



LET Trust

2019/2020

Sponsorship: Policies & Procedures Guide

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LOGISTICS EMPLOYMENT TRAINING TRUST

Authored by: Grayson Bass



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1. INTRODUCTION

1.10 LOGISTICS EMPLOYMENT TRAINING TRUST

The Logistics Employment Training [LET] Trust was incorporated as a charity in 1995.

The mandate of the LET Trust is to advance leadership and knowledge across Global Value Chains (GVC) by funding:

- formal training programs for individuals seeking careers as supply chain logistics professionals
- applied research for leaders in organisations seeking to advance our understanding of the complexities of GVC

1.20 PURPOSE

The purpose of these Sponsorship Policies and Procedures is to safeguard LET Trust's values, image, assets and interests while increasing the opportunities for donations - both charitable and sponsorship - in a consistent manner.

The policies procedures and guidelines have been established to ensure that all Sponsors are treated in an equitable and appropriate manner and that in recognizing a Sponsor's support, the values and purpose of LET Trust's assets are not diminished.

This Sponsorship Policy and Procedures Manual sets out the criteria and decision making process for generating sponsorship revenue for LET Trust.

This manual provides guidance to LET Trust staff and volunteers for considering, soliciting and entering into sponsorship arrangements.

This Manual will:

- 1. Provide a consistent source of reliable and current information**
- 2. Ensure Sponsor confidence through provision of written policies.**
- 3. Assist in the orientation of new Trustees, other volunteers and staff.**
- 4. Ensure a consistent, coordinated, proactive approach to Sponsorship for LET Trust.**

1.30 APPLICABILITY

It is expected that this manual will guide the Sponsorship activities of LET Trust. However, policies and procedures cannot be written to cover every eventuality. It is understood that common sense and good judgment will always complement the contents of this Manual.

1.40 STRUCTURE

This Manual is divided into five sections.

- 1. Introduction**
- 2. Principles, Policies, Guidelines and Procedures**
- 3. Benefits and Recognition**
- 4. Prospect Clearance**
- 5. Agreements**

2. PRINCIPLES, POLICIES, GUIDELINES, AND PROCEDURES

2.10 INTRODUCTION

Corporate Sponsorship is a well entrenched strategy for charitable organizations to increase their financial resources and to secure in-kind assistance in exchange for giving corporate sponsors various benefits.

Sponsorship is a business relationship in which two entities exchange things of value, including a public display of support. Partnership through Sponsorship enables an organization to enhance programming or to pilot new activities or strategies.

Generally, Sponsorship is in the form of money, products, or services. It can support a specific program, event, training course, or the development of a website or publication.

Corporate Sponsors can provide LET Trust with additional resources to support campaigns and research, assist us in producing world-class events and meet other purposes and needs of the Trust. In addition, the success and public exposure of an activity can be enhanced by sponsorship. In return, our sponsors receive marketing exposure.

These partnerships and alliances make it possible for LET Trust to enhance, extend or reduce the cost of current campaigns or research or develop new ones and become more proactive in advancing the mission of LET Trust.

Sponsorship can do this by providing a benefit to a private sector company or corporation in exchange for money, goods or services to support the activities of LET Trust.

Policies and procedures based on best practice support a predetermined, systematic Sponsorship process that maximizes benefits, reduces costs, and avoids conflict of interest that jeopardizes organizational credibility. A successful Sponsorship encourages both partners to pursue an ongoing relationship.

2.20 ACCEPTED PRINCIPLES

Sponsorship is not philanthropy. It is a mutually beneficial business partnership and should be recognizable as such.

Sponsorship should be conceived with a due sense of social responsibility and should conform to the principles of fair competition, as generally accepted.

A Sponsorship agreement is based on contractual obligations between LET Trust and the sponsor. Sponsors and LET Trust should set out clear terms and conditions with all partners involved to define their expectations regarding all aspects of the Sponsorship deal.

The terms and conduct of Sponsorship are based upon the principle of good faith between/among all parties to the Sponsorship.

It should be recognized that LET Trust has absolute authority to decide on the appropriateness of any potential Sponsor.

Sponsorship arrangements must respect the autonomy and self-determination of LET Trust in the management of its own activities and properties, provided LET Trust fulfils the objectives set out in the Sponsorship agreement.

The audience should be clearly informed of the existence of a Sponsorship with respect to a particular event, activity or program or person and the Sponsor's message not be one that is liable to cause offence.

Due note should be taken of existing values and ethics of LET Trust.

Where the activity or event requires or allows several Sponsors, the individual contracts and agreements should clearly set out the respective rights, limits and obligations of each Sponsor including, but not limited to, details of any exclusivity.

