, but *teaching* it—is the service delivered. Prior to the service delivered, you have a sales function. Prior to the sales function, you have advertising, which some people inappropriately label as "marketing." But you have an external promotional activity and an internal promotional activity to create prospects.

To support all that, you have all of the pieces that need to be in place to make sure your taxes are paid and that your employees are dealt with. So really, you have kind of a mini-Human Resources department, you have

a legal department, an accounting department, a finance department and a billing department. So there's all that kind of stuff that falls under administrative support.

Part of the advantage of an organization like Mile High Karate is that the individual school owners and staff have much of this handled for them. They can focus on teaching and service and not get bogged down in the business stuff that they probably don't enjoy and aren't good at anyway.

MAPro: So, without any of these systematic components in place—marketing, sales, intro lessons, upgrades, retail sales or whatever—how could a school really succeed and prosper beyond the personality of the instructor?

Oliver: The answer is, they cannot do it consistently. And what you just left out is that most martial arts school owners *think* that they have a system of martial arts and a system of teaching. They *think* they just need to become a better salesperson or a better marketer. In most cases, however, they don't even really have a good system in place for teaching martial arts.

MAPro: For school owners reading this interview that don't have systems, where do they get them?

Oliver: If you were to look very specifically in the martial arts industry, you'd find a spectrum of options. Obviously, the easiest and probably most lucrative long-term approach for any school

“SCHOOLS THAT CONVERT TO OUR SYSTEM BENEFIT FROM A COMPLETE OPERATIONS PROCESS, FROM THE HIGHEST QUALITY MARTIAL ARTISTS TO TRAINING FOR THEMSELVES AND THEIR STUDENTS, AND A COMPREHENSIVELY DESIGNED SALES AND MARKETING PROCESS TO KEEP THEIR SCHOOLS GROWING ALONG WITH AUTOMATED SYSTEMS TO SUPPORT THOSE PROCESSES.”

owner is to join an organization like Mile High Karate. It has all of that in place. At the very least, it can accelerate their learning curve by ten or fifteen years. They get to focus on what they are good at and love, and get systems from marketing through student service and retention overlaid for them.

MAPro: In other words, when they join an organization like yours the systems are basically gonna be handed to them on a silver platter?

Oliver: That's exactly right. Unfortunately, I had to reinvent the wheel an awful lot to get to this point. These opportunities

didn't exist in the Seventies or Eighties and, unfortunately for me, I've spent over \$25 million and hundreds of thousands of hours getting to this point. There's no reason for anyone today to have to reinvent the wheel. And honestly, I had quite a head start with Jhoon Rhee, Nick Cokinos,

Stephen Oliver with his Mile High Karate COO & Director of Instruction, former World Champion Jeff Smith.



WAY OF THE MILE HIGH MAVERICK



TOP Stephen Oliver in front of his first Mile High Karate school founded in 1983 in Lakewood, Colorado, now operating as a regional and national training center as well as school in it's 24th year.

BOTTOM Stephen Oliver with friend and Mile High Karate 5th-degree black belt, former NYC Police Commissioner Bernard Kerik (photo taken at Yankee Stadium, NY).

Jeff Smith, and my other mentors going back to the early 1970s.

MAPro: That was a very good answer, Steve. I follow you completely. How would a school

owner go about improving this number?

Oliver: They can only impact their gross revenue by focusing on these factors: enrollments; enrollment tuition; retention; upgrades; upgrade tuition; and accelerated payments.

MAPro: Okay, when you enroll a new student, is there one choice such as a trial program or are there several choices? What happens on a brand new enrollment?

Oliver: We're doing all of our enrollments for one year; it costs three-hundred-ninety-seven dollars to enroll and one-hundred-ninety-seven dollars a month. But the important part of the enrollment is that most of the conversation in the enrollment conference is pre-framing them to think about training to black belt and beyond.

So, in essence, if you're enrolling your son, I'm gonna be saying, "Now, Mr. Colasanti, here's what the program is. Joey is seven now, he would be a black belt by the time he's ten, maybe eleven. And obviously, when a child gets to black belt when he's ten, he continues to train to 2nd- and 3rd-degree black belt. So, he's a 2nd-degree black belt by the time he's probably about thirteen and, by the time he's sixteen or seventeen, he can be working his way through college or even high school, for that matter, teaching karate."

MAPro: And as a 2nd-degree black

belt at that age, is he considered a junior black belt?

Oliver: No, we don't have that designation.

MAPro: Really? I'm surprised to hear that. Just out of curiosity, what's your philosophy on that? Why don't you have a Junior Black Belt Program?

Oliver: Let's say I've got a twelve year old now and then. Rob, nothing against you, but let's say that *you*, at your current age, started martial arts today and, in four years, you're ready for black belt. And in four years, that twelve year old is ready for black belt. Now, without any other information, who's gonna be better?

MAPro: Me, of course [laughter]!

Oliver: Right [laughter]! I'm forty six now and, if I start the martial arts today with no experience—and a seven year old starts martial arts today with no experience—I've gotta tell you, when I'm forty nine and he's nine, he's gonna be athletically better than I am. So, I think part of it is that people think of a junior black belt as being not as good a fighter or maybe not as capable as adults.

But let's look at the NASKA Circuit right now. If you don't know the history of it, all of us tournament promoters years ago decided that there should be separate adult and kid's divisions because Ernie Reyes, Jr., as a child, was making all the adults

"I HAD TO REINVENT THE WHEEL AN AWFUL LOT TO GET TO THIS POINT. THESE OPPORTUNITIES DIDN'T EXIST IN THE SEVENTIES OR EIGHTIES AND, UNFORTUNATELY FOR ME, I'VE SPENT OVER \$25 MILLION AND HUNDREDS OF THOUSANDS OF HOURS GETTING TO THIS POINT."

look bad. He was competing in the *adult* forms divisions and defeating all of them. I guarantee you, on today's circuit you won't find anyone over thirty who would even consider getting on stage and competing in forms side by side with the twelve- to twenty-year-old group.

MAPro: Let's move on to upgrades. When do you actually speak with students in general about upgrading their program?

Oliver: In one sense, in the first and second intro. That's when we start discussing the process. As far as a formal conversion to convert their program, the first conversation starts in a couple of weeks of their training. Our target is to have about half of the people that we enrolled renewed before they get their gold belt. That's in approximately two months of their initial enrollment.

In their first couple of weeks, I wanna be sitting down having a conversation with them about it. But an awful lot of that conversation is all about making sure that they started off well, that they have some long-term goals and a vision of what's going on. We want to make sure they're excited about it.

Frankly, you're gonna get some people who, if you had talked to them in the initial enrollment conference, would have done it then.

So, at that point, if they're ready to go, you want to close the sale.

MAPro: So, if a client seems ready and willing in the initial enrollment conference right after that intro, he'll go for it then?

Oliver: I wouldn't go for it at the enrollment conference, but I would let him do it within a couple of weeks.

MAPro: Why wouldn't you go for it in the enrollment conference if they're ready? Does that just break down the system?

Oliver: Well, yes, and I guess I have, in part, a predisposition of dealing with lots of different program directors. Because what happens is now, when you build that into the system, more often than not you get employees who are jumping the gun and scaring away prospects.

MAPro: That makes sense, especially if they're getting a higher commission for those increased contract values. What upgrade programs do you offer in Mile High Karate?

Oliver: Right now, we just have two—two early on. Obviously, they can continue to renew to 2nd-, 3rd and 4th-degree black belt, but we have Master Club and Leadership, too. And both of

them, by the way, take them to 2nd-degree black belt.

The reason that we started making it to 2nd degree had nothing to do with getting the sale up front. It had to do with getting rid of black belt dropouts. So, we really don't have a program where we enroll them in a Black Belt Club.

MAPro: That's a very interesting approach.

Oliver: So, really, everyone who is enrolled to get the black belt is enrolled to train *beyond* black belt as well.

MAPro: So, for a client that enrolls in your program and, say, two months later, upgrades to a Master's Club, how long of an agreement is he signing?

Oliver: It takes him to 2nd-degree black belt. From pure beginner to 1st-degree black belt is typically thirty-six to forty-eight months. From 1st- to 2nd-degree black belt is thirty months, more or less.

MAPro: Overall, then, about six years total

Oliver: Now, in the sales process, there are objections that come with that length. There are also states where you have legal issues you have to deal with, which we are doing in British Columbia, Canada, Maryland and other places, for example. The main thing is to *not* have them feeling like they're ending the program

WAY OF THE MILE HIGH MAVERICK

To obtain an audio-CD of a complete and unabridged conversation about Mile High Karate regional development and franchise opportunities, featuring Stephen Oliver, Rob Colasanti, Jeff Smith, Frank Brown, and Mile High Karate regional developers, call: 1-800-559-9431 or email: StephenOliver@MileHighKarate.com

at black belt. We want them to feel that they are continuing on *beyond* black belt.

MAPro: Leave it up to you to come up with something like that! That's really clever. Now, you said earlier, your target is to charge three-hundred-ninety-seven dollars down and one-hundred-ninety-seven dollars a month for twelve months. How much are the tuitions for the renewal programs in Masters or Leadership?

Oliver: For Master Club, it's about two-hundred-fifty-nine dollars a month, the Leadership is about three-hundred-fifty-nine dollars a month. And probably about twenty to twenty-five percent of those will end up being pre-pays. And again, there are legal issues in some areas, so you've gotta be aware of that in structure so that it's legal.

MAPro: Question: Let's say your Student A was in the Masters Club, and Student B was in the Leadership Program. What's the real difference for the extra one-hundred dollars a month that you cited above?

Oliver: We explain to parents that there are four levels that we have students move through as we train to black belt.

First, they learn how to be a good student. In the early stages, they're learning how to deal with things like how to focus your body and mind. They're learning how to be effective students—how to

listen well, how to be respectful to the teacher, how to really internalize the material that's being taught.

Then, in the next level, they're learning how to be an effective, independent self-starter and independent learner. Here, they're learning how to achieve and focus—how to achieve without rewards and punishments but through the intrinsic values and decisions they've made.

The next two levels are taught in the Leadership Program.

The third level is where they learn how to be an effective team member. In other words, they learn how to be interdependent. Here, they learn how to work with other people, work in a small group, and work effectively with others.

In the fourth level, they now learn leadership skills—things like group leadership, teaching and speaking skills, how to function in their school environment to, say, be the president of the National Honor Society or the captain of the football team. So this level teaches them how to operate successfully in a work environment, how to rise into management/leadership roles and how to excel in school. This prepares them to be mentors and then assistant martial arts instructors and, ultimately, instructors.

