RADIX STRATEGIC PLAN 2024-2029

KEY FACTS:

Origin:	Founded in 2006
Founder:	Professor Benon Basheka
Years of experience:	Over 18 years
Number of clients:	Over 100
Location:	Kampala-Uganda
Approach:	Multidisciplinary and client-centred

ABOUT US:

Vision: A management consultancy firm of choice.

Mission: A leading centre of professional consultancy and advisory services that meets or exceeds client's expectation

Moto: 'Getting to the root of Management Problems'

BACKGROUND

Radix Management Consulting (U) Ltd is a management consultancy firm based in Uganda. Founded in 2006, the firm now prides in over 15 years of professional consultancy experience to various clients in a wide range of areas (www.radixconsults.com). The firm is premised on a need to providing exceptional and valuable services to its clients in an independent and rational manner. At Radix, we offer solutions to problems! The professional expertise available from the firm and its network of experts incorporates:

- Our multi-disciplinary expertise that covers the fields of strategic planning, monitoring and evaluation, administration, management, project management, procurement, supply chain management, legal advisory, governance, policy management, finance, research surveys, baseline studies, e-learning, resource mobilization, human resources & organization development, capacity building among others;

- Our multi-sectoral experience within the region including sectors covering the central government level, the local government and civil society sector;

- Project management: Proven experience in planning and managing complex and large projects in diverse sectors and client environments;

- Flexible capacity around a stable core: The firm is built around a core team of principals and associates. Ongoing working relationships with a wider group of specialist resources enables us to staff up effectively for larger assignments when needed;

- Dependable infrastructure: A dependable office infrastructure with support staff, office and communication technology as well as research capacity provide a platform for consistent service delivery;

- Global reach: A network of associate firms that ensures global reach for the firm and its clients.

CONTEXT

Globally, the ecosystem and legal requirements of the management consulting industry are changing. Management Consulting (MC) is now in a much more competitive and complex environment. It tends to be riddled with the problems of corruption in tendering and this affects the ability for clients to sometimes get the right advise. Organizations in this environment are denied from getting genuine and competent consultants who truly offer professional advisory services to meet the client goals. But the need for genuine competent consultants remains real as the volume of problems in organizations have has expanded.

The scope of management consulting work has also increased. Management consulting now even extends beyond death of individuals. There are several disputes in burial of the deceased and in matters of handling disputes on the management of estates of the deceased. This calls for legal advisory consulting. The growing disputes on handling the deceased estate has scaled up the consultancy need on estates planning. A Will is no longer adequate to prepare for the proper management of an estate. The construction industry has also expanded with actors being diverse interests. This has also created a new set of problems that require the expertise of those who know-consultants. The need to account to different stakeholders has increased the volume of work on strategic oversight and the need for robust systems for measuring results-M and E. These are only examples of the changing scope of the consulting industry.

Invariably, the global villagization and free movement of labor has increased the need for consultancy services on immigration/emigration and company registration. The need by governments to increase registration of NGOs and CSOs and need to ensure compliance has created new opportunities for advising on the formation and appropriate governance structures of various business formations.

Consultancies support their clients in a multitude of ways, from helping them to formulate business models, cut costs, predict risk and innovate products, to strengthening their processes for managing talent, staying compliant and recruiting staff. Increasingly, this has involved helping clients stay ahead of the curve when adopting digital technologies, or adapting to rapidly shifting geopolitical situations. As a result, while the global economy seems to be slowing, the consulting industry continues to enjoy robust growth.

Consulting industry now faces problems and challenges and it is firms with ability to navigate these challenges that can remain in business. Some of these are as follows: -

- **Changing client behaviour**-Corporate buyers of professional services have become more demanding, pushing back against concepts such as billable hours, and requiring fixed fees and with greater transparency on costs. In an increasingly agile environment, intensified by rapid digital innovation, clients now expect more value, a higher quality of work, and a faster delivery of solutions and services.

- **Profitability**-As clients are more willing to shop around for consulting services, they understandably hold more sway than in the past, and are demanding greater value and flexibility at lower prices.

- **New competition**-Buoyed by innovative new technologies enabling them to do more with less, new players are entering the consulting market, and alternative, digital-savvy business structures are being deployed.

- **Project complexity**-Consulting firms are facing an increasingly complex macro macro-environment in which they must continue to provide the best advice. The global nature of the industry adds to the problem, as firms deliver more projects overseas, in many cases also working with subcontractors, partner companies and/or independents.

