



Success Story

Zumtobel Group: A digital milestone for the Zumtobel and Thorn brands

A multi-brand commerce platform is setting new standards in the lighting industry

ZUMTOBEL Group

A digital landscape entering its next stage of development

The Zumtobel Group is one of Europe's leading lighting groups. Its business model is internationally focused, brand-driven and strongly project-oriented. As the Group has grown, its digital landscape has also developed organically over the years - featuring a variety of websites, market-specific solutions and bespoke processes.

This complexity increasingly became an operational challenge: managing the customer journey, scaling operations and maintaining consistent brand management were only possible with a significant amount of manual effort. Navigation, search and service processes followed different logic depending on the market, and e-commerce functionalities varied considerably.

For those responsible for e-commerce and digital operations, this brought one key question into sharp focus:

How can a sprawling digital landscape be transformed into a scalable platform that brings brand management and international growth even closer together in the future?

In concrete terms, the aim was to take the next step in development:
How can the Zumtobel and Thorn brands be brought to life digitally in a way that reflects their strengths?

Management's objective was therefore clearly defined:
to create a robust, scalable commerce and content platform that guides customers, enables self-service and serves as a sustainable digital foundation for the long term.

Zumtobel Group



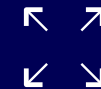
Three strong brands: Zumtobel (Indoor), Thorn (Indoor and Outdoor), Tridonic (Components)



Headquarters: Dornbirn, Austria



5,300+ employees worldwide at over 100 locations



90+ countries in which the Zumtobel Group operates



EUR 1,097.2 million in the 2024/25 financial year

Strategic guidelines: Thinking about CX, brands and platforms as a whole

Together with SYBIT, we launched much more than just an isolated digital project; rather, it was a strategic platform initiative. At its heart were some fundamental questions:

- How can the online presence of two strong brands be clearly managed whilst being orchestrated on a shared platform?
- How can B2B processes be combined with B2C-style expectations regarding user guidance and self-service?
- How can digital processes relieve the burden on sales and service teams without increasing complexity?
- How do you scale commerce and customer experience across more than 20 markets?

Patricia Verocai, Head of Digital CX Innovation, sums up the challenge as follows:

„The key question wasn't how to build a new website, but how to orchestrate two distinct brands within a shared platform – without losing their identity and whilst remaining scalable on an international level.“

The approach followed a clear logic: business use cases first, architecture second. The customer experience as the end goal, the platform as the enabler.

The solution: a multi-brand commerce platform with a clear operational structure

The result is a modular multi-brand platform that seamlessly integrates brand management, commerce and self-service – and is deliberately designed with long-term development in mind.

Clear brand environments, consistent usage

Users initially navigate the respective brand environments of Zumtobel or Thorn – each with its own tone, visual identity and product logic. However, navigation, interaction patterns and page structure follow a unified experience framework. This reduces complexity, makes switching between brands easier and ensures recognisability across all markets.

One login, multiple role models

A central login forms the basis for differentiated role and usage concepts. Retailers, electricians, planners, architects and project-driven customers each receive the functions, content and services relevant to their role. The platform precisely controls who can see and do what – thereby creating a scalable foundation for self-service.

The neutral workspace as the heart of productivity

After logging in, users are directed to a cross-brand, neutral workspace. All core functional elements are consolidated here:

- Shopping baskets and orders
- Tools and services
- Documents, settings and project-related data

This separation of brand space and functional space is a key platform feature: it preserves brand identity whilst enabling efficient further development.

Integrated search and commerce functionalities

A cross-brand search function ensures quick navigation – regardless of which brand's website the user is on. Commerce functions are seamlessly integrated and tailored to specific roles and markets: ranging from complete ordering processes to information and product discovery features. This creates a scalable commerce approach that takes into account varying market conditions and levels of maturity.

CX as a product, not as a project

One key principle has shaped the programme from the outset: the customer experience was conceived as a product – not as a project with an end date. The platform has been deliberately designed as a long-term foundation that is continuously being developed.