MAPro: That's some very deep stuff. I suspect that you've just intrigued many of our readers. What I'm wondering is, if someone were to become a program director

at a Mile High Karate school or a Mile High Karate franchisee, is this the kind of thing that you're training them to be able to present to a parent?

Oliver: Absolutely. And we have all the materials, visual and otherwise, to support it. In other words, we have a visual infomercial for the upgrade process that we present to new white belts. It has tons of parent discussions and testimonials. It has all the visuals for what the black belt process and testing are all about.

We also have a variety of systems including teleconferences, websites and infomercials that all enhance this communication to the parents. The parents can kind of get it *without* the instructor or program director having to be quite as articulate at this as maybe I would be.

Now, all that is in the context of what you asked me: "What's the difference between Leadership and Master Club, and what we charge for each?"

The conversation to the parent is the Master Club Program, which takes them to black belt. It teaches them to be an excellent student. It teaches them to be an independent self-starter. So, by the time they get through high school and college, they're gonna be good at setting their own goals and be impervious to peer pressure and being able to achieve at a high level without you trying to always catch them to give them external discipline.

The Leadership Program takes

"I'M CURRENTLY INTERVIEWING APPLICANTS TO BE REGIONAL DEVELOPERS FOR MILE HIGH KARATE IN ABOUT 55 REGIONS THROUGHOUT NORTH AMERICA. LITERALLY, THESE INDIVIDUALS OWN A TERRITORY TO DEVELOP ANYWHERE FROM NINE TO OVER SEVENTY LOCATIONS IN PARTNERSHIP WITH MILE HIGH KARATE AS AN INDEPENDENT 'MASTER FRANCHISE.'"



Stephen Oliver teaching several hundred Mile High Karate black belts during their annual retreat and testing in Breckenridge, Colorado.

them to the next two levels, which teaches them how to be an effective team member, work well in a group, work well with other people, and how to be an effective team leader, public speaker and teacher.

MAPro: And do they get more classes each week, Steve?

Oliver: In part, but I gotta tell you that the question leads to this issue: The objection that many

parents will have against buying into a new program. You've gotta be *very* careful about informing them that *they won't have to drive down here to the school more often*. That's because a lot of the parents *are already stressed with getting here twice a week*.

MAPro: Excellent point!

Oliver: So, in reality, most of the differentiation of the pro-

gram comes in the two classes a week that they're coming to already. In our case, they're coming to a class that's structured for one hour. The first forty-five minutes is the Master Club and Leadership Program together, the last fifteen minutes is just Leadership. So, they are charged more for the addition of the Leadership classes.

Continued on page 22

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.

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

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

MAKING THE DECISION TO JOIN MILE HIGH KARATE WILL BE THE BEST FINANCIAL DECISION YOU CAN MAKE.

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

of the experts in place to make this grow exponentially.

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



SOME OF THE ABSOLUTELY BEST MARTIAL ARTISTS IN THE WORLD ARE JOINING OUR TEAM TO WORK WITH YOU, YOUR BLACK BELTS, AND YOUR STUDENTS.



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 is tremendously exciting. I'm hoping to be instrumental in developing many wealthy martial artists.

I know that you as martial artist 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.



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.



WHY WOULD A TRACY'S BLACK BELT, SHOOTFIGHTING, JKD, MUAY THAI NUT JOIN THE MILE HIGH KARATE TEAM?

Or, how my love of skiing created a much better business and career opportunity for me.

MY NAME IS DOUG MOONEY, and I am a ski nut — enough to drive my wife crazy, to leave my house at the beginning of a snowstorm or sleep in my car in the parking lot of local ski areas.

I am also a martial arts nut. It got started as a gym credit in community college and ended up with more gym than academic credits. When I was 20 and 21 years old, there were times when I was in the dojo seven days a week! Kenpo, shootfighting, BJJ, TKD, JKD, MuayThai, and who remembers what else — I've been an avid learner from the beginning. I also figured out early on that teaching martial arts is a blast, too. So in 1999, when I opened my school in Dunkirk, MD, I thought I was in heaven!

We struggled. Broke even, but couldn't make a good living. Low gross, low net, and I was still holding on to my computer programming job. I was spending lots of time at the school ... for all the wrong reasons!

Then, two things happened: The company I worked for decided to downsize and offered me a healthy severance. My wife and I decided it was "now or never," took the money, and ran with it. Meanwhile, Joe Galea, president of PPS Billing, talked me into going to Colorado to learn how to run my school right from Stephen Oliver.

Why did I go? I couldn't resist having an excuse to go skiing in Breckenridge, Colorado.

What I saw there was genius in action. Besides learning from Stephen Oliver himself, we had the benefit of hearing several of Master Oliver's Mile High Karate school owners, program directors and instructors — every one of them an expert in their own right on school operations, sales, marketing, teaching.

What I didn't see was a crass, cash 'em all out", "to heck with student quality" approach, which I was concerned about before arriving. I was so impressed that while I was there, I con-

tinued learning from Master Oliver.

When he was ready to roll out the national franchise program, I couldn't wait to get in as one of the first "Regional Developers." It was a "no brainer" for me, and I *had* to jump in.

I have studied at least half a dozen martial arts over the years. Concepts from each come out in my day-to-day teaching. What I've learned, is that for me, the whole reason to have a school for my living, rather than my old career, is to "add value" to people. I made a good living in computers, but what I enjoy is seeing my students succeed. What I saw at Mile High Karate was students succeeding on a higher level than mine! For me, when I see something that will be better for me *and* my students, I DO IT! I saw enough of the Mile High Karate system to know that, far from "selling out," joining the team would create better students with stronger martial arts basics, while creating a real career for myself in martial arts.

I strongly encourage *every* school owner who cares about their students *and* their own standard of living, to get to Colorado for a "discovery day" at Mile High Karate. Seeing is believing. Maybe I'll see you on the slopes!

Doug Mooney
Maryland Regional Director; Owner, Mile High Karate Dunkirk, MD; 3rd Black Belt; Tracy's Kenpo 'Shodoka,' Instructor Rank; ISFA Shootfighting, Bart Vale; 1st Degree Black Belt Black, Shootfighting; Blue Belt, Brazilian JiuJitsu; 2nd Black in a hybrid Jhoon Rhee/Judo/Kempo



I WAS EXTREMELY SKEPTICAL ABOUT THE CLAIMS THAT I HAD SEEN ABOUT MILE HIGH KARATE AND STEPHEN OLIVER'S SYSTEMS...

AS ARE SO MANY INSTRUCTORS, I was struggling for a way to teach "Real Martial Arts" and to make a substantial living from teaching martial arts full-time. I've been training in Martial Arts for close to 30 years — having achieved Black Belts in Kenpo and Tae Kwon Do, and "on the cusp" of receiving my Black Belt in Brazilian Jiu-Jitsu as well. My school was doing OK, but we weren't "blowing the doors off."

Before the Mile High Karate franchises were expanding throughout North America, I came to Colorado, at the urging of a fellow Brazilian Jiu-Jitsu Instructor and Martial Arts Millionaire, Lloyd Irvin, to participate in a marketing boot-camp taught by Master Stephen Oliver.

At the time, I was aware of Master Oliver through articles that I had seen in several of the major martial arts magazines. I was skeptical about the claims I had read about Mile High Karate and Stephen Oliver's systems. As you know, there are many in the martial arts who promote themselves well, but, really don't have much of a clue on how to run quality martial arts schools.

After 2½ days of training in the very expensive marketing seminar I attended, I was blown away by Master Oliver's systems. The Mile High Karate schools were incredible, the staff and owners we well trained, and I was stunned by how much I learned. I remember leaving and thinking, "Oh, my god!" they have all of the pieces.

It was a huge "Ah ha!" moment. I had

never seen anything like it. Mile High Karate had all the pieces to the puzzle — how to combine quality martial arts with a professional living as a martial artist. I immediately had huge improvements in my school.

After a year or so, I spoke to Master Oliver by phone and told him I wanted to sell my school and move to Colorado! At the time *everyone* around me thought I was crazy! I mean *everyone*! But, I knew that Mile High Karate was a special organization — and quite honestly, I had to be a part of it.

I moved to Colorado in 2005, and now run the Mile High Karate school in Littleton, Colorado. The past years have been absolutely amaz-



ing. I have learned more than I could have ever dreamed. I often wonder how I ever ran a school before. I've continued my personal training and get to learn and train with some of the top martial artists in the world.

From my extensive observations of our industry, there is *no organization* anywhere doing *anything* like what Mile High Karate is doing. It is an honor and privilege to be part of the Mile High Karate team. I hope anyone who is serious about combining quality student service, real martial arts training, and making a great living, will consider joining me with Mile High Karate.

Master Mike Bidwell
5th Degree Black Belt



STEVE IS AN EXTRAORDINARY BUSINESSPERSON. ANYONE WHO HAS THE PRIVILEGE OF WORKING WITH HIM WILL PROSPER PERSONALLY AND PROFESSIONALLY. I DID!

An outside observer's point of view on Stephen Olive and Mile High Karate.

I MET STEPHEN OLIVER IN FALLS CHURCH, Virginia in 1978. We both received our Black Belts from Grand Master Jhoon Rhee, the father of American Tae Kwon Do, and a 10th Degree Black Belt. Later, Steve attended Georgetown University. While he was in college and I was finishing my senior year in high school, we worked together as Branch Manager and Instructor at Jhoon Rhee's school in Alexandria, Virginia. That was over 25 years ago. Even then, Steve was a shrewd businessman, and I knew one day he would lead the martial arts industry in such a manner that would allow thousands of martial artists to enjoy a successful livelihood in a profession that they love. Steve applied serious academic inquiry and researched the best way to run a martial arts school in a manner consistent with other mainstream and successful businesses.

While I was student at Virginia Tech, I traveled the national tournament circuit and became the U.S. and World Forms Champion. Steve decided to relocate to Denver and open a chain of schools. In a short period of time, Steve had already opened 5 schools and was on his way to becoming one of the most successful martial

arts chains in the country. His business acumen played a large part in his success, and he was only 23 years old.

Over the years we stayed in contact and continued to exchange ideas and work together. While I considered moving to Denver myself after I graduated from VA Tech, I decided to pursue a career in the law profession and implement the values that martial arts teaches into my law practice. However, martial arts is a way of life for me and others, so I decided to open my own school and promote the Charlie Lee Nationals/World Series of Martial Arts, a NASKA World Tour Event. I visited Denver on many occasions, competing in Steve's NASKA tournament and learning the martial arts business. I taught seminars at Mile High Karate and participated in Black Belt testing. I often wonder where Steve and I would be if I pursued a full-time martial arts career in Denver with him, but it's clear that Steve was able to create a martial arts empire on his own.

