

Master Moody: Now we throw everybody's names on the ground.

Master Oliver: Yeah, [crosstalk 00:00:04]. How about right there, where that storage closet is? Whatever that is.

Master Moody: Western. Western.

Master Oliver: Okay, so we got everybody who showed up late as well, Caris. You got [inaudible 00:00:19]. Actually, nobody showed up late, they came in right on time. So you got [inaudible 00:00:23] and you got ... Who else? You got Joesph, who was right on time. We got everybody? Okay, good. Is that going to work? Okay, good. Let me do a little poll here. We're here at the marketing bootcamp and every time we go to do more and more and more and more marketing, what's been happening recently is people throw up their hands in despair and say, "I know how to get plenty of traffic. I need help closing them." Who feels like they have so much traffic they get overwhelmed regularly or frequently? Stand up. Stand up. So much traffic you get overwhelmed, frequently or regularly? No, okay. Who has a lot of traffic but now knows how to handle it? You guys stay standing too. Joseph? You don't have enough traffic?

Joseph: I want always more.

Master Oliver: You always want more. Okay. You're greedy.

Master Smith: Right answer, Joe.

Master Oliver: How many is greedy in the right way? How many intros, year-to-date, would you say you've had?

Joseph: About 110.

Master Oliver: 110, okay. Well, we can do better than that. Okay. I'll give you that. Okay, good. Okay, everybody sit down. Who feels like you have a desperate lack of intro volume and need to rapidly pump it up? Okay. [crosstalk 00:01:40] You don't have to be embarrassed. Everybody was there one time. Okay, so four or five. Okay. So we'll fix that. Who feels like your intro traffic is pretty good, you just need to close them better? So that's the overwhelming majority, but we have all ranges. Okay. What I had planned to do, is do marketing all weekend, but what we're going to do is we're going to do marketing all day today, how to close and time-management stuff with volume tomorrow. Does that sound fair?

Group: Yes, sir.

Master Oliver: So every topic is off the table today, other than how to get more people in the door. Deal? Tomorrow every topic is off the table other than how to close all the people that are coming in. Fair enough? Because what we will do is we'll end up distracted with how to do renewals, or we get distracted with staff

development, or staff instructor training or with 15 other topics, right? But we want to be really focused and fix the problem that, anybody doesn't have enough traffic, we want you to be so overwhelmed this fall that you're complaining that we only need to work on sales training from now on, right? Honestly, that's the goal. Is that a fair thing to say?

Master Smith: Master Oliver?

Master Oliver: Yes?

Master Smith: I don't want to be the devil's advocate here, but how many ... Master Oliver, if we could set aside two hours on Saturday-

Master Oliver: That is what we're going to do in Breckenridge.

Master Smith: Yeah, we got [crosstalk 00:03:12].

Master Oliver: In Breckenridge, we're only going to do retention, leadership development-

Master Smith: Okay.

Master Oliver: Renewals.

Master Smith: Then I'm on board.

Master Oliver: Okay.

Master Smith: Remember, if you don't do the full thing of the renewal, how to do the renewal from A to Z, then it usually bogs down anyway. You need the-

Master Oliver: But see, you're off topic. [crosstalk 00:03:32] You're off topic, right? So we're going to do marketing today. We're going to do enrollment sales, intros, and enrollments tomorrow, and in Breckenridge, we're doing student retention, student development, leadership development. Everybody got that? Okay. Perfect. So, before we start ...

Master Smith: I don't want to get off topic. [crosstalk 00:03:56].

Master Oliver: Is this about marketing?

Master Smith: This is exactly marketing, because this is what's going to help them market their school. I want to give a big hand to Tim Harrison, stand up, and Len [Busark 00:04:12]. They were inducted into the Who's Who in martial arts last weekend in Washington DC.

Master Oliver: Very good. Very good. And, we are, by the way, broadcasting live to our member's only group. So we're not going to broadcast live the whole thing

because those numb-nuts couldn't get here, it is their problem. But we are going to record everything for them. But I did broadcast it live, so if you go and get water or something, try not to stand directly in front of the little evil camera. Master Smith, since you're a Facebook addict, you might check occasionally and see if it's running live.

Master Smith: Okay.

Master Oliver: How's that for a deal? Okay. So, marketing topics. Who has had a month with, more or less, 100 intros or more? If you've had a month this year with more or less 100 intros, let's see, Greg, stand up. [crosstalk 00:05:07] What?

Male: Appointments or ...?

Master Oliver: Intros. Actually, cancel the [inaudible 00:05:12]. Okay. Westminster. Thorton. Who else? Tim, stand up. Who else? Is that it? Okay. We had two or three more last night. Dean, you've been right around 100?

Dean: Yeah, but it was last year [inaudible 00:05:31].

Master Oliver: Okay, well, close enough for now. Anybody else? No? Okay. Well, let's start with this. Greg, top three things that drove traffic for that month?

Greg: Events, website and events.

Master Oliver: Okay, what type of events?

Greg: Festivals, fairs, that kind of stuff.

Master Oliver: Okay.

Greg: Spin wheel events.

Master Oliver: Events. Okay. Then you've been doing pretty good with online ... I'm going to talk about what it means to say website, but you've been doing a pretty good job of really generating referral traffic using your website with your current students. Is that a fair way to say it?

Greg: Yes, sir.

Master Oliver: Okay. And it's a topic well worth exploring. Good, Tim.

Tim: Events, fests. Early in the year there is, at the local mall, there's a Chamber of Commerce event expo-

Master Oliver: Okay.

Tim: We pull 60 to 90 appointments out of that.

Master Oliver: Okay.

Tim: Car show events. Yeah, the best car show weekend. The mall started a deal where you can just go in and have a little kiosk for a weekend.

Master Oliver: Oh, good.

Tim: Yeah, so we're doing that. Yeah. A little bit website. We're working on improving everything with that. We've got a company working on that, and a what else?

Female: Events.

Tim: We got a sign out front, we've got-

Master Oliver: Okay, well that's a good start. Dean.

Dean: My big thing has been events in the school. So we're in the school for the day, our company will scout troops in libraries, things like that. Then just like, [inaudible 00:07:17]. When I was doing those things simultaneously, that's when I was drawing big numbers.

Master Smith: And guys, don't forget about that little simple bandit sign, because it, by itself, is not as strong, but when you do a lot of other live events and things, you're very much ... Your name is out in front of the community. They drive by and see that sign and go, "Oh, that's that one that we saw at the fair," and kind of remind them to give you a call.

Master Oliver: Yeah. Okay. What [inaudible 00:07:47]?

Female: The [inaudible 00:07:49] is [inaudible 00:07:50] events. We've learned that we would have some sort of booth somewhere every other week. That's one of the biggest things we've learned. Then, Facebook bringing in a lot of leads for us.

Master Oliver: And you've just started doing that in a focused way, so what's the last three or four weeks look like?

Female: We've gotten 15 leads from the last, like, two weeks.

Male: Sounds about right, yeah.

Master Oliver: Okay. How many enrollments have you gotten in two weeks, on Facebook?

Female: We're about 70%.

Male: Yeah, something like that.

Master Oliver: How many people have you enrolled?

Male: Seven?

Female: Seven or eight.

Master Oliver: Okay, so seven or eight in two weeks, strictly from paid Facebook advertising. How much were you putting on the ... How much were you spending on Facebook?

Female: \$800 a month.

Master Oliver: [inaudible 00:08:43].

Male: 500 [inaudible 00:08:46].

Master Oliver: What?

Male: 500.

Master Oliver: 500. So you then ... 500 immediately buys you [inaudible 00:08:50] paid them \$800.

Female: Right.

Master Oliver: So, the number was 1300, seven enrollments, therefore, around \$200 per enrollment, right? Okay, so, good. Good, good. Jordan?

Jordan: The main thing is fairs, school programs [inaudible 00:09:10].

Master Oliver: Yeah, school programs, nobody mentioned that, and then events and fairs.

Male: What was the last one you said?

Master Oliver: Fairs and events.

Male: Did you say buddy? Did you have buddy events in there?

Male: We don't do [inaudible 00:09:25].

Master Oliver: Okay. And we should fix that, right? You guys are at a volume where you should be doing ten, fifteen, enrollments a month just from referrals.

Male: Right.

Master Oliver: Okay, so, let's take this list, and what I'd like to do is start first with conceptually, how to be thinking about your marketing every month, right? I'll tell you, there's

a commonality that every conversation that Mr. Dunn, Senior Master Moody, Grand Master Smith and myself have, the people at the low end of the spectrum, results wise, are just not doing enough stuff. Just anchor that in for a second, because I'm going to tie it all in. When I talk to somebody, they'll have like a one-day thing this month. Guys, what happens when you have one-day thing?

Male: It gets rained out.

Master Oliver: Yeah. You have a tornado warning, you have thunder storms, it gets canceled, the assistant director is a pacifist that decides that martial arts is a bad fit for their charitable activity. I had the school principal, whose kid was in some Tie Kwan Do school, and got mad that I was the one who was smart enough to have thought about this, couldn't get their instructor to do it, but was mad that I was doing it. The one-day event always goes bad, right?

Male: That could happen the day of your event, when you planned it, so it's not like you know ahead of time, is the problem.

Master Oliver: Yeah. So, principle number one, and this is the principle in everything you do in your school, one is a horrible number for anything. One perfect employee always gets hit by a truck. I don't mean they literally die, but they get the new girlfriend that convinces them they're making you rich, they should be making themselves rich, they get the new husband that doesn't like them working all the time, or whispers the same thing in their ear. The kid is sick, mom has Alzheimer, and she lives a three-hour plane flight away, so they have to go deal with mom. I can go through the list of how many different ways a perfect employee got out of the system. An awful lot of them, by the way, is relationship. New girlfriend/boyfriend, new husband/wife, husband/wife leaves them. It's divorce or new relationship, because you add something to the mix that wasn't there before. Number one, this is the marketing principle, Murphy's law is real. Write that down, never forget it, Murphy's law is real. The one big thing that you have planned for the month always goes haywire. Never plan on the one thing, or two things, or three things, making your month. Never, ever, ever.

Master Moody: Hey, Master Oliver? I'd add on to that it's the danger ... Some of you guys are doing really, really good with one thing, like Facebook. I saw some people a few years ago who were really, really good with Groupon, and then that lead ... Those things aren't always going to be the same. If you rely on one thing ... So it may be working like gang busters right now and it feels like you know what you're doing because everything is working fine, yet the principle still applies.

Master Oliver: Yeah. I was getting there, that's exactly right. Master [Sozen 00:12:42] back here in the corner trying to hide. He and I were having this conversation at lunch, what was it Wednesday, but you ran how many schools for how many years?

Master Sozen: Seven.

Master Oliver: Seven, for how many years?

Master Sozen: 25 years.

Master Oliver: 25 years, okay. Over 25 years in different periods of time were there massive changes in what was working from one period to the other to another?

Master Sozen: The first big hit was '86, was quite a big one. I think the main thing was [inaudible 00:13:17] alone drove traffic. [inaudible 00:13:22] basic ads. That drove traffic probably to '90.

Master Oliver: They had four or five that were really good, the ones that I did. All the rest were pretty crappy. But-

Master Sozen: That drove traffic for another three or four years and then it got fuzzy from '94, and definitely by '96. By the time I was out here in '97 we moved way beyond into the school programs.

Master Oliver: Yeah, any of that stuff. But here's the point, take what Master Moody just said is, in fact I spent a couple days with, well a day, which three days was the intended. But he calls most businesses, they're on a diving board. They have one pillar of marketing. They have one tactic that's working, and guess what always happens? Murphy's Law is real, sooner or later that doesn't work, right? Our example, he was using that, anybody remember Columbine? What was Columbine? Columbine was a high school shooting. Where is Columbine? Littleton, Colorado. I had three schools. They were all within two miles of Columbine. When Columbine happened, does anybody know what the ripple effect might have been in the local public schools systems? For a solid year, nobody external to the school was allowed to come in and do anything. So we were doing 2,000 enrollments a year perhaps, rough number. Don, does that sound about right across the schools.

Don: It was dramatic.

Master Oliver: 2,000 enrollments a year, let's say, okay. Enrollments directly in elementary schools. The day that Columbine happened, it was 18 months before they let anyone do anything. What happened to that pillar? It disintegrated. What did we have to do with it? Nothing. What control do we have over it? Zero. What could we have done to mitigate that? We could not have done anything to mitigate the fact the school channel was going to dry up. The only thing we could do to mitigate it was not ever get dependent upon the one to begin with. Does that make sense? Okay, so the next principle is no matter how well a thing is working always have 20 things going on. Does that make sense to everybody? I can't tell you the number of conversations I have when somebody says to me, especially when we're talking to people who aren't members yet, but it will be

why they start the conversation? I'm not getting enough intro to flow, I'm not getting enough new students, if I just had more students. By the way, they all say if I just had more students everything would be fine. Here is a conversation I had recently. 350 active students doing \$38,000 a month, enrolling 20 new students a month and his big problem is if I just had more new students, everything would be fine.

Okay, extrapolate he is doing 110 average revenue per student and extrapolate this, he is doing, what is that quickly, 5.2% a month drop out rate. What should this be? Greg, what should this be?

Greg: Two.

Master Oliver: Yeah, two or under. So 2% or under at 20 enrollments a month he would be literally at 700 students, but what should this number be? 200, 220, 250, 300? Worst case, maybe 200. So this school, who thinks all he needs is more new students, what he need to do is he needs to fix his massive drop out problem. Relative to the industry that's pretty good. Relative to where we should be, that's not good at all. His average revenue per student is pathetic. Now, what will that person say? "Oh, you don't understand my area, there's 32 schools within a 12 mile radius of me. They're all charging \$75 a month, I'm already the most expensive school in town, there is no way I could charge more." Well, how many of them check the other schools? "Well, you don't understand, all of my customers, they are just barely ... Two kids, a mortgage, two cars. They're just barely making it. They can't do it." You know the funniest time I heard that excuse was? Ernie [Ray 00:18:01] Sr. I would say, "Does anyone know where Ernie Ray, Sr. is?" Where are they at? They're in Silicon Valley. They're in the area between Stanford University and San Jose. They are in Silicon Valley. They said, "We can't charge more than \$75 a month because the cost of living is so high here." Nobody [crosstalk 00:18:23]. Why is the cost of living so high in Silicon Valley? [crosstalk 00:18:28].

Old residences you know ... Established residences in San Francisco ... The big deal in San Francisco is everybody who is making less than like \$300,000 a year are all going to get driven out of their homes because they can rent them. So for so much more than their mortgage, they're renting them. The landlords who own them are waiting for the current lease to go so they can kick that one out and put the new Google employee in. That's why it's so high. But, again, the number one conversation we have with people who are doing poorly is what? "I need more new students." The same person who says, "I need more new students", you say "What are you doing?". "Well, we have a Facebook business page." You know that's kind of like putting up a billboard in the middle of Wyoming on a back dirt road that nobody ever sees.

Male: And you live in Maine.

Master Oliver: Yeah, yeah, yeah. Your school's in Maine, and you put a billboard on some back dirt road in Wyoming. If you had the biggest, glossiest, LED lit up live video

billboard on a dirt road in Wyoming that one rancher goes by on occasionally to feed the cows, how many students are you going to get? None, right? Or they'll say why have a website? Same deal right? How many billions of websites? I saw a stat recently, I don't even know what it is, it's something like a million new websites a day. So you have a website and you have a business page for Facebook, which is the billboard in Wyoming. What else are you doing? "Well, we got a lot of word of mouth." Do you know what that means? That means they don't do shit, and occasionally a happy student brings somebody down. The new student says, "Well, I know Joe", who takes class from you. Right? Now, it's okay to have ... So, market principle number one is what? Everybody repeat after me, Murphy's Law is real.

Group: Murphy's Law is real.

Master Oliver: It's always gonna go to shit, right? So don't forget that. Number two is, the Parthenon. You've got to have 20 things going on at all time, right? Again, why? Jeff, who's not here with us, he had 45 enrollments in July, remember July is a slow month guys, might as well go on vacation because you can't do any new enrollments in July. July is a slow month. He did 45 enrollments in July, 35-40 of them, I don't know the exact number, were from Facebook. What's Jeff's biggest risk?

Male: Facebook.

Master Oliver: Well, no, I mean ... You're right. But his first risk is, he gets so enamored of Facebook that he does what? He rebuilds the diving board. Because guess what? Facebook's a private enterprise. Mark Zuckerberg, in some wild liberal fit could say, "We hate all fighting. We've already banned guns, but when people punch and kick and chop each other that's a bad thing too. We should ban all martial arts weapons. We should ... By the way, those people teaching each other to beat each other up, we should ban them." Is that within the realm of possibility?

Group: Yeah.