Mike Gamaggio, Technical IT Project Manager, sums it up: **“This platform is not a project with a start and end date. It is a product that is constantly being developed and grows alongside our requirements.”** This approach shapes governance, roadmaps, agile programme delivery and organisation – and is crucial for sustainable scalability.

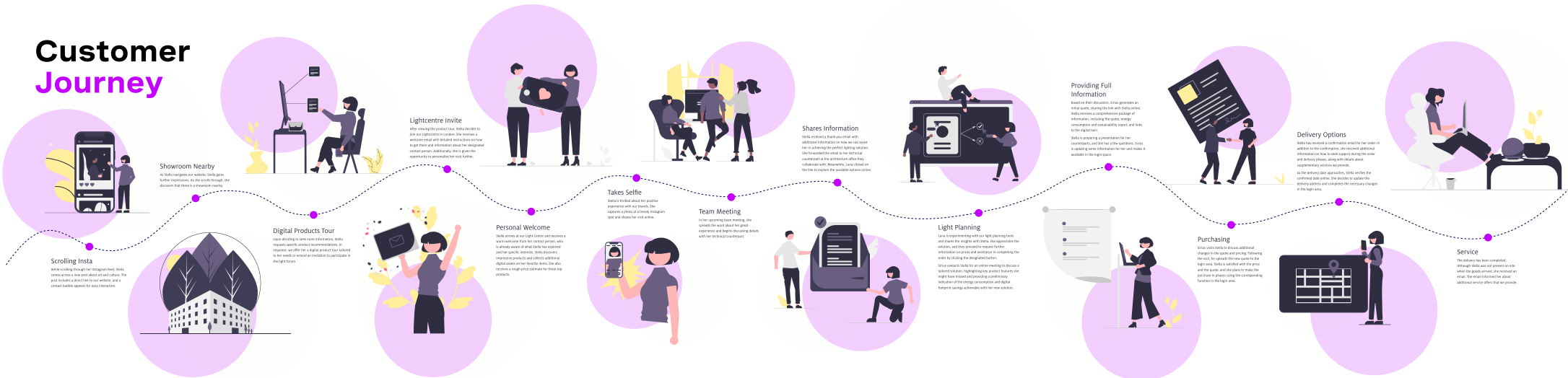
Tobias Homburg, Client Partner Manager & Product Owner at SYBIT, adds: **“It was clear from the outset that this whole undertaking must not be a traditional IT project. We built the platform as if it were a product – with clear ownership, a roadmap and defined responsibilities. That was crucial for sustainable scalability and the project’s success.”**

The strength of our advisory services as a stabilising factor

The initiative’s success was due less to technical features than to a structured, methodical and distinctly business-oriented approach. Early on, customer journeys were re-mapped, target groups were refined, and the emotional significance of the brands was systematically taken into account. This consultancy work was the real linchpin of the project – it not only brought clarity to a complex array of brands, markets and stakeholder groups, but also streamlined decision-making processes, established shared objectives and enabled dependencies to be managed at an early stage.

Marcus Frantz, Chief Digital Transformation Officer (CDTO), emphasises: **“Growth is the strategic objective that our digital transformation is also designed to achieve. With SYBIT’s support, we have created an e-commerce programme that will reliably take us there.”**

Customer Journey



UX & Design: exceptionally effective

User Experience (UX) and design were not merely part of the project's approach, but were established as a strategic pillar at an early stage. From the outset, the Zumtobel Group recognised that excellent user experiences can only be created if design does not come into play at a later stage, but instead helps shape fundamental decisions from the outset. The design team was therefore involved right from the early stages of the project – in workshops, in mapping out the customer journey, in developing the brand strategy, and in ensuring the brand identity and workspace worked in harmony. This early involvement was a key factor in enabling the platform concept to be implemented so clearly, harmoniously and scalably later on. This approach gave rise to a multi-theme design system that underpins the entire platform. It brings together:

- two distinct brand worlds (Zumtobel & Thorn), each with its own visual and emotional identity
- a neutral workspace where registered users can work according to their roles and find cross-brand content,
- shared navigation logic and interaction patterns that provide guidance,
- reusable components that function consistently across all markets and accelerate further development.