I am truly amazed by both the quantity and quality of students that Mile High Karate produces. Steve has always been a person who said what he meant and meant what he said. His vision for growing the industry is match by no other person. Steve is an extraordinary businessperson, and anyone who has the privilege of working with him will prosper personally and professionally. I did!

Charlie Lee
7th Degree Black Belt; Former
World Forms Champion;
Promoter Charlie Lee Classic;
NASKA Board Member



WAY OF THE MILE HIGH MAVERICK



Stephen Oliver teaching at a private event for his Coaching Clients—school owners growing from \$10,000 to \$20,000 a month to \$35,000, \$40,000, \$55,000 or more per month.



MARTIAL ARTS PROFESSIONAL: Are you usually the most expensive school in your area?

STEPHEN OLIVER: I believe so. We're one of the more expensive schools in the country.

MAPro: It doesn't sound like your enrollments are suffering. Even so, your prices are higher typically than your competition?

Oliver: In our own experience, it's an inverse relationship. It's almost like the more we charged, the more our traffic went up. People determine perception of quality based on price. In our industry, ninety-nine percent of the time, the school owners have limited expectations of what they can charge. That's been proven to be inaccurate by

those who have the guts to charge a higher tuition rate.

MAPro: Let's examine that further. You and I both know that many instructors are still way undercharging for their tuition. Why is that?

Oliver: I always explain to our staff like this. Take any group of black belts that you've developed in your schools and have this conversation:

"Let's say I had a time machine and could take you back to the moment that you decided to do the martial arts. And I took away all the knowledge, all the people that you've worked with, and all the relationships you've built to let you make a different decision. That decision is, I'll give you back all the money you spent in those years and take away all of the above. Would you take the deal?"

MAPro: I certainly wouldn't. No way!

Oliver: Now, if I make it a one-hundred-thousand-dollar payment, would you take that deal?

MAPro: Never.

Oliver: How about a million dollars?

MAPro: I still wouldn't do it.

Oliver: Okay. So now, you see our sales challenge is getting somebody who hasn't been through that experience to see what it looks like having been there—by looking backwards. Because, if we could really get them to internalize what they will accomplish and achieve, then the sky would be the limit on their investment to achieve that result.

"PEOPLE DETERMINE PERCEPTION OF QUALITY BASED ON PRICE. IN OUR INDUSTRY, NINETY-NINE PERCENT OF THE TIME, THE SCHOOL OWNERS HAVE LIMITED EXPECTATIONS OF WHAT THEY CAN CHARGE. THAT'S BEEN PROVEN TO BE INACCURATE BY THOSE WHO HAVE THE GUTS TO CHARGE A HIGHER TUITION RATE. THE MORE WE CHARGED, THE MORE OUR TRAFFIC WENT UP."



MAPro: Good point! How does an instructor determine the right amount to charge for lessons? What are some of the factors to take into consideration?

Oliver: First, you have to keep in mind that the socio-economic makeup of your community. I've seen some instructors trying to turn a sow's ear into a silk purse. If you're in the ghetto, no amount of getting really good at everything you do is going to fix your financial issues; you just need to move.

But assuming that's not the case, I tell my coaching clients that, if they're anywhere below one-hundred-thirty-nine dollars a month, they should raise their price to that amount for an enrollment, and then the upgrade should be at least a fifty-percent bump. So that means the upgrade should be in

the range of two-hundred-twenty dollars a month. Then it's a matter of incrementally testing it from there.

Obviously, we are way above that. However, we do have a lot of pieces in place to support our pricing structure that few schools can replicate on their own. Most of the limitations are in the belief system of the staff or the owner, *not* in the prospective students.

MAPro: Steve, about a year or two ago, cash-outs were all the rage. Have you seen any evidence of fallout from instructors doing too many cash-outs or doing them incorrectly?

Oliver: Well, there are quite a few of them in bankruptcy court right now. So if you consider that fallout, sure.

MAPro: That's fallout all right.

Oliver: I think there are two elements to it. Again, I always hate to be the guy who sounds like a professor, although it's kind of like my predisposition.

MAPro: [Laughter] And you kind of look like one, too.

Oliver: [Laughter] Thank you for that. But there are two ends of the spectrum and I really think both of them overstate their case.

At one end of the spectrum, you have the billing companies who do try to convince you that it's illegal, immoral and unethical to take cash. In some jurisdictions, it is. So you do have to be careful that you're complying with, say, New Hampshire laws, or with California laws or wherever. Because the last thing you want to do is go to

WAY OF THE MILE HIGH MAVERICK

jail or have the state or federal government come and shut you down.

On the other end of the spectrum are the guys that say to get anybody who can and will pay cash, to pay cash and squeeze every last penny from them. Here's where the problem is with that. I will quote here from [Educational Funding Company Chairman] Nick Cokinos, who's been a mentor of mine for many years. His analogy was always completely accurate.

Nick says, "Say you go to the store and buy a suit of clothes. You pay them five-hundred dollars for that suit of clothes and you leave the store with the suit. There's no debt owed yet. You have a suit and they have your money. It's a clean slate.

"But if a student comes in and pays you five-hundred dollars for lessons or, let's make it a bigger number, ten-thousand dollars. Now you have their money and you owe them lessons for a year or five years or for ten years. Now, too, you have a debt on the books for *untaught* lessons. You haven't earned the money yet."

What Nick also used to say is, "You should have a contingent liability fund so all the money that you haven't earned should go in the bank. And you should only take it out as you've earned it."

Now, the fallout in the industry has been with the guys who take the ten-thousand dollars that they haven't earned yet and go buy a Corvette or a Rolex watch, or take a trip to Hawaii.



Stephen Oliver (front row, far right) was a founding member of EFC's Board of Directors going back to the early 1980s, pictured here with many other well-known industry figures, including EFC Chairman Nick Cokinos (front row, center), and Keith Hafner, Tim and Dave Kovar, Steve LaVallee, David Deaton, Greg Tearney, Joyce Santamaria, and Jim Clapp.

A lot of what I've seen is with school owners who have never done cash-outs before. They suddenly get trained in sales skills and get trained to ask for cash. Next, they make a run through the school and end up with one of two things: Either people getting real mad at them or giving them a lot of cash.

They do double or triple or even quadruple the amount of money—say from ten-thousand to twenty-, thirty- or forty-thousand dollars—than they've ever done before in just a couple of months. And they think it's going to continue that way. But it doesn't. Suddenly, their gross goes back down to like seven- or eight-thousand dollars a month. The problem is, they then owe a whole bunch of lessons, but have already spent the money.

MAPro: Wow!

Oliver: So that's a real devastating cycle.

MAPro: So that fifty percent on those cash-outs should be going into a contingent liability fund?

Oliver: That would be the ideal.

Now, in practice, most schools don't do that. So, in practice, that's why it's important to have that billing cover all your expenses so that you're not gonna go out of business owing them six years of tuition. That's also why a lot of states now have bonding requirements and limitations on contract length or size.

MAPro: Okay, so your philosophy on cash-outs is that you certainly don't oppose them, but you think you should do them intelligently?

Oliver: Absolutely. But you should also make sure that the billing check covers all your basic expenses every month—unless you're *really, really* good as a money manager, which I've rarely seen in martial artists.

The other problem is that many school owners who are getting better at sales and asking for cash never learned effective marketing systems. So they got cash from the students they have, but have no systems for keeping that volume going.

MAPro: You've become really well-known as the preeminent

"THERE ARE REALLY ONLY TWO THINGS THAT HAVE TO BE FOCUSED ON CONSTANTLY. ONE IS HIGH-QUALITY RESULTS FOR YOUR STUDENTS. THE SECOND THING IS, YOU CAN'T EVER TAKE YOUR EYES OFF THE MARKETING. IF YOU HAVE THE BEST QUALITY STUDENT SERVICE IN THE WORLD, BUT YOU DON'T HAVE NEW ONES COMING IN THE FRONT DOOR, THEN YOU'RE NOT GOING TO GROW."

marketing guru of the martial arts industry, plus you're an MBA. What type of marketing is getting the best result these days in the Mile High Karate organization? How are you getting your leads?

Oliver: Obviously, we have multiple methods of driving new student traffic. Luckily, we've systemized the process so that it's not hit or miss. We combine systems for internal-lead generation, for community relations and activities, for media buys and for publicity, to very effectively create consistent new student flow across all of our schools.

MAPro: Can you give us a couple of quick examples? Are we talking lead boxes, door hangers, a referral contest or what?

Oliver: As a practical matter, as a school's gross increases everyone has a tendency to move more and more towards *purchasing* traffic rather than generating it by manual labor. They lean more towards advertising and other direct-response marketing methods. For Mile High Karate, we do lots of media-type stuff including infomercials, search engine-optimization, direct mail, and we pool ad budgets to get real strength in numbers from our advertising.

And there are things you *should* do, no matter where you're at, and applying a strong system and follow-up process makes a huge difference. Every school should have solid systems for

referral-generation, community involvement and public relations.

MAPro: I'm glad you brought that up cause I've been getting a lot of questions about referral systems at NAPMA. We know they're the least expensive source of new business and probably the highest quality leads that you can get. What's the best referral system you've ever seen?

Oliver: There are lots of them that we use, and that I've seen used effectively. Possibly the most important part of the system is an effective and on-going follow-up system to make sure that leads turn into enrollments sooner or later.

MAPro: Some schools out there are offering many different types of programs. For example, they teach a core art, sometimes another art or two, plus they offer grappling classes, fitness kickboxing, after-school martial arts and so on. At what point do extra programs like these begin to hurt a school more than help it?

Oliver: I think pretty much right out of the gate. Let's take after-school transported care. I've seen many schools that are making excellent money on the after-school care program, but they aren't doing very well on their actual karate program. Or, schools that do real well in their karate program, but never get the transported after-school care off the ground. But very rarely

have I seen schools that have a strong gross on *both* of them.

MAPro: Why is that?

Oliver: I think it's just a matter of focus. I've seen schools that are doing one-hundred-thousand dollars to one-hundred-fifty-thousand dollars or more a month revenue with just one core program. If you're running a school where you're doing, say, twelve-thousand dollars a month and you think your solution is to add a different program, what you're doing is your making your business more complicated without having ever maximized your core program.

MAPro: So, in your opinion, a second add-on program is almost like having a business within a business, but it could detract from the core business?

Oliver: Absolutely. It's a completely second business.

MAPro: There are exceptions to every rule. In fact, one of my goals this year is to bring on an after-school martial arts program expert to present the other side of that equation, because it *does* work for some people.