Master Oliver: Yeah. I mean, people like Google and Facebook, they don't care about you. They don't care about me. What do they care about? Money, right? Where's the big money? Ford Motor Company, Tesla, big marketers. They're not in business to protect you. Everything that Google does, every incremental step, although they are predominately an advertising company, makes it harder for little direct response marketers to advertise with them. Makes it easier for big [inaudible 00:22:07] who don't track marketing advertisement. You know that over the years, every step they make is doing that. So, if you're ... I've had this conversation with Eric and Kyle a lot of times, for the [inaudible 00:22:19] guys. For years tons of traffic from Google, right? You know what that's like? I always tell them, that's like when we had ... All you had to do was have an ad in the Yellow Pages and you were driven tons of traffic from Karate Kid. It's not going to last. When is it going to end? I don't know. But, one, Google can change its

algorithm, more likely is just the natural market that's being driven by UFC and comparables right now for MMA, maybe that dries up. You have the new Mayweather fight, he gets humiliated so badly that all of a sudden the boxing gym flourishes, MMA is humiliated. I don't know. But, he's going to get humiliated, how badly, right?

Male: You said Mayweather, but it's okay.

Master Oliver: You had the big Mayweather fight, the MMA guy ... What's his name?

Group: McGregor.

Master Oliver: McGregor. I do have to get one of those suits, though. [crosstalk 00:23:19].

Male: The pin stripes?

Master Oliver: [crosstalk 00:23:20] That is very classy.

Male: Oh yeah. Classy man.

Master Oliver: It's one of those many ways that, although that stuff is driving traffic, it's not very helpful for the general innards of martial arts, right? He doesn't care, he's going to make a [inaudible 00:23:37]. One of our kids, you know how the kids are always [inaudible 00:23:42], I was teaching a class one time, they asked would you take five of Mike Tyson? I'm going, "Yeah, if I got 10 million dollars, I just have to chap Mike right here, a third power, anytime you want, please don't fuck up my ribs, okay?" No problem. But you get the idea. You have the one thing, it inevitably is going to be affected by Murphy's Law, or it's going to dry up. Does that make sense? So everybody write that down, 20 things a month. It doesn't matter what, you got to be doing 20 things a month. Now we do know that some are going to be really high leverage. Last night, for those of you who were up at Thorton, they had a ton of intro traffic last night. Were they ecstatic or were they irritated? They were irritated, why were they irritated? Because their show rates been [inaudible 00:24:40], right Steve?

Steve: Yes.

Master Oliver: But, they had 22 intros this week so far, is that right?

Steve: Approximately.

Master Oliver: So 22 intros this week and last, was it Saturday, Sunday, all weekend?

Steve: It was actually Thursday through Sunday.

Master Oliver: Oh okay, so Thursday through Sunday, they made 150 appointments. Okay. Now they can go, "Yippie, that thing works," and there's a whole bunch of those

things that we can find out. But guess what? It's been crappy weather all week. That thing could have been lightning storms, they cancel it, and there's a 150 intros that evaporate. In fact, where it's at, it could have been a tornado warning, right?

Steve: [crosstalk 00:25:21] a couple of times.

Master Oliver: There you go, so yeah. He still got a 150 appointments. So, principle number three, in building the Parthenon, is make sure you have different types of things. In other words, don't say to yourself, "I'm working really hard on my website and I have ASEO and paper play going so there's three things." No, that's one thing. You're working hard on getting the website found. We're going to talk about this later, but the website is only [inaudible 00:26:02]. Just think of the website as being two things, it's the equivalence of when somebody calls you, number one; and number two is bait for search engines. The two components fight each other a lot of times ... Yes sir?

Male: I heard you talking about foot traffic. Do you have any advice to maximize your retail space, the front?

Master Oliver: Oh, absolutely.

Male: Basically, what we are fighting against is we have a pretty restrictive HOA, so otherwise, we would have a giant [inaudible 00:26:38] or something on top to call your attention. But they really don't want us to have anything blinking, or flashing, or anything like that. So it's pretty limiting as far as-

Master Oliver: You have a restrictive HOA or you have a restrictive property management?

Male: No, it's the HOA. The property manager basically has to-

Master Oliver: [inaudible 00:27:03], click his heels. Yes. Remind me, we'll come back to that.

Male: Alright.

Master Oliver: Part of it is do it all in Ninja style, so not give a crap what they think and just figure out how to do it without-

Male: It's easier to ask forgiveness than do-

Master Oliver: You've heard my balloon story about the HOA, right?

Male: Is it fines or handcuffs?

Master Oliver: What?

Male: Is it a fine or is it handcuffs?

Master Oliver: Exactly, yeah, yeah. A fine is fine, handcuffs aren't fine. At the Westminster location, we have the same thing. We have a landlord that will let you do anything and a Home Owners Association that gets antsy about just about anything. So there is this constant push pull of it, push it, push it. The Home Owners Association rebels. Then the code people come. They yell at the landlord. He maybe hangs up on them but then the code people show up. Have you experienced the code guys? [crosstalk 00:28:03] You will.

Male: Keep pushing.

Master Oliver: Yeah. [crosstalk 00:28:07]. Usually there are things, quite a few things, that neither violate the lease nor violate the sign code that are pretty useful. You will always maximize every one of those things. So you have the window clings in the window, you have TVs in the windows running 24/7, but the window clings don't cover TVs of course. Everything else there's not much they can say about that. The ring door bell with the signage on the door, we're not here, you know. You have the real estate sign, the plastic flyer holders, brochure holders with the cover, you have those on the front door so that somebody can come grab a cover. You make sure your sign ... By the way, the Ford sign says "Celebrating 20 years since 1983." So, they're celebrating 20 years. They've been up there for, what is it, 17 years now or 14 years? Something like that.

So you have signage on the door with emphasis on when you're not there, ring this for information, take this brochure, text us this information, text elite to 345 for information, call this number, instructor available 24 hours, 7 days a week to answer your questions. So you maximize all that kind of stuff. Nothing that I've said so far usually interferes with lease or with the homeowners jumping up and down too much. They'll jump up and down. The TV will probably be the one thing that irritates them, but if it's inside your space, the vacancy ... Who's been to New York City recently? I think it's Armani. Right across from Trump Tower ... You have Central Park, you have Trump Tower, I think it's a block over, behind Trump Tower you have the [inaudible 00:30:08], the watch store and then a block over, I think, is the Armani store. I hope I got this correct. The second floor of the Armani store, they have the entire floor open and, God knows how much that cost them, and the entire wall they have a video projection system. So all night, every night, you can see runway projections on this full wall size projectary inside this space.

That's 5th Avenue Manhattan. It's so expensive, the iconic toy store, what's it, FAO Schwarz. FAO Schwarz closed because the rent was going to quadruple and was already ... I think their rent was \$200,000 a month and was going to go to a million a month. Does that give you a little idea? But then what you want to do is you want to start with the retail location, draw concentric circles. What do you know you can do? You can do rack cards in all the merchants. You can have all the pizza places delivering flyers on the boxes. You can go to McDonald's, you can go to Burger King, you can go to all of those, and have them doing guest passes and tray liners. I think, Don, that was your idea years ago. We passed out here four million tray liners one time, McDonald's and Burger King. So literally

what we would do is we'd go print the tray liner the size of the tray, we would put the McDonald's logo on but we would make it our offer and the offer would be a charitable fundraiser, in McDonald's case the Ronald McDonald House and Burger King at the time they had a literacy program. Chick-Fil-A, it's their foster care program. They have some kind of orphan kids, do you know what Chick Fil A calls it?

It was always a fundraiser for their pet charity, right? So we could do the flyers for McDonald's, McDonald's logo supports the Ronald McDonald House, and then do the five week thing. So, you start drawing concentric circles and you say well, there's a McDonald's there, what can we do with them? There's a Burger King there, there's a Domino's, there's a Pizza Hut what could we do with them?

Male: Chick-Fil-A is very lenient with local merchants for charity, any kind of event, like you want to do a business to business, they will.

Master Oliver: Yeah, they have a family nights. They'll let you set up a booth on their family night. They'll let you do stuff like that.

Male: Do you just speak with the managers at McDonald's?

Master Oliver: With McDonald's, you prefer to have the franchise locations, not the corporate locations, because corporate, in most cases, will shut you down, so then you get a manager who says yes you can, but then a supervisor comes in and you get shut down. The franchisees has more leeway, right? But notice the tie, charitable fundraiser for Ronald McDonald House, charitable fundraiser for Burger King, that charity, which used to be a literacy program, charitable fundraiser for Chick-Fil-A criteria. So you start drawing those concentric circles. So you got your retail spot, and so far the stuff we've actually done with the building is not going to give anybody hackles. Nobody's going to complain about [inaudible 00:33:15] everybody everywhere. They can't complain about Domino's and Burger King. They can't complain about the thing that goes in the bag. So you keep drawing those concentric circles. They, you start getting the stuff they can't complain about and [inaudible 00:33:30] around. If your city will allow you to get a banner permit, you figure out, you know, how long can I do a banner and how much do I have to pay for the permit? In most of our jurisdictions, for six weeks at a time we can go get a banner permit. In some places, we can put up a big banner, just leave it there until somebody threatens to put us in handcuffs [crosstalk 00:33:54].

Male: We have had, because of banners, you know, the ugliest banners, but they do draw attention. It's like, I guess, in New York [inaudible 00:34:07], my question was have you had success with [inaudible 00:34:10] concentric circles with mail-outs inside these concentric circles?

Master Oliver: Oh, absolutely. Oh, absolutely. Yeah, I mean, you're now getting into further off that topic but absolutely. We'll get into direct mail a little bit today but the

number one thing that makes direct mail work is the list. Certainly, the geography is useful but you'd like to have it narrowed down as much as possible beyond that, right? Our grand opening marketing plan ... When Steve and Amanda opened the school, and they followed the plan verbatim, but the plan was 50,000 newspaper inserts with Red Plum. What Red Plum is, is a company, if you don't know, they have agreements with most of the major daily papers. Colorado is with Boulder Camera and with the Denver Post. What's your major daily paper in [inaudible 00:35:07]?

Male: The Chronicle.

Master Oliver: The Chronicle, okay. In all likelihood, they have ... They're a big national company. In all likelihood, they have an agreement with The Chronicle. What will happen on Wednesday, when all the food coupons go out, they're the company that facilitates, in part, doing that. But the reason I use Red Plum and not just go directly to the newspaper, is they also ... Everybody's not a newspaper subscriber, which is progressively a bigger and bigger list. They put a marriage mail piece in the mail on Tuesday that replicates the Wednesday food coupons. So if you watch your mailbox, if you're not a paper subscriber, you'll get this package and it's Domino's Pizza, and it's Target, and it's Walmart, it's the major grocery store chains and all that. So for about a nickel, or six cents, apiece, you can put a flyer in there. I would always do 8-1/2 x 11, two-sided, color. So that's an easy way to get a lot of volume, inexpensive. Now, that's saturation. In other words, the first thing I said on direct mail is the number one thing is the list. All that is, is geography.

Now, they are a little bit more sophisticated than that, so you can tell them household things, kinds of stuff like that, and they'll sort of target it, but mostly it's saturation. The other thing that we would do going into grand opening is we would do Red Plum on week one, then we'd do a targeted direct mail with colored postcards in week two, then we'd do Red Plum, then we'd do postcards, and then we'd do Red Plum, and then we'd do postcards, then we'd do a letter. Now, the postcards and the letter were to target a list of, in this case for kids, kids between three and 12 in the household. Homeowners only. Income level, it would vary by location but let's say as a rule of thumb, \$75,000 and up. Really, what we are doing is saying we want 5,000. How low do we have to do on the income to get 5,000 with this geography? Does that make sense? So we're doing homeowners, kids in the household, preferably two-parent households, and income threshold hopefully \$75,000 and up, sometimes it had to be lower, sometimes it could be higher.

Master Smith: Where's the best place for them to go to get that demographic?

Master Oliver: Well, the good mail houses can do that. We use Info USA a lot to pull this and they have an app called Salesgenie so you just go to private Salesgenie and then you go pull yourself anytime you want. By the way, it's a useful tool, so that's a really good question, Master Smith. Salesgenie is a really good tool that Info USA does. By the way, for our Canadians, [inaudible 00:38:00], they have Info

Canada. When you go into Info USA, here's the type of list you can pull. Give me a list of every daycare in this geography from the lines I draw on the map. Give me the list of every elementary school in the area from the geography I draw on the map. Give me the list of every household like I just described. So you can go and just pull that list yourself and then the list sometimes will have email addresses, more likely for businesses than for consumers. Sometimes they'll have faxes, again more likely for businesses than consumers. But in almost all cases, they have a name, they have a phone number, and they have a clean mailing address. Does that help? Okay. It's a nice tool because ... Think about an application. I go in and I do ...

Let's say I have this elementary school. Pick a name. We'll call it Leewood Elementary School. So now I want to go in and I want to do that elementary school. What can I do to really maximize that neighborhood? Well first, by the way, this is always the way I thought about this stuff, in a very mercenary way. Is that a good way to say it? Okay, but I got Leewood Elementary School. Let's say there's 500 kids. What can I do at Leewood Elementary School? Somebody give me a thought.

Male: [inaudible 00:39:33].

Master Oliver: I can do [crosstalk 00:39:35]. What else can I do?

Male: Those anti-bullying programs that you do.

Master Oliver: Okay. Let's categorize it this way. I can do gym teacher for the day, which could be anti-bullying, it could be discipline, it could be any number of [inaudible 00:39:49]. Street safe. You know, it could be anyone of those [inaudible 00:39:53]. I could gym teach for the day. What else could I do?

Group: [crosstalk 00:39:55].

Master Oliver: Career Day. Good.

Male: Do a parents night out to raise money for the PTA.

Master Oliver: Parents night out. Good. What else?

Group: [crosstalk 00:40:07].

Master Oliver: I could go to the PTO meeting.

Female: Recreation Department.

Master Oliver: Somebody else said something back there.

Male: Fundraiser school program.

Master Oliver: Afterschool program. Fundraiser? What do you mean by fundraiser?

Male: Fundraising for a specific department like a gym. Like fundraising for the gym to get more equipment [crosstalk 00:40:33].

Master Oliver: Sure, sure. There's four or five ways to go about that. So one way is I do an afterschool enrichment program. The kids pay to do that. The money goes to the gym teacher. Another way to do that is I print out fliers and it's five weeks of \$49 or it's a month for \$29. The \$29 and 100% [crosstalk 00:40:53] the PE teacher and they pass it out. I can go to their school carnival and I can sell the \$29 passes for that. I could give the school, this is especially for high school, I can give them packets and coupon books that they can go sell for \$29. They keep the \$29, they give me the lead. I got [inaudible 00:41:16] ... I saw this story last night about Chuck Norris. The way we retail the money for Chuck Norris is we printed pass books and it was for a month of lessons, a free uniform, dah, dah, dah, for, I think, \$19. What we did is we got tons of people out selling it to raise money for Keep Drugs Out Of America and [inaudible 00:41:36] kickstart. So, they would take the books out as a fundraiser, just like selling popcorn door-to-door. "Hi, I'm selling martial arts lessons. We're raising money for disadvantaged kids with Chuck Norris. Wanted to know if you'd like to make a \$19 donation? You'll get a free month of lessons and free uniform."

Then they fill out the lead. They give us a lead. They would keep, well, in this case, Keep Drugs gets the money. It could be the high school Key Club and they keep the money. It could be the elementary school and they keep the money. It could be the band, they want uniforms, they keep the money. So, that's another way to do it. Just giving some ideas. So, I got Leewood Elementary School. What else could I do?

Male: This time of year they have those health fairs.

Master Oliver: I could go into their health fair. Somebody may have said it. I can go to back to school night. We went to some back to school nights and they were killing me because what they ... There was one school [crosstalk 00:42:33].

Male: ... last night, did you?

Master Oliver: Yeah. 20 [inaudible 00:42:36]. Tell us about it.

Male: All I know is that they went in and they were there for about 45 minutes except for [inaudible 00:42:43] and actually got more appointments later that day because [inaudible 00:42:48] so that way the kids that didn't have their parents, they could still [crosstalk 00:42:54]. I think he got 20 appointments [inaudible 00:42:57].

Master Oliver: There you go. That's really one of the first times you train your staff to do. So those of you, if you're not doing the spin wheel promotion kind of thing, Greg

mentioned it before [inaudible 00:43:07], if you're not doing that you're really missing out. Because it's even easy to train staff to do it. You think, "Oh, I've got to do it because I'm the magic of it." This generally isn't true. [crosstalk 00:43:19]. Steve probably told me last night that he didn't do any of the appointments up there. By the way, Amanda, I'm not sure if she even showed up there. 100% were done by their daughter who's in high school. One thing I will say with any of that stuff, with any of these things that we do where there's an actual person involved and you talking to people. It's very easy to do but you got to train your staff. That's what I [inaudible 00:43:45]. Greg does a really good job training the staff. You got to train the staff a lot to make sure they know what to do, and not accept, "Oh, I bet they're ... Yeah, I talk to people but nobody wants to come and talk to me." [crosstalk 00:43:59]. Yeah, you got to have a script. [crosstalk 00:44:02].

Male: You have to get an appointment. It's not about just getting their contact information. We want that but the most important is to get an appointment. How many have done any kind of event with spin wheel? Good.

Master Oliver: Okay. [crosstalk 00:44:18]. We're now off topic because I let him get in off topic. But that's okay. It's still marketing. But again, I'm mercenary. I have Leewood Elementary School ... Steve, how many of those 150 appointments did you personally go out and work and do yourself?

Steve: [inaudible 00:44:36].

Master Oliver: Okay, that was [inaudible 00:44:37]. Did you show up?

Steve: No. Well, actually, I went to set up and I went to break down.