This design system was conceived to combine brand strength, functional clarity and international scalability. It was not merely a design achievement, but a structural factor in its success – and one of the reasons why the new multi-brand platform feels so harmonious and natural.

Artur Richter, Design Director at SYBIT, describes the approach as follows: *“Our aim was to create a design system that is not only aesthetically pleasing but also works strategically: clear, scalable and brand-defining. This was based on ongoing user research, regular testing and genuine user feedback. This enabled us to combine creative freedom with structural discipline.”*

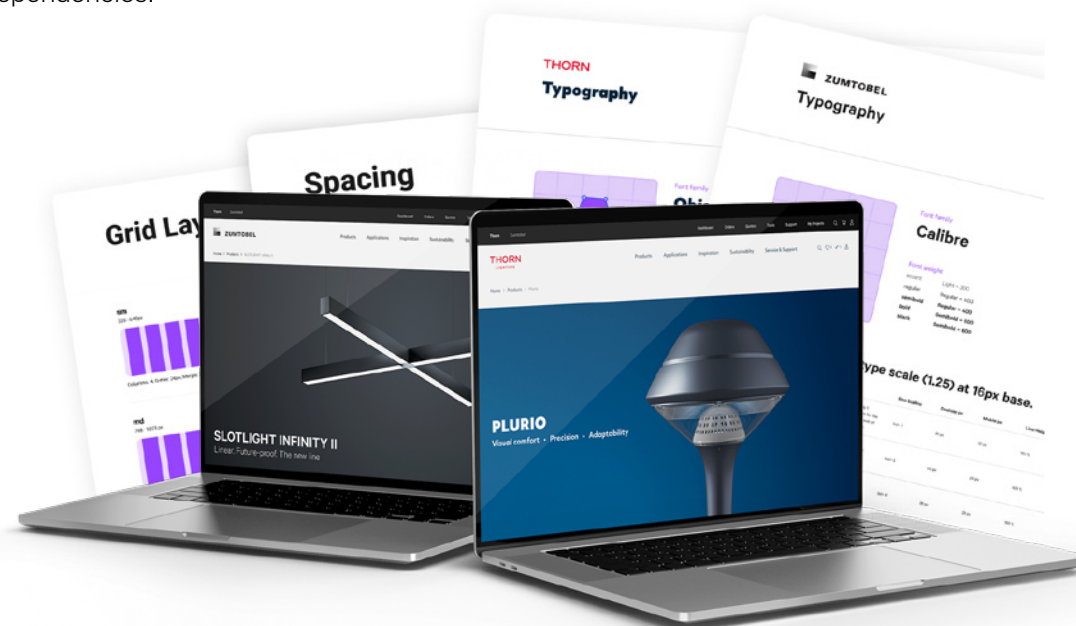
Architecture & Technology: A platform rather than a patchwork of tools

The technological implementation was not driven by a short-term focus on tools, but by a clear architectural decision. The aim was to create a future-proof, flexible platform that would allow for further development without creating dependencies.

Core principles of the architecture:

- A consistent headless approach
- Best-of-breed rather than monolithic
- Clear decoupling of front-end, content, commerce and identity management
- Central integration layer for data and processes
- Use of AI for process automation

This architecture enables new features, markets and services to be integrated incrementally – without system disruptions, without re-platforming and without creating new dependencies.



Headless Content & Translation Automation

Efficient implementation of international scaling

A key factor in the platform's success in scaling internationally is its integrated content and translation architecture. The headless CMS Storyblok has created a central, component-based content platform that enables content to be managed efficiently across brands and markets.

Editorial teams create modular content blocks that can be used flexibly across different countries and contexts. This enables new content, campaigns and product information to be rolled out quickly, whilst maintaining a high level of consistency.

