



BUSINESS DEVELOPMENT



Pursuing Business Opportunities



King Abdullah University of
Science and Technology

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OUR UNIVERSITY

King Abdullah University of Science and Technology (KAUST) is an international, graduate-level research university dedicated to inspiring a new age of scientific achievement to benefit Saudi Arabia and beyond.

The University is committed to advancing science and technology through transdisciplinary research in the globally significant areas of energy, water, food, and environment. KAUST presents an abundance of opportunities for businesses to partner in mutually beneficial and profitable arrangements.

KAUST's core campus, located on the shores of Saudi Arabia's Red Sea at Thuwal (80 km north of Jeddah), is situated on more than 36 square kilometers (14 sq. mi.) encompassing a marine sanctuary and research facility. The 6.5 million-square-foot campus is an architectural icon and the first LEED® certified project in Saudi Arabia and the largest LEED® Platinum project in the world.

Research brings students, faculty, and researchers together at KAUST to push the frontiers of science through collaborative inquiry into issues of regional and global significance. The fundamental organizing units are Academic Divisions and Research Centers.

ACADEMIC DIVISIONS

- Chemical and Life Sciences and Engineering
- Mathematical and Computer Sciences and Engineering
- Physical Sciences and Engineering

RESEARCH CENTERS

- Advanced Membranes and Porous Materials
- Catalysis Center
- Clean Combustion
- Computational Bioscience
- Geometric Modeling and Scientific Visualization
- Plant Stress Genomics
- Red Sea
- Solar and Photovoltaic Engineering
- Water Desalination and Reuse

CORE LABS

- Analytical Chemistry
- Biosciences and Bioengineering (Genomics/Proteomics)
- Coastal and Marine Resources
- Imaging and Characterization (Nanobiology/Nanofabrication)
- Advanced Computation and Visualization Facility
- Center for Extreme Computing Research and Supercomputing Facility

The University's nine Research Centers and six Core Labs support the research of faculty, graduate students, and the broader research community. A unique matrix structure of Research Centers and focused programs stimulates transdisciplinary research to leverage the Kingdom's unique resources, to serve the needs of Saudi Arabia and the region, and to help forge economic and industrial development for Saudi Arabia and beyond.

BEING UNIQUE

In addition to an audio studio and multi-purpose room, the Visualization Lab includes a Mechdyne-built CAVE, creating the world's highest resolution and brightest virtual environment.

The University is home to the world's largest whale shark tagging program, being conducted in the Red Sea near Thuwal and Al Lith.



Global and Industrial Business Partners





Business Development pursues business opportunities (major commercial projects) that support KAUST's operating and capital requirements and/or reduces the University's dependence on its endowment. Any major commercial project should generate a minimum of at least \$10 million dollars per annum of revenue to KAUST, and it may be within or outside the core business of the University.

WHAT WE DO...
PROJECT LIFECYCLE

The Business Development project lifecycle consists of four principal phases: Initiation, Planning, Execution, and Closure. Business Development's involvement in the project occurs primarily in the initiation phase. As KAUST's PropONENT/BUSINESS SPONSOR, we work closely with investor(s) to plan, execute, and bring the project to a successful closure.