Master Oliver: Okay, okay.

Steve: But I was moving [crosstalk 00:44:47].

Master Oliver: So, you did show up.

Steve: Well, yeah.

Master Oliver: Oh, you were moving into your beautiful new home?

Steve: Yes.

Master Oliver: It is a beautiful new home.

Steve: Thanks.

Master Oliver: About damn time, by the way. [inaudible 00:44:58] he's got to spend his money or [inaudible 00:45:00].

Steve: I had to pay off the other house so I could move.

Master Oliver: Okay, yeah. Yeah. Good. Anyway, so, I got Leewood Elementary. We got this list. What else do I do?

Male: [inaudible 00:45:10].

Male: Character talks.

Master Oliver: Character talks. Okay. I got a lot of where they would have a full assembly of the school and maybe their theme for the month is peak performance so I go and talk about peak performance or I go talk about character. Of course, everybody's damn thing anymore is bullying, so you go do anti-bullying seminars or one thing or another. By the way, is bullying worse today than it was 20 years ago?

Male: No.

Master Oliver: Not as bad today as it was 20 years ago. How about 50 years ago? [crosstalk 00:45:42]. Do you know why I started martial arts? I was being bullied by the asshole that lived nextdoor, who ended up in reform school. This is not a new phenomenon.

Male: It's a lot more public though. The staff still support that, the bullying is just not as bad. It's just about as bad as [crosstalk 00:46:00].

Master Oliver: But it's not worse.

Male: It's not worse. It's not worse but the publicity about it ... But don't make a mistake that that's not. It's actually a pretty good thing to talk about, if they want that. What I think a lot of people make a mistake-

Master Oliver: Only if it's a marketing topic.

Male: Exactly. [crosstalk 00:46:16] and where people make a mistake in any of these is, you go in, and you're probably going to cover this, but you go in ... and I was teaching a bunch of bullying courses for ATA. We had hundreds of instructors do it. It was really great. We had a really good course. But then everybody would go out and try to go to one school and talk about, "Hey, we need to do a bullying course for you." A lot of times they'd say no. It wasn't because that wasn't a good idea, but you also need to have this menu. This is a menu of things that they can go to work with the school on.

Master Oliver: Okay.

Male: That's a key point.

Master Oliver: So we got this elementary school. What else can we do?

Male: Trunk-or-treat.

Master Oliver: What?

Male: For years, our district just let us put out fliers.

Master Oliver: Okay. So, I can distribute fliers and I can distribute fliers in a variety of ways. They just let me do any promotional thing I want. Great. That's unusual, by the way, right? Or, I can create the charitable fundraiser that raising money for them. Or, I can create the charitable fundraiser, in our case we used Children's Hospital, that's a highly regarded kids charity in the area. So I could do the charitable fundraiser and that, we passed out millions of fliers. I'm not exaggerating. We printed them in lots of what, Don? A hundred, two hundred thousand? We would have, what, 13 or 15 people spend two days going and passing them out. We would have some districts where we had to just ... I would have the printer print them 30 fliers blue sheet, 30 flier blue sheet, and so then we could just bundle them and put them out to the school and mail them in some of the districts. Others, we had to go to the elementary school.

Male: Can you give an example how you tie-in a charitable organization? Is that okay for [inaudible 00:47:51] and give 50% to Children's Hospital?

Master Oliver: No. We ... \$29, \$49, pick a number that's low. Think of a Groupon offer. We always did \$49, \$29, [inaudible 00:48:08] better right now. So \$29 a month of lessons and a uniform. You guys don't want to give them a percentage, just a, uniform so if you want to do a month of lessons and a t-shirt, or something like that. Travis, you're still doing the cheap karate uniform until [crosstalk 00:48:24]. Somebody was giving them like the cheap uniform and then when they enrolled giving only the expensive uniform. I don't know who that was.

Male: It makes sense.

Master Oliver: What?

Male: It makes sense.

Master Oliver: Yeah, yeah. I mean, if you can-

Male: Those uniforms are expensive.

Master Oliver: Yeah, don't give away a \$100 uniform, but you get the idea. So you do the flier and it's \$29, free month, uniform, preferably layered on. We were always having the free personal one-on-one evaluation and the free DVD, CD, all that stuff. But then what you do is find ... If you want to do a charity that's not the school, you find the local, most reputable, no scandals on where the money

goes, everybody if they're one step removed from Mother Teresa. I mean, that's what you're looking for. That's not United Way and it's not right.

Master Smith: We did one for breast cancer. In our community, it just so happened that they were active, so anytime you see booths set up for some kind of charity, talk to them, find out who's the head in that district. They have a district. Then we went to the district. We found who were the head in our county and then in the county we worked out a deal with them where we were going to donate two weeks and a uniform and we would set up a poster and a banner at every one of their booths where they were collecting donations and it would say right there, make a donation and get two weeks and a karate uniform or karate t-shirt, I forgot what we did at the time. They had tables set up all over the community.

Master Oliver: They were pushing it, yeah.

Master Smith: They were doing it.

Master Oliver: I think that's even better.

Master Smith: They let us know. We actually went with them the first time to make sure that they were getting our coupons out doing it and kind of training the people, because I had a couple of my parents that were volunteers for their organization is how we actually [crosstalk 00:50:30].

Master Oliver: What I did specifically for that one is I called and I found out who the head of the Children's Hospital foundation was. That was the charitable end of the organization. I set a time to meet with her. Her name was Wanda. I said, "Hi Wanda. I'm Stephen Oliver at Mile High Karate. We have locations around. We've been around for, you know, whatever it was then, 25 years, and we've done a lot of fundraising with projects [inaudible 00:50:57] International with Keep Drugs Out Of America, dah, dah, dah. However, what we'd like to do is we'd like to really marshall all of our forces and focus on helping Children's Hospital for the next year." She said, "Oh great, what did you have in mind." I said, "I just want to run this by you and make sure it was okay with you but what we thought we would do is donate a month of lessons, typically that's a couple hundred dollars, a martial arts uniform, retails for about \$50, a book, a DVD, and some other stuff, and bundle that all together and then what we'll do is we'll sell that as a package for a \$49, and we'll make it where they write a check for \$49. It goes 100% to you, and we donate everything."

She goes, "Well, what about the expenses?" I said, "We're going to cover all that. So we're going to cover printing, distribution, the thing. You're going to get \$49 out of \$49, 100% of the gross." Now what they used to? They're used to we're going to do Mariah Carey charity concert. Mariah gets half a million for the day, you pay for her jet fuel and the charter jet, and the 22 bottles on Dom Perignon and back, and you pay \$50,000 for the facility to get 22 sets at the end of the day because it was a charity concert. That's what they're used to. All the

big charities, when you see the charity concert, is don't mistake it, usually all the acts are getting paid their normal fee, they're paying for their private jet. They're getting 10% of the net. So, when you say you're getting 100% of the gross, they go, "Really?" "Yeah." "Well, why are you doing that?" "Well, our charitable donation is two things, the donation of our time and the donation of the hard resources. For each one we sell it'll probably cost us in hard dollars \$25-\$30 plus the time and then we're going to do the printing." Don.

Don: One of the [inaudible 00:52:56] is you need to get their letterhead. You did mention that [inaudible 00:53:01].

Master Oliver: I wasn't there yet.

Don: Okay. [crosstalk 00:53:03].

Master Oliver: I wasn't there yet. So, naturally, she says, "Well, what do you need for us?" I said, "Well, I wanted to run it by you and make sure it was okay with you." "Oh yeah, that would be great. Fantastic." What might help ... Again, this isn't like here's a list of 22 amends. "You know what might help is if you wouldn't mind putting together a letter on your letterhead that could go out to the school districts and perhaps to the individual elementary schools because we're mostly going to be working directly with elementary and middle schools, that would just say this is a joint project of Children's Hospital. All the money goes to Children's Hospital, and ask if they'd be so kind as to cooperate." "Oh, I'd love to do that." So now, I got a personal letter to the superintendent of Jefferson County schools, superintendent of Douglas County schools, Denver public schools, Adams County schools, [inaudible 00:53:56] schools, Littleton schools. And, I got a template of it that I could use to give to all the PE teachers that I could fax and give to the principals ... You get the idea, right?

Then we took the template that said, "Dear Teacher, or Dear Educator", and we put a copy of the letter on top of every bundle. So when we had a bundle of 30, we had her letter on top. If we had a letter from like Jefferson County District, they had given something that said this approved or this approved subject to, we put that with it. Now, I had relationship enough with some of those schools I could walk in, go into the teachers lounge, put it all in the boxed, they just pass out whatever I wanted. Others, no where near that relationship. But that's the way we got that started. But let's go back to this. What else can I do to promote, to get those 500 kids at Leewood Elementary School?

Male: Recreation [inaudible 00:54:54].

Master Oliver: What?

Male: Recreation [inaudible 00:54:56].

Master Oliver: Well, I can go to the PE, for sure. So I can do a variety of things. I can do a PE for the day with their different excuses for going it. I had schools, years ago, where the PE teachers say, "Hey, we have a field day tomorrow. Do you want to come be a substitute for the day?" So now like any time that he's going to call a substitute, they call me, or call one of my instructors and we go cover for the day. By the way, all day, the kids are getting stuff but I'm saying, "Okay, everybody say this after me, 740-2291, okay." "Everybody say, 'Tonight at 6:15, everybody say tomorrow night at 7'." Literally. But, what else can I do.

Male: Trunk-or-treat for Halloween.

Master Oliver: Trunk-or-treat for Halloween. Good. How many have done that? [inaudible 00:55:54] What else can I do?

Male: I saw some people look a little puzzled when they say trunk-or-treat.

Master Oliver: Do you know what trunk-or-treat is?

Male: No.

Master Oliver: Everybody opens their trunk, and it's a Halloween trick-or-treat thing, but they set up in a parking lot.

Male: It's usually is a church or something.

Master Oliver: Yeah, yeah. The one we did with the kids was at their church. Some of them get really elaborate. Somebody pulls up their big van and they have a little mini haunted house or they decorate it and there's, you know, weird noises coming out of it. They have a smoke machine. Some of it is somebody's old [inaudible 00:56:27] and they have a trunk open and they're giving candy.

Male: Last year at [inaudible 00:56:30] I had ... In 90 minutes ... I made appointments in 90 minutes.

Master Oliver: How many?

Male: 98 appointments in 90 minutes.

Male: 90 appointments in 90 minutes?

Master Oliver: 98 in 90.

Male: That's good. That's amazing.

Master Oliver: Anybody be happy about that?

Group: Yeah.

Master Oliver: Okay, okay. [crosstalk 00:56:48] Whoa, whoa.

Male: If anybody has any pictures from that to give ... And I always feel like it's always better to have a visual.

Master Oliver: Yeah.

Male: I know when we get to the movie theater promotions, people weren't decorating their tables right, but once we started posting pictures everyone I saw after that got more elaborate, more elaborate.

Master Oliver: Everybody raise your right hand, repeat after me, "I promise anything I have a success with ..."

Group: "I promise anything I have a success with ..."

Master Oliver: "I'll post all that stuff for everybody else."

Group: "I'll post all that stuff for everybody else."

Master Oliver: Okay, good.

Male: [inaudible 00:57:18] numbers. Make sure you get [crosstalk 00:57:20].

Master Oliver: In the secret members group, not to the general [inaudible 00:57:24] population. Yes. [crosstalk 00:57:26]

Female: Last Halloween we did one. It was like through the YMCA.

Master Oliver: Was this for Leewood Elementary?

Female: Yeah.

Master Oliver: Oh, okay.

Female: For the trunk-or-treat. The line was starting to back up and here I am getting annoyed, like to my guys, "Get on this stuff [crosstalk 00:57:39]. Then I realized, wait a second, the more the line forms and more people that are coming-

Master Oliver: Jumped in line.

Female: This is where we need to be. So then I got smart and said, all right, well then you guys start going up and down the line, moving the [crosstalk 00:57:49] before they come get their stuff. We got so many baits from that. Yeah.

Master Oliver: Very good, very good.

Male: Another point on that, as far as the lines go, we've had those events where it's like you're in an awkward spot, or whatever, getting people to get in your line is pretty tricky even when you send out your forces and all other stuff, what our director will actually do, and it's pretty funny, she'll actually take a clipboard and she goes and finds the port-a-potties and she works the port-a-potties.

Master Oliver: The lines. [crosstalk 00:58:26].

Male: It's very effective. I mean, she'll [crosstalk 00:58:30].

Master Oliver: The concept is exactly right. You know, the old Karate Kid days, we worked the ticket lines. So we would work the ticket lines and make appointments while they were standing in line, nothing better to do. So that's exactly right.

Male: Would you post some pictures for that? Would you really [crosstalk 00:58:47].

Male: You know, I use that as an example for our team, because you got to give them that image of you got to go out there and get it. [crosstalk 00:58:54]. That's where those points come from.

Master Oliver: Okay. Whoa, whoa, whoa. What else can I do at the Leewood Elementary School?

Male: [inaudible 00:59:04] Halloween, like a candy safety lecture, hand out packets and kids give out to their classes.

Master Oliver: Yeah. We could do the martial arts school package for Halloween safety and it exploits all the urban myths of razor blades and shit that never actually happened and it ... Cause never play into that crap, right? Don't do the "Be afraid of your child having an apple", be the "This has never happened in 122 years. It's an urban myth."

Male: When he said that, Halloween, since it's coming up before long-

Master Oliver: Is this at Leewood Elementary?

Male: No. We did a little tag where we gave the students a bag to take home of 50 ... They were just a little lollipop attached to it was our guess pass for two weeks with a free uniform and two weeks of lessons, and it was attached to the lollipops. So we gave each of our students ... We would ask them, "How many bags do you need?" Because when the trick or treaters come and they just hand them out ... You have 200 students and you give them each 50, or you give them 100, it depends on how many trick or treaters come to their house, you're going to get a lot of leads out there.

Master Oliver: Okay. Adam.

Adam: [inaudible 01:00:22] question. Two would be fun lap fun runs and field day, and [inaudible 01:00:26] banners. [inaudible 01:00:28] school banner. I used one just like ... Because my city and [inaudible 01:00:32], so I'm going to put it in my sign and take it down every day, so I [inaudible 01:00:36] recommend like back to school special or two classes or something.

Master Oliver: Yes. Make a note on the tablet to come back to that when we [inaudible 01:00:43] elementary school. Okay, so, I have Leewood Elementary School-

Male: Oh, I'm sorry. You were-

Master Oliver: We're herding cats here. Leewood Elementary School. What else could I do for Leewood Elementary-

Male: Fall festivals [crosstalk 01:00:52].

Master Oliver: Cultural day. I can do career day and culture day. We did tons of cultural day so we can come represent [inaudible 01:01:02], TaeKwonDo is South Korea. Everybody say South Korea.

Group: South Korea.

Master Oliver: Not North. Or, you know, you could represent Brazil or you could represent Thailand, or you could represent Japan. So you could do cultural days. You can also do career days. You know, here's your career as a martial arts instructor. What else can you do?

Male: Fall festivals.

Master Oliver: Fall festivals.

Male: Spring festivals.

Master Oliver: Fall, Christmas.

Male: Holidays.

Master Oliver: Spring, holidays.

Male: Not everybody can use Christmas these days. [crosstalk 01:01:38].

Male: Those are all on the calendars on their websites. All this stuff is already on their websites. You guys think about-

Master Oliver: Including the PE teacher, email address, and [crosstalk 01:01:47].

Male: PTO president, the PTO [inaudible 01:01:50] and often their phone numbers.

Male: I have heard but never seen it [inaudible 01:01:53] field trips. Like, you can bring a bus to the school.

Master Oliver: Absolutely. Field trips. So they come to you. Good, good, good, good, good. What else?

Male: School demonstrations.

Master Oliver: School demonstrations. And, I can do ... I'm trying not to critique each of those. The other big demo team and they're great and they fly through the air and you put music and the crowd assembles and they're all in the auditorium and they perform for them. That, in and of itself, doesn't do much. On the other hand, if I have the kids in the gym and I have 70 of them and I can get them into a class, that's a lot better. The more you can move toward ... Now, any exposure you get, but the more I can move it towards, I'm not talking they're taking a class of some sort, the better off I am. They way you get all of it to work best is permission slips ahead of time. Does that make sense? Okay.

Male: What they're doing is trying to find a ... We're still trying [crosstalk 01:02:54] all our schools. So I'm finding, "Okay, kids, what school do you go to? Let's make a demo team with just you guys, just for your school." That's get me in the door in schools.

Male: That's [inaudible 01:03:05].

Male: It's almost like a talent show off for [crosstalk 01:03:10].

Master Oliver: We've done a ton of that stuff where we prep them for the talent show. You take your ID cards, do this every class, go through and say, "A couple questions. What elementary school do you go to? Are you in Scouts, Girl Scouts, Boy Scouts, Webelos? Are you a cheerleader? Do you go to daycare? Just go through each one and get the list of what they do. What else can you do with Leewood Elementary School?"

Male: Other sports.

