



# BARCELONA

DRUPALCON 2015





BARCELONA  
DRUPALCON 2015

# Continuous Improvement @ Unic

Laura Felbecker &  
Roy Voggenberger

Track: Business and Strategy - <https://events.drupal.org/barcelona2015/sessions/continuous-improvement-unic>

# The speakers – who we are

- Roy Voggenberger
  - At Unic for 7 years
  - Head of Business Unit
  - Member of the Extended Executive Board
  - Drupal.org member: roy.voggenberger
  - Married, 1 son
  - Swiss
  - Enjoys playing tennis



- Laura Felbecker
  - At Unic for 4 years
  - Senior Project Manager
  - Teamleader (Drupal, TYPO3 & PM)
  - Drupal.org member: laurafelbecker
  - Married
  - German
  - Enjoys running





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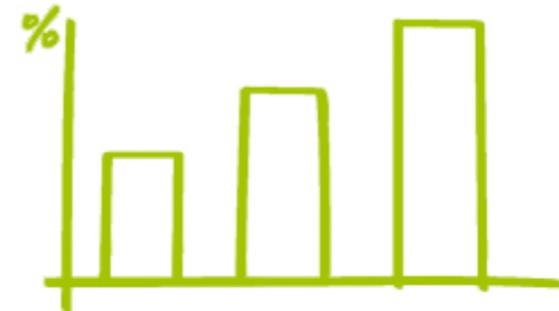


# Unic at a glance

# Unic at a glance

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- Founded in 1996 in Switzerland
- Consulting, creation, implementation and operating of integrated solutions for digital marketing and digital commerce
- We are an independent, owner-operated group with 280 employees
- Sales of 40 million CHF i.e. 33 million Euro (2014)
- 5 offices: Bern, Karlsruhe, Munich, Vienna and Zurich
- Development Center in Wrocław



*”We increase our customers’  
success in e-business.“*

Mission of the Unic Group

# Solutions on the basis of leading technology partners

Premium partners

**Digital marketing**



Adobe®  
Sitecore®

**Digital commerce**



hybris software  
An SAP Company  
Magento®

Complementary partners (selection)



CELUM Fredhopper webtrends QUMRAM TYP03 akeneo  
Google inxmail professional email marketing prediggo TEALIUM searchmetrics Drupal

# Successful results for these customers





# Drupal @ Unic



# The (extended) Drupal Team





# Our culture



# Our culture

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- Unic's success is based on competence, commitment and teamwork.
- We are passionate about our work – and the performance of each individual contributes to the company's overall success.
- On the basis of respect, trust and an open exchange, we strive to develop ourselves further.

competent  
passionate  
personal  
reliable  
quality driven  
efficient



*Mission /  
Strategy*

*Organisation*

*Culture /  
Key values*

# What else we do company-wide for 280 people

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**TQM<sub>i</sub>**

Specific processes  
for our businesses

**Q-**

**Messages**

Improvement  
suggestions & ideas

**Uniciversity**

Refresher sessions,  
trainingdays

**CoP**

Exchange & benefit  
from peer know-how



# Why we were thinking about changing our approach

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- Drupal since 2007
- Projects increased in size & importance
- Expectations increased > higher standards required
- Drupal processes the “Unic-way”
- Processes vs innovation
- Numerous ideas & tasks without traceability
- Business Value



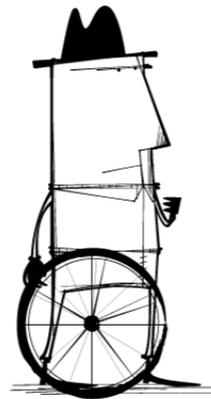
*We have a dream, too ...!*

Laura, Andy, Roman, Roy

*Innovation and financial success are not mutually exclusive! A large portion of the available working time can be invested in innovation, if everyone does their part in fulfilling the Business Unit goals.*

My Dream – Roy Voggenberger, Business Unit Lead Unic

**ERRR...**



**CAN'T STOP.  
TOO BUSY!!**





OMEA Labs

# OMEA Labs – The goal



- The goal of OMEA Labs is to create free space and time for the team
- Large percentage of working time to be spend on **innovation** or topics the team would like to invest time in



# The “Labs Model” – The Basics

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- Labs is an investment, not charged to the customers
- Business goals need to be reached
- Existing meeting set ups need to be questioned/analysed
- Unic «rules & regulations» are met
- “Blocker” issues need to be dealt with



# The “Labs Model” – The setup