- **Cybersecurity**-Consulting firms handle an enormous volume of confidential client information. This ranges from strategic information (used for strategic engagements, or mergers & acquisitions) to commercial (sales & marketing information for pricing engagements) and personal data (employee data as part of reorganisation and cost-cutting exercises). Such high-value information can be very damaging if it falls into the wrong hands. That makes professional service firms obvious targets for hackers, and data breaches, therefore, pose a particularly serious threat to consultancies.

Our capability for the assignment is justified based on the following: -

i ▪ **Organizational systems and Governance.** We have special expertise and experience in providing advice on establishing robust organizational systems, structures and strategic frameworks for different types of organizations both Government and Non-Government actors.

ii ▪ **Team and experts.** We have a high multi-disciplinary team of experts with appropriate educational qualifications to meet the objectives of the clients and any assignment. Our team is expanded depending on the client's needs and requirements.

iii ▪ **Overall consultancy experience and exposure.** Radix has demonstrated exceptional experience in undertaking several assignments for clients in different organizations. A number of these assignments have been directly in governance, evaluation, strategic plan development, resource mobilization and policy development assignments.

iv ▪ **Blending theory and practice.** The consultancy firm has a team of experts that blends theory and practice. The team has a thorough theoretical understanding of different areas of expertise like strategic planning, research and policy, Monitoring and Evaluation, Human Resource issues in multi-context environments, Procurement and resource mobilization systems in public and non-public contexts.

v ▪ **Understanding of Donor-Government interface.** Radix management has an elaborate understanding of the linkage between Donors, CSOs, and government institutions. This gives us an opportunity to suggest solutions for capacity building and resource mobilization that are practical and easy to implement by different stakeholders.

vi ▪ **Reporting and quality assurance.** Radix management has clear reporting skills and has established appropriate quality assurance systems that can enable meeting of client expectations.

CORE VALUES

Ethics and Integrity

We always make sound judgments and communicate honestly with clients and Radix employees. Examples include:

- Holding ourselves and others accountable for promises and commitments;
- Always doing the right thing;
- Exercising good judgment and common sense.

Flexibility and Adaptability

We are flexible and open to change, particularly as client needs and market demands grow. Examples include:

- Understanding and accepting changes in client requirements or project (internal or external) timelines;
- Willingness to go outside of our primary role to help the client or to provide support where it is needed;
- Embracing change and adapting quickly to new challenges.

Teamwork

We work collaboratively with clients, partners and team members to reach a common goal. Examples include:

- Assisting other team members when trying to meet a deadline;
- Sharing ideas with others and being open to others' suggestions;
- Understanding overall team goals and objectives, and working together to achieve them.

Excellence

We deliver what we promise and add value that goes beyond what is expected. We achieve Excellence through Innovation, Learning and Alertness.

- Innovation; We develop creative solutions and put them into action. As a firm that is establishing itself, it means developing innovative ideas and putting them into practice successfully.
- Learning; we learn by continuously developing and deepening our knowledge of our business, and the skills of everyone within it.
- Alertness; We are always alert to change and moving quickly and decisively to meet the challenges that emerge from such change; so that we provide our clients, and ourselves with a competitive edge

STRATEGIC OBJECTIVES AND ACTIONS

Objective 1: To become the leader in the Management consultancy area through developing, implementing and maintaining high standards of consultancy firm practice. This goal will be achieved through the following actions:

a Arrive at a consensus as to what constitutes a professional management consultancy practice, and develop a credentialing process

b Attracting highly qualified and experienced senior associate consultants within the areas of our core business

c Developing a common body of knowledge and educational on a system to support the client's mandate and in line with our firm practice

d Develop incentives for all staff involved in the consultancy assignments of the firm

e Develop a multi-disciplinary register of experts across E. Africa and Africa

f Revise governance, organizational processes and structures to create opportunities for more members to become involved

g Comply with the legal and tax requirements of the governments where our services are offered

Objective 2: To expanding our partnership potentials with regional and international management consulting firms through:

a Using contacts made during the over 18 years of Radix Management's existence and doing an audit research to identify potential partners.

b Scale up the portfolio of legal advisory services to a wide range of clients

c Develop a strategy for following up on implementation of recommendations suggested to our clients through different assignments

d Conduct regular customer and client satisfaction surveys to get feedback on quality of our services