Master Oliver: You can go through the coaches in the other sports and you can go through the sanctioned, or not sanctioned sports, if that happens. So most of them, like elementary schools, have a Boy Scout troop, they have a Girl Scout troop, they have a soccer league, they have a baseball league. We used to have a deal with Rocky Mountain Flag Football League. They had 82,000 kids. The head of Rocky Mountain Flat Football League, Mike [Nessigatis 01:04:04], he has two kids with black belts. He would send a letter to all 82,000 at the end of the year. The letter included, one of the things was the best thing I ever did for my kids was they're in Mile High Karate and what I recommend for all of our football league kids is in the off-season they continue to train and cross-train. The best possible recommendation I have is Mile High Karate. I'm so enamored with them, I lined

up for your child to have a month of free lessons and a free uniform, courtesy of Rocky Mountain Flat Football. Okay, but what else can I do at Leewood Elementary?

Female: You can do an afterschool program. You can have the gym teacher hand out fliers to all of the students, put the fliers in the [inaudible 01:04:50] holders, and have each one of the teachers give them stickers with your phone number and all the information.

Master Oliver: Yeah, put it on their chest, good. What else?

Male: [inaudible 01:04:59] marketing for the afterschool program, prior to the afterschool program.

Master Oliver: Yeah, that's where a lot of people mess up because they end up just ... There's an after school program. Oh, we'll put you in our packet. Like the schools have a packet for all the afterschool stuff.

Male: By the way, all you-

Master Oliver: That's [inaudible 01:05:14] adequate. All these schools have a [inaudible 01:05:15] of parents who come in every day, picking up their kids. If the school is enamored with you enough, you can go through the line as the parents are picking up the kids and make appointments or promote the afterschool program right there and that is [inaudible 01:05:27], too. You can have a big banner in front of the school. Either have movie poster size posters in the windows. You can have PA announcements, so they're making PA announcements on it repetitiously to promote the event. PA announcement the day of the afterschool program reminding the kids to show the hell up. A lot of the schools do broadcast voicemails so they could do a broadcast voicemail in the announcement and don't forget we have the special thing. They have email that go out, and don't forget we have this thing. They have evite and online registrations sometimes. Those are all things that can happen. What else could I do with Leewood Elementary School?

Male: Donating to the auctions.

Master Oliver: Yes.

Male: Also, we host a parents night out on the auction night so the parents can bring their kids to us while parents go donate money at the auction.

Master Oliver: Yeah, yeah. So they have a silent auction. I could give them 1 big thing that they can auction off but I can also give them door prizes. So I could give them a two-week pass, free uniform pass for everybody and then I could give them a three-month pass worth \$600 that they can auction off. Now, it doesn't do them any good or you any good to make it like a big, big, big package and actually the

likelihood of them selling it is lower than the likelihood ... We used to do year packages and out of every 10 year, one of them would ever actually show up and they would have sold it for \$22. What else could I do? You guys need some help? You're running out of steam? What else could I do?

Male: Some of our schools have Boys and Girls Club after school.

Master Oliver: Good. Well absolutely.

Male: We could go into their [inaudible 01:07:04] done.

Master Oliver: Now all of them, hold the thought, all of them have something after school or before school. They either have it onsite and mostly they have it onsite and buses running. So they have the ... Children's World has a bus. La Petit has a bus. The other [inaudible 01:07:29] karate guy who's doing the afterschool care has a bus. Three others have a bus. So you could network through everybody who's picking up kids at the school, go through there before and afterschool director to do stuff. If he has trouble getting in to do something with the main school, that's low-hanging fruit. So you go in and do a class there, build a relationship and then have them introduce you and have them tell the school how great a job you did.

Male: Yeah, I was just going to say if there's a charity auction or anything like that, don't forget the opportunity to have something like a spin wheel on the back of it so when people are leaving, here's a way we'll raise more money for you. Whenever there's people and there's especially parents, then that's a good opportunity.

Master Oliver: Anytime you can be present as opposed to just giving them stuff.

Male: To get your [inaudible 01:08:17], anytime there's kids only we need to follow the process of making sure there's permission slips. In terms of the parents, we need to figure out some way to [inaudible 01:08:27] as best we can. So that's kind of how I split the [crosstalk 01:08:30].

Male: Lots of schools do go to a certain restaurant that night and the restaurant kicks back money [crosstalk 01:08:35]. We can do the same thing with intros, get them to do a [crosstalk 01:08:38].

Male: Chick-Fil-A's big on that. [crosstalk 01:08:41].

Master Oliver: Well, yeah, you could do two things. You can have the night at your school, where all the money goes to that school. But also, like they have the Chick-Fil-A night, they have Chipotle night, shouldn't we be there also? So you could be at the Chipotle night helping the school or you could be, "Hey, are you with Leewood Elementary School. Fantastic. Make sure you tell them up there. We're also doing a \$29 donation pass for Leewood Elementary School so you also get a

uniform and a free month of lessons. If you'd like to also make that donation 100% will go to Leewood. Make it out for [inaudible 01:09:24] Leewood."

Male: You could [inaudible 01:09:26] tournament afterschool, make [inaudible 01:09:31].

Master Oliver: Absolutely. Absolutely. Now what else could I do at Leewood Elementary School? Come on, guys. What else could I do?

Male: [crosstalk 01:09:41] STEM classes.

Master Oliver: STEM classes. Okay, good. Here's what I always did. [crosstalk 01:09:52].

Male: Science, technology [crosstalk 01:09:56].

Master Oliver: Yeah, but you can go in and do something for them, you could show them the [inaudible 01:10:01] physics [crosstalk 01:10:03]. You need to be creative for that. There are some books out there. Even Bill Wallace has a ... He has a masters in kinesiology. A couple of his first books he did the analysis of the musculature and all that stuff. You remember that first one he did, first this ... I think it's called Stretching, where he did that.

Male: He's done about half a dozen of them.

Master Oliver: Yeah. Jovial as he is, he's a very smart educated guy. But what else? Okay. How about this? I'm going to line up in the afterschool program. So, I really want to promote ... My mission is as high a percentage of those 500 kids in that school as humanly possible. Option one is the PE teacher, who's a buddy of mine, gives me the school directory so I can do direct mails to school. That happens, it doesn't happen. Sometimes it happens, sometimes it doesn't. Some other parent. Most effective direct mail [inaudible 01:11:08] direct mail I ever did by the way, was excited mom who was also PTA. Gave me the school directory. I did a letter. The envelop was Sue Jones and her address. The addressee was the kid, or the parent, in the directory. The letter was, "Hi, I'm Mrs. Smith. My son, Billy, who's seven, goes to school at Leewood Elementary with your daughter, Jo, who's nine. I've had Billy in Mile High Karate for three years. He just got his black belt. We're so excited about it that I made a deal with the school and purchased a three-month lessons for all of Jo's classmates because I know it has such a positive ripple effect on the school." Mailed it out to everybody in the directory. Worked like a charm. We got blow back from the school and I had a deep enough relationship, I didn't want to repeat that.

So then what we started doing is that we got a school directory with data interim and mailed it generically but not mail it like the kids' name and stuff. But, I'm doing the afterschool program. I haven't heard this. What else can I do to market to Leewood Elementary? Could I do bandit signs in and around the neighborhoods? At the intersection? Around Leewood Elementary so that

everybody at Leewood Elementary suddenly sees your school and Mile High Karate 92 times a day?

Male: What do you say on bandit signs? What's on it?

Master Oliver: Oh, real simple. Two free weeks of karate, phone number, logo.

Male: But not your name?

Master Oliver: Well, you could have your name. But what you want to do is you want to make sure if somebody's driving 20 or 40 miles an hour past it, at a glance they see what it is. I see some around ... One of our old guys, he has these bandit signs, he has a banner. When I'm driving past it the banner sign, I can't read what it says. When I look at the banner on the school, I can't read what it says. He did it in like pink background with baby blue letters or something like that. You got to ... You have yellow background or white background with black letters. Bold. Yes.

Male: Prefer phone number over website?

Master Oliver: If it's something they're going to be responding to in the car, I would have the number where they can call or text. Hey [inaudible 01:13:44], one of the guys we're working with in Brooklyn, first time I ever saw somebody do really well with billboards. But he had the text MMA, or text martial arts or something to 3456 on the Long Island Expressway, for a free ... And it was working like a charm. Same principle.

Male: [inaudible 01:14:07] 3456.

Master Oliver: Real simple. But, Leewood Elementary School, I'm going to go in and do a gym teacher for the day or maybe the school carnival or I'm going to do something else. What do I really want to do? I want all 500 of those families to see me 9,823 times, right? So what should I do? Well, is there a Domino's that delivers to that neighborhood? Yes? Shouldn't I have fliers on every Domino's box in that neighborhood, even if none [inaudible 01:14:36]. Is there a Pizza Hut that delivers that neighborhood? Yes. Should I have fliers on every Pizza Hut box that goes to that neighborhood? Sure. Are there retail in that neighborhood? Sure. Shouldn't I have rack cards in every retail store in that neighborhood I'm doing that school? Sure, I should. Again, bandit signs. I should have bandit signs out everywhere in that neighborhood. Not enough to irritate the school, so don't put the bandit signs all around school property, but in and around I should do that. If they don't have where I can get a school directory, I can go in the sales team. I can pull the list. I know what the district is, hell, it's on their website. I can map out the district map. I can find every school-age kid from say four to whatever it is, 12, that goes to that school. I can map out the district.

I'm going to miss a few because some of them don't live in that district and I'm going to miss a few because some of the ones that are on that map go to a private school, Parochial school, or something like that. But I can direct mail directly to everybody in that district, or as close as I can get to it, while I'm doing something in that school. Am I giving everybody some ideas? I can draw from Salesgenie if I want, that same map, expand the radius, and I can find every other business that supports that school. Who supports an individual elementary school? Maybe orthodontists in middle school, but who? A kid's dentist. So I could do a promotions with pediatricians, with kids dentist, in that immediate area. Like my kids when to a private school up by my house. There was Kids To College, is a dental practice and every time you went to anything that dental practice was passing out free toothbrushes and they had a booth and one thing or another. Probably half the kids in that school went to her. It was like three times more expensive than anybody else in the state of Colorado. Why? She was anchoring in with that community.

You draw the radius and you figure out what other businesses. So what other businesses can I co-promote remotely? Does that give everybody some ideas? Part of it is when you do something. What most of us do is we scratch the surface. Well, I'm working on that elementary school. Great. What did you do there? They have a carnival in October with a trunk or treat, I'm going to do that. What else? What else could I do? We're not done yet. You get the idea? Yeah.

Male: Master Oliver, so implementing this strategy, could you be intense on, like, okay, I'm going to target this school area, then I'm going to get this other area?

Master Oliver: Yeah.

Male: So it's sort [crosstalk 01:17:33] diffused throughout the community.

Master Oliver: Right. That's right. Let's go back to the primary focus here of principles. Principle number one is what?

Group: Murphy's Law is right.

Master Oliver: Murphy's Law is right. What's principle number two? Parthenon. Always have a bunch of stuff going on. What's principle number three. It's better to drill deep with the exact right audience than to rifle shot, or to [inaudible 01:18:07] shot across a broad spectrum. That's the point of that. Let's say this is my ideal neighborhood. There's homes on the golf course, three-car garages, their solid middle-class neighborhood, maybe there's a solid Hispanic predominant neighborhood and a great couple Catholic churches there that feeds from that neighborhood. This is like my perfect neighborhood. I don't want to scratch the surface. So I want to figure out that neighborhood and then I want them to see me everywhere they turn. I'm much better to go deep, deep, deep, deep, than

try to go across the whole spectrum. Does that make sense? Principle number three is find your ideal audience and drill as deep as humanly possible.

Male: Master Oliver?

Master Oliver: Yes.

Male: So hypothetical ... Let's say you have a private school has come to you with a win-win scenario of we're going to give you access four times a year to our school. The terms and how it's going to work out are negotiable. So, you're going to get access to the most kids if you do it during the school hours, the way I think like this. It's during school hours, they can call in an assembly. However, there are going to be no parents there so you're going to be relying on students and teachers to actually relay that information to parents who are the decision makers. Or, you could have it after school where it's going to be voluntary where you may not get nearly as many children but you're going to have parents who are interested and there you can get to drill down. Do you have examples, or have you heard examples, of which one is more effective on how they work out?

Master Oliver: Oh, absolutely. Absolutely. Let's tie this to the broad principles. Everything you want to do is to move them from that venue to you. So you don't want to become a school employee. A good friend of mine, sadly passed away a few years ago from cancer. He was a Vietnam Vet. Agent orange [inaudible 01:20:25], Joe Lewis, Terry Bright. But Terry brought me this idea. I had helped him get to million plus and then same scenario and he was the martial arts instructor for the Air Force Academy. I think the same time you were at West Point. Sometimes you guys ... Right? But, he had gotten divorced and a bunch of things had happened, and now he had come up with this plan where the school district was paying him a salary to teach martial arts to the kids directly in high school. He brought it to me and outlined the whole the thing. Isn't this great? You can tell everybody about this. Here's something I can give back to you. You can do it. I just hated the whole idea. But what I hated about it was it didn't have a good mechanism. To me, if you're going to do that, that's the charity. That's Keep Drugs Out Of America. We were working real hard for a while to bring Keep Drugs Out Of American to Colorado and the teachers unions and the education establishment in Colorado was to [inaudible 01:21:31].

You could be Bill Gates and they wouldn't let you come in and teach computer programming in the Colorado school without going to a crappy teacher college for two years and getting certified. So we couldn't do it. But as long as it is something that's going to be short-term where it pulls them into the school, not an ongoing permanent thing. So you don't want to be the daycare's paying you to do it, the private school is paying you to do it, and you're there all the time. Now, the second question is are you better off to have it be a class where all the kids go through six, eight, 10 classes as part of the regular curriculum as an obligatory, or are you better off where it would be some kind of afterschool thing where it's optional? I've always split the middle. So something where all

the kids do one, two, or three, and usually one was enough but a couple or three would be fine [inaudible 01:22:34] too labor intensive. That then promotes the afterschool program.

Here's what we were finding. We were replicating the afterschool program like summer day camps but what would happen is we went into a summer day camp and they have 80 kids. We would go do the full afterschool program, six or eight lessons, permission slips, registration forms, all that stuff at a summer day camp. It was missing a component that [inaudible 01:23:06]. The component was they raised their hand and they paid some money to register. Because what happens is 500 kids and they all do it a little bit gives exposure. But then you get 20% of them who go that was really cool and the parents are willing to write a check even if it's really small check. Now, you sorted out all the ones that are interested, whose parents are willing to get engaged and then you can have a great high conversion rate from those. Does that make sense?

Male: Yeah.

Master Oliver: So ideally is mix the two a little bit. If they were willing to let me come in multiple times a year, what I would do is say, "How about if I came in the first month or two and did like a one-day program for all the kids?" Now, I've had school ready to do four full days to get all the kids, so they were on a track system and you had to get track A, B, and C, and then track D. But what I mean by that is you would teach all the kids once. Next quarter teach all the kids once. Next quarter teach all the kids once but promote an afterschool program. Before you teach all the kids once you get permission slips, permission slips, teach all the kids once, and do then do the afterschool enrichment program. The afterschool enrichment program, it's hard to go back to that more than once a year because you get diminishing returns every time you do. My ideal is about every 18 months. So, Steve, would say it's about it right?

Steve: Yes.

Master Oliver: How often are you going back to schools and doing well?

Steve: Some of them we do every year but [inaudible 01:24:48].

Master Oliver: Yeah, so if I had my choice, I'd do a school fall semester this year, wait til the next school year spring semester, then do one and space it out like that so like every 18 months where I do the full blown afterschool program. Does that give you enough?

Male: Yeah.

Male: [crosstalk 01:25:13] told to do that. Then they say, "Oh yeah, I'm doing the afterschool program" but they ended up being in kind of like what I mentioned before. The school already has an afterschool program, which is 18-weeks, once

a week of jazz or dance or something. Okay, that's not very productive. It's too long. The parents are very easily distracted. Well, they drop the kid off, they do their thing, they pick it up, and it was done. It's just a way to give basically childcare for a couple hours. So, the schools already have those kinds of programs set up. You have to present this as a different thing, that your fundraising is an afterschool enrichment program and the way it's set up its structure needs to be different. Don't let schools force you into doing it. If we had to, we'll do it their way, if you really want to be in a school that's really close, but you really want to influence how they're doing it. Otherwise, they get very low turn out and it isn't very productive.

Master Oliver: Yeah, and recognizing that and coming back to some of the principles but to expand on what you said I've had people who went to the school and their presentation was, "We have this great fundraiser. We're going to make a bunch of money for you by doing this." Thinking that's a good thing. Immediately, their reaction is, "Well, we promised the parents we'd only do one fundraiser a year and we have this year booked and we have next year booked so we'll consider it in 2019. So you got to be careful what frame you put on. It's got to be, "Here's a wonderful thing that's going to have a massive ripple effect throughout the kids and throughout the community. It's going to teach them better discipline, focus in class, how to be more respectful to teachers. By the way, we have the kids pay a small fee but we'd like to donate 100% of that money back to the school." Now if they ... See a lot of schools now, I'm finding, are antsy about fundraisers. They have the kids selling, you know, the Christmas wrapping paper and everything in between, so I don't present it as this is another fundraiser to rake money out of the parents. This is something wonderful we're going to do, by the way, we want to donate 100% of the money back. Yes?

Male: So, two things, how do you get parents involved and do you guys ever market to the parents also?