Let's talk about the key result areas of the school's main decision-makers and employees. What are the top two or three things a school owner should be focused on at all times?

Oliver: There are really only two

WAY OF THE MILE HIGH MAVERICK

To obtain an audio-CD of a complete and unabridged conversation about Mile High Karate regional development and franchise opportunities, featuring Stephen Oliver, Rob Colasanti, Jeff Smith, Frank Brown, and Mile High Karate regional developers, call: 1-800-559-9431 or email: StephenOliver@MileHighKarate.com

things that have to be focused on constantly. One is high-quality results for your students. They've really got to become excellent martial artists and have excellent physical and mental outcomes. They also have to feel paid attention to and know you care about them as individuals.

Studies have shown the number-one reason that people stop going to any business is perceived apathy. So it's very important to be constantly layering on praise and support and to recognize people. You should use their names and greet them. So the school owner's probably main responsibility is to make sure the customers feel that they're really getting a great outcome.

The second thing is, you can't ever take your eyes off the marketing. If you have the best quality student service in the world, but you don't have new ones coming in the front door, then you're not going to grow. You've constantly gotta have the marketing hat on. Any business owner must constantly focus on marketing.

MAPro: Do you advocate using contracts?

Oliver: I think it's stupid not to today—and for a different reason than people who object to contracts think they shouldn't use contracts. I don't think you should be signing people up for a year and then taking them down to small claims court anytime they don't make a payment. We're setting ourselves up for

failure if we're not building a system around a shared understanding. That understanding is an expectation of this being a long-term commitment, just like going to elementary school or high school.

MAPro: What's your philosophy when it comes to allowing students to break their agreement with the school? Are you a softie or do you play hardball?

Oliver: I would have to say we tend towards softie, keeping in mind we *do* have the third-party billing company to hold their feet to the fire a little bit so that it's not too easy to drop out.

MAPro: Do you recommend using a billing company or doing your own collections?

Oliver: I definitely recommend using a billing company. There's ASF, Member Solutions, EFC and Easy Pay. I do think all of these companies provide valuable service to schools.

I would *never* bring it in-house to try to do it myself because, frankly, there are companies who will do it better and who will do it less expensively than I can do it myself. Business owners always fail to factor in their own time and effort when figuring out the cost of such services. Your time is really better spent on student service and on marketing and sales efforts.

MAPro: Do you think that a martial arts school owner is in more of a

selling business or more of a service business?

Oliver: Ultimately, we're in both. But we're predominantly in a service and people business. Even if you're providing the best service in the world, you still have to ask people for the sale. You've got to ask for the sale and you've got to go out and beat the bushes to find as many students as you can. Frankly, the better program you have, the more of a responsibility you have to constantly be looking for new students. But we're not ever gonna be effective in the industry if we have people who are great at sales and bad at service.

MAPro: No interview with Stephen Oliver would be complete without a few questions on retention. When you're working with school owners who have a problem retaining students, what are some of the common things they usually need to work on?

Oliver: First of all, it comes back to not having a curriculum system. Often, they're trying to throw too much to the student too early or not properly organizing their curriculum. The root problem is in what they're teaching when they're teaching it. The next thing is working on the level of rapport that you have with people.

MAPro: What's a benchmark for good retention? What should other schools be aiming for?

Oliver: Unfortunately, in our

“WE’RE PREDOMINANTLY IN A SERVICE AND PEOPLE BUSINESS. BUT EVEN IF YOU’RE PROVIDING THE BEST SERVICE IN THE WORLD, YOU STILL HAVE TO ASK PEOPLE FOR THE SALE. NEVERTHELESS, WE’RE NOT EVER GONNA BE EFFECTIVE IN THE INDUSTRY IF WE HAVE PEOPLE WHO ARE GREAT AT SALES AND BAD AT SERVICE.”

industry, I would say we have a long way to go. Here’s a comparison. I saw a number from Georgetown University that shows that 88% of the people who enrolled as freshman graduated four years later with their BA degree. So, in four years, they’ve lost a total of 12% of the enrollees. Most martial arts schools can’t go from January to March and only lose 12%.

MAPro: One of your gifts that I’ve noticed is being able to go into a school that’s grossing, say, twelve-thousand dollars a month. You make some changes and that same school now may start grossing thirty- or forty-thousand a month or more. I’ve heard many such stories and seen many of our NAPMA members make sure gains when they started working with you. What are some of the more common changes you’ve had school owners make that’s allowed them to double their income like this?

Oliver: I always start with looking at and fixing their new enrollment pricing. That usually means increasing it. Then I look at making sure they have an upgrade system. Often, I have them either layer an additional upgrade system on top of their new enrollment pricing or raise the price on one—or both.

Then we look at their sales ratios and fix their introductory enrollment process because, usually, they’re pretty sloppy with that process.

Then we look at their marketing systems. I want them to be consistently enrolling twenty or more students a month.

And the last thing is long-term retention and long-term student longevity.

MAPro: What were some of the psychological changes that occurred in that individual’s head that allowed him or her to grow? Does a change of this level begin in their minds?

Oliver: I’m not sure it begins upstairs, but it continues upstairs if they’ve made the mental commitment to work with me as a franchisee or

The Mile High Karate franchise system has a remarkably robust martial arts system. Shown here are Mile High Karate’s Director of Instruction, 9th-degree black belt and former World Kickboxing Champion Jeff Smith (right) and its Chief Trainer and 5th-degree black belt, Master Frank Brown. To learn more about Mile High Karate, see www.MileHighFranchise.com.



WAY OF THE MILE HIGH MAVERICK



One byproduct of the Mile High Karate system is hundreds of active black belts who complete one of the toughest tests in the industry. Here, Stephen Oliver teaches 150 black belts on their 43rd straight hour at 8,500 feet elevation, in Breckenridge, Colorado. Learn more about the Mile High Karate system at www.MileHighFranchise.com.

coaching client. Let's say a school is doing twelve-thousand or fourteen-thousand dollars a month. It's usually pretty easy to get them to twenty-thousand or twenty-five thousand. But then, they often hit a comfort level where it's hard to get them to the next step.

I started out the coaching program by promising a ten-to-one return. In other words, if they were investing one-thousand to twelve-hundred dollars with me, they would at least add ten-thousand to twelve-thousand dollars to their school. It really was amazing that many hit that improvement within their second or third month—and kept improving. Then they get the limitation and, all of sudden, it's too much too fast and they now have to really reframe

themselves. They really have to change their mental paradigm of what their value is in order to become a sixty-thousand or seventy-thousand dollar school per month. Many get on a plateau of thirty-thousand a month or so until they make that breakthrough.

MAPro: Superb answer, Steve! Traditional, old-school instructors may look at a progressive modern martial arts academy, such as the Mile High Karate school, and say that it's just a "belt factory." You've been in the martial arts for over thirty years and you've trained with some of the best fighters out there. Now you're all over the country and expanding into Canada. How would you respond to that?

Oliver: Let's start with the premise of the question. When I was in Washington, DC, at the Jhoon Rhee Institute in 1979, our instructors included John Chung, Charlie Lee, Jeff Smith, Rodney Baptiste, Mike Coles, others and me. John Chung was the number-one forms champion in the country, Charlie Lee was coming up right behind him. Jeff Smith was the World Light Heavyweight Kickboxing Champion, Mike Coles was the U.S. Champion and Rodney Baptiste was U.S. Champion who had just knocked out Ray McCallum.

We had, I think, five of the top ten kickboxers in the world on our staff and we had some of the best forms guys in the

Continued on page 30

WHY WOULD ANY MARTIAL ARTIST OR MARTIAL ARTS SCHOOL OWNER WANT TO JOIN ME AT MILE HIGH KARATE?

I'VE KNOWN STEPHEN OLIVER FOR OVER 17 years and his suggested directions for my career have always been solid. When he launched his franchise program, I was thrilled to become the first Mile High Karate school owner-operator. Not only have I been able to be involved in helping students gain a high quality of results in their training, but I've also seen a career potential in myself that would not have been possible outside of the Mile High Karate organization. It has by far been the best career move I could have made.

Why would any martial artist or Martial Arts school owner want to join me at Mile High Karate? First of all, the ability to work with several Grand Master and Master Instructors, such as Stephen Oliver, Jeff Smith, Bill Schlapman and Frank Brown is invaluable. They make up a part of our "Master-Mind" peer group which enables all of us to continue to reach further and further into our own training. Along with this team of outstanding individuals is our incredible team of Regional Developers, School Owners and senior ranked Master instructors that have given me tremendous support, motivation and ideas to help me become a very successful school owner and regional director.

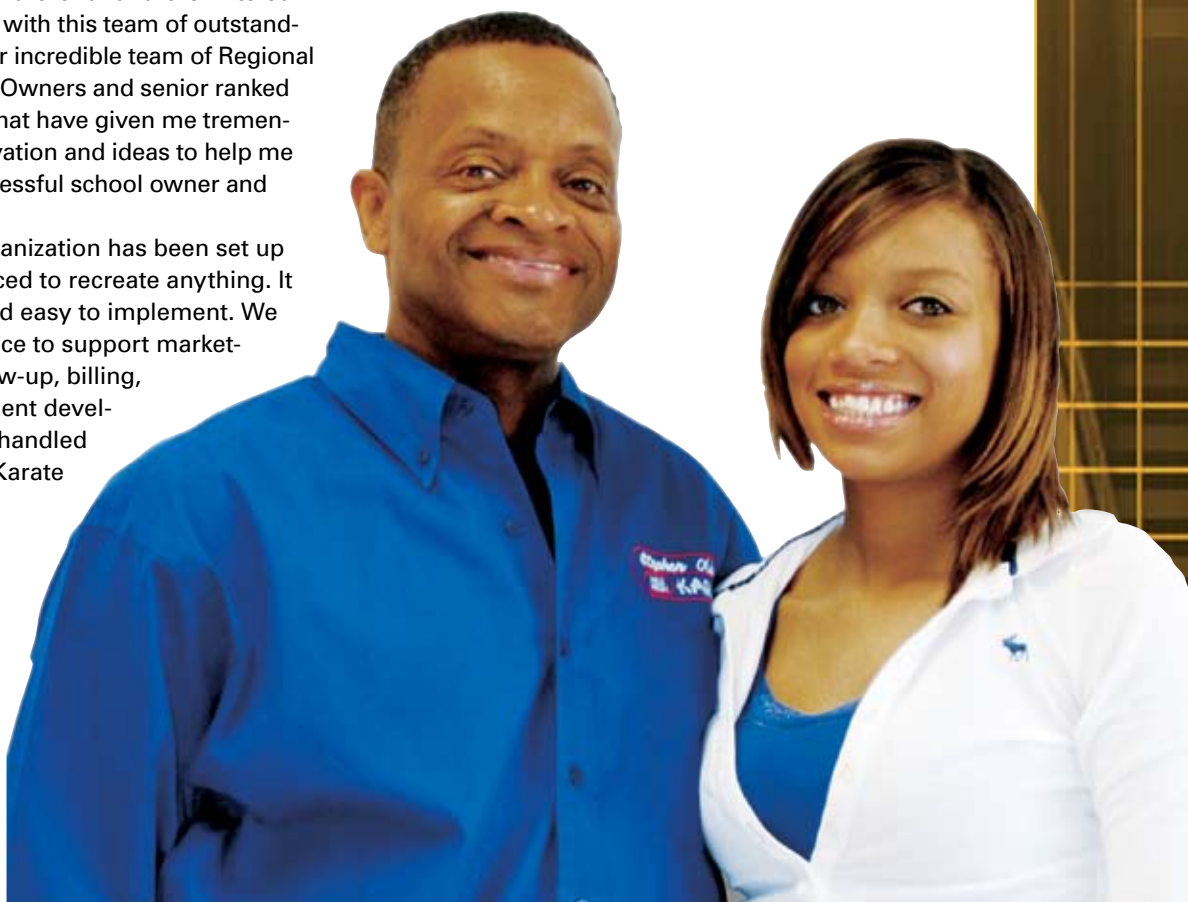
Secondly, the organization has been set up so that I am not forced to recreate anything. It is all ready to go and easy to implement. We have systems in place to support marketing, marketing follow-up, billing, sales and even student development. These are handled for each Mile High Karate school so that I and my fellow school owners can spend more time on our own martial arts development, not to mention our