In particular, each member of a group of Sponsors should scrupulously respect the defined Sponsorship fields and the allotted communication tasks, abstaining from any interference that might unfairly alter the balance between the contributions of each Sponsor.

LET Trust should inform any possible future Sponsors of already existing Sponsors. LET Trust should not accept a new Sponsor without ensuring that the new Sponsorship does not conflict with any rights of Sponsors who are already contracted nor without, where appropriate, informing the existing Sponsors.

Particular care should be taken to ensure that there is no confusion between Sponsorship of an event or activity and any Media Sponsorship of that event, especially where different Sponsors are involved.

All Sponsorship should conform to these principles. As Sponsorship is conceptually based on a contract of mutual benefit, the onus for observing these principles falls on the Sponsor(s) as well as LET Trust. Between/among them, they have the ultimate responsibility for all aspects of any Sponsorship.

2.30 POLICY STATEMENT

LET Trust welcomes and encourages the development of constructive Sponsorship relationships to assist in the provision of our services and programs.

Sponsorship monies are deemed a desirable form of revenue diversification which allows LET Trust to enhance and extend its mission and mandate.

All Sponsorships shall be consistent with LET Trust's mission, vision and strategic plan and adhere to the guidelines outlined in Section 2.40.

All Sponsorship relationships must be grounded in mutual professional, respectful, and punctual communication.

All Sponsorship agreements shall be established in a manner that ensures access and fairness, and results in the optimal balance of benefits to LET Trust and the Sponsor(s).

LET Trust will accept Sponsorships only when the Institute has control of the content of the activity and when LET Trust has and maintains complete control of all funds.

LET Trust reserves the right to approve all usage of its logo, name and other properties inherent in all Sponsorship agreements.

LET Trust retains the right to review and approve public statements about the project, its findings and/or implications.

Any press releases must be written in collaboration with LET Trust and Sponsors may not issue press releases relating the Sponsorship without prior agreement and approval.

When corporate support arrangements include LET Trust's participation in a promotion, activity or event, the Institute must have the final say regarding the acceptability of all arrangements pertaining to such promotion, activity or event, including the program, choice of venue, content and nature.

LET Trust must have editorial control and final approval of any

information produced as part of the Sponsorship arrangement.

Sponsor's expectations of outcome, responsibilities, methods of implementation, and duration of funding must be feasible and agreeable.

Program and operational Sponsorships may be negotiated for any specified time period. Relationships that are anticipated to exceed three years require a review at least every three years.

Event Sponsorship may be for one event or a related series of events.

LET Trust will only engage in Sponsorship activities that are ethical and transparent.

2.40 GUIDELINES

The following guidelines will direct LET Trust in relationships with Sponsors and in the solicitation and acceptance of Sponsorships.

These guidelines will be followed to retain LET Trust's independence, avoid conflicts of interest, and guard our organizational and professional values.

All Sponsorships must:

- Be consistent with the mandate, policies and objectives of LET Trust
- Be structured in such a way as to ensure that LET Trust's name, logo and other intangible intellectual assets are protected.
- Ensure the confidentiality of user records. LET Trust will not sell or provide access to our records/lists in exchange for Sponsorships.
- Be commensurate with the value of the project or objective and the recognition sought.
- Be appropriate for the target audience.
- Be approved by the Trustees or a designated manager of the Trust

- Sponsorships must not:
 - (i) Be contrary to law.
 - (ii) Require or imply LET Trust’s endorsement of commercial products, services, companies or individuals.
 - (iii) Personally benefit any LET Trust staff member, Trustee, or other volunteer or friend or family member.
- Cause increased costs to LET Trust.
- Result in, or be perceived as giving, any preferential treatment outside of the Sponsorship agreement.
- Require LET Trust to commit to delivering a product or service for which it does not have the means, infrastructure or resources.
- Compromise the independence of LET Trust.

2.50 SOLICITATION, APPROVAL, AND ACCEPTANCE

Every Sponsorship shall be subject to a written agreement.

Potential Sponsorships and Sponsorship agreements must be negotiated and approved by the Trust Administrator.

Sponsorship arrangements of extraordinary value, or longevity, must be approved by a majority of Trustees. In these instances, the Trust Administrator will provide the Trustees with a brief written outline, recommending the proposed Sponsorship for approval.

Sponsorships may come about as a result of direct solicitation by LET Trust or may be offered to the Institute without direct solicitation.

Unsolicited Sponsorship proposals received by LET Trust will be reviewed and evaluated by the Trust Administrator in accordance with the provisions of the Sponsorship Policy. LET Trust will reserve the right to reject any unsolicited Sponsorship.

