

January 27, 2013



To Whom It May Concern:

I am pleased to write this letter to recommend Albert Beckford Jones to anyone wishing to utilize his business expertise.

Mr. Jones joined King Abdullah University of Science and Technology (KAUST) on January 1, 2011 as the Manager (Head) of Business Development. Mr. Jones's overall responsibility was to develop, design and implement the organizational structure necessary to support KAUST's Business Development function and lessen the institution's dependence on its endowment. Dedication to work, organization, and attention to details are attributes that have lead Mr. Jones to numerous successes, as he:

- established the Business Development Department and its vision and mission: "to advance and promote business opportunities within KAUST's facilities, community and properties to generate a long term, continuous revenue stream".
- wrote the university-wide policy and charter for the Approval of Major Commercial Projects;
- developed and implemented a 5 step business development process which entailed: developing business concepts, preparing business cases, conducting feasibility studies, approaching investors, and preparing project charters.

Two major projects were developed and approved by the University Executive Committee, under Mr. Jones' management, to generate revenue:

- business concept of a (multi-million USD) master plan for the best and highest commercial mixed land use of c.150 Ha (1.5M sqm) of University endowed property;
- Business Case to commercialize projected unutilized (excess) desalinated water capacity in the form of bottled water.

During Mr. Jones' presentation to senior management, he demonstrated a high level of organization and attention to detail while maintaining a clear focus on the overall goals of each business opportunity. Management was impressed by his wide business and industry expertise and he holds the respect of his peers.

I would recommend Mr. Jones for any senior level position or Advisory (Consulting) role that utilizes his international business development, strategy, or finance expertise. Mr. Jones has had extensive experience in these areas.

Sincerely,

Tristan Walker  
Acting Chief Finance Officer  
King Abdullah University Science and Technology