Objective 3: To ensure profitability and expand growth of the firm's areas of operations through: -

a Develop a targeted niche-based marketing campaign to raise client awareness of the value of our services that adheres to professional industry standards

b Conduct a broad campaign and dialog with potential clients' firms to fine tune the expected culture of consulting

c Determine the minimum size and minimum billings required on various assignments undertaken by radix management

d Determine the most promising areas for peer interaction based on firm core values and professional capacity e. Join-professional consultancy associations

e Establish an effective two-way communications process with our clients and staff on various assignments

Objective 4: To ensure sustainability of the firm's core business of management consultancy through: -

a Helping our clients to positively identify emerging trends in their mandate and to address them successfully.

b Review existing and additional market research to determine what consultancy services will sell through a segment approach

c ▪ Implement a strategy to broaden the core business areas of our consultancy firm through innovative process and product approaches.

d ▪ Build a permanent home for Radix Management consultancy

SYNOPSIS OF OUR MANAGEMENT STRUCTURE AND BUSINESS MODEL

As a consulting firm, we provide services as well as products to assist organisations, businesses and clients to solve diverse problems. As such we often provide expertise in a variety of fields and sectors. Our organizational structure provides a reporting hierarchy for each job within an organization, and allows the organization to meet its goals and those of the clients in a flexible manner. As a consulting firm, our structure is developed to allow each business unit the ability to function without affecting other areas of the organization. The structure of our firm is decided to ensure the following functionality methodology.

Executive Management Responsibilities. We have a structure consisting of one executive overseeing the entire organization of consultants in one or several business units. We have different **Business Units** divided into products and services depending on the needs of clients, and we group together business units depending on the industry of target. As a firm our core business model is to engage in activities that increase relevance growth, and deliver the products and services of the client successfully. This means we rely on the creation of consulting team structures.

Business-Development Operations- We have revenue-generating and financial goals and our structure plays a crucial role in the organization's strategic direction. Because our operations are affected by different and specific economic conditions, we tend to adapt to providing new services to continue operations and generate revenue. The organizational structure allows the firm to continue to expand by adding business units. We use a system where multi-tasking is highly regarded and this involves our teams and personnel being trained to perform the responsibilities of any new client where they have expertise.

Talent Acquisition and Development - As a consulting organization we have an established method and strategy for identifying talents. The business structure allows our experts room for growth within the organization's consultancy hierarchy as they become more skilled in the business applications or processes the consulting firm uses and sells to clients. Expert retention is a key to successful operations of the consulting firm. We expand employee responsibilities, as well as offering higher compensation packages, allowing the structure to stay intact while maintaining valuable employees/experts. These employees are senior consultants and administrative specialists. We always identify talents in diverse fields and regularly update our rota of specialists.

CROSS-CUTTING CAPABILITIES AND STRENGTH

Capability	Description
Operations	The firm has managed successful projects delivering high quality technical assistance services as well as advisory services to institutional bodies and public administrations internationally. The Consultants have in-depth experience in technical and management of large-scale development programmes and plans and a deep knowledge of operational and contract procedures of many national authorities, bilateral programmes and international donors, such as the UNDP, EU, DFID, UNICEF, DENMARK, among others.
Project Management	The firm ensures sound project management through Project Management teams providing continuous support from the firm's office to field operations. Backstopping services include organization, project management, financial management, detailed planning, and management of changes in program, ICT services, logistics and onsite support missions. Backstopping activities include also document control (lay-out, review, approval, transmission and amendments of project documents), and problem solving.
Ability to mobilize high-level expertise	The firm's Human Resource teams are able to quickly mobilize high-qualified experts in a wide range of disciplines through a number of sources, including a wide roster of consultants as well as through networks of relevant institutions and international partnerships.
Participatory approach	Ensuring participation in planning and development is one of the key elements of successful delivery of technical assistance. The Consultants are able to design and implement participatory actions including public workshops, socio-economic surveys and meetings aiming at encouraging stakeholder's participation and raising public awareness. The participatory process is carried out in strict coordination with the Client and is based on detailed stakeholders' analyses.
Institutional strengthening and capacity building.	The need to enhance institutional capacities is a recurring issue of development projects. The Consultants have sound experience in designing project components aimed at improving the capacities of the public sector in planning and organizational management.
ICT capabilities and distance learning expertise	We have extensive expertise in the use of modern technologies to deliver educational services through the use of a blended learning approach