ability to have more hands on time for our students.

Lastly, by being part of a successful, secure international franchise organization, I am creating a real value for my school and my business. I have no doubt that when it is time for me to retire, that I will be able to sell my business for a large profit, which other martial arts school owners have found difficult.

If you are excited at the prospect of turning your school into a serious career, you should consider joining our team. If you are interested in developing 10 to 30, or more locations under you, inquire about regional development opportunities to see if you qualify.

Master Robert Lewis, MBA
5th Degree Black Belt



WAY OF THE MILE HIGH MAVERICK



Stephen Oliver clowning with a friend in high school (1978), high kicking in jeans.

world. Back then, all around Washington, DC, the other school owners referred to the Jhoon Rhee Institute as a "belt factory."

That term, I think, most often gets applied to financially successful schools by the guys who are pissed off that it's not them. Dan Kennedy said on one of our NAPMA Squared calls, "Most people would rather have a good excuse than good results." Unfortunately, the belt-factory thing is just a good excuse for martial artists to fail as school owners.

MAPro: What are you doing for quality control for Mile High Karate?

Oliver: Jeff Smith is now our director of instruction, so we have a former world champion and one of the top teachers and coaches in the world in charge of curriculum and training all of our instructors. I have an incredibly strong team of mas-

ter black belt instructors in our organization.

We start with an extremely well-designed curriculum structure. We include extensive instructor training and certification. We follow up with extremely focused student progress-check mechanisms. Then we layer it all over the top with almost like a SEAL-team training, three-day black belt retreat and testing process. So, the things that they have to do to get their black belt are harder than any I've ever seen anywhere else.

MAPro: I think the moral of the story is, you place a very heavy emphasis on quality control.

Oliver: Huge.

MAPro: Do you ever find that some instructors are kind of confused as to what they want their schools to be? Is it a business or is it a hobby?

Oliver: I think our industry, unfortunately, is populated with people like that and, frankly, I was no different in the mid-1970s. I ran a school back when I was in high school so that I would have fresh meat to work out with. And many people started a martial arts school because, whether they articulate it or not, it seemed like a way that they could create a situation for themselves to do martial arts all the time without ever having to go get a day job.

So, if that's your view of your school, I would argue that you're much better off to get a job where you can really make a living and do the school as a hobby.

The way we structure the curriculum and what we do in the school has less to do with what my personal enthusiasms are and more to do with how to create the best outcomes for our students. A second way to look at it is that, somebody who really wants to focus on customer service, but doesn't want to have to deal with a lot of administrative headaches, doesn't want to become a marketing expert like you said I was. They could become one of our franchises. We give them all that stuff and they don't have to reinvent the wheel.

MAPro: How about a couple of action steps for staff training?

Oliver: You gotta start by having everything systemized. Then you've got to make sure that you're hiring the right people for roles. A lot of people end up hiring warm meat with a pulse beat. They just have people around them that happen to be happy and loyal and they end up hiring one of them.

One of the business gurus said, "You should always hire slowly and fire quickly." Most of us do the opposite; we hire quickly and fire slowly. Many of our staff challenges went away when I converted the

How To Replace Your Current Martial Arts School

With A Much
More Profitable,
Much More Valuable,
Much More Efficient
Business

*Why on earth would you want to
replace your current school with a
Mile High Karate school? See inside ...*



Is Today's Martial Arts School A 'Dead Man Walking'?

How To Replace Your Current Martial Arts School

With A Much More Profitable, Much More Valuable, Much More Efficient Business That...

... Gives You And Your Staff Less Stress...

... That Attracts An Ample Quantity Of Really Good New Students With NO Struggle

... That Can Actually Make You Wealthy

Only one MARTIAL ARTS INSTRUCTOR per area will have the opportunity of participating in this business revolution. Please read and consider this IMMEDIATELY, or risk being permanently excluded in favor of another, competing Martial Arts Instructor in your area.

Dear Colleague,

My name is Stephen Oliver, and I've been a martial arts instructor in running a large chain of martial arts schools for 23 years. I have 8 Mile High Karate schools in and around Denver and have just established schools and regional training centers in British Columbia, Utah, Colorado, Maryland, Florida, New Jersey and new schools in New York and New Mexico as well. I'm not writing, though, just to brag about the dollars I generate or numbers of students we teach. I'm also, as immodest as it may be to say it, an astute, capable businessperson and entrepreneur. I take a very businesslike approach to things. And I am writing to tell you that **the way 98% of all Martial Arts Instructors attempt running their businesses ... SUCKS.**

I know that's a strong word — but if you are running a professional martial arts school and, are working your ass off and not reaping the rewards that you deserve after years of training and contribution — then it's an accurate description.

In fact, Martial Arts Instructors are so far behind the times as businesspeople, they might as well be buggy whip manufacturers in an automotive age.

And as you very well know, being deeply committed and incredibly capable as a Martial Arts Instructor is one thing — creating a stable, smoothly running, successful business that makes you appropriately wealthy is quite another. A lot of Martial Arts Instructors are great Martial Arts teachers. Most are truly terrible operators of their businesses. Few get wealthy.

The profession is actually thinning. **Most Martial Arts Instructors' net incomes have gone DOWN in recent years, in spite of unprecedented prosperity.**



Stephen Oliver, MBA
8th Degree Black Belt
Founder and President
Mile High Karate Schools
Denver, Colorado

I have a radical solution, and it is NOT like anything anybody's tried selling to you before. It is NOT yet another series of seminars, it is NOT a big notebook of ads, not a monthly new set of ads or, a done for you web site or student newsletter, NOT television commercials — although I do have incredibly effective ads, even a TV show that actually works! **My solution I'd like you to consider is much, much bigger, more complete and all encompassing than any of these things piece-**



Stephen Oliver in franchise and instructor training in Breckenridge, Colorado.

meal. My solution involves the conversion of your martial arts school to a franchised clone of mine ... with a great many things done entirely for you (including advertising and marketing) ... with a powerful brand ... and with an expert team to support your growth.

At first blush, you'll probably react negatively to such an idea.

After all, the few attempts at franchising in our industry have been ill-conceived and disappeared as fast as they came.

I can't blame you for extreme skepticism.

Yet, if you might keep an open (albeit critical) mind, briefly, there are FACTS that

might very well prove important to you. And, at your request, I will send you — FREE — a very complete and detailed "case" for conversion to my franchised system. Briefly, here, let me make just 4 key points:

1. A franchise is the most successful business format

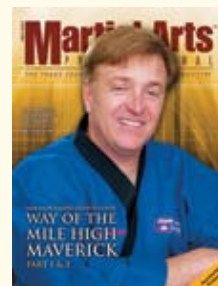
Most 'service business categories' have 60% to 80% of their successful business owners in franchise organizations. Count restaurants and fast food, auto repair, packing and shipping, home care services, weight loss, etc., etc. — all these industries are DOMINATED by franchised businesses.

Over 80% of all owners of one franchise invest in another. Why? Because the value of a franchise business is higher than that of an independent business, both doing the same revenues.

Independent business owners frequently convert to franchisees. Century 21 and ReMax, the two biggest names in real estate, had thousands of independent real estate brokers convert to become franchisees. Why? Many reasons, but having true and complete business SYSTEMS is a big one. Another, the opportunity to benefit from national advertising and branding. Yet another, the ability to own and operate multiple locations without going insane. Being part of a well-run franchise organization makes your business more profitable and valuable, and makes your life easier and less stressful. Being in a solid franchise organization with good systems and services gives you stability, security, structure, and power in numbers.

2. Business is too complicated to go it alone

Our profession — and most martial arts schools — are at a HUGE DISADVANTAGE by being "little Lone Rangers", each fending entirely for himself, each Martial Arts



Stephen Oliver is the Martial Arts industry's leading expert on marketing and business.

Instructor trying to be twenty different people (Martial Arts Instructor, manager, ad man, marketing director, publicist), finance manager, and investor. It's an impossible task. The solution to this stressful attempt at superhuman activity is just NOT another seminar, book, tape, notebook or coaching program. All those things try to get you to do all the things a bit better or faster; they fail to address the truth: no one person can do all these things well. **It takes an ORGANIZATION to be**

successful today. Imagine the peace of mind you'll have with full and complete professional support — from A for advertising, B for Bookkeeping, M for Marketing, and Z for Zero Gaps in Student Service and Development.