All potential Sponsors must be cleared by the Trust Administrator, or his or her designate, prior to soliciting Sponsorship. (See Section 3, Prospect Clearance.)

Only reputable individuals and organizations whose image, product or services do not conflict with LET Trust’s mission or values may be considered as Sponsors.

While each potential Sponsorship will be considered on its merits, and judgment and discretion will characterize the decision making, the following questions must always be considered:

- **Would this association be a good fit with LET Trust’s image?**
- **Does the Sponsorship align/conflict with our values?**
- **Does the Sponsorship suit our overall strategy?**
- **Will this Sponsorship help us realize our objectives?**

2.60 VALUATION

LET Trust shall develop a financial schedule for specific Sponsorship opportunities such operational, program and events sponsorships.

In establishing the value of a particular Sponsorship arrangement, LET Trust will:

- **Establish the amount of goods or services required to undertake the initiative/hold the event, etc.**
- **Establish a value for the required goods or services at a commercial rate.**
- **Determine a range of benefits for that level of Sponsorship.**
- **Establish a value for those benefits.**

2.70 EVALUATION AND REPORTING

Sponsorship activities should be evaluated regularly against measurements established in agreement with the Sponsor.

As any dealings with Sponsors need to be highly transparent, reports must be clear and easily accessible.

Evaluation is used to gauge performance and provide information, to both LET Trust and the Sponsors, on the success of the Sponsorship activity.

Measurements for evaluation should be established in conjunction with the Sponsor. Possible qualitative and quantitative measures could include:

- Whether the letter of agreement or contract was fulfilled.**
- The extent to which sponsor used benefits.**
- A qualitative assessment of the activity.**
- Whether the target audience was reached.**
- The amount of media coverage generated.**
- Cost/benefit analysis.**

A report will be provided to each Sponsor at the completion of the Sponsorship activity, including an evaluation of the project.

In some instances, either LET Trust or the Sponsor will gain benefits from formal marketplace research to assess outcomes. Results of market research can be used to assist in acquiring Sponsors in the future and encouraging existing Sponsors to renew.

3. PROSPECT CLEARANCE

3.10 GENERAL PHILOSOPHY

The purpose of a prospect clearance system is to assure the coordination of the Sponsor/Sponsorship solicitation process and to provide staff, Trustees, and other volunteers with latitude to cultivate prospects and operate in the best interests of LET Trust.

When solicitation activity is not sufficiently coordinated, there is a risk of awkward, conflicting and unproductive situations.

The intent of a prospect clearance system is not to inhibit Sponsor identification or cultivation. To the contrary, a prospect clearance system will encourage appropriate cultivation and effective solicitation and help to ensure that the best possible Sponsorship will result.

Implicit in a prospect clearance system is the sharing of ideas for prospect identification and the development and implementation of cultivation strategies and solicitation techniques.

Common sense and courtesy are the prevailing guidelines in establishing this prospect clearance policy. From a potential Sponsor's viewpoint, it is imperative that LET Trust present an informed, united front. This is possible only within an environment of up-to-date communication. A series of uncoordinated solicitations, by different individuals in a single organization, to the same potential Sponsor is detrimental to the Sponsorship program. The prospect clearance policy minimizes this risk.

3.20 PRINCIPLES AND PROCESS

The purpose of prospect clearance is to match appropriate solicitors and prospects to maximize Sponsorship revenue.

All individuals associated with and soliciting Sponsorships for LET Trust, are governed by the prospect clearance process.

Prospect clearance is required prior to any Sponsor solicitation.

The Trust Administrator or an individual appointed by the Trust Administrator will manage the prospect clearance system.

No individual associated with LET Trust may proceed with any solicitation activity until her/his intentions are conveyed to the Trust Administrator and approved through the prospect clearance system.

The Trust will maintain a record that lists prospects, outlines who has clearance for these prospects, tracks those prospects who are being cultivated, and records the end date of the clearance approval.

In addition, a records will be maintained that catalogues the calls that have been made to each prospect, the results of these calls, etc.

This record should be searchable by prospect and solicitor. It is expected that all individuals working with cleared prospects report on activity through regular updates.

If two or more solicitors have a significant affiliation with a prospect, no single solicitor may proceed with solicitation until it is determined which solicitor would be the most appropriate.

If it is in the prospect's best interest to receive a joint or combined solicitation from two or more solicitors, those solicitors will collaborate and proceed as appropriate.

It is recognized that, in the course of normal cultivation activities, situations may arise in which opportunities for solicitation present themselves. The prospect clearance system is not intended to prohibit the solicitation of Sponsorships under such circumstances.

