

**METHODOLOGY**

**“Identity is the most fundamental and strongest human need, which explains why it underlies most conflicts.”**

ENODO Global’s methodology is based upon Identity Conflict Theory and Counterinsurgency Doctrine. Leveraging best practices from real-world military operations and social science competencies, ENODO designed its population-centric approach to leverage decades of academic and business expertise to systematically solve the complex social problems that businesses encounter in dynamic social environments.

In locations around the world, governments, multi-national corporations, and businesses are engaged in conflicts against individuals, groups, communities and criminal organizations. At the center of these conflicts are the various ethnic, religious, and social identities that foment unrest and drive violence. ENODO understands this and blended Counterinsurgency Doctrine, which identifies the center of gravity for any conflict as the human geography with Identity Conflict Theory, which occurs when a person or group feels their identity is threatened or denied legitimacy, to counter the problem.

Identity conflict is found everywhere, but is most prevalent in underdeveloped environments. It plays upon the norms, values, ideologies, customs and traditions that exist within societies. It is so fundamental and important—not only to one’s self-esteem, but also how one interprets the world—that any threat to it produces a visceral response. When combined with unprecedented access to communications technology, individuals, communities and societies can instantaneously share common ideas and beliefs. This enables large segments of a population to rapidly mobilize against companies or governments through protests, agitation, litigation and violence. These groups mobilize around narratives or ideas that derive from their common identities and are fueled by identity conflict. Ultimately, these groups can have a negative impact on stability within a region and can disrupt or stop a company’s production or distribution, which increases costs and reduces profits. Moreover, this allows opposition groups, environmentalist, extremists, and terrorists to leverage fear and insecurity to advance their position.

**Identify conflict occurs when populations define themselves in opposition to another entity, government, corporation, or tribe.**

**Identity is the primary issue in most religious and ethnic conflicts and quickly escalates into violence.**

ENODO’s process takes identity conflict head on. Our methodology enables us to uncover the various identity layers that exist across any geopolitical, socioeconomic or ethnoreligious condition. By doing so, we identify the dominant identity that resides within a population, identify the social

tensions that drive instability, and create effective narratives and engagement strategies that resonate with the greatest segments of a population.

ENODO Global’s process and methodology deliver a proactive approach to understand and counter social unrest before it occurs. In areas where social conflict exists, our approach creates narratives and engagement strategies that align with the world views of the target group and redress social tensions and unrest. ENODO’s engagement strategies build upon positive identities and counter negative identities through tailored, low-cost development projects that build enduring relationships with communities. We create the social license to operate for our clients.

ENODO’s unique process, population-centric methodology, intelligence expertise, and irregular warfare techniques foster effective, culturally attuned engagement and risk mitigation strategies. Our analyses and strategies enable companies to create and maintain enduring stakeholder relationships with the communities where they operate. The overall result is that our clients avoid negative impacts to their production and guarantee their bottom line.