3. You STILL don't have new student flow systemized and certain. Finally, you can.

One of the big "pains", still, for the martial arts Instructor is a reliable, steady, predictable flow of good new students. Hardly any Martial Arts Instructor has actually conquered this as I have. Here are a few financial facts about my school's advertising and marketing:

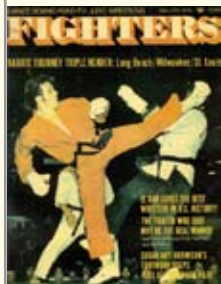
Every week, I use a particular type of newspaper insert that, on average, brings in \$5.00 for every \$1.00 spent. We have three extremely effective community outreach activities that bring in hundreds of students per school each year. It's a detailed system, but we've got to tune and tweak it constantly to keep it performing at a high level. Additionally, I've created a huge number of letters and follow-up systems that creat a 5, or even 10, to one return, but also have to be constantly tuned and tweaked. Frankly, I could teach you what I do and you still would never do this for yourself. It's time consuming and requires a level of advertising and copywriting skill I've perfected by being a very serious student and investing large sums of money and large amounts of time. As a Mile High Karate franchise owner, you will get these to use as your own, in your area.

That's just one of many examples of the tools entirely done for you, that you will use exclusively in your area. As I mentioned, I even have a TV show that works, and have mastered the tricky aspects: where and when to run it, how much to pay. I have a truly unique direct-mail campaign that goes to carefully targeted homes, a new list every month, that returns \$5.00 to \$10.00 for every dollar spent. This, too, requires periodic change, and requires access to the lists. As a Mile High Karate franchise owner, you'll get all of it.

Quite frankly, if you are trying, on your own or with some "kit" you bought, to come up with advertising that works, mailings, newsletters, referral promotions, I'm here to tell you that you are kidding yourself. No wonder you're still struggling with new student flow worries and roller-coaster results! You are a Martial Arts Instructor, not a direct marketing pro, and I doubt you've got the time — the years — it takes to get really good at advertising and marketing. Look, there's a reason McDonalds, Quiznos Jenny Craig, Midas Muffler, etc., don't hand their franchisees a three-ring notebook full of



Training Mile High Karate franchisees and regional developers. Left: World Champion Jeff Smith, Mile High Karate Director of Instruction; center: Celebrity Author and Marketing & Renegade Millionaire Guru Dan Kennedy; right: Founder/CEO Stephen Oliver.



Grand Master Jeff Smith, 9th Degree Black Belt. Former World Champion and Mile High Karate Chief Operations Officer and Director of Instruction.

sample ads and say, "Go do this yourself." The reason is: they'd all fail. Since I've spent the fortune and years necessary to get good, and assembled a team of copywriters, graphics people, ad experts and advisors to actually, consistently produce winning results, why would you want to try duplicating all that? Just pay to use it and relax.

Further, I have a step-by-step system covering everything from the inbound phone call to the school by the prospective new student to Enrollment Conference, New Student Orientation, to highly effective upgrade systems, that will become yours. And, look, for my 4 schools, I create over 200 new students each and every month profitably. (I'll even show you my financial statements and tax returns). I know how to do this and have standardized it for franchising: no guesswork, no 'reinvent the wheel' stuff. You'll NEVER need another seminar! Because you'll finally have a set-in-stone system that works.

4. Multi-school operation that won't drive you insane.

If you want just your one school, that's fine. But if you aspire to real wealth, you've probably come to the conclusion that being the solo operator of one school won't get the job done. But you've heard endless horror stories about managing multiple schools. Maybe you've even tried before and crawled away, bruised and bloodied. I had six schools. I've been through it all from employee hassles to partner fights to tax audits — everything that comes with going from a mom 'n pop to a real business, in my case, topping \$1,000,000 in the early 1980s when I was just 25 years old, and now continuing to grow with schools all across North America. If you want multiple schools, the only sane way to do it is with McDonalds-like standardization, controls, management disciplines and efficiency. And that's exactly what I built for myself, and now for my franchise owners.

Incidentally, there is also a Master Area Franchise opportunity for the Martial Arts Instructor who sees himself as or becoming a real businessperson and administrator, who'd like to soon stop teaching students altogether, and who can see himself helping other Martial Arts Instructors, coaching Martial Arts Instructors, and overseeing a number of franchised schools. This will be the path for about 50 Martial Arts Instructors in America to seven-figure yearly incomes and wealth.

Get More Information — Before It's Too Late

This is just a small peek at everything I've assembled for my franchise owners.

Why would a Kempo, Shootfighting, BJJ Instructor Join Mile High Karate?



Alan Condon with BJJ Great Carlos Machado.

I attended Discovery Day in Denver in March 2007. All I can say is "WOW". It was freaking incredible. We started off with a tour of several of the Mile High schools. The energy and excitement was impressive. The schools were packed and all the parents were glued to the action on the mat. I was impressed with how they handled the floor and the quality of the students.

My challenge was I am a one man show and have a personality driven school. While it is was gaining momentum it was still a struggle day to day. So my brain was in over-drive as I was talking to the MHK staff and they had all these great systems for everything, there wasn't a thing they missed.

While I was there they were running their Black Belt prep cycle. We all had a chance to watch them work out, it was awesome. They were excellent, focused and really being pushed to there limits. After seeing that I was knew that the Mile High Karate franchise was a perfect fit for me. Now I now some of you will have reservations on style, association, but the big question is what have they done for you lately and more importantly are they a financial success!

As a dedicated martial artist I recognized that the Mile High system has all the components of a great martial arts style. I saw that when they sparred it was fast paced hard core sparring just like I grew up on in the arts. I am now part of a family that will help me achieve my dreams which is teaching what I love to do, making a great income and achieving wealth, while creating some bad ass Black Belts.

Alan Condon, Albany NY
I have been training in Kempo Karate for over 30 years, 6th Degree Black Belt, hold an instructor level in Shootfighting, 13 years experience in Brazilian Jiu Jitsu and a Brown Belt under the great Carlos Machado

To get ALL the information, you just need to fill out the short Request Form in with this letter and return it by fax to me at 1-800-795-0583. There's no obligation and everything is confidential.

If you're intrigued, don't wait. There will only be ONE FRANCHISE PER AREA, and the first qualified Martial Arts Instructor from each area will be accepted, all others locked out.

And by the way, this idea of buying and getting ads, TV commercials, mailings, etc. for it — but there's ten schools in your area all using the same advertising and marketing. Frankly, that's a waste of your money. I think it's a rip-off. And in many areas, saturation's already occurred. There's a machine on every corner; four Martial Arts Instructors running the same ad. C'mon!

The only real value is in being THE ONLY ONE IN YOUR AREA to possess and use a unique marketing and martial arts school building system. As a Mile High Karate franchise owner, that is exactly what you will have: an area of your own.

One final point: this is NOT about any one thing. NOT about the next new curriculum fad. NOT about a notebook of ads. NOT about a web site, and NOT about a new sales technique. This is about replacing your present Martial Arts School COMPLETELY, with a much, much, much better business, with an A-to-Z, all-encompassing system, with full ongoing support — even a national media advertising campaign to build brand identity. This is about creating a much more stable, valuable business. (And if, right now, you get up Monday morning uncertain whether you'll have a good week or bad, and having your income entirely dependent on you — you don't have a business, you've got a job.)

Of course, it should be obvious, we are talking about a significant investment here about a franchise, not a three-ring notebook and a couple of seminars. You can anticipate an appropriate fee. So, don't bother going further if you are penniless or looking for (another) single "magic pill promise," or unwilling to think, act and invest as a businessperson.

Return the form, and I'll send you a much more detailed 16-page report explaining everything, as well as a DVD where I'm interviewed all about Mile High Karate. Then you can decide if taking the next steps makes sense. Do it now — before you are permanently locked out in your area.

Sincerely,

Stephen Oliver

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



Teaching at a Mile High Karate Black Belt Retreat.
Above: Stephen Oliver; Below: Jeff Smith.

Benefits of a Mile High Karate® Franchise

1. Extensive “bootcamp” new school owner training and complete operations manuals, as well as video and audio training programs unmatched in the industry and not available for any price anywhere else.
2. Incredible levels of on-going support:
 - a. Weekly school operators and instructors meeting and training sessions in many regions;
 - b. Weekly Black Belt and instructors training classes in many regions;
 - c. Monthly Mile High Karate® Instructor teleseminars with Grand Master Smith and the Senior Master Instructors of Mile High Karate®;
 - d. Major “Bootcamp” Training programs for all school operators on marketing and sales operations two times per year;
 - e. Networking opportunities with the top school owners in MHK and access through our in-house seminars and teleconferences to the top school operators in the world.
3. Marketing and advertising support:
 - a. You will be included in our regional, national and international advertising campaigns;
 - b. You will be included in our on-going public relations efforts, which have included articles in *Black Belt Magazine*, *Tae Kwon Do Times*, *Martial Arts Professional*, major daily newspapers, and, television and radio coverage, including the Montel Williams Show and many local network affiliates;
 - c. You will receive extensive support on all aspects of your marketing programs including: ad slicks, advice on placement and planning, and complete training on all aspects of effective direct marketing for martial arts schools;
 - d. Access to our extensive “community outreach” programs including elementary and middle school programs.
 - e. Access to extensive sales support materials, including “New Student Orientation” package and “Mile High Karate® Renewal” infomercial;
 - f. Extensive marketing support tools, including:
 - (1) 24/7 “live answer” call center for answering student prospect calls, answering questions and scheduling appointments;
 - (2) 1-800-229-2686 toll-free number that routes to your location for prospects who are closest to you;
 - (3) Complete prospect web site and registration (www.FreeKarate.com™ and www.SuccessfulKids.com™);
 - (4) Sophisticated contact management system that automatically follows up on the sales process with phone calls, faxes, e-mails and cues up direct mail follow-up;
 - (5) Robust Internet presence includes extensive Search Engine optimization to bring prospects from the web to your school;
4. Affiliation with one of the world’s most respected martial arts schools:
 - a. International rank recognition;
 - b. Annual Black Belt retreat weekends for your students;
 - c. Regional intramural tournaments for your students in many regions;
 - d. Access to the top martial artists in the world;
5. New location support:
 - a. Complete demographic research and market evaluation;
 - b. Lease negotiations;
 - c. Complete grand-opening marketing and ad placement;
 - d. Complete grand-opening manual and growth plan.
6. Robust business support systems, including:
 - a. Complete student billing and payment follow-up done for you;
 - b. Automated tracking and follow-up systems for students;
 - c. Automatically-created and mailed birthday cards, “We Missed You in Class” cards, and “Pass-A-Friend” guest passes;
 - d. Automatically-created student I.D. cards;
 - e. Complete accounting services — P&L, Balance Sheet, Checking Reconciliation, Payroll and Taxes done for you.
7. Participation for your school in the Mile High Karate® “Building Successful Kids™” program.
8. International trademark recognition.