Master Oliver: Yes and yes. Is spending a chunk of time of this type of program, is this helpful for everybody? Is it going to deep or not? Who would like to spend more time of this? You got to make a decision. Who would not? A lot of people didn't make a decision.

Male: The reason they didn't make a decision is because they haven't committed to doing a school program because I guarantee you most people balk because they don't know how to get in the school.

Master Oliver: Right.

Male: That's the biggest obstacle. I guarantee you, once you get in there and you have a parent who introduced you to, you'll now then go to other schools and ... I mean, look at Steve. One event, 150-

Master Oliver: Well, that's not a school. That was a fair.

Male: Well, a fair. But, I mean, in your school programs, you're getting 100 people in your afterschool program. Now remember, in the afterschool program, and Robert, when you're approaching the school and you get the afterschool, like Master Oliver said, you either do it as a fundraiser or donation. You're not charging, or you're charging because the school-

Master Oliver: Well, no, no, no, no. Whoa, whoa. You're charging. You're just giving 100% of the money back to the school. I'll explain that-

Male: What I'm saying, charity. In other words, they get the money, or they can donate to charity, whatever they want. It's their money. You're going to give it back to them.

Master Oliver: Yeah. Well. Let's shelve this a little bit for later this afternoon. Make a note is I did three hours on this in Orlando a few years ago and I covered every item, nut, or bolt, of the program. The video of that, I posted, I think back around Christmas in the Facebook group, and if you'll remind me maybe Tuesday, I'll help people find that or repost it in the group on the member site.

Male: Yeah, some times if they're too far back it's a little ... But if you know how to use that search menu, they tend to pop up with a couple [crosstalk 01:29:53].

Master Oliver: Yeah, well, you do two things. You go to the search bar but I don't think the search is files and videos. So you can go into videos and there's not all that many videos there. It was a U-shape. [inaudible 01:30:06] karate people. It was a U-shape table, everybody's in a blue shirt, maybe with the exception of me. So, all those questions, the short answer for that is how do you get the parents involved? Parent orientation day where they're required to show up to learn how it works, the first day, and you promote and call and tell them that. As soon as you get the registration you call them all. Do an invitation to the school. I use the excuse that you're going to size them for the uniform, because you're going to include a free uniform now, if you didn't tell them that before, but they get the chance ... This program doesn't start until two weeks. They get a chance to come down to the school and take a lesson and you'll size them up for a uniform and get their uniform. Then in the actual program we do homework assignments every day for the kids that engage the parents and the teachers. So clean your room, thank you, I love you, do it the first time.

All this, by the way, if you go to milehighkarate.com, there's a section that says afterschool program or educator researches or something like that. All that stuff is there. Then you market to the parents. Absolutely. What I've had the most success with, although we will invite the parents to take class at the afterschool program with the kids, reality, most of the moms are sitting there watching the kids, feel silly that there's 120 kids and there's the ... It's hard to get many of them to do it. I mean, you can go pick and tease and harass them and try. We'll have a graduation at the end of the program. Then what I started doing at the program, and we were getting as much as out of 20 kids who enrolled, I'd get 10 of them would have wonderful parents involved. But what we do at the

afterschool program is I'd say, "Now, parents, you may not know this but half or more of the kids we have in school have wonderful parents that take classes with them. Certainly if you're going to be driving down to the school twice a week, it's stupid to be sitting there, fussing around on your iPhone on the benches. You might as well be in class with them. Kids, who would love to have mom or dad take class with you, or both? Fantastic."

So, I'll have uniforms and I'll say, "Here's a uniform. Go give the uniform to mom or dad. Mom and dad, you're going to take class today with them." Another way to do it, which actually I like better, is you have a stack of uniforms on the front table, and as they walk in, you hand one to every parent and say, "Go put this on", and they say, "What?" "Oh, we're doing parent day today with the kids." "Do I have to?" "Yeah." So then what happens is you just make a big deal at that point of the parents are going to come back with them. You should be doing the same thing with every introductory class you teach, by the way. As soon as the kid comes in for the introductory class, mom and dad takes the class with them. You just tell them on the phone, make sure to wear something loose and comfortable, you're going to take the class with him today. "Well, no, it's just for him." "Oh, I know. We just want to make sure he's comfortable. That's one way he'll be comfortable. Also, it gives you a sense of what the process is better than being a passive spectator. You can be an active participant." Then you just add them on. The other way you add them on, though, make sure you have family classes.

Because if you say, "Ms. Jones, it would be great for you to come down. You have to come down Tuesday and Thursday at 9 p.m. to take your fitness kick-boxing class. Joey's going to be here Tuesday and Thursday, dah, dah, dah. Right? Again, principle number one is what? Murphy's Law is right. Principle number two, Parthenon. Have a bunch of stuff going on. Principle number three is find your ideal audience. Don't rack across a big group of people. Find your ideal audience and drill deep. Now, you can interpret that a number of ways and I meet them in all of them. If you get somebody who's your ideal audience, you keep dripping on them and dripping on them and dripping on them and dripping on them and dripping on them, right? If you get somebody who's expressed any level of interest you accelerate that. Yes sir.

Male: So you don't want to monkey around the kids [inaudible 01:34:27] charity events you do or anything you do [inaudible 01:34:30].

Master Oliver: All kinds of comparables. Marathons, fun runs are two that a bunch of people have had great success with.

Male: Colby did a marathon and got a hundred and ... What did he get?

Master Oliver: Well, it was 180 ... That's the one we had memorized, 180 leads, 150 appointments, 100 intros, 54 enrollments, \$200,000 cash and six weeks of renewals. Not a bad six hours work. But everything that we're saying just what's the adult equivalent. Does movie theater promotion work? Absolute. You just

instead of going out and doing the new Lego movie, you do the Kinsman movie, or-

Male: Would you do your booth differently in that case?

Master Oliver: Not much. Not much. Do adults like to win a prize? Sure, adults like to win a prize. I might not put somebody in the Kung Fu Panda costume but I wouldn't mind putting somebody in a Wonder Woman costume. Seriously, right? You just do what's the adult version of it. Honestly, there's not that much difference because with the kids, we're not marketing to the kids anyway. We're marketing to the parents.

Male: [inaudible 01:35:52] You should have a TV there [crosstalk 01:35:55] stuff that kinds of a promo of what you're trying to sell. If you're going to promo the adults, have the adults doing stuff that looks fun and exciting and having fun, some adult testimonials.

Master Oliver: Yeah. You know the best I saw recently? I was at, maybe it was Comic-con, and they had this type of projector, which are fairly cheap now, and they had the big booth display but a big chunk of the booth was white and they were projecting the video on the booth. So they had the video projecting about that space on the booth. You can see the distance here. So they had a little floor stand projecting the video on the backdrop. These are what, \$500? Maybe \$700, a decent one anymore, and they're wireless. You can project it off your iPhone. But yeah, I mean, absolutely. But what else can you do with adults? Well, the adults aren't in elementary school. You got to decide what age group adults you want. I've done a lot of things with fraternities and sororities and with colleges. I tend not to like that market very much. But, for the more established, more mature, they have social organizations, Jaycees, Kiwanis, Moose Lodge, or whatever, Masonic, they have those organizations. Some of them may be too old for you rather than being too young for you. But obviously going directly to their employer ... We used to do a big thing with Coors. I mean, we're right here. If you look at where the hotel is ... Is there a wellness center still there?

Male: Oh yeah.

Master Oliver: Yeah. So the Coors wellness center, where the Starbucks is, if I'm remembering correctly where the Starbucks is if you go two blocks, there's a big building, it used to be a grocery store, it's the Coors wellness center. We used to have a deal with Coors Wellness Center. We could go in anytime we want and they would promote it to all of their employees. We would go in and do like an afterschool program a couple days a week for three weeks, to all of their employees. Why would Coors want that? Well, it's not the safety. Around here they're not worried about them getting jumped in a dark alley, it's wellness for productivity and wellness for insurance premiums. Because what happens is still is corporations are really concerned with what the median level of claims are on their insurance policies because it spikes their insurance costs.

Male: So you do a lot of business [inaudible 01:38:31]?

Master Oliver: Absolutely. Absolutely. So you [crosstalk 01:38:34].

Male: All corporations are looking for that. There's [inaudible 01:38:38]?

Master Oliver: You have them all. You have them all. Yeah, you have to be highly credentialed and certified in what it is you're doing. What are you doing? [inaudible 01:38:49] self-defense. You don't need a Ph.D from Harvard for that. In fact, a Ph.D. from Harvard doesn't know what the fuck he's talking about.

Male: Put your bio together. Just have the bio of your association, your group, there.

Master Oliver: Mostly they never ask. We did the same thing with US West, which became Quest, which became CenturyLink. We had a deal with them where they would do payroll stuff. Now this is the biggest employer in the state of Colorado. May still be, I don't know. But at one time, and Coors was like number five in the state, but US West, became Quest, is they would have annual employee events. Big, big employers, they all do this, Quest and Coors would both rent out [inaudible 01:39:44] Gardens, they would close down Six Flags for the day and it would only be their employees. They would have a big thing for Western Stock Shore Arena where it would only be their employees. What is that? It just a fair and carnival but it's an isolated group. It's all US West employees. It's all Coors employees. They would let us come in and do anything we wanted in their employee list. So we could set up an area this size, matted, we could have classes, we could do a booth, we could have a prize wheel, we could have the videos. It was almost as effective as the Boy Scout Jamboree when we did it.

But they would also do payroll stuffers. So they would send out the pass. All the big employers, like apartment and condo complexes, they like having something that you're a Google employee, therefore they give you 25% off. You're a Google employee and therefore they give you special free compensation. They like having stuff like that because they want people to be happy that they're working there. I used to do that with parking complexes. All the way back to when I was working for the fitness center chain. We had one of the guys where ... He beat me out for number one sales person of the month and the way he did that is he signed a corporate client who did a hundred memberships. Corporate clients will do bulk memberships. Corporate clients will let you come into events. They'll distribute things internally for you. They'll let you come in and do the adult equivalent of PE teach for the day, the adult equivalent of an afterschool enrichment program. We've done that with the Denver Broncos. We've done that with the Denver Nuggets. We done that with Coors, US West. Don, do you remember a few that I don't?

Don: Yeah, [inaudible 01:41:32].

Master Oliver: What?

Don: [inaudible 01:41:34].

Master Oliver: Yeah, the biggies. Because those were ... We did with Ultimate Electronics and with Ultimate it wasn't so much about their employees, it was about access to their customer base, which was ... When we did Ultimate Electronics, they put us in their ads and they were spending, what would you guess, Greg? Five million a year in this market in advertising?

Greg: Yeah, I mean, every month that ad was like \$100,000.

Master Oliver: Yeah, they were spending big bucks. But they put us in all their circulars. They let us do booths in their stores. They gave out certificates for us for everybody who bought more, I think it was \$1,000 but basically [inaudible 01:42:15] walk in, unless you were buying wire or something. If you bought a TV or stereo, you're going to drop a \$1,000 or more in the place with all high-end electronics. They got Amazon. Does that give you some ideas? So, big major employers, places where adults hang out, right?

Greg: You would approach it with the same concept [inaudible 01:42:36] making sure they're healthy, able to be productive-

Master Oliver: Healthy and productivity. Yeah. Healthy, productive, and safe. So if you have employers who are dominant female, we did a bunch of big hospitals. So we would do passive restraint, personal protection seminars for all the nurses.

Male: [inaudible 01:42:59] was always easy [crosstalk 01:43:02]. It was good. They had a little key chain.

Male: UPS and FedEx are really good ones to have, big distribution centers.

Master Oliver: Yeah, yeah. But with the hospitals, they have problems with patients who attack the nurses and then they have problems when nurses in the parking lot and that type of stuff. It's not just nurses, but female doctors, [inaudible 01:43:23] male doctors, but the employers that were dominantly female. We did Hooters. We had an instructor ... The instructors loved that one ... Went through and did [crosstalk 01:43:34].

Male: Did you do that one personally?

Master Oliver: I think I did one.

Male: Did you do Paul Mitchell?

Master Oliver: Paul Mitchell. Yeah. We did a lot with Paul Mitchell. Paul Mitchell hair care products. They have regional distributors. So we went into the regional distributor, who happened to be black belts of ours, and then drilled down in through the hair salons, especially with like cardio kickboxing, we would do that

where we would drill down into the hair salons and the tanning salons and so forth.

Male: So one more thing. So you do this for the basis of if you're trying to get additional enrollment right then and there from the company so, hey, let's go through our company and they're going to pay for everything, or is it more like a [inaudible 01:44:19] program where you're just trying to get them in the door and talk to them. Now we can get them to the store.

Master Oliver: Whichever one you can pull off. I would love ... Whatever you can pull off. In other words, if I could have Coors write me a check for the full tuition for 100 people, I'd take that. Yeah, I never pulled that off. In the fitness center environment we used to pull it off all the time. But secondary, if I can't get them to do that, what I want is something where they're going to ideally where I go in and they participate, they become a student. I get their contact information and then I schedule them to move into the school. Passively distributing information is not as good. Marty?

Marty: Yeah, and what would that bold membership look like? Do you offer some big discounts?

Master Oliver: Yeah, 20% of something like that, 25%. I think the most I ever did was like 25%, as a corporate membership. I can have it be if they buy 10, it's 10% off, and if they buy 30, it's 20% off, and if they break 100 it's 25% off.

Marty: By 30 you mean?

Master Oliver: 30 people. You can pull it off. Even with MMA, where you do have a much bigger adult clientele ... By the way, when we did a lot of this stuff, we had 1,500 adult active students at the time. So we were targeting 29 to 35. I never liked 22-year-olds. They're flakey and broke. But we were actively and aggressively targeting that audience. But yeah, I mean there's so much stuff you can do. You just have to translate just a little bit. You've done soccer leagues. There are adult softball leagues. There are adult pool leagues. You could team up with bars and restaurants. I've never been a big fan of that but you can team up with athletic clubs. So we've done big stuff. We used to do big stuff with Valley's all the time before they went belly up. We've done deals with 24-Hour Fitness. We've done deals with Gold's Gym. You can go in and do the same thing where they offer a special self-defense class to all their members. You charge them for it. Give them the money. I'm fine with that. All you're working on doing is converting, right? A lot of them have low price points so you can say, "Look, we're not trying to compete with you. If they register with us, we'll cover their cost of the membership with you."

That's the way you can give a discount. You know, \$29 a month membership at Gold's dissuades their fear. Everybody that we enroll from the deal, we'll pay their membership for them so that they're not incentivized to choose.

Male: So whenever the corporation pays for the full for the employees, are they paying for the full four-year program, are they just paying for the basic program in full?

Master Oliver: You would probably get their paying for six months or 12 months.

Male: Then from there do you try to convert the people who are coming in from there over to your leadership program?

Master Oliver: Yeah. There are different tiers. Sometimes you can get them to pay for the whole thing, right? Like when I was in that executive VA program, there was me and one other entrepreneur. We used to limit. We were the only ones actually paying our own tuition, because everything else would be paid by like Hewlett Packard. So a lot of them were up by Greg. They were being paid by US West. They were being paid by Coors. The big companies are paying 100% of the tuition. It was interesting, by the way, is the program would bundle everything so the big companies would pay for tuition but wouldn't pay for books and wouldn't pay for meals so the program was \$36,000 a year for tuition and then all the books are free and they give you lunch vouchers. In the end, there was a trip to Dubai. All of it was just wrapped into the tuition, so if the company was paying for it, they would pay for the tuition. They weren't paying for anything else because it was free. Yeah, you could pull it off. That is more of a stretch, usually.

What's really easy is here's a certificate for a month free of uniforms, get it out to everybody. Many of them do all the payroll electronically now so there may not be payroll stuffers because they're not mailing out checks. But they're doing newsletters. They're physically distributing newsletters. They're doing email newsletters, which isn't as good. They're going other internals with electronics. But they're doing live events, which they are showing now face-to-face. There's all that kind of stuff here. Does that make any sense? Okay. So let's go back to the principles. What's another principle here that we've already talked about over and over and over again? But you're always looking for how you get the thing to convert into an enrollment, not getting it linked into the organization there. So, you only want to do things that are going to convert to you. But number next is you always recognize that there's a buying cycle that people will go through. Some need more time and more education than others. So take these afterschool programs. Why is it that if we do a good job we get 10%, 15%, maybe 20% conversion. Now, I was getting 30%-35%. Best ever was 85%. Why is it we're not getting 100%?

Male: Education.

Master Oliver: Well, some of it is that. Some of it is timing. If I have a birthday party and I bring in 40 kids. Let's say they all love it and all decide they want to do it. How many of those 40 kids are ready to start martial arts, the parents are willing to add something new twice a week and pay for it this month? Who knows, right? You don't know. Maybe 10% or 20%. What about the other 80%? Over time, that's

right. So the principle is we are in the business of generating somebody who's shown interest. In other words, we go from suspect to prospect. The difference between a suspect is somebody who fits your profile but they never raise their hands. I could have it down to an ant's ass but they're a homeowner and certain age and certain demographic and certain education, everything else. They're my ideal person. What don't I know? Do they have any interest in this whatsoever? Can I get them interested? But then once you move on to prospect, they've shown some interest, they raised their hand. It could be limited, which isn't very big express of interest. They gave you the name, address, and a booth. Or they came to a birthday party. See that's not very much interest. It could be more. They opted into your website. They called you. They came in to an introductory class. They did enroll. You know they were really interested.