It is also recognized that potential Sponsors may occasionally approach a Trustee or individual associated with LET Trust and express the desire to pursue a Sponsorship arrangement.

Once again, the prospect clearance system is not intended to prevent those individuals from responding quickly and appreciatively to Sponsorship interest.

In the rare instance when a potential Sponsor is prepared to confirm a significant Sponsorship in very short order, the solicitor may immediately alert the Trust Administrator of this unusual and happy circumstance.

4. BENEFITS AND RECOGNITION

4.10 GENERAL POLICY

Marketing benefits and recognition for the Sponsor are negotiated and detailed in each specific Sponsorship agreement.

LET Trust will strive to exceed the expectations of our corporate supporters by:

- Working with our Sponsors to develop programs which adhere to their values and mission, and which further their corporate goals.**
- Ensuring Corporate Supporters are appropriately recognized.**

The Trust Administrator, working with the Sponsor, will determine an appropriate means of acknowledgement and promotion of Sponsors and Sponsorships.

In no circumstance shall The Logistics Institute become involved in a situation that requires it to endorse a Sponsor's company, product or service. A prominent disclaimer shall accompany each Sponsor recognition, noting that LET Trust thanks its Sponsors for their support but does not endorse their products and services.

LET Trust shall review and approve all materials that are prepared by others when they will bear LET Trust's name, logo or corporate identity.

LET Trust must remain in control of its name, logo and all content, and must approve all marketing materials that publicize the Sponsorship.

4.10 GUIDELINES

The primary benefit for our Sponsors is a competitively-priced medium to reach a desirable target audience. Benefits are determined by collaboration and agreement between LET Trust and the Sponsor(s) and are restricted by law and this Policy.

Each Sponsorship is negotiated and tailored to the particular program, event, course, and project, and to the Sponsor itself. Customarily, a hierarchy of benefits and recognition is associated with different levels of Sponsorship, often providing more branding visibility and exclusivity with the higher levels of support.

Standard benefits that LET Trust Sponsorships offer could include:

- The potential for increased sales
- The opportunity to generate positive public relations
- The opportunity to publicly display corporate commitment to a highly regarded professional organization
- A powerful, cost-effective alternative to competitors' traditional marketing
- Increased brand awareness, enhancement and positioning
- A unique selling point over competitors
- Enhanced staff morale, motivation and development
- Team building opportunities
- Networking opportunities for senior management
- Enhanced relations with customers and suppliers

Recognition opportunities might include:

- Banners/signage/distribution of promotional item/sampling at events
- Sponsors' logos on LET Trust's website, publications, etc.
- Sponsorship mention in media releases
- Right to promote the Sponsorship through corporate marketing and general marketing
- Title Sponsorship of an event
- Naming rights for a program

5. AGREEMENTS

5.10 AGREEMENTS

Every Sponsorship shall be subject to a written agreement.

Agreements may take the form of a Letter of Agreement or a detailed Memorandum of Understanding, depending on the value, duration and complexity of the Sponsorship.

Each sponsorship agreement shall be made for a specific period and purpose and include all relevant issues, outlining all the rights and responsibilities of both parties, in addition to establishing clear objectives.

When developing a Sponsorship agreement, LET Trust will ensure that the agreement:

- Does not imply product endorsement.
- Does not unduly influence or compromise LET Trust's programs or reputation.
- Does not give the Sponsor approval rights for the Sponsored program/event/initiative.
- Contains a provision protecting confidential and propriety information of both LET Trust and the Sponsor.

Agreements with Sponsors shall provide for early termination if the Sponsor or its representatives engage in any conduct that would lead LET Trust to reasonably determine that continued participation in the arrangement would adversely affect the goodwill and reputation of the Trust or its mission. In such circumstances, LET Trust will return any unused funds.

5.20 CRITERIA

Each Memorandum of Understanding shall include all relevant issues such as:

- The objectives of the parties.
- The event, program or service to be Sponsored.
- The value of the Sponsorship (dollar amount, quantity of product or level of service) and a payment/fulfilment schedule.
- The nature of the benefits and recognition to be provided by LET Trust
- Start and finish dates of the Sponsorship.
- Timelines for the delivery of funding/products/service (i.e., delivered all at once or at intervals).
- General roles and responsibilities of each party.
- Rights and responsibilities of each party regarding promotion, logos, etc.
- Lines of communication.
- Responsibility for costs involved with the Sponsorship arrangement (e.g. promotional materials, shipping, display equipment, etc.).
- Exclusivity, if applicable.
- Insurance coverage, if applicable.
- A dispute resolution process.