Mile High Karate Confidential Information Request Form

- ☐ YES, Master Oliver, I am open-minded and interested in quite literally replacing my present martial arts school with a complete and better business. Please send me your information by First Class Mail. I agree to review it promptly on receipt.
- ☐ I am HIGHLY interested and do NOT want to risk my area going to another martial arts school. Rush me the information overnight by Federal Express. I agree to review it within 72 hours and let you know of my interest or disinterest.
- ☐ Please send me information about Regional Developer Opportunities and Availabilities.

Owner's Name: _____

School Name: _____

Street Address: _____

City, State, Zip: _____

(or Province & Postal Code)

☐ United States ☐ Canada ☐ Other: _____

Business Phone: _____ Business Fax: _____

Home Phone: _____ Cell Phone: _____

E-mail _____

By sharing the above information I give you permission to contact me about Mile High Karate franchise opportunities or related coaching programs by any of these methods.

Number Of Schools: _____ Number of Active Students: _____

Years In Operation: _____ Annual Gross Revenue: _____

Your Martial Arts Background:

Rank: _____ Style(s): _____

Fax to: **1-800-795-0583**



Since 1983
www.MileHighKarate.com

1-800-559-9431
Outside North America: 1-303-740-9467

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Fax: 61-294-750-098 Sydney, Australia

www.milehighfranchise.com

Mile High Karate®, LLC
P.O. Box 260267
Lakewood, CO 80226 U.S.A.
StephenOliver@MileHighKarate.com

WHY WOULD A KEMPO KARATE 6TH DEGREE BLACK BELT, SHOOTFIGHTING, CARLOS MACHADO BRAZILIAN JIU JITSU INSTRUCTOR JOIN THE MILE HIGH KARATE TEAM?

The story of my interesting journey to having the martial school I always dreamed of.

EVEN THOUGH I HAD ACCESS TO THE best minds in the business, I was tired of trying to create my own business and marketing systems. Through Stephen Oliver's writings and NAPMA's Maximum Impact Program I received great advice that helped me develop strategies to get my school to another level, but I was really looking for a turn key system that I could easily replicate with my staff. The challenge was I was a one man show and had a personality-driven school.

I attended the Mile High Karate Discovery Day and Schools tour, and all I can say is "WOW." It was incredible. We started off with a tour of several Mile High schools. The energy and excitement was impressive and the schools were packed. I was impressed with how the instructors handled the floor and the quality of the students.

I met Stephen Oliver, Jeff Smith and several Mile High Karate Regional Developers, various franchise owners and Black Belts from their top performing schools. They answered all my questions and showed me how easily I could convert to a Mile High School. They were very patient and shared more great information with me, some of those conversations were priceless.

So my brain was in overdrive as I was talking to the MHK staff. They had a great system for everything — there wasn't a thing they missed.

While in Denver the MHK Black Belt board was running their Black Belt prep cycle. We all had a chance to watch them work out — it was awesome. I watched several hundred Black Belts train together that day. They were excellent, focused and really being pushed to their limits. After seeing that I knew that the Mile High Karate franchise was a perfect fit for me.

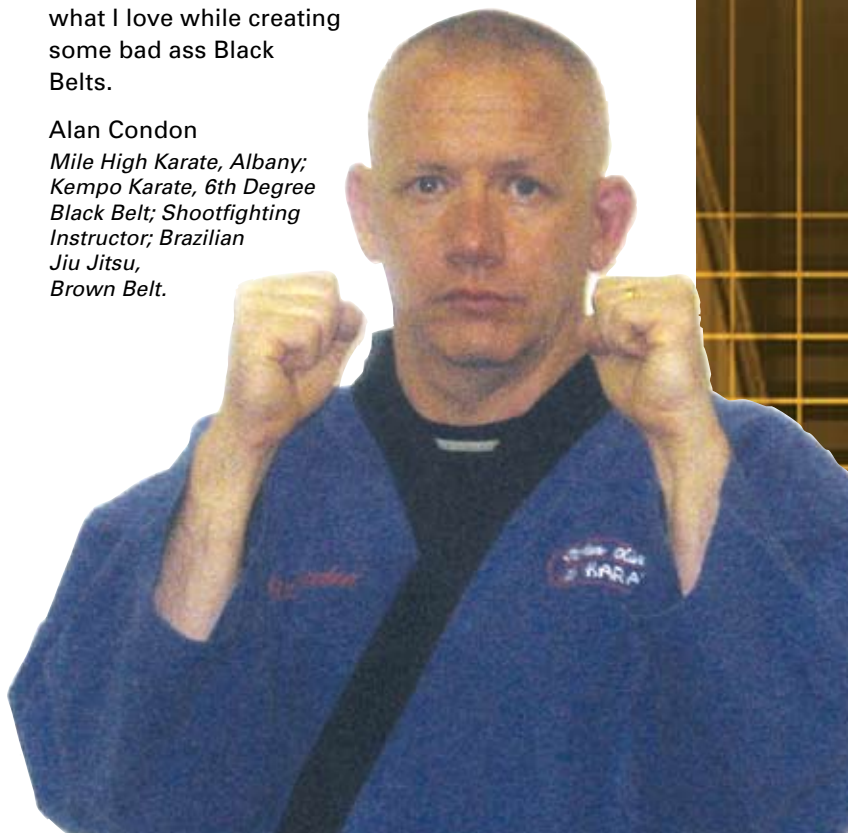
Now I know you may have reservations about your style or association, but the big question is: what have they done for yourself lately, and more importantly, are your style and association making you a financial success?

You can argue that you teach for integrity or that you only need to pay the bills. Well, I love sharing what I know with people. I feel it would be a disservice to not be able to help the hundreds of kids and their families in my community. To do that I needed what the Mile High Karate System has to offer.

I want to provide for my family and to make sure they can have the best life possible. I don't want to work a full-time job and then teach for a few hours in the evening. We all know that the martial arts are the greatest vehicle for personal development and success in all aspects of life. So why would you want to only share that with a small number of students?

As a dedicated martial artist, I recognized that the Mile High system has all the components of a great martial arts style. I saw that when they sparred it was fast paced hard core sparring, just like I grew up on in the arts. I am now part of a family that will help me achieve my dreams, become wealthy, and teach what I love while creating some bad ass Black Belts.

Alan Condon
*Mile High Karate, Albany;
Kempo Karate, 6th Degree
Black Belt; Shootfighting
Instructor; Brazilian
Jiu Jitsu,
Brown Belt.*



WAY OF THE MILE HIGH MAVERICK

To obtain an audio-CD of a complete and unabridged conversation about Mile High Karate regional development and franchise opportunities, featuring Stephen Oliver, Rob Colasanti, Jeff Smith, Frank Brown, and Mile High Karate regional developers, call: 1-800-559-9431 or email: StephenOliver@MileHighKarate.com

individual locations to franchises. Now our Mile High Karate Regional Developers are spending their time training and supporting independent business owners. That makes a huge difference.

MAPro: When it comes to running a school for maximum profitability, you've obviously got to keep your expenses under control. Now, all schools are very different, but when you see fat that needs to be trimmed, where do you usually see it?

Oliver: Usually, it's in facilities or it's in head count. I see martial arts schools typically overpaying for rent for too big of a facility. Second, they tend to have too many people on their payroll, while underpaying the good ones. Finally, schools tend to under-spend on new student acquisition.

MAPro: What percent profit do Mile High Karate schools aim for? What benchmark do you use for profitability?

Oliver: Ultimately, a school should be able to run anywhere from twenty-five to fifty percent in profit.

MAPro: You're one of the first guys who began using the Internet for marketing yourself and your schools. You've also taught the NAPMA Squared members how to use search-engine optimization for maximum results. Your schools really dominate Yahoo, MSN, AOL, Google and others anywhere

you're located. Can you give our readers a few pointers on how to make the Internet work for them?

Oliver: There are two elements to using the Internet. One is thinking of a website as being an alternative mechanism for responding to your advertising. You've got to design the website so that it's effective at capturing a prospect's contact information and making an introductory appointment.

The other side of it is using the Internet to drive traffic either to your website or to your phone. Most schools never get around to doing anything about this aspect.

MAPro: Just out of curiosity, how old were you when you made your first million in martial arts?

Oliver: Twenty four.

MAPro: That's impressive! Over the years, I've learned that you're both the strategist and the technician. Talk to us about the difference between strategy and tactics and how you use each to grow a school.

Oliver: Tactics are just what you do on a day-by-day, minute-by-minute basis to get things to happen. Strategy is the long-term vision of what you're looking for.

To a great extent, school owners get wrapped up in tactics without meshing them into their strategy. For example, they ask questions like, "Should I use a mixed martial arts program?" "Do I want a fitness kickboxing program?" "Do I

want an after-school program?" These are tactics.

MAPro: So I guess most school owners, if they're doing anything, they're probably more focused on tactics than strategy?

Oliver: Exactly. The difference that we're finding with those schools coming into our Mile High Karate franchise is that they're really looking at strategy. They're asking important questions first about how much income they want to make, what type of results they really want for their students, whether they want to build wealth for their family—in other words, what type of lifestyle they want. Then they decide that we have a better approach.

MA Pro: During the past year some very high quality and high profile Martial Artists and Martial Arts school owners have joined your Mile High Karate team. What's in it for an otherwise successful school owner to become a Mile High Karate franchise owner and completely replace their current business with a Mile High Karate school?

Oliver: The reason in our industry – and, in many industries that business owners will join a Franchise organization are many. For instance. As we both well know few school owners ever manage to retire or move and realize any true wealth from the sale of their business. As a part of a strong franchise organization

“I SEE MARTIAL ARTS SCHOOLS TYPICALLY OVERPAYING FOR RENT FOR TOO BIG OF A FACILITY. SECOND, THEY TEND TO HAVE TOO MANY PEOPLE ON THEIR PAYROLL, WHILE UNDERPAYING THE GOOD ONES. FINALLY, SCHOOLS TEND TO UNDERSPEND ON NEW STUDENT ACQUISITION.”

several things happen. First, it's much easier to sell your school when the time comes — and not just to an eager student or staff member — but to someone who really is looking to buy and pay for a successful business. Second, the sale price can often be A LOT more for a business that's part of a successful franchise organization. Maybe even two or three times as much.

MA Pro: What about for the owner who just wants to teach and run his school, and likely never sell.

Oliver: Well that's really even more important. As we've discussed Mile High Karate helps really good instructors become even better by helping them get rid of all of the stuff they don't like and probably aren't very good at. We take care of their accounting, provide tremendous marketing and sales processes — including a ton of stuff done for them, and a huge team that supports their growth every step of the way.

MA Pro: How does being a part of Mile High Karate help a school owner with staff development and training?

