
Daysha Consultants have extensive experience in R&D and Innovation. Combined with our strong project management skills, Daysha were chosen to manage the largest Industry Led Research Programme (ILRP) sponsored by Enterprise Ireland, the IMS ARCS project.

Situation

Summary

Enterprise Ireland is an Irish government agency tasked with promoting the growth and development of indigenous Irish industry. The agency provides a wide range of programmes to encourage Irish industry to invest in research and development in order to compete on a global platform. One of these programmes is the Industry Led Research Programmes (ILRPs).

Enterprise Ireland funds the institutions to help this vision become a reality. ILRPs help meet the dual goals of fostering clusters of excellence in a specific area, while encouraging academic-industry collaboration.

IMS ARCS is one such ILRP. Its purpose being to build a platform to facilitate the creation of IMS (IP Multimedia System) based services. The consortium is made up of 24 Irish based telecommunications companies and institutions of higher learning.

In order to maximize the chances of success, Enterprise Ireland needed a strong project management team that could coordinate the 24 members, and who understood the difficulties of R&D and the challenges of commercializing the results.

Daysha was chosen because of its track record in managing large multi-stakeholder programs, its extensive experience in R&D, and the quality and expertise of its staff.

Customer Profile

Enterprise Ireland is an Irish government agency that promotes the growth and development of the indigenous Irish industry. The agency provides a wide range of programs to encourage the Irish industry to invest in research and development.

Solution Overview

Customer Profile

- Name: Enterprise Ireland
- Location: Dublin, Ireland
- Sectors:
 - Public Sector
 - Telecoms

Objectives

To provide experienced project management resources and a framework for the successful running and completion of the ILRP.

Daysha Services Used

- Project Management

Benefits

- Daysha has provided an experienced R&D Project Manager for the programme.
- Daysha's structured project management framework has allowed the partners to develop the programme in a structured way without impeding innovation.

Problem

Context

The IMSARCS industry consortium is made of 24 Irish based telecommunications companies. The shared research vision is focused on the building and validation of services and services enablers within an IP Multimedia System (IMS), the emerging telecommunications core network technology. The academic consortium, composed of five separate academic institutions, was awarded over €2million in funding to complete the research.

In order to be successful, ILRPs need to overcome a number of non-trivial challenges. On the industry side, it is quite difficult to promote collaboration amongst a group of companies which may be in competition in the market place.

Even in the case where companies are potential customers of each other, there is very often reservations to collaborate on future or emerging technologies. In those cases where collaboration is possible, it's often quite difficult to ensure that the interests and needs of all stakeholders are addressed.

On the academic side there is a poor track record of successful delivery on industry collaborations. Academics can often be side tracked by intellectually challenging irrelevant aspects of the work. Equally, industry members can fail to deliver a consistent coherent direction for the program of work.

Objectives

The objectives of the IMS ARCS project are as follows:

- To conduct in-depth market research on the global market and to establish a critical mass of Centrally Administered Market Intelligence.
- To identify, prototype and develop business models and value propositions for new types of IMS communications services.
- To develop the IMS service control framework for service creation, aggregation, orchestration, discovery, retirement and delivery.
- To provide complete user involvement throughout all phases of the programme, from service requirements, to conceptualisation, to trials, and market/consumer behaviour analysis.
- To work with all participants in the programme to build a recognised Irish centre of commercial and academic excellence in the area of IMS ARCS services.
- To use the programme as a catalyst for the establishment of the National Centre for IMS ARCS services.

Therefore the objective for Daysha was to use its experience and knowledge of project management to establish a framework with which this would be possible. Once established this framework would be used throughout the project to achieve the above objectives.

Solution

Process

Daysha needed to establish a framework to maximize the delivery capability of IMS ARCS in order to achieve the objectives of the project. Communications and facilitating the necessary collaboration while maintain focus was the challenge for this framework

The principals of this framework were:

- Develop an industry steering committee whose responsibility is to represent the wider industry stakeholder group. They must be able to handle any situations that might arise, while maintaining a consistent and coherent direction for the project.
- Establish the end-user as the underpinning strand for project research. Having an unequivocal point of reference for decision making has helped avoid questions on where to focus effort and resources.
- Regular communications is essential for any project to succeed. Lack of communication could cost a company a significant amount of money. Therefore, regular communications is critical during the entire process of the project.
- Impose a structure that is still flexible enough to facilitate sufficient latitude to innovate.

Evaluation

Results and Benefits

Daysha's approach has benefited the programme by providing a structure framework and management style without stifling innovation, all the time keeping the consortium focused on the vision and objectives.

Further information can be found at www.ims-arcs.ie.

For More Information

For more information about Daysha Consulting services, contact us through info@dayshaconsulting.com.
To access information using the World Wide Web, go to: <http://www.dayshaconsulting.com>

“Daysha are an energetic organization that combines advanced software architectural thinking with solid project management”

Gearóid Mooney, Director of Informatics, Enterprise Ireland

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