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TE**FACSIMILE****BEHAVIOURAL
DYNAMICS****To:** *Dr Tiens Eloff***Company:****Fax No:** *397 2211***From:** *Nigel Oakes***Date:** *14.th September 1993**Number of Pages (inc this one): 5*

Dear Dr Eloff,

Following your conversation with Don Kourie of Estee Lauder, I am enclosing some details of Behavioural Dynamics.

I would be most grateful if there was any chance of a meeting. I can be contacted at
The Balalaika
884 1400 room 211
884 1463 (Fax).

Regards,

Nigel Oakes



**BEHAVIOURAL
DYNAMICS**

Behavioural Dynamics is a UK consultancy which specialises in communication and social control.

Established in 1989, the organisation's main aim is to provide advice and knowledge to governments, institutions and companies on the most effective communication policies and strategies to control the outcome of a politically unstable situation. The instances where Behavioural Dynamics can help range from long term political communication planning to corporate crisis situations and crowd control or riots.

The Behavioural Dynamics team is composed of some of the most respected academics, scientists and communication experts in the world.

This team have pioneered new methods of social control through communications based on an understanding of behaviour of complex audiences and their cultural diversities.

Enclosed is a couple of pages from the commercial division of Behavioural Dynamics which is called Harrington Oakes.

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**BEHAVIOURAL
DYNAMICS**

Behavioural Dynamics is a unique team in the marketing and communications world. Formed in 1989, by leading communication scientists and behavioural psychologists, it researches and develops new marketing and communication methodologies.

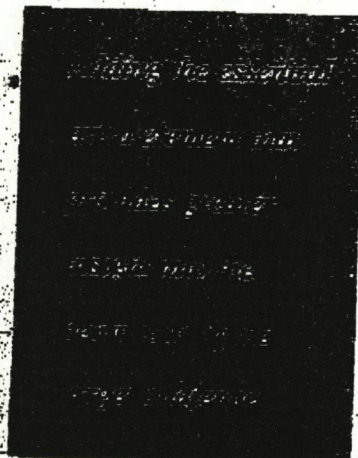
The team is led by Professor Adrian Furnham and Dr. Barrie Gunter from the Behavioural Psychology Unit at London University and includes a number of leading academics from universities and business schools. It is widely regarded as the leading authority on communication science. The Behavioural Dynamics team works extensively in the commercial world and with governments. It has the power to deliver more effective marketing and communications as a result of a greater understanding of how people behave and how they are affected by messages and media.

**SUPPORT
SERVICES****Speechwriting and Message Development**

The ability to persuade an audience or a market is fundamental to the success of a campaign or the resolution of a particular issue. The Behavioural Dynamics team includes a special scriptwriting and message development unit to help management and officials to obtain the necessary support from their audience.

Research

The Behavioural Dynamics team are constantly developing more effective and accurate research tools for situations that require a greater degree of certainty than is provided by traditional research. Many of the research techniques involve psychographic components, adding the essential extra element that provides greater insight into the likely behaviour of the target audience.



HARRINGTON OAKES

CONSULTANCY

Overcoming Resistance

Many communication and marketing programmes fail because they encounter resistance from the audience. This resistance may be part of an organised opposition or simply a resistance to necessary change. Behavioural Dynamics has helped many companies overcome the resistance barrier and introduce change programmes, new payment schemes, and wage reductions.

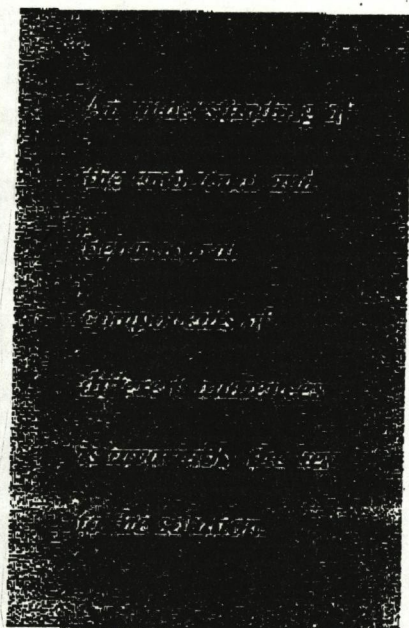
Employee Programme Rescue

Many corporate initiatives fail because the factors influencing the employees' behaviour are not understood or appreciated. Often a restructuring, TQM, or Mission/Vision programme only receives lip-service from the employees. Behavioural Dynamics helps companies to understand behavioural influences and to introduce new programmes, or reintroduce old ones, which are designed to change the attitudes and the behaviour of the employees.

Crisis Communication

Over the last few years, the team has been asked to manage a range of delicate situations ranging from strikes, boycotts, and demonstrations to shareholder action groups and product tampering by employees. Every company, sooner or later, experiences communication situations which could jeopardise the entire company if they are mishandled. In these situations an understanding of the emotional and behavioural components of different audiences is invariably the key to the solution.

Behavioural Dynamics can identify the most effective course of action in these cases and can help management to control situations which could damage the future of the company or individuals within it. The team is experienced in handling all types of crisis communication programmes and is frequently used as an additional resource by PR companies and Public Affairs departments.



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Pearl Assurance
Prudential
Salomon Brothers
Scottish Mutual
SG Warburg
Standard Chartered Bank
Touche Ross
TSB Trust Company
Whirlpool

Harrington Oakes has a number of clients whose names are not listed here for reasons of confidentiality.