BUSINESS DEVELOPMENT

VISION

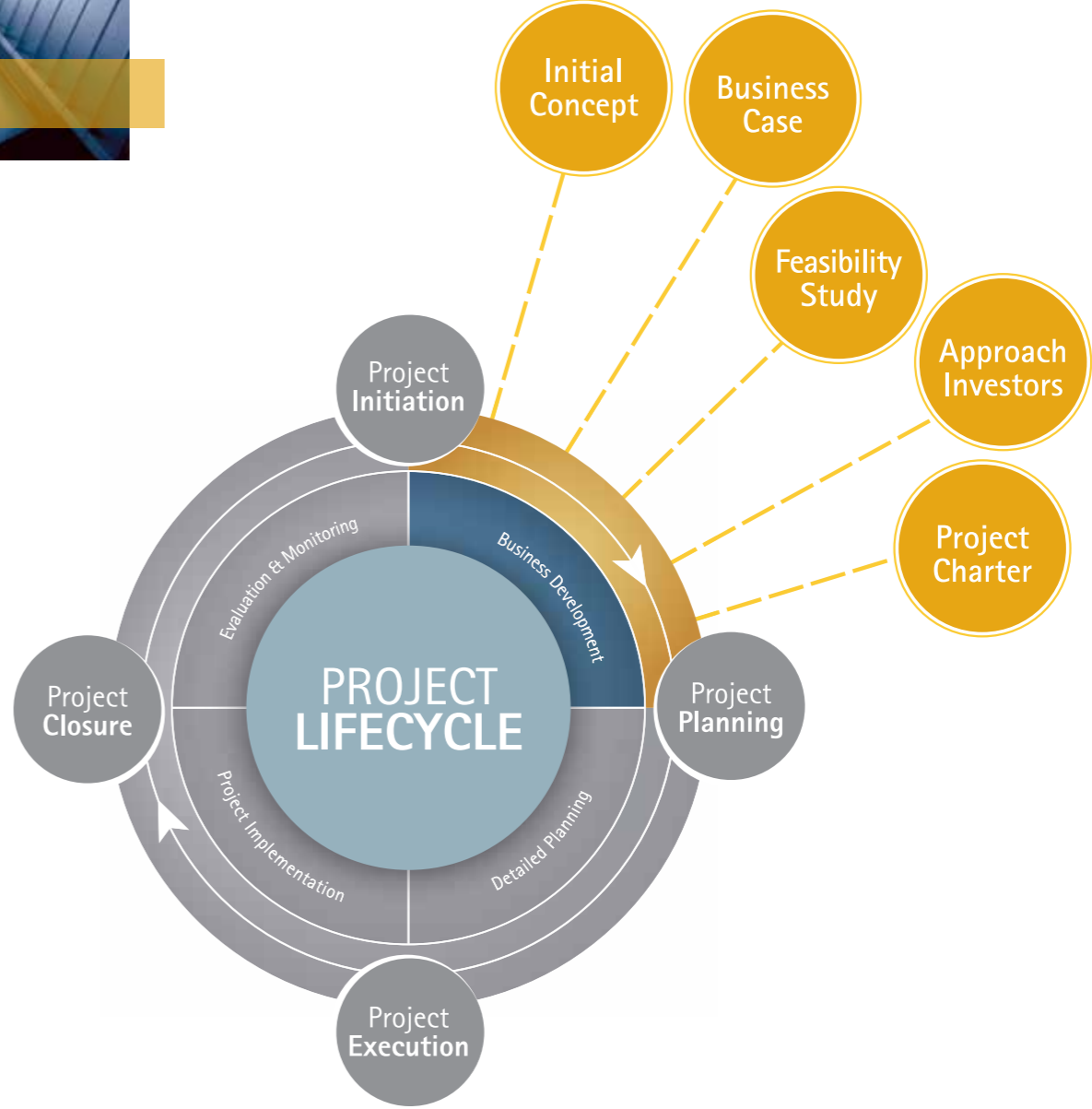
By 2020, KAUST's Business Development aims to be the region's premier platforms for Business Development Engagement.

MISSION

Business Development advances and promotes all new and existing business opportunities (major commercial projects) within KAUST's facilities, community, and properties to generate a long term, continuous revenue stream.

WHO WE ARE...

Business Development, in partnership with KAUST's various divisions and the Saudi Arabian and global investment community, identify and develop new, profitable, and sustainable business opportunities and services that leverage KAUST's facilities, properties, and community. We strategically map KAUST's business portfolio to ensure continuity, viability, and accomplishment of its 2020 Strategic Plan.



OUR PROCESS

STAGES OF INITIATION

1 INITIATION/INITIAL CONCEPT

In the Initial Concept stage, a business opportunity to be pursued is recognized or a business problem to be resolved is identified.

