



## ZUMTOBEL

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### The Customer

The Zumtobel Group is an innovation leader in the lighting world, and one of the few global players in the industry. The company operates 18 production plants on four continents, and employs a workforce of over 7,000 employees worldwide that are collaborating with partners in a total of 73 countries.

### CHALLENGES OF GLOBALIZATION

High demands confronting the design, development and testing teams at Zumtobel are representative of most international organizations. A rigorous focus on technical innovation protects the Group’s growth, competitive edge and access to strategic partners, but is accompanied by increasing complexities. The biggest challenges are caused by the rapid development processes need to accommodate shortening life cycles.

“To keep up the fast pace,” said Stephanie Schwendinger, Dipl.-Ing. (FH), System Development, “globally distributed teams of internal and external collaborators need access to previous work products and transparency across overlapping initiatives.” But it is hard to sufficiently eradicate duplication as long as specifications continue to be authored in Microsoft® Office® and shared via email.

### QUEST TO UNLOCK SYNERGY

The Zumtobel Group knew that it had to find the right tool to synchronize its disparate teams in order to secure its leading position in the global lighting market.

An interdisciplinary team with representatives from design, development and testing was established to create a catalogue of criteria essential for the successful definition, testing and management of requirements. Requirement engineering motivation #1 was to find

an organization-wide solution to solve the following questions:

- Has a requirement already been established and addressed somewhere else?
- Are all requirements complete, coordinated and consistent throughout?
- Which systems are affected in case of changes?
- Do all requirements have at least one test case?
- Which version of a requirement is implemented in which version of a product?
- Which products and versions are compatible?

### SELECTION PROCESS

The consequent tool evaluation, supported by an independent consulting company, started out with 15 options, with two rounds to select the winner. The assessment entailed the review of product details, vendors meetings, visits to end customers, and rigorous test projects. Ultimately, Polarion’s unified Application Lifecycle Management (ALM) solution proved to be just what the Zumtobel team was looking for.

Compared to the other final contenders, IBM® Requirements Composer®, Planview® Requirements Manager®, and PTC® Integrity®, Polarion stood out with a truly unified solution that makes organization-wide collaboration a breeze. Winning factors included the modern UI, the ubiquitous browser-based access, the granular Work Items, the flexible Workflows, as well as Polarion’s robust Versioning, Traceability and Test Management functionality.

What didn’t hurt was the fact that the all-inclusive solution presented significant adoption and maintenance savings, bringing Total Cost of Ownership (TCO) far below competitive options.



#### Environment

222 project users  
462 system users



#### Implementation Details

- Organization-wide Deployment
- Used for product development
- 1 Server (Production)
- Self-hosted (Windows)
  - Virtualized with VMware ESX
  - 4 cores of Intel(R) Xeon(R) CPU E5645 @ 2.39 GHz
  - 16 GB RAM
  - 3 GB productive repository size
- 12 External Partners
- 85 Projects - globally distributed
  - 222 Project Users
  - 462 System Users
  - 18.900 Files



#### Products

Polarion ALM  
Polarion REQUIREMENTS

Net-net, Polarion was the only “out of the box” solution that met all criteria the team had set out with.

## INTERDISCIPLINARY ROLLOUT

Once the decision for Polarion ALM was made, a core team was tasked to define streamlined processes for two Pilot projects. The organization-wide LITECOM initiative was rolled out across PM Controls and the interdisciplinary Controls & Systems team. External partners included IBM, Mivune, and Software Quality Lab. Varying access levels for different roles combined with clear guidelines, customized workflows and the intuitive UI safeguarded that everybody could accomplish their assigned tasks without missing a beat. The same was true for the second pilot.

“In addition to the wide range of internal collaborators, we were able to roll out the new processes to 5 different partners in 7 different locations without formal training,” said Stephanie Schwendinger, Dipl.-Ing. (FH), System Development “and the transition went off without a hitch.” The team got a kick-start using templates and standard workflows, which they quickly customized and continue to improve upon based on ongoing learning.

Stephanie Schwendinger considered the ability to easily import the vast arsenal of existing requirements and test critical for hitting the ground running. “Furthermore, the new solution is great for accommodating constantly changing team structures and new collaborators.” she added. One open item is the integration with Enterprise Architect, a UML modeling and lifecycle tool. The team is looking forward to solving this task by taking advantage of the new ReqIF functionality, which has become available with Polarion 2014.

## About Polarion

Polarion Software is a leading provider of a 100% browser-based and unified platform for [Requirements](#), [Quality](#), and [Application Lifecycle Management](#) (ALM). The company helps global organizations in a wide range of industries from automotive to medical device and aerospace - creators of products that people trust – achieve agility, traceability and compliance for their complex products. More than 2.5 million users worldwide rely on Polarion to fuel collaboration; integrate ALM and Product Lifecycle Management (PLM); and more efficiently bring their high-quality products to market. For more information, visit [www.polarion.com](http://www.polarion.com).

## SOLUTION BENEFITS

According to Ms. Schwendinger, Polarion ALM won over internal and external collaborators as a complete ALM solution that catalyzes collaboration, reuse and best practice exchange. Key benefits already realized are based on distinct attributes of the solution.

### 100% Browser-Based Repository

Ubiquitous access to one centralized repository has been paramount to unlocking tremendous team synergies.

### LiveDoc Technology

“Easy-as-word” functionality made it easy to transition everybody to the always-up-to-date collaboration tool.

### Live Branches

All changes and updates to reused requirements are now propagated throughout, eliminating duplication errors.

### Complete Linking

Multi-lateral linking from requirements to implementation and test artifacts provides complete traceability.

### Real-Time Reporting

Errors in the design or code are detected early and quickly traced back, helping to protect superlative quality.

## FUTURE GOALS

System flexibility and fully customizable workflows supported the successful completion of the Pilot projects to everybody’s satisfaction.

“Polarion was fundamental to our success thanks to the real-time access to centralized information at the right level for each collaborator,” stated Ms. Schwendinger. In terms of future plans, she added: “The main focus going forward is on introducing Polarion also for hardware related projects and on deepening the use for requirements engineering, specifications, project management (SCRUM), tasks and testing.”

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## About Zumtobel

The Zumtobel Group is one of the few global leaders in the lighting industry, offering a full range of professional indoor and outdoor lighting, lighting management systems, lighting components, and modules, as well as innovative LED and OLED technology. The Group pursues a multi-brand strategy, addressing different business sectors and target groups in the lighting market through the internationally renowned Thorn, Zumtobel, and Tridonic brands. For more information, visit [www.zumtobelgroup.com](http://www.zumtobelgroup.com).

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