You're always looking to generate a prospect and you can subset those based upon how interested and how good a prospect they were. In other words, if they came in, they opted in, they called you. They came in for an intro, they expressed a lot of interested and they didn't enroll. "Well, I can't do it now because ..." It doesn't matter what the because is, unless it's, "I'm moving to Dubai." But if they can't do it because right now, that's somebody you should spend all your time, not all, you spend a lot of time and effort on. That's somebody who merits you do all the initial mail and you mail them a FedEx package. You mail them a trash can. You mail them a whole series of packages. You mail to them for two years. You mail to them ... Everybody follow what I'm saying? The principle is you want to go from suspect to prospect and then basically never give up on them. At least don't give up earlier than 12 or 18 months.

Everybody agree or disagree? It's often hard just to get started doing this. Because you say, oh my god, you told me I want to mail to them basically 52 times a year and I want to followup and I want to do this. How the heck do I do that?? Well, you do it the easy way. If you do something the hard way or the easy way, which way should you do?

Group: Easy way.

Master Oliver: Easy way, right? See, if you some high-falutin marketing expert they might say make it all sequential and use some expensive CR system, we use Infusion Soft, that cues it and you send them the first piece, the second piece, the third piece, the fourth piece, do it all sequential. But what do we already know about curriculum? We do it in a rotating fashion, right? If you're going to followup shouldn't it be the same way? So how do you start? Does everybody have at least a couple of special buddy referrals into your school every month? Does everybody have at least a couple? Well, every prospect you've ever had should get an invitation every one, right? So you start with that. I talk to people who had ... One was literally like 4,700 pieces of paper of every lead they ever had that had never been data entered anywhere. Well what do you do with that?

Male: [inaudible 01:54:21].

Master Oliver: We made a photocopy, boxed them up. I don't think it was even as sophisticated as scanning them. I think we boxed them up, shipped them to a provider in, it was either India or it was in the Philippines, who then data entered them for like two cents apiece, and then we now had a data file. Does everybody know about Fivver and guru.com and all those? [crosstalk 01:54:48]. Fivver, what is it, F-I-V-V-E-R?

Male: F-I-V-E-R-R.

Master Oliver: What?

Male: F-I-V-E-R-R.

Master Oliver: F-I-V-R-R?

Male: E-R.

Master Oliver: E-R-. Fiverr, two R's. On Fiverr and guru.com, and there's another one, well there's a bunch of them, but, on Fiverr, you can go get all kinds of stuff done for like ... The name is, what people will do for five bucks. Now, the reality is, almost everything you're going to do is going to be more than five bucks and that's fine. I've done ... My nine-year-old son wanted to design his own super heroes so he sketched it out and I scanned it and sent to somebody on Fiverr, for \$45 they created his own super hero. We have that ... Seriously, I mean, you guys have seen the comic book version of that? That was on Fiverr. I sent them that one. Greg edited it. Bob, you didn't exist on that one.

Don: I [inaudible 01:55:55] that was from you.

Master Oliver: I know but that's the old one. It's the one I had [inaudible 01:55:58] for two minutes. They turned that one into a cartoon for like \$100. But there's all kinds of people who will do white hat, black hat, SEO stuff. People who will do voice town. People will do copywriting. People who will do ... They're all ... It's international so some of them are somebody who speaks English in India. It's like where they all have ratings so they have five star, four star for whatever. It tells you what languages they're fluent in, what they're willing to do. Oftentimes, they give you option A, option B, option C. You know, you want this thing done but you want the rights to use it commercially. You want to the rights to use it copyright-free. But, you can get all that stuff done cheap. What do most people do? They look at that stack and go, "oh my god, I'm not going to sit here and type this stuff in for 22 hours."

Male: Did you give up the source for getting [inaudible 01:57:02] you can send voicemail [inaudible 01:57:04] contacts and they do it for you?

Master Oliver: I don't know who we used but there are people ... Fiverr or guru.com, there's going to be people there. You know what those are? Those are just electronic

gig economy marketplaces where people will do stuff in batch for you. But anyway, so how do you start it? Well, okay, I have two events a month in the school. What should I do? Well, everybody who's in my prospect database I should at least send them a postcard. If the database is small I can use something like AmazingMail. If it's bigger I can use ColorWorks, the people that we have a print center set up with. But there's any number of them. I've used, oh, it'll all come to me, but there's a bunch of different writers for that stuff cheap. So I have an event and I have it on the 15th of the month. What should I do first for my prospects? Well, would it be useful for them to all get an automated voicemail about the event? Sure. There are some legalities you have to worry about. The less relationship you have with somebody, the more you have to worry about, in this order, robocall, text message, automated voicemail, and telemarketing. So telemarketing, robocall, text message.

On the face of it, text messaging and robocalls to a cold list are basically illegal but the question is, really the practical question is, did you get permission to have the phone number or was it just from cold list. If it's from a cold list, don't do that stuff. You'll get in trouble. If it's from a warm list where they gave it to you and gave permission, and if you've been communicating with them without them opting out, you're fairly safe. The more recent, the deeper the relationship. So you're never going to get in trouble, well, don't say never, but a brown belt student who's actively training and you're notifying them from the event. They get a robocall from you, live answer. They get a robocall to voicemail. They get a text. They're not going to call, and if they do they come in and say, you know, those robocalls came in at midnight and I keep my cell phone on because I'm on call. Would you mind taking that number off the list. No problem. That's as bad as it gets with that.

But how do you follow up? So I got this list of prospects. I have two events a month. Should they, if it's the ninja night parent out, would it be okay for them to get two postcards? They get a postcard a week out, they get a postcard two weeks out? Sure, how hard is that? It's easy? What's it cost? There's a list of 1,000 people, it's costs may \$400, \$500.

Male: [inaudible 02:00:12].

Master Oliver: What?

Male: The postcards, we've been doing it by hand. Is there a [inaudible 02:00:16] too much, [inaudible 02:00:17] to this list?

Master Oliver: Oh, yeah, yeah, yeah.

Male: Do you know what that's [crosstalk 02:00:23]?

Master Oliver: Yeah, I do. If it's a small list, AmazingMail. Now, AmazingMail is per piece kind of expensive but if I had done the fair, and I don't know if you did or not, but if I

had done the fair that Thorton just did, and I got 100 ... What did you get, like 170 leads but 150 appointments, I would have, at the fair, had somebody with a laptop make an Excel spreadsheet. Then what I can do on Sunday is upload the list and AmazingMail from Phoenix, Arizona, will mail out the postcard on Monday. That's how quick they are. You can design the postcard but once you design it you can save it. The design is easy. I can do it. When I say something like that, in the industry, I'm probably the most knowledgeable technical person, maybe propeller-head over there engineer Moody, ahead of me or behind me a little bit on some of the stuff, and Toby, frankly, as well. But, I'm a systems guy. When I actually have to touch the keyboard, my patience level isn't very deep. So I don't like deep learning curves on this stuff. I like to have the picture of what I want to accomplish and really good at what I want to accomplish [crosstalk 02:01:52] somebody else to do it. That's why I love CallLoop. I love MeetMe, and I love AmazingMail, because it's [crosstalk 02:02:02].

Male: MeetMe, you mean ScheduleOnce.

Master Oliver: What's the other app that does [crosstalk 02:02:07].

Male: MobileMe.

Master Oliver: MobileMe. That's why I love MobileMe and I love ScheduleOnce and I love CallLoop. [crosstalk 02:02:11] mobile. Joe [Gallea 02:02:17] has a ringing in his head right now as I butcher that five times. That's why I love those apps. We use Infusion Soft. I'm pissed off at Infusion Soft more than I'm happy with it. It's just that it does so much shit. We have no way to not use it. I love CallLoop. I don't get annoyed with it. I love Awebber, too, by the way. I never get mad at it. I'm never ready to throw the computer against the wall. I never have to call Mereck and say, "Mereck, figure this out for me." I never have to call Mereck and say, "Mereck, I'm a dumb shit. I don't know what to do. Will you just go do it." I have an advantage because I have that propeller head over there and I have the super propeller head that we keep in the basement, Mereck, who can do anything. He's on full-time payroll so I don't even have to feel ... The only thing I have to feel guilty about is [inaudible 02:03:14] myself and not ... That was my fault. Nothing Mereck [crosstalk 02:03:20].

Male: I'm going to turn that off. I'm just [crosstalk 02:03:21].

Master Oliver: You know what it is. It's my nine-year-old. [crosstalk 02:03:26]. No, that's [crosstalk 02:03:30]. No, no, no. Chase thinks it's cool to set my alarm now. He'll get my phone and he'll set the alarm for 12:45 a.m. and then for 2:15 a.m. and then for 3:35 a.m. and then he'll set it with some Youtuber voice or something as the alarm thing.

Male: He knows your password and get can into your phone, that's the problem. That's a problem.

Master Oliver: What's even worse is he knows how to reset a password. Every time he gets my phone, he resets to dantdm, because that's his favorite Youtuber, is dantdm. Anybody else know who dantdm is? [crosstalk 02:04:23]. So, for that followup, is what do I do? How do I get this started? Oh my god, there's all this crap to do.

Male: Master Oliver, on the [inaudible 02:04:40], it would probably be good for us to go through at some point, how to put a postcard together. What things should be on it.

Master Oliver: Sure.

Male: [inaudible 02:04:45] a lot of questions. We did a little bit on our video conference at a one day event [inaudible 02:04:50] but that wasn't [crosstalk 02:04:52].

Master Oliver: I am going to spend an hour today on ad design across the board because every ad that people send me to critique sucks. I'm trying to think of an example for that.

Male: That one that I just sent you.

Master Oliver: Yeah, it was [crosstalk 02:05:12]. Greg, I don't mean to pick on you in this gray stuff, but having that person who can do pretty pictures doesn't create effective results. I brought some of these ... I'm wanted to give these out to everybody. I'll do it before lunch. Kelly did that great beautiful flier for the black belt test last year and you've done some really pretty graphics. What you shouldn't do on the website is put them up as PDFs. You should put them up as HTML because the PDF isn't being indexed effectively by Google. If it was up there as an HTML page it would be much better. So when I went in and looked at that I meant to say that before.

Greg: Not following you.

Master Oliver: You're doing those beautiful nice elaborate colored newsletters and stuff, like the stuff that had him, but then what's happening is it's going up on your website as PDF.

Greg: We have the viewer, I don't know if that counts. It's viewable on the website, like you can scroll down through it.

Master Oliver: Right, it's up there as PDF. You want to turn it into a real webpage. Convert the PDF into an HTML webpage. Super simple.

Greg: That's [inaudible 02:06:43].

Master Oliver: But it's literally, they take the artwork and they ... Nowadays, the softwares so good, they just say save as HTML and they make these links active. It can look

just as pretty but all of the HTML will be indexable on the search engines. The PDF not so much. It'll also make it easier for people to view it and then you put for them to share it, instead of them downloading the PDF and sharing it, you just put the share link. So you put a share link up there so they can share it on Facebook. You have Twitter. But then there's a share link by email and then they can send the link to the page. How do you get the followup? Postcards to promote the event. Well, if I'm going to promote the event to somebody and I really wanted them to show up, what would I do? Do you send them email? Sure. If I'm no more scientific and I have a big gradually increasing broadcast list and mail [inaudible 02:07:51] for constant contact or Infusion or Awebber, then I just do a series of broadcast emails to the list. At the very least, if I'm doing kids programs and adult programs, I would have things to promote to adults, things to promote to kids, so that's pretty simple. I have two lists. I can more complicated than that, don't necessarily need to.

I have a ninja night, I send them a broadcast email about it. How many times do I send them a broadcast email? Every day for a couple weeks? Okay, maybe twice a day. Can I text them about it? Sure. Because careful about a cold list doing that. The older it is the more you might could get some trouble about that. The broadcast is [crosstalk 02:08:41].

Greg: 18 months is kind of [inaudible 02:08:43].

Master Oliver: Well, I would say it this way. I have this stack and I haven't communicated with them all for 18 months, that's not better than you pulling a phone book list. On the other hand, if I've been communicating with this list regularly, then I can just keep communicating with the list. You see like the email marketers is if they're stupid, they'll let a list sit over here for three or four months and then they'll do a broadcast and they get a bunch of spam complaints. Now they have problems. But if they're emailing to them every day or twice a day or something like that, they don't have any problems at all. They're open rates go up and engagement rates go up. There are some rules of thumb, by the way, on day. The worst time to send anything out is Monday, which is why I keep facing you, Don. Don't send it out on Monday.

Male: [inaudible 02:09:45] so if I need [inaudible 02:09:47].

Master Oliver: Well then differentiate the list. North America, send it Tuesday, and Korea, send it Tuesday. I mean, that's easy enough.

Male: I guess I'd say I try to send something everyday anymore.

Master Oliver: Yeah, that's better.

Male: [inaudible 02:10:03] guidance [inaudible 02:10:05].

Master Oliver: What you were doing was once a week on Monday. [crosstalk 02:10:08]. But the best day that they're going to see things is going to be Tuesday, Wednesday, or Thursday. Yes.

Male: Do you have some ideas for re-engagement strategies for folks you have not contacted more?

Master Oliver: It's tough by email. It really is tough. Go ahead [inaudible 02:10:24].

Male: [inaudible 02:10:25] talked about the other day, but I think that serves as a trusting conversation today that half the stuff you're talking about is paper or printed. The other half is ... So what is the difference [inaudible 02:10:37] or some of you always using paper. So what is your feeling on that?

Master Oliver: Everybody has got so enamored with digital marketing that they are gravitating to what feels cheapest rather than what's most effective. That's always a mistake. Let's take Facebook. Listen to the numbers that we set here with Kelly and Allen, is \$200 an enrollment is great but it's not free social media marketing. There is no such thing in social media as free marketing. Where people get mixed up in all that stuff is they end up getting stuck in an area. If you got stuck in an area, you get stuck in calling them and mailing them shit because we know those two things work real well. We also know if you're going to email them you got to bombard them a lot. Open rates are going down. Deliverability is going down. It was interesting. I was working with Dan Kennedy two weeks ago now and Jay, they both said the same thing. Everybody's enamored with online marketing, the reality of offline is working better and better than it ever did. Emails going like this, right?

Male: [inaudible 02:12:06] with that. You mentioned about you were doing a [inaudible 02:12:09] refrigerator and it's there for days and weeks but if it's [inaudible 02:12:15] there it's fine.

Master Oliver: Oh yeah, [inaudible 02:12:17].

Male: [inaudible 02:12:22].

Male: [inaudible 02:12:27] They put it on [inaudible 02:12:29] go off again [crosstalk 02:12:30].

Master Oliver: You got to be careful. Just start off like a completely different program.

Female: Excuse me, Master Oliver?

Master Oliver: Yeah, yeah. Let's just finish with Don said real quick though. Here's the difference between a normal postcard and I send them an email. You send me an email. I've got 200 over the day and I'm apathetic about looking at an email. I mean, I don't know if you've guys seen my [inaudible 02:13:01] responder

recently. It's basically, I give up, I'm not doing it. Post to the member site. If we're friends, call me on my cell phone if you're not making an appointment. It basically says something like that. If I send you an email and I'm really interested, what do I do? I look at the email. Maybe I click a link. Look at the website. But the question is, do I go all the way through the process and opt in? Do I go through the process and call you? Or, do I just look at the email, say that's really interesting, and then look at the email? I look at the next email. What happens the minute that I leave that email? Do I remember it? Do I put it in a file to look at it? Do I print the email and put it on the desk? 99 times out of 100, what happens is nothing. You've got me interested and now it's off with the foot. But with a postcard, I mean you've seen my desk, I have like ... I got the postcard.

One of the things I'm going to do like the outdoor-y thing and the fire pit and all that stuff, and I'm going to get to it when I get to it. But these guys are good. I opted in somewhere and now every week I get a postcard. So I've got this stack of colored postcards and then he sends me a catalog and I got the catalog and it's right there stacked on my desk so whenever I get around to it I'm going to be able to find it. But like Soccer Mom, she gets a postcard and is interested and maybe it takes four, maybe it takes the first one to get her interested, throw it away. Second one, I'm interested, I put it in my day planner and it falls out. Third one, I'm interested and I'm going to keep hold of this one, and then the fourth one I actually put on a magnet on the refrigerator. When we were doing TV Guide a lot, I had people tell us, I had seven of those ads underneath the magnet on the refrigerator before I got around to calling. The difference between physical and electronic, and by the way, it's not just online. A radio spot. Oh, I'm interested, I'll call, it's gone. A TV spot, I'm interested. It's gone.

If you're in any kind of broadcast media, that's when you need to be really good at Google because if they do take action and go Google you to find you. It used to be when I was spending money on TV I had to be in the Yellow Pages. The Yellow Pages didn't do shit most of the time for us except when I was putting money on TV, and I could not be there because all my TV ads would be doing is filling in all the other martial arts schools in town. So it's the same idea, and that's what you were getting at, is like you, you can send the CEO a physical book. They stick it on their desk, it's on their shelf. You send them a link to a Kindle ... Wow, I think I counted 583 books on my Kindle. What happens to me all the time is I'm on Amazon, I buy a book and now they're good about it, they say, "You bought this on certain day" and they give you a link where you can open it. But half the time I figure out what's on my Kindle because I go buy it again and then realize I have it and if it's fiction I'll open it up and go, "Oh, I read that already." If it's not fiction, I'll go, "Oh yeah, I was duck down, you know, there."

