

Healthway Sponsorship Risk Matrix

The following key criteria should be considered when determining the overall risk of a particular brand and/or sponsorship linked with Healthway's activities. The level of risk refers to the degree to which the sponsorship or brand has the potential to undermine the objectives of Healthway. For the purposes of this activity, the term 'brand' is inclusive of specific products, manufacturers and retailers. Key definitions of terms can be found on page 3 of this document.

Profile of the brand

This criterion includes the salience and public awareness of the brand in the community. For example, a local pizza shop that does not advertise or promote itself widely, may have limited brand awareness to the general public and not be considered high profile, and would constitute a low risk under this criteria. A national or global brand, however, such as a global fast food chain, would be considered to be widely recognised and high profile, and therefore may pose a higher risk for Healthway.

The primary message (or values) of the brand, or what the brand 'stands for', should also be considered. For example, a brand which promotes itself primarily as a discount supplier of alcohol, promoting high volume purchases, would constitute a higher risk under this criterion than a brand which promotes itself as a producer of a prestigious quality alcohol that does not encourage bulk purchase or consumption.

Marketing and distribution practices

This criterion considers the marketing practices of the brand, and in particular the extent to which it targets or appeals to sections of the community that are vulnerable to advertising, such as young people. Multinational fast food companies, who invest substantially in marketing, and aggressively market their products directly at, or in a manner that appeals to children, would be considered extremely high risk under this criterion. Marketing and 'activation' practices should also be considered. Examples include; the use of electronic marketing, using the sponsor's database to send messages directly to members/participants; product give-aways. In contrast, a local hamburger shop may have a very small marketing budget and may not employ practices that appeal to or are targeted specifically at children, hence would constitute a lower risk to Healthway.

The exclusivity of distribution and availability should also be considered. A widely available mineral water that is owned by a multinational soft drink manufacturer may not be considered to pose a high risk in this regard if it is available through extensive outlets that are not exclusively associated with the parent company. However, a garden salad exclusively available through a fast food chain, branded with the name of the chain and exclusively available through licensed outlets of the chain, would be considered to be higher risk as a consequence of the perceived pressure to purchase healthier options at point of sale. The use of deceitful marketing practices to promote products to consumers and vulnerable populations may also be considered within this criterion.

Profile of the Healthway sponsorship or event

The profile of the sponsored organisation or event needs to be considered. Sponsorship of a small local hockey club would be considered a low profile sponsorship, while a sponsorship of a state football team would be considered very high profile due to the widespread media coverage and recognition among the general community. A sponsorship such as a small theatre organisation may be considered medium profile. While this sponsorship receives some media coverage, it does not attract the same following or have the same reach as a state football team. Brands promoted at high profile sponsorships would be considered a higher risk than brands promoted at lower profile sponsorships, under this criterion.

Nutrient profile/alcohol content of the product

The overall nutrient profile or alcohol content of the particular product is considered critical. Foods high in fat, sugar or salt, such as hot chips and doughnuts, would always attract a higher risk score under this criterion, whilst salads or sandwiches would attract a lower risk score based on their general nutrient profile. Similarly, drinks with low alcohol content would be viewed as lower risk, while drinks with high alcohol content would be considered higher risk. In the case of a corporate brand sponsor, this criterion would involve a general assessment of the brand's major product lines. For example, while the range of some fast food multinationals does include some healthier choices such as salads, the overall nutrient profile of their total sales is generally poor and this type of brand would therefore attract a higher risk score.

Context

The context of the sponsorship also needs to be considered. For example, a wine company sponsoring a sporting club awards dinner exclusive for over 18s presents less of a risk than an alcohol company advertising their product to a diverse audience via boundary signage at a large sporting event. Branding and activation strategies used by the co-sponsor in the context of the Healthway sponsorship or event should also be considered.

All the above criteria need to be considered when determining the level of risk a brand or sponsorship presents in undermining Healthway's objectives:

Sponsorship property	Risk Score					Total
	1	2	3	4	5	
Profile of the brand						/5
Marketing and distribution practices						/5
Profile of the sponsored event(s)						/5
Nutrient profile/alcohol content						/5
Context						/5
Total						/25

Using the above matrix will lead to an overall risk rating, as described below.

- 5-10 Low risk: brands/sponsorships considered to have a low level of risk are generally acceptable to Healthway
- 11-17 Moderate risk: brands/sponsorships with a moderate risk are generally acceptable to Healthway, however may require specific conditions of sponsorship to mitigate risk.
- 18-25 High risk: brands/sponsorships considered high risk. In these circumstances Healthway will generally require specific conditions of sponsorship to mitigate risk.

Key definitions

Brand:

A name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers. The legal term for brand is trademark. A brand may identify one item, a family of items, or all items of that seller. If used for the firm as a whole, the preferred term is trade name. Source: www.marketingpower.com

Product:

1. A bundle of attributes (features, functions, benefits, and uses) capable of exchange or use; usually a mix of tangible and intangible forms. Thus a product may be an idea, a physical entity (a good), or a service, or any combination of the three. It exists for the purpose of exchange in the satisfaction of individual and organizational objectives. (2) Occasional usage today implies a definition of product as that bundle of attributes for which the exchange or use primarily concerns the physical or tangible form, in contrast to a service, in which the seller, buyer, or user is primarily interested in the intangible. Though to speak of "products" and "services" is convenient, it leaves us without a term to apply to the set of the two combined. The term for tangible products is goods, and it should be used with services to make the tangible/ intangible pair, as subsets of the term product. Source: www.marketingpower.com

Sponsorship:

Defined by IEG in 1982 as: A cash and/or in-kind fee paid to a property (typically sports, entertainment, non-profit event or organization) in return for access to the exploitable commercial potential associated with that property. Source: IEG

Sponsor:

An entity that pays a property for the right to promote itself and its products or services in association with the property, according to IEG. Source: IEG

Sponsee:

A property available for sponsorship. Source: IEG

A brief advisory will be prepared for each brand/sponsorship considered, and will take the following format:

Sponsorship Risk Advisory	
Co-sponsor and event:	_____
Overall risk rating and comment:	
<input type="checkbox"/>	High risk
<input type="checkbox"/>	Moderate risk
<input type="checkbox"/>	Low risk
Profile of the brand:	
Marketing and distribution practices:	
Profile of the sponsorship/sponsored organisation:	
Nutrient profile/alcohol content of the brand:	
Context:	