For localisation, the content process has been enhanced with an automated translation workflow using Smartling and AI-powered translation. Content is transferred directly from the CMS, translated, quality-assured and automatically returned. This eliminates the need for manual work and media breaks.

As a result, the time-to-market for international campaigns and market rollouts is significantly reduced.

Working with our partner neteleven, this content architecture was seamlessly integrated into the platform. The result is a seamless end-to-end process, from content authoring to local publication – scalable across all markets.

Content thus becomes a strategic enabler for speed, internationalisation and brand management.



A future-proof platform architecture – modular, scalable, headless

The technological foundation of the Multi Brand Platform follows a consistent **headless and best-of-breed approach**. The aim was to clearly separate brand management, customer experience and business functionality – whilst at the same time building a robust, globally scalable architecture.

SAP Commerce Cloud

- Central commerce engine for international B2B and B2C-like scenarios.
- Support for differentiated role, market and purchasing models, as well as seamless integration into the existing system landscape.

Headless CMS (Storyblok)

- Flexible, component-based content architecture for all brands and markets.
- Supports rapid content creation, content reusability and AI-powered translation processes directly from within the CMS.

Nuxt-based frontend

- In-house developed frontend for maximum performance, high brand control and modular scalability.
- Enables a clear separation of brand identities in the frontend whilst maintaining a consistent user experience.

Identity & Access Management with auth0

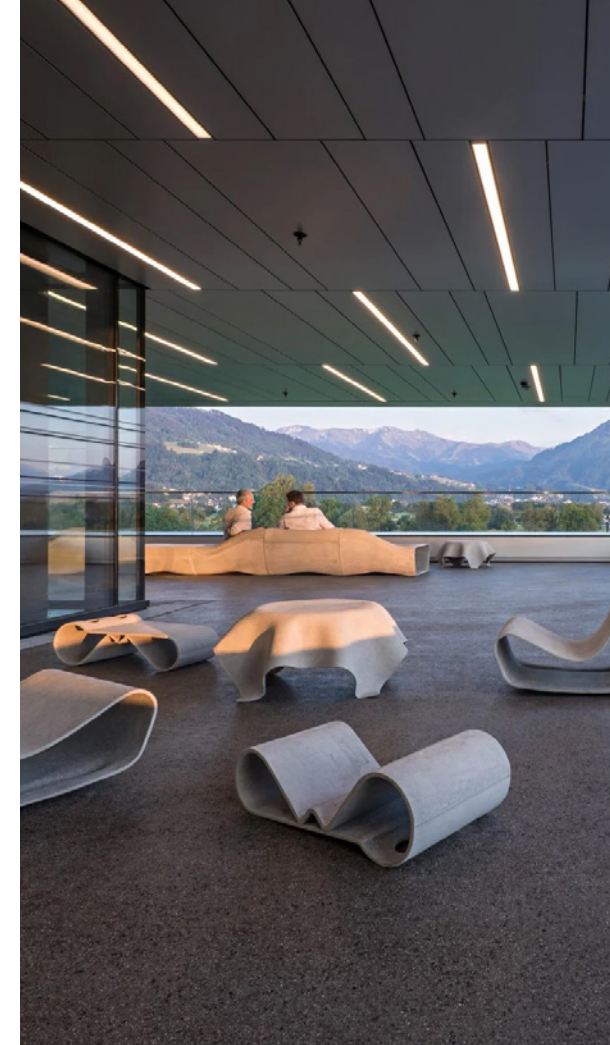
- Centralised login with a role-based authorisation model for different target groups, markets and usage scenarios.
- Ensures consistent, secure user guidance across all brands.

Search & Experience Services

- Powerful, cross-brand search and experience services as standalone components (Empathy.co).
- Enables quick navigation, high relevance and consistent user guidance across both brands.