The problem with the digital world is it becomes overwhelming and people forget it exists.

Male: It's too easy to file away.

Master Oliver: Yeah. Or to discard to get the lead or forget about or whatever it might be.

Male: It doesn't mean that you don't do it, it just means that [crosstalk 02:16:55].

Master Oliver: But, Allen, go back to your question, how do you get it warmed up if it was cold? One problem you had is with buyers because you started getting too high of spam complaints and they shut down the list, right? If it's email.

Male: Direct mail [crosstalk 02:17:15].

Master Oliver: But if it's email. What you really have to do is you have to go to the list with some kind of, "I can't resist" in offer to get them to go re-opt in and then that becomes a fresh list. So you blast through the cold list. Some kind of "I can't possibly turn it down" offer where they go re-opt in. Now you've got them fresh and now you're at the [inaudible 02:17:42]. That's really the best you can do. We've had problems. We had a list of like 40,000. It's like I'm constantly having people wanting to get an email list. It's like, well, if you have a list that you have a relationship with, I'd love for you to send stuff out for us on your list but I don't necessarily need your list. Most of what people, for us, are giving us lists that are junk anyway. They're not necessarily very targeted. If you had a kids dentist that offered to give you their list. That's great. What I'd rather have is a kids dentist email out to his list about us from him and then I'll email out about him from us. I don't necessarily want to exchange lists. The best use I have for an exchange list is nowadays loading it into Google and loading it into Facebook and showing ads to a target list. Email's getting harder, harder, and harder and rightly so.

Female: Example of a hard to resist offer?

Master Oliver: Oh, for us we all tend to want to do the, get in your car, drive down here three times, make the commitment, come in and do it offer, or something like that. But you want something intermediate. You know, the free report, the free DVD, the free book. The more tangible it is the better. The free book and DVD on the [crosstalk 02:19:10] perfectly behaved kid who's making straight A's. You know, the 10 secrets to how to have your child, who has ADD, the perfect student, and we got a free book and free DVD that we'll mail you. Something like that.

Female: Yeah.

Male: [inaudible 02:19:26] rate, like back to school kind of concise offer that they'll call you.

Master Oliver: Again, we're talking cold list and warm list. If it's a warm list, I would just go back to two free lessons, two free weeks, free uniform, special back to school offer, \$200 discount on enrollment and first two weeks free, something like that.

Male: [inaudible 02:19:52] you put a link in there, a short link, that's trackable [inaudible 02:19:56] before you call. [inaudible 02:19:59] is the short codes. You know, they can't call from that number. So I always [inaudible 02:20:05] put a phone number in. If you get that on your phone you just do this and it calls back.

Master Oliver: Yeah, the other guys, the-

Male: The ones that are like [inaudible 02:20:17].

Master Oliver: Either one. Sales [inaudible 02:20:20]. They can do a regular phone number so then they can hit reply and they can call you back. Call you by order.

Male: [inaudible 02:20:29] has a sister company called Salesmessage that you-

Master Oliver: Oh do they?

Male: You can't really do [inaudible 02:20:37] messaging so [inaudible 02:20:38] might be better for that.

Master Oliver: Okay.

Male: I used to use [inaudible 02:20:42] trigger [crosstalk 02:20:44].

Master Oliver: [inaudible 02:20:46] paper over the [inaudible 02:20:48].

Female: So awhile ago you mentioned for direct mail options that for a small list you like AmazingMail. What do you like for a large list?

Master Oliver: Well, ColorWorks can do a good job for you. They're the ones that run the backend of the print center that we have up online. I have used ... Do you remember what [inaudible 02:21:12] members became?

Male: [inaudible 02:21:13] today is [inaudible 02:21:18] and I use [inaudible 02:21:19].

Male: HandyMail?

Master Oliver: HandyMail is really good. They're really good. We're using them for a lot of postcards and stuff now, too. They're a full blown mail house. They have a relationship with a friend. They're in Wichita, Kansas. They have a relationship with City Blue Printers and with McManis [inaudible 02:21:46] Company. Now they're only if you're going to do a big list. If you want to [crosstalk 02:21:55].

Male: What's defined as big?

Master Oliver: I'd say at least over 1,000. It used to be over 5,000. Nowadays with digital printing and stuff, it doesn't have to be as big. But if you're going to do ... I just

did a thing and mailed 150 leads. Do something like AmazingMail. [SendOutCards 02:22:13] is a really cool app. It's a pain in the ass in the deal with but SendOutCards, you can actually do your handwriting font, upload it into the system, and you can send what looks like a personally handwritten card and so forth.

Male: I use that one a lot for [inaudible 02:22:31] cards and [inaudible 02:22:32]. You can upload a list and you can customize it. It will say, Bob, blah, blah, blah, and it's my handwriting. It's literally my handwriting.

Male: What's it called again.

Master Oliver: SendOutcards.

Male: We use Vistaprint.

Master Oliver: Yeah, yeah. Vistaprint for mail house services or just ...

Male: Yeah.

Master Oliver: Okay. I've never used it for mail house services. The other one ... It'll come to me in a minute. There's two guys that are down in Tampa that are really good. They're very direct responsive way and [inaudible 02:23:14] and customer service-wise, they were almost too much on top of it because I had like their customer service rep calling me like every 48 hours about something. I just went, here have it and go with it and leave me alone. If you remind me, I've got their information laying around the house somewhere. But they're really good also.

Male: What do you consider [inaudible 02:23:40]?

Master Oliver: [inaudible 02:23:39] a question. Over 1,000. If I go to AmazingMail and I do 150 postcards and it costs me a buck 30 each, I'm not too worried about. On the other hand, if I have a list of 3,000 people and I'm going to pay a buck a postcard, that's crazy. I can mail out the postcards first class from a mail house or, worst case 50 cents, probably 40 cents. I don't even pay 40 cents. And that's the over-size. So yeah, if you're paying 40, 50 cents is reasonable if you're doing 1,000 or more.

Male: You might want to mention just a quick [inaudible 02:24:26] first class on those.

Master Oliver: Yeah, you can mail them ... What do they call them? They call them pre-sorted. You can't ...

Male: Well, I guess the one I get worried about is people use for prospect [inaudible 02:24:41]-

Master Oliver: You should use as a prospect mailing because it's your own list. So what a mail house will often say to use, why don't we just mail to everybody today for less money and it's [crosstalk 02:24:52]. That's a completely different thing. It's not going to your list. So now you're spending money on people that might be retired or in rest home or something. But like HandyMail is really good if you want to do an 8-page letter, four pieces of paper folded in an envelope, live stamp. SendOutCards is really good if you have a birthday party with 40 kids and you want to send them a card with a picture of the birthday party that looks handwritten [crosstalk 02:25:24]. The only thing on SendOutCards is it is a little tricky to use [crosstalk 02:25:32] and we haven't been able to automate it so we can't get it to ... Supposedly, it will interface, but it doesn't. But you still have to manually [crosstalk 02:25:45].

Male: Like we've got a postcard [inaudible 02:25:48] now that's interfaced with [inaudible 02:25:50] but [inaudible 02:25:53] direct is another I've used before. They're okay but I'd probably just use AmazingMail to send out cards for those acquaintances.

Master Oliver: Well, for small quantities.

Male: Yeah, for small quantities. [inaudible 02:26:04].

Master Oliver: What I like about AmazingMail is they mail next day. Now they only do postcards. They do folded postcard and envelope but they only do postcards. But if I was out and again at that fair or movie theater, I could be data entering and upload the list, send to mail this postcard. Tomorrow in the mail it goes out. I can mail in bulk if there's enough or I can mail it first class. I used to use third class. Almost anywhere. Certainly if you're in this area of the country, but there's going to be all first class in Phoenix, maybe two days to get there.

Male: Okay, so we're talking about all physical mail now. What's the time [inaudible 02:26:48]? What are you looking for? Is it like a special? Is it [inaudible 02:26:54] class A? [inaudible 02:26:57] special is half off. What is it? What's the content of [inaudible 02:27:05]?

Master Oliver: Well, the right answer is yes, yes, yes, yes, yes, and no, and yes. Oftentimes, we forget to sit down and look at context so we want to talk to them as a potential student, not like an existing student. So I'll opt into people's lists, anytime I'm talking to a school, but then all of a sudden I get stuff that's worded like I'm a student rather than worded like I'm prospect. So when you said referral week, well I'm not a ... Even as a member, referral week may not resonate with me but this is a week where you bring a friend down and we have a special thing for ... You can do class ... Lester used to call it his side-by-side program. You were side-by-side with your friend and you help ... He had really good results with it. But from a followup of a prospect list, what you want to do is make it easy for yourself. So you start with every event you do, you're promoting them coming to the event. Now, whether it's direct mail or email, try to balance those two mediums with an event, educational, and special offer.

Keith [Ather 02:28:38] did a really good job. I don't know if he's still doing it. But he would mail just newsletter, his postcards with a message of the week. Whatever message of the week they were doing for their students. It didn't even matter if it synced up, but he would have like 12 messages ... Message from the Master, and it was a postcard with a little motivational saying of one thing or another and then a little explanation of every week in our school we're working with one of these subjects. Here's this week's subject. A purely education, non-promotional. It had the phone number, it had the address, but he wasn't trying to be aggressively promotional. With email, you have to do that as like three out of four of them are educational and not just pure promotional. With direct mail, you can flip it the other direction but what you want to do is mix it up. So when you have a prospect list every event you have, as long as you word it like they're a nonmember, not a member, keep that context in mind, send an invitation to all the events. "We have a special ninja night. You're welcome to come out." "We have UFC night at Woody Wild Wings." Whatever you guys have done recently.

Male: We can word it like that?

Master Oliver: Yeah, yeah. Don't send kid stuff to adults, or adults stuff to kids. Don't send women's stuff to men or men stuff to women.

Male: You said you had a [inaudible 02:30:05] event, special offer, and what else?

Master Oliver: Educational. It could be educational. In our context, educational fitness, educational self-defense, educational personal development. But just start it quickly, think about you have one big list so promote to that list for every event you have school. If you wanted to promote to the list to actually get them to come to the event, how would you do it? You'd email a bunch a time, you'd text message them, you would do a broadcast voicemail. You'd have a live human being call and invite them, and you would direct mail to them a few times. So, I might have whatever the big event is, Grand Master just messaged me, we're doing a board breaking day. You get to come down for free and break a board with a former world champion. Great. Maybe I do three or four postcards to invite them. It could be oversized postcards. I put a live human being on the phone and invite them. The bigger the list, the older the list, the harder that is to do obviously, so I would always prioritize by recency, the more recent, the more I'm going to do that, start at the more recent and work backwards. Everything you do, by the way, always work that that way. Work with the most likely and work backwards rather than the oldest before.

I'm going to do a renewal blitz and I'm following my own policy. I'm going to do a renewal blitz. I don't start with the brown belts, trying to get them to renewed. I work my way to the white belts and start with the white belts and work my way up. I invite them to every event, text, voicemail, live person calls, direct mail, email. Then, what else do I want to do? Well, back to school is a perfect time to be hitting them with hardcore offer back to school offer. My rule of thumb has always been two to three weeks before school goes back in

session and four to five weeks after school is back in session. So if August 1st is when school goes back to in session, starting like right now, I want to be hammering it, and I want that to go at least through mid-October. That can be purely back to school special and then whatever special offer you want to be using. I tend to gravitate to like a two free week offer. We can have the argument all day long. Paid off for some times work better and revert better. Paid offers sometimes don't work as well. Paid offers sometimes pull well but don't convert well.

The simple way to think about that is the longer the time period being offered the paid offer, the harder it is to convert them and the shorter period of time in the offer, paid or not, the easier it is. So if I could get you to pay \$100 for one lesson and you get the uniform, that's going to convert almost 100%. If I get you to pay \$99 for two-and-a-half months and the uniform, that's going to convert maybe 30% because it just stretches it out and it gives them an excuse not to convert immediately. Does that make sense?

Male: Dude, it's 12:40.

Master Oliver: I was planning on. We have a 10 minute break so if anybody's to got to pee, feel free to do that at whatever time. Feel free to go [crosstalk 02:33:38]. Feel free to go to the restroom. It's up the stairs. I was going to break us for lunch in 20 minutes. Everybody good with that? Okay. Does that answer that question? So the easy way to start with everything you're doing and then to start thinking about special reasons for focusing. So I could do a back to school offer, then I could do a Halloween offer, then I could do a holiday offer, then I could do a New Years offer, then I could do a Mother's Day offer, a Father's Day offer, a summer special, and then back to where we started.

Male: How do you balance this out? If you're doing like five or six events a month, or whatever, you're going out to the schools, you're holding internal events, you're doing external events, all that stuff, how do you balance out that mailing to where you're not sending like five pieces of mail to one person?

Master Oliver: Well, think about what you just said. You're not inviting your entire list to the program at Leewood Elementary School. You're inviting the entire list to what you're thinking of is the referral event at the school. So you're doing the events at the school that are designed as referral events. Now, you may do events at the school that are designed only for the demo team or only for the competition team, or only for black belts. You're not inviting them. Now, the flip side of that is there may be things that they should come watch. We do a big black belt testing at the school. Spectator would be fine for that. Even better, we do a black belt extravaganza. Spectaculars would be great for that. We do intramural tournaments. We used to do four a year, now we do two a year. Well, we could go ... And this works great, by the way. Real physical tickets are cheap. So I can go print 10,000 real physical tickets. I can mail everybody on my prospect an invitation with two or four real tickets in it for the black belt graduation show or be a spectator at the intramural tournament. Or to be a spectator at the

monthly graduation. So, if you're doing a belt graduation and you want spectators, you could do that.

In practice, I would pick a couple things a month that you're going to promote for them to come down to an event. Then I would create a reason for there to be an offer that's going to go out in front of them. But roughly that cycle is ... We know that back to school, adult or kids, not just kids, that's a big time. Adults, they're back from the beach, they're more focused, they're working on some new activity with the kids, obviously school went back in session. Parents are looking for what to do for the fall. So that's a period of time and I want to hit it hard. Mail the hardcore offer to them at least once a week, email to them twice a day, try to call everyone and start with the most recent and work my way back. I want to hit it hard. Does that make sense? Okay. Yes.

Male: Do you not wear your staff out doing that?

Master Oliver: Well most of it you do outsources. Well, I've got a ... Are you guys using Infusion? Okay. You might be able to do it [inaudible 02:36:58] I don't know. You have an Excel spreadsheet. You're going to do a mailing and it's, I'm going to say you have a big list, you have 5,000 pieces. You send a couple different pieces to a mail house. Here's the list. This is 5,000, I want you to print 15,000 on this postcard, 15,000 on this postcard, and you're going to alternate dropping them six times. Ten minutes you're done. Nobody had to touch it. Same list goes into CallLoop. It's probably already there if you've ... If you're using something like that, you're importing the list as you go-

Male: In those events, that's what you're going to get the ...

Master Oliver: Yeah. So now I'm going to do a broadcast voicemail to all of them. I'm going to do a text message to all of them. I got another five minutes invested. [crosstalk 02:37:55] In CallLoop, in an hour, I can set it up to be a sequence. I can set it up six weeks' worth and hit go. Truthfully, I cannot be that organized so I'll do one and then next week I'll go do one. You know what I'm saying? But you can go set up in one [inaudible 02:38:15] swoop. Again, nobody, wherever does it, has to touch it and it's quick. So far, none of the staff has done anything other than one person spent an hour getting the mail together for the whole thing, an hour doing voicemails and so forth. An email, you know if I say you can email to them twice a day, you're going to do it for six weeks, that's seven, 14, six, that's, I don't know, 70-some emails. But if you got in the mode of some personality email, went out the entire list every day, just discipline yourself to write a weekly QA or just sit down and do it once a day. That doesn't take very much time. Then all of the other stuff, it could be ... I create eight of them. So it goes to eight, it starts over, it goes to eight, it starts over, and I just rotate it.

With direct mail, you'll hear, and Kenny's one of them. He talks about doing sequential mail. I concluded a long time ago ... One time I had this whole room devoted to ... They get this first, they get this second, they get this third, and then I started looking at it and said well it doesn't make any difference which

sequence they get it in. So we did everything rotating, the same way we do the curriculum. So here's the March mailers, here's the April mailers, here's the June mailers, or here's the first one that goes out, here's the second one, here's the third one, and we just start over. So if they get second, then third, then first, it doesn't matter, we just rotate. Does that make sense? So the only thing that time intensive is the outbound phone call. What we do know is that if I call 100 people nowadays, I'm going to get between five and 10 of them to answer the phone. To some extent the automated voicemail is the first pass. So I do the automated voicemail, it's just as good as the live person anyway, plus [inaudible 02:40:12] going to answer the phone. But then I put a live person on. Even that, you can automate. Well, you can't automate but you can outsource.

