

# Developing and Maintaining a Positive and Productive Relationship with Your Athletic Marketing Department

**Virginia Tech** – Dr. Dana Biggs, David Mckee, Grant Duncan  
**Texas Tech** – Duane Hill, Andy Rowden, Stephanie Rhode  
**Bowling Green State University** – Dr. Michael King, David Theby

- I Presenter introductions and Discussion Overview – Dave Mckee, Virginia Tech
- II Virginia Tech – Building Relationships, Dana Biggs
  - a. The Five Dysfunctions of a Team  
Lencioni, P. (2002). *The Five Dysfunctions of a Team*. San Francisco: Jossey-Bass.
    - i. The first dysfunction is an **absence of trust** among team members. Essentially, this stems from their unwillingness to be vulnerable within the group. Team members who are not genuinely open with one another about their mistakes and weaknesses make it impossible to build a foundation of trust. Thus, creating an environment where team members do not have each other's best interests at heart.
    - ii. This failure to build trust is damaging because it sets the tone for the second dysfunction: **fear of conflict**. Teams that lack trust are incapable of engaging in unfiltered and passionate debate of ideas. Instead, they resort to veiled discussions and guarded comments.
    - iii. A lack of healthy conflict is a problem because it ensures the third dysfunction of a team: **lack of commitment**. Without having aired their opinions in the course of passionate and open debate, team members rarely, if ever, buy-in and commit to decisions, though they may feign agreement during meetings.
    - iv. Because of this lack of real commitment and buy-in, team members develop an **avoidance of accountability**, the fourth dysfunction. Without committing to a clear plan of action, even the most focused and driven people often hesitate to call their peers on actions and behaviors that seem counterproductive to the good of the team.
    - v. Failure to hold one another accountable creates an environment where the fifth dysfunction can thrive. **Inattention to Results** occurs when team members put their individual needs (such as ego, career development, or recognition) or even the needs of their divisions above the collective goals of the team.
  - b. Understanding the responsibilities of each department – time is needed for advertisements/promotions, Presentations/Awards/Announcements, Cheerleaders, Canned Music, Other Bands
  - c. A Balance of the Allotted Time – Be very picky about every second

- d. Don't Sweat the Small Stuff – Stuff happens and not every game or timeout is perfect
- e. We are on the Same Team
- f. Always Strive to Enhance the Game Day Experience
- III Virginia Tech Marketing Perspective – Grant Duncan
  - a. Responsibilities
  - b. Expectations
  - c. Goals
- IV Texas Tech – A Seat at the Table, Duane Hill
  - a. A Seat at the Table
    - i. Must invite the right people to the table who affect change
    - ii. All parties must be willing to advocate for their programs AND be willing to receive feedback
    - iii. All parties must acknowledge the contributions of others
    - iv. All parties must have solutions and suggestions for improvement
  - b. From the Table to the Stadium/Arena
    - i. All parties must be willing to try and perhaps fail before finding out what works for your game day experiences
    - ii. Think outside the box
    - iii. Find ways to collaborate
    - iv. Evaluate regularly and communicate often
    - v. Strive for immediate small changes and plan ahead for large scale improvements
- V Texas Tech Marketing Perspective – Andy Rowden, Stephanie Rhode
  - a. Responsibilities
  - b. Expectations
  - c. Goals
- VI Bowling Green State University – Joint Advocacy, Michael King
  - a. Program Advocacy, Representation, Collaboration and Appearance
    - i. Develop relationships
    - ii. Work to present challenges and collaborative solutions
    - iii. Increased Visibility
  - b. Specific Student Experiences
    - i. Training
    - ii. Internships
    - iii. Employment opportunities
    - iv. Joint projects
  - c. Improvement of In-Game Elements Directly Affecting the Fan Experience
    - i. Fan surveys
    - ii. Designated Timeout
    - iii. Band allotted time
- VII Bowling Green State University Marketing Perspective – David Theby
  - a. Responsibilities
  - b. Expectations
  - c. Goals
- VIII Final Comments from anyone and open the floor for questions