Integration Layer including PIM & CRM

- A central integration layer for connecting commerce, product data, CRM systems and ERP.
- Enables end-to-end processes, high data quality and the foundation for scalable self-service solutions throughout
- Smartling for AI-powered translation management:
- Automation of the translation process with AI support
- Accelerates rollouts and editorial processes across the entire customer journey.



Measurability and further development as an integral part

From the outset, the focus has been not only on design, content and development, but also on the measurability of the customer journey. A dedicated analytics stream provides transparency regarding usage, interactions and opportunities for optimisation. This means the platform is not merely operated, but continuously refined on the basis of data – a crucial factor for commercial excellence in day-to-day operations.

Organisation & Change: A prerequisite for impact

The launch of the platform was not just a technical transformation, but also an organisational one. Internal teams had been working with increasingly complex structures for years. Consequently, change management, staff support and ongoing communication were of paramount importance.

A clearly structured, agile approach therefore became the cornerstone of success. The technical foundation established at an early stage enabled design, content and development to gain momentum independently of one another. Transparency within the steering committees and the ability to quickly incorporate necessary adjustments into the roadmap were particularly important in this regard.

Looking back, Marcus Frantz describes it as follows: *“Despite the immense workload, the project team exuded an incredible sense of calm and professionalism.”*

This calm was no accident, but the result of structured collaboration – and, at the same time, a key factor in the success of a project of this scale.

Tobias Homburg adds: *“The close, collaborative partnership with the Zumtobel Group project team was a key factor in our success. It enabled us to remain agile and focused, even during complex phases.”*

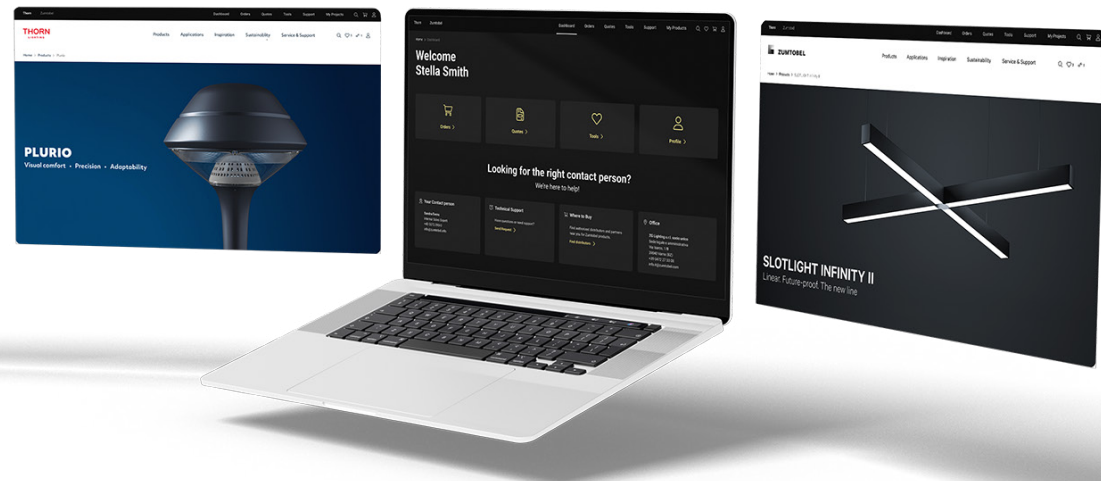
Result: A scalable platform foundation with strategic added value

The platform is already successfully live in several countries and now forms the central digital backbone of

our international market development efforts. In the markets, it is perceived as a modern, brand-strong showcase. At the same time, structured self-service options, clear customer journeys and integrated commerce functions take the pressure off sales and service teams.

Above all, however, the Zumtobel Group now has a digital foundation that enables growth, makes complexity manageable and creates scope for new services.

Patricia Verocai sums up the added value as follows: *“Together with SYBIT, we have created a digital foundation that can grow with us. It is not an isolated IT solution, but a platform that will support our brands, markets and digital business models in the long term.”*



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step together!**

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