The typical place to outsource phone calls nowadays is the Philippines because Filipinos speak English better than Indians do. So you can go outsource to the Philippines [crosstalk 02:40:35] 1,000 people. It's not going to be as good as your guys but it's going to get done. They just come in and work the night shift and do the calls during the day here. They have somebody blast through the list and they're charging you. I don't know. Maybe make a call or something.

Male: What about if you an event on a weekend? Whether it's trunk or treat, all those kinds of things [crosstalk 02:41:01].

Master Oliver: Yeah, that starts more people up. So you've got to ...

Male: What I found was students giving [crosstalk 02:41:11]. It's kind of like-

Master Oliver: Thank you, Bob.

Male: It's kind of like the more motivated they are, the less burned out they get. What we try to do is always do some kind of reward system.

Master Oliver: Thank you.

Male: We put a lot of emphasis on stripes on your belt and getting recognition at the graduation with medals or trophies based on what they've done, based on the stripes. A big three foot trophy for the one who gets the most stripes that month. When we started doing that bigger rewards system, we went from the most students getting 30 or 40 stripes to the most students having 180 stripes. So we have a whole group of people who are always looking for extra ways to earn stripes and one of the things we give them stripes for is when they help out in demonstrations or our live events or at a graduation. So any time we're having them come in. They'll help out at a birthday party. So we have a list of people who want ... They've already raised their hands and say, look, when you have a birthday party you can put me on the list and make sure you contact me, because they want to get those extra stripes. If you don't given them any recognition other than a high five, or you buy them a slice of pizza, it's not the

same effect. So keep that in mind and you'll find that you'll have a lot more volunteer rather than you even have to ask them.

You'll have people as soon as they see we have an event that are in tune with what's going on so they're going to be like, "Hey, can I help out at the event?" They tend to come to us rather than us having to go drag them there. Some schools are in that mode.

Male: Rather than like having all of your staff there, you have the forces there and one or two of your staff is there.

Male: Exactly.

Master Oliver: But let me [inaudible 02:43:01].

Male: When you bring all your staff, you don't need all your staff. You need a couple to direct and train these people. Now what I'll do, if it's an all-day event, I'll rotate staff. Or on one day, two people do it, the next day the other two, so you rotate them around but then you have ... See your staff doesn't get burned out if they're not by themselves. You only get burned out when it's you and one other and you're running around all day for eight hours and then you go like, "Man, do I have to do this again tomorrow?" [inaudible 02:43:30].

Master Oliver: But let me give you a different answer to that. This is the answer based upon your guys' size and substance. So a small school that's scrambling, this [inaudible 02:43:42]. What I was talking about last night, in my era of six locations, if I had a choice of get traffic by buying TV time and get traffic by having 12 booths out all over the city, I'd TV time any day. Because ultimately, you're paying for it in people, meaning their hourly rates or their salary chunk, and their burn out factor and stuff, or you're paying for it with media. So you guys have cash flow and you have size and there's a couple ways to avoid burning through people and still accomplish all this stuff. One way is you gravitate more toward media and gravitate ... Keith [Hafner's 02:44:32] conclusion was always this as well, is he gravitated towards direct mail and TV and wouldn't do school outreach and those types of things because, you know, he's grossing \$110,000 a month and if it's a choice between spend \$10,000 a month, interrupt his nap time and his workout, he won't spend it. I'm not joking. One way is to gravitate towards bigger and bigger ad budgets, spent effectively, and in buying true media. You guys should really be ramping up Facebook right now, and especially in your niche. Jeff did 45 enrollments last month.

Travis, you're not getting ... Where's Travis? [inaudible 02:45:17] is here somewhere? You're not getting that kind of volume yet? What kind of volume have you been getting?

Travis: From?

Master Oliver: Facebook.

Travis: Very little.

Master Oliver: You're having a hard time with conversions?

Travis: Yeah. [inaudible 02:45:30] rate is [inaudible 02:45:32] than conversions.

Male: What percentage is your no-show?

Travis: From Facebook? Around 70%.

Male: 70% no-show.

Travis: [inaudible 02:45:42].

Master Oliver: Is the conversion okay once they show?

Travis: No.

Master Oliver: No. I just had this conversation with Jeff. It was one ... Allen and Kelly just had like 80% appointment rate, 80% show, 80% enrollment. Jeff is having flip that opposite [crosstalk 02:46:08]. He's had the same problem you're having. He was asking me what's everybody's numbers. I said "I don't have any real good statistics. What I have is them as an outlier, and the reality for him ... Our internal problem is we get a lot of opt-ins, nine out of 10 of them are ones we don't even want to have a conversation with. But the one out of ten that we have a conversation with, Bob ends up chasing and chasing and chasing and can never get them on the phone. We just revamped everything that we're doing on the back end to try and get them on phone. I'll show it to you. We code named it project Jennifer. We have hot date chasing them rather than Bob chasing them. It was either that or put him in a skirt and [crosstalk 02:46:58].

Male: It was okay but when we put the lipstick on him [crosstalk 02:47:02]. Tomorrow, we're covering enrollments. Remind us about that again because I have some suggestions for you.

Master Oliver: I have a lot of suggestions, by the way. But, as an example, it is something that merits probably 6,000 a month, going to Facebook for you guys and probably 10-15,000 in TV. Now, there is a different solution and the different solution is you have a complete separate marketing team. It's not directly a school staff. I've done that as well. I, at one time, had full-timers who only did elementary schools. So I had one guy who did nothing but. One was Chris Perry, the other was Larry Robert. Larry, I actually hired because he had worked with encyclopedia and book companies that worked directly with schools. So his job in his previous life was working with publishers and went in and talked to principals and set up book fairs and did all that stuff. It would be very

compatible. His mission was to go set up the school programs, facilitate them. We would send an instructor in to do the actual thing but he went in and did the set up and did the facilitation. The hardest thing I had was getting the staff to get it set up to begin with. Once it was set up, I could get them to operate it pretty well. But they had probably having a conversation with the principal and breaking that barrier.

That's the other way to do it. Greg, you just done that, right? You have a marketing person who that's all she does?

Greg: I added an employee underneath her. She started out as a program director but I pulled her out of the school and put her in. She goes in from like 8 in the morning until 1 and she does all the info calls and stuff like that. I route all phones to her, so she's picking up the phone, she creating walk-ins, all that kind of stuff. On the weekends she's just doing events with the Director of Marketing. It's working out really well. She's going in and hitting the phones, she going through leads, she's doing [crosstalk 02:49:31]. We give her a lot of [inaudible 02:49:33] direction with that. [inaudible 02:49:34].

Master Oliver: Oh, by the way, this is the reason why we have to get you guys showing upon the leadership and the mastery calls because when we do that once a month, we're talking about the big school and multi-school and issues. Because if I'm Adam, and I'm trying to get from where he's at back to where he used to be, he doesn't the budget to be doing this type of stuff, nor the people. But you guys, Greg, I mean, I can go through the list here, but you have completely different needs. Twice a month, we're doing a mastery, which is the half a million to two million dollars single schools and the leadership [crosstalk 02:50:29]. We're doing multi-schools. Usually Greg makes it. A lot of times, Paul Pendergast is there. Steve White. It's people who have similar issues. Yes.

Male: [inaudible 02:50:44] like your TV marketing and what is it you ... What is the [inaudible 02:50:57]?

Master Oliver: Yes. The short form TV is going to be some issues like Facebook. You get a lot of volume and a lot of it's like ... But, the fact that you get a lot of volume. Facebook and TV has another benefit though, is it's a really good brand to be in and you never want to do something purely for branding but I got to tell you, when we were doing short form as well as infomercials, I couldn't go anywhere in Denver. Usually, I didn't have my, me personally ... The infomercials did, the short form didn't. But I couldn't go anywhere. I couldn't get my hair cut. They'd say, "Oh, I saw your TV show." Or I say Mile High Karate. I was looking at retail space one time, and I remember this story for some reason, I was walking through and I would always go ask the other tenants, "Well, how's it doing here? Is this a good place to be? Is it a bad place? Is business good? Are you waiting to move out or do you want to expand? What's going on?" I remember a couple of them said to me, "What are you looking at doing?" I said a martial arts school. They all said, "I know Mile High Karate does really well. I bet you could

do really well, too. What's the name of your school?" I said, "Mile High Karate." It would be that level of branding.

Male: What is short form?

Master Oliver: Facebook is the same. Short form is 30 seconds, long form is infomercial. Infomercials are getting harder and harder because of the way people view TV. Anymore with Netflix and with streaming, if you look at the way I watch TV, I may be an anomaly, I always have the news on with the sound off in my office, just because I can't work with nothing going on. I'm good. I can be at a bar with a live band playing and ... When I did my MBA, that's the way I would study. I'd go up to Vail and sit in this place and they had a live band and stuff and I would study statistics ... It's just silence kills me. I still have the nightmares of Alexandria. I should have sued. I'll tell you the back story of that.

Male: That was my school. He was very [inaudible 02:53:17].

Master Oliver: I would sit there for six hours hoping the phone would ring. Dead silence. One day class.

Male: You were supposed to studying.

Master Oliver: One day class. It was too quiet for me to study. It was impossible. One day, a student came in, Miles Wolfman. I'm not making this up. He was in charge of defense intelligence agency working at the Pentagon. He had like two Ph.D's, three masters degrees, but I still have nightmares. If I'm in a martial arts school and nothing's happening, I start getting hives. I get nervous. People see ... I can't be here.

Male: Now you know why all his schools, he wouldn't let them sit at the school. He had to go and market.

Master Oliver: Had to go out and market. Long form is an eight page letter, a 16 page letter. Short form is a postcard. A 30 second spot is harder to get results from than if they watch an infomercial but the difference is a 30 second spot is on Oprah. We used to buy Oprah the 5 o'clock news, the 10 o'clock news. Sometimes the kids shows, Power Rangers, stuff like that. What was ... Oprah was really good. The afternoon where mom is watching and news. So like the best compromise is on TV providing you can do a two minute add. What a two minute is four 30-seconds spots so you're the only ad in the slot. So if you watch all the cable news channels at night, you'll see a lot of direct response ads now that are the entire news period. So it's not you have the Viagra commercial and then it's your ad and then it's the McDonald's commercial. They go to commercial break and you're it and then they go back. So that's a really good way to do it.

Male: [inaudible 02:55:34] infomercials where we talked about those. People tell me later, "Well, I hate those infomercials", or when we say certain advertising or

text messaging, "Oh, I hate it when I get a text message." What you should be focusing on is results and those things work a lot better. Whenever you find yourself saying ... What's worse is even talking to somebody selling you marketing, "Oh, I would never do that." You can't really use that as an example.

Master Oliver: Here's a principle to write down before we break for lunch. Write this down, it's very important. You are not your customer. You can expand that out a little bit. I don't know if there are any exceptions in the room. I doubt it. We all love martial arts. You start talking about the grappling, then you do this or you do this kick, and this tournament and this thing. Probably everybody in here loves that. Your respective customer does not have that affinity. They have a problem they're trying to solve. So you have to be constantly getting into their body and into their mind and trying to figure out how they're looking at what we do. Does that make sense?

Male: [inaudible 02:56:46].

Master Oliver: We were doing our little motorcycle trip and we were in Carmel and then we were in Sausalito, and it was really funny. In Sausalito, we're all hanging out at Starbucks and people are ... Somebody said, "You guys are like the wimpiest motorcycle gang", or something like that. But people were making this comment but it's kind of like they had this image of somebody on a motorcycle is a Hell's Angel, and they're having these conversations with us like ... Jody's sister and brother-in-law just went up. They were in the Black Hills when Sturgis was happening, and she said, "Well those are all really nice people", like she was surprised. Well, Sturgis, which is still going on this weekend, it's orthodontists who on the weekend put leathers on and jump on their \$40,000 Harley that they had trailered to the Black Hills and they hang out and go to the bars and then go ride around Mount Rushmore. That's what Sturgis is. Daytona Bike Week is the same thing. Harley has a marketing problem. You know what Harley's marketing problem is? Their average customer is 60 years old and makes \$150,000 a year. The reason that they bought Ducati is they are horrible with under 40. The reason that they are sponsoring UFC is their audience is having hip replacements and dying off. I mean seriously. That's their problem, right?

By the way, it was Cadillac's problem. Cadillac completely rebranded. Cadillac went from 65-year-old fat guys with a cigar, to 37-year-old professional adult women. They managed to completely rebrand it.

Male: They moved their headquarters to New York City from Detroit.

Master Oliver: Yeah. Yeah, exactly.

Male: New York City [inaudible 02:58:34] New York City.

Master Oliver: Well, they hired that hotshot woman ad director, I think they fired her but what was she like, 32 or 35?

Male: [inaudible 02:58:44] That's GM anyway.

Master Oliver: What's that?

Male: That's GM anyway so [crosstalk 02:58:47].

Master Oliver: Yeah, yeah. It is interesting. Here's a couple of principles to take away for lunch. One principle is just realize you're not your audience. Right? So don't make decisions based upon what you are. The quote, and it's copywriter [inaudible 02:59:06] was get inside the conversation that's already going on in their mind. You want to just enter the conversation that they're already having with themselves. So, we talked about principle number one is what? Murphy's Law is right. Number two is Parthenon. Always have 20 things going on. Number three ... What the hell was that? Dig deep. Take one perfect audience and dig really deep. Don't try to rake across the surface. Does that make sense? The next is once you get that prospect, drip on them and drip on them and drip on them and drip on them. What you're wanting to do is separate suspects from prospects. Does that make sense? Okay. The last thing on the Parthenon thing, is ... So think about this. You have the Parthenon. You always have to have 20 things going on. Have 20 different categories ... Not 20 different categories. Have different categories of things going on. You're always doing things that are going to be publicity and PR, trying to get in local newspapers, trying to get on TV, trying to get on radio. Those tend to be strike out, strike out, strike out, home run. Strike out, strike out, strike out, double. Right?

One of them was your picture, Don. Remember we did a hit in the Denver Post, full back cover of the style section on Sunday. 850,000 people. There was a picture of him teaching class. What did we get like 200 info calls on Monday? If we had paid for it, it would have been a \$20,000 ad. It's not like we got a lot of publicity but when we did, it hit big.

Male: I took the phone call from the newspaper and [inaudible 03:01:02].

Master Oliver: Yeah.

Male: We could have gone in and got [inaudible 03:01:05] so, I mean, that's the idea of striking out all the time. You never know when you're going to get that call and [inaudible 03:01:12].

Master Oliver: The funny story is the Tom Martino story. Remember that one? We have a local [inaudible 03:01:19] consumer troubleshooter guy. One of our parents, who was mad about having to do all the character development stuff had called the guy. So I'm driving in on the way to our staff meeting and I get a call from my office that somebody's bitching about Mile High Karate on the Tom Martino radio

show live. I said, "Can you give me the number real quick?" So I call in and I get call screener and she says, "Oh, okay. So you're Mile High Karate. What's your answer them?" I said, "well, just plug me into the show." They never get that. Business owners who are being raked over the coal are always trying to run and hide. If anything, they're giving them the boiler plate. I said, "No, just plug me into the show." She goes, "You want to go live?" I said, "Yeah. I mean, there's a conversation going on that's raking our name through the coals. You owe it to let me have the conversation with them, right?" So it ended up being a 30-minute commercial for Mile High Karate. They guy was agreeing with me the whole time. He goes, "Well, ma'am, what is it you're concerned about?" "Well, my 12-year-old has to do this and I took him there just to do kicking and punching. They're having him do goal-setting. They're having him do ..."

He's going, "Oh really? Really? They're having you do that? That's pretty impressive." I said, "Well yeah, we have a complete program that's developed and structured to accomplish this, and I apologize if Mrs. Jones thought that this was just going to be a fighting thing. This isn't just a fighting thing. This is all about better grades and dah, dah, dah ..." He's going, "Wow, this is pretty impressive. I'm so happy that ..." Somewhere along the line he said, "Well, I get more complaints about you guys than anybody else." I said, "Well you do realize that about 50% of the people who do martial arts in the Denver metropolitan area, especially the ones that are under 15, are at Mile High Karate because we have locations here, here, here, here, and these are our locations and probably about the combination of 10 [crosstalk 03:03:11]." He said, "Oh, I didn't realize that." So then the troubleshooter guy sent him the whole packet. So I sent him all the stuff. I sent him the whole deal. He never enrolled but his primary assistant ended up enrolling and her kid ended up being one of our black belts. I mean, who would have the balls to call in and ... It ended up being a 30-minute commercial for us.

But anyway, so you have the PR stuff. You've got to make sure that the events that are going on, community outreach in other ways. You've got to make sure you have referral events going on all the time. You've got to make sure that you're doing a good job with Google, with Facebook, maybe with Groupon. But you want to go through these different categories and make sure there's something going on in every category every month. Does that make sense? The only exception to that is as you grow it might be a broader media mix if you want to spend the dollars rather than spend the labor. Or, even big, big, big companies, there's lots of big companies who have marketing teams. They send a marketing team to Denver and they're on the sidewalks and they're doing all this stuff. You get to that point. You just have to not burn out your primary staff, constantly doing that. Does that make sense? I know, it's a tough call. If we had the Boy Scout Jamboree, all of our full-time people are going to be there. I don't give a shit, it's your anniversary, we'll buy your wife a bottle of champaign and she can come help make appointments, I mean whatever. But, the other stuff, you figure out how to balance it.

Okay, shall we take 90 minutes for lunch?