

Case Study 9: Resources

Resources are always a problem in projects. You may have too many at one point, too few at another point and the skills may be mismatched even if the number matches to what you estimated.

Issue

The client was expanding rapidly in a new industry. Two large organizations in a related industry had already started divisions to address this market but we were dealing with a new and much younger company. There were two issues:

1. People able to test successfully.
2. Leadership

The second issue was especially critical, there were not a lot of people who could identify the testing required and lead the effort. In addition, there had been problems with leaderless departments losing their way.



NVP Solution:

NVP's solution was to staff the department with a mix of internal and external people. The internal people were required to allow the department to continue operating after the departure of the consultants. The external people were there to get everything done in the very short time before

product launch. In addition to providing the leadership expertise, we also instituted a training program to supply the internal recruits with testing knowledge. This provided sufficient knowledge for them to take over the manual testing once the consultants left. In addition, it allowed us to identify the people most like to be a successful test lead and test manager. When automation became critical we repeated the process and successfully launched an automation process.

See [Resources](#) or [contact us](#) for more information.