Business Opportunity Requirements:

- A summary of the generic opportunity.
- Any supporting evidence to prove that the opportunity is real for KAUST as a revenue generator.
- The positive impact which the opportunity will have on KAUST.
- A timeframe within which the opportunity will likely exist.

Business Problem Requirements:

- A generic description of the core issue at hand.
- The reasons why the problem exists.
- The elements which create the problem (e.g., human, process, technology).
- The impact of the problem on KAUST or the Business (e.g., financial, cultural, operational)
- The timeframes within which it must be resolved.

2 BUSINESS CASE:

During this stage the opportunity or problem is more specifically defined and analyzed and potential solutions are assessed. Once a business opportunity has been identified, a Business Case is prepared outlining the justification for initiating the project. It includes:

- A detailed definition of the problem or opportunity.
- An analysis of the potential solutions available. For each solution, the potential benefits, costs, risks, and issues are documented. A formal feasibility study may be commissioned if the feasibility of any particular solution is not clear.
- The recommended solution and a generic implementation plan.

3 FEASIBILITY STUDY:

After the Business Case stage, a formal Feasibility Study may be required. Feasibility Study simply adds rigor to the Business Case.

- The purpose of the Feasibility Study is to assess the likelihood of a particular solution achieving the benefits outlined in the Business Case.
- The Feasibility Study will also evaluate whether the forecast costs are reasonable, the solution is achievable, the risks are acceptable, and/or any likely issues are avoidable.

4 APPROACHING INVESTORS:

Working closely with KAUST's Legal Counsel and Finance Department and outside specialists, Business Development approaches investors and develops the financial and legal framework as well as the structure for the feasible solution. Our seven primary steps to solicit investors include:

- Business Development sends a Solicitation of Interest (SOI) to potential investors to request "Business Information"
- The SOI is followed by a Non-Disclosure Agreement (NDA) with responders.
- Business Development sends a Business Brief of the project/opportunity and invites responders.
- Meetings will be scheduled and conducted with prospective Investors.
- A "Heads of Agreement" will be developed to establish principles of a potential relationship between investor(s) and KAUST.
- Business Development will review and select the best candidate.
- Enter into a Contractual (or joint venture) agreement, submitted to the KAUST Board of Trustees.

5 PROJECT CHARTER:

A Project Charter is prepared from the information obtained in the previous stages; it defines the vision, objectives, scope, and deliverables for the project's final review and approval (prior to implementation). The Project Charter will be developed by the Proponent/Business Sponsor and Investor with input from Business Development. Once the recommended solution is approved and an investor has been secured, a Project Charter (if required) is completed:

- The Project Charter also provides the joint venture structure and a summarized plan of the activities, resources, and funding required to undertake the project.

Throughout our **Five stages of Business Development** we maintain a close relationship with investor(s) and Key Stakeholders.



“Business Development forms and maintains a strategic partnership with all stakeholders to achieve a common goal via a win-win relationship”

OUR EXPERTISE

“We bring a wealth of experience in joint ventures development. We translate business opportunities into profitable commercial enterprises”

- 1 BUSINESS OPPORTUNITY DEVELOPMENT EXPERTISE**
Conduct analyses of the University's business needs to identify opportunities to be pursued.

- 2 BUSINESS CASE & FEASIBILITY STUDY EXPERTISE**
Lead the business case and feasibility study process. Consider various business options and make a determination if a particular solution is feasible.

- 3 MARKET ANALYSIS EXPERTISE**
Analyze the market within and outside the KAUST community, facilities, and properties with respect to existing and/or potential opportunities.

- 4 INVESTMENT STRUCTURING SUPPORT**
Work with outside specialists and in-house legal and financial counsel(s) to design the best investment structure for the university and its partners.

- 5 PLANNING AND PROGRAM ANALYST SUPPORT**
Assist in the initiation, development, and coordination of studies and analyses of resource allocation, financial programs, and evaluation.

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