Oliver: We have regular staff training “bootcamps” that will train any Mile High Karate school's staff for them A-Z. Add to that that we have every system on video — including the ability of a staff member to download any piece on to their Video I-Pod and review at their leisure. In addition we have all of the

instructors working with Master Jeff Smith and with Master Frank Brown and all of our Regional Developers frequently each and every month — and, coming together to train as a team twice a year.

MA Pro: If this sounds interesting what should a school owner do next?

Oliver: It's really important that they attend a “Discovery Day.” That's an opportunity to see several schools in operation. To meet me and many of our key executive staff, and to see behind

the scenes the A-Z of how all this works. They can email me or fill out the information form at our web site www.MileHighFranchise.com or fax me their resume and we'll load them up with lots of information.

MAPro: You're a 24/7 kind of guy, Steve, one of the hardest working people I've ever known, but you still make time for education. You're always learning, always growing. Give us your thoughts on continuing education and tell us who some of your mentors in and out of the industry have been along the way.



One reason that Stephen Oliver designed his “Master Franchise System” was to have time with daughter Jaeda and mom Jodi.

WAY OF THE MILE HIGH MAVERICK



Oliver: Part of the way that I make time for education is to consider it part of my *work hours*. A few years ago, I decided to get an informal Ph.D in Internet marketing. So part of my workday was devoting three hours a day sitting down and reading *every* page of a set of five-volume, three-ring-binder notebooks on the subject.

When I first got involved with Jay Abraham's stuff, thanks to Tim Kovar, I probably read five-thousand pages of his material. When I first got involved in Dan Kennedy's system, I printed out anything he had ever written that I could get my hands on and read it all.

But the only way I'm able to accomplish that is, *I don't make it a fifth priority*. I just put it in the Daytimer (or now in my Treo) as something that *I have to do* on an ongoing basis to improve my career. It's amazing to me that many martial artists who discipline themselves to develop a high level physically don't also then discipline themselves to learn at that depth about their career.

If you've decided to run a martial arts school, you can make two decisions: Choice A would be become one of our franchises, where you can now have all of the systems and templates handed to you. Choice B is to really learn it yourself and then create the materials and systems on your own. Unfortunately, many just decide to fail by default.

MAPro: I think the moral of the story is to always be learning, always be growing, always be self-educating and always be changing with the times. Because the one thing that is a constant in our universe is change. Everything is always changing and, if we don't change with the times, then the world just simply changes around us.

Oliver: That's right. And if you don't put self-education into your schedule and prioritize it, what happens is the knowledge and skills that you used to have become less and less relevant. Frankly, in many cases you never learn the things that really are necessary to make your career successful.

MAPro: Finally, Steve, what's your definition of success?

Oliver: It's complicated. First and most important is really to be making a contribution to our students and our staff. I want to always be learning and growing. So if I'm not constantly expanding my knowledge base and my capabilities, I feel like I'm not being successful.

Second is, I want to manage my business life, not have it manage me. So I'm very focused on setting things up in such a way that it serves me and not vice-versa. I've got a five-year-old daughter now and that was actually part of the reason for structuring the

schools as a franchise rather than having employees.

So I'd have to say that success is making life manageable, letting the business serve me, not me serve it, and certainly finances play a part of it. Certainly, I've got some extravagant toys, but I don't think anybody's real objective in life is to have a Porsche, Rolex or a big house.

MAPro: You're right; that's a bit complex. But I wanna thank you for all the time you've given us today. Without a doubt, you're one of the sharpest guys in the industry.

Rob Colasanti is the president of NAPMA, a 3rd-degree black belt, the author of How to Build the Martial Arts School of Your Dreams, an ACMA-certified instructor and a popular speaker on the subject of martial arts school operations.

Stephen Oliver is currently interviewing applicants for Mile High Karate Regional Developers and individual school owners as well. To learn more, visit www.MileHighFranchise.com

He also operates the industry's most exclusive and most successful school owner Coaching Program. You can learn more about how to grow your school and try the coaching program for a free trial at: www.ExtraordinaryMarketing.com.

Stephen Oliver can be contacted at: StephenOliver@MileHighKarate.com.

A FEW OUTSIDER OBSERVATIONS OF MILE HIGH KARATE.

I RECENTLY VISITED STEPHEN OLIVER'S Bootcamp and his Mile High Karate Regional Developers Meeting, where I had the opportunity to visit his schools and sit in on a Mile High Karate student leadership class and a class with hundreds of Mile High Karate Black Belts. This was a very enlightening experience.

Before I tell you about what I saw, I want you to know that during the last decade at NAPMA, I've worked with many of the top martial arts pros in the world. Few have impressed me as much as Stephen Oliver. Though I've worked with Stephen for many years now, my brow is still constantly being raised by his extraordinary level of intelligence, his rapid fire creativity, his over-the-top marketing genius, his total understanding of our industry, and his proven ability to help owners — of every style — take their schools to the next level and way beyond.

Believe me when I tell you that Stephen Oliver is brilliant and he will do wonders for your school, as long as you apply his system. This guy can show you the way and I recommend that you learn all that you possibly can from him.

Now these have been my observations from working with Stephen on a long distance business level. However, while visiting his schools, meeting his regional developers face-to-face, and observing classes, I learned more about his actual belt curriculum and overall teaching methods. This greatly expanded my perspective on why Mile High Karate is so successful.

I was extremely impressed with Stephen's system and overall approach to producing black belts. In my seminars, I refer to this as the "teaching half" of the school. You know ... the half that doesn't deal with marketing, selling, staffing, accounting and everything else. Watching Stephen, Jeff Smith, Frank Brown and a large staff of 3rd, 4th and 5th Degree Black Belts working with hundreds of Black Belt students, I realized how much they've put into the design of their curriculum and their challenging rank requirements. I was blown away.

Mile High Karate has a tremendously curriculum that is an excellent blend of practical martial arts techniques, personal development material, and fighting styles that offer true benefits for students of all ages. I really liked what I saw.

Also, I was surprised at how thoroughly and successfully Mile High's powerful business system had been integrated with high quality martial arts instruction. This is the aspect of Mile High Karate that often goes unnoticed, because Stephen's business skills overshadow it. The martial arts portion of Mile High Karate appears to be equally as strong as the business portion. Now that I'm coming up on my 4th Degree with the legendary Joe Lewis, I've pretty much seen it all. Mile High places a major emphasis on quality — it's not easy to earn a Black Belt in this organization. In my opinion, that's the way it should be.

If you're interested in accelerating your career, systematizing your school, growing a large organization with many schools in your region, or creating long-term wealth in the martial arts business, then your absolute best choice would be joining with the Mile High Karate team. This group has its act together when it comes to both the teaching and business halves of the school. I encourage you to look into what they have to offer.

Rob Colasanti
President, NAPMA/MAPro Magazine



Rob Colasanti in Denver, Colorado learning from Stephen Oliver about the Mile High Karate Black Belt processes and Leadership Classes.

Have you ever dreamed of having 10, 15, 20, 35 or more martial arts schools operating under you? Of developing several hundred Black Belts and thousands of students? Or even 20, 30, or as many as 100 instructors?

If you have, then read on about a very limited opportunity for a select number of highly-qualified individuals with the potential to do just that!

What happens when you combine the industry's leading marketing and business expert with a legendary world champion martial artist?



Stephen Oliver



Jeff Smith

You get a chance to affiliate with top Martial Arts industry leaders and grow a highly successful chain of schools.

Mile High Karate®, one of the nation's top martial arts organizations, is offering executive self-employment position developing martial arts schools and instructors.

Just this spring, several forces collided and something incredible happened. I have teamed up with legendary fighter and world champion 9th Degree Black Belt Jeff Smith to create a never-before-offered opportunity.

This opportunity may be right for you, if you fall into one of two categories:

First: You are an existing, successful school owner, with at least one school grossing a minimum of \$30,000 per month or more, or you have several profitable locations. You're ready to move your career to the next level without ending up with a huge number of employees and having to pay the start-up costs yourself to open each location.

Second: You are a martial arts enthusiast who has been successful in your primary career, and are now ready to move on to self-employment, or to expand into an additional business. You are adequately capitalized (start-up costs of \$209,900–\$628,369, some of which may be financed), love training and working with people, and would like to “plug into” a successful and proven marketing and business plan and grow a large regional martial arts school organization.

We have just established regional training centers in: Victoria, British Columbia; Dunkirk, Maryland; Orange City, Florida; Salt Lake City, Utah; Philadelphia, PA*; New York City* and New Jersey,* and a national training center in Denver, Colorado, which will be overseen by World Champion and Grand Master Jeff Smith. We are looking for a limited number of individuals to own a territory capable of as few as 9 to as many as 70 school locations.

We will teach you how to develop the area, help you recruit owner-operators to affiliate with our organization, and provide the necessary tools to grow your business in your

territory. You will be included in the Mile High Karate® infrastructure, and you'll train directly with me, Jeff Smith, and our entire regional training staff.

We will be converting many martial arts schools to individual Mile High Karate® affiliates, but that's not what this opportunity is all about. **If you are capable of being trained to develop multiple locations, and would be excited to affiliate with leaders in our industry, then take action now. Go to www.MileHighFranchise.com, call 1-800-559-9431, or e-mail me at StephenOliver@MileHighKarate.com.**

Sincerely,

Stephen Oliver

Stephen Oliver, MBA

8th Degree Black Belt

Founder/President Mile High Karate®

P.S. We are talking about a real martial arts organizations that focuses on developing kids and families at an incredible high level. This is not “McDojo’s” or a similar sales-and-marketing only system. Mile High Karate® is one of the nation's top martial arts organizations. We are looking only for individuals willing to develop the highest quality students.

P.P.S. We are also looking for single school operators who want the power and resources of affiliating with our organization. Contact me if you want an opportunity to grow your schools, but are not interested in a multiple school opportunity.

What some of our franchisees are saying:

When we decided to open a Mile High Karate Franchise®, it was the best decision we have ever made. We get great support from everyone in the Mile High Karate® organization.

—Daphne and Larry Bowser

Mile High Karate® has been the best business and personal growth decision my husband and I have ever made. The operation of our business is fun and exciting dealing with quality parents and families.

—Stephen & Amanda Christensen

I joined the Mile High Karate® organization as their first franchisee and have never regretted the decision. It's been great improving my lifestyle, income and career opportunities, beyond anything I would have imagined. —Robert Lewis, MBA



Since 1983

www.MileHighKarate.com

1-800-559-9431

This advertisement is for general information only and is not intended to be an offer of a franchise. An offering can be made only after the delivery of an effective franchise prospectus in compliance with applicable federal and state law. NEW YORK: An offering must be filed first with the Department of Law of the State of New York. Such filing does not constitute approval by the Department of Law.