

**RE: Reference David Jones / Sony Europe (Sept 2010 - May 2011)**

To Whom It May Concern,

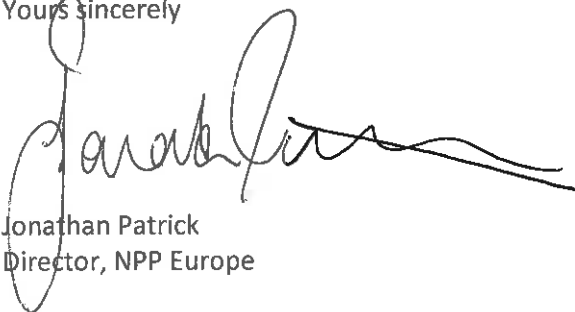
In the summer of 2010 Sony Europe embarked on a major Procurement transformation programme to create a best in class pan-European Procurement platform. The transformation project's objective was to design, build and implement a fully enabled pan-European Procurement organisation spanning 40 countries. As no capability existed, this was a greenfield start up in a mature brownfield organisation. The scope included the creation of a new European organisation, the design and implementation of a pan-European purchase to pay solution and enabling processes including the creation and outsourcing of the system support functions.

In order to deliver the programme, in September 2010, David Jones was engaged as the European Head of Practice Management to lead the European SAP-SRM P2P system roll-out and integration. David's additional responsibilities also included the outsourcing of all the P2P procurement support functions to WNS in Bucharest and the creation of an internal Sony team, focused on spend management, continuous improvement and change management activities.

The Sony Europe Procurement team is now fully established and David has played a significant role in delivering this success. From a virtual start up, he managed the full outsourcing of all support activities to WNS increasing efficiency (lower headcount and cost). He also managed a very difficult and aggressive roll out of SAP-SRM. In a very consultative culture, David's inter-personal skills and style of management came to the fore, keeping the key stakeholders engaged and on-board yet delivering to the tight timescales. David brought to the team real professionalism, with an incredible wealth of knowledge and expertise and a dedication and desire to get the job done, but importantly in the right way.

Having worked closely with David for nine months, I would thoroughly recommend him for any Senior Procurement or Transformational role. His commitment, drive and energy were a great addition to the team and I hope I can work with him again in the future.

Yours sincerely



Jonathan Patrick  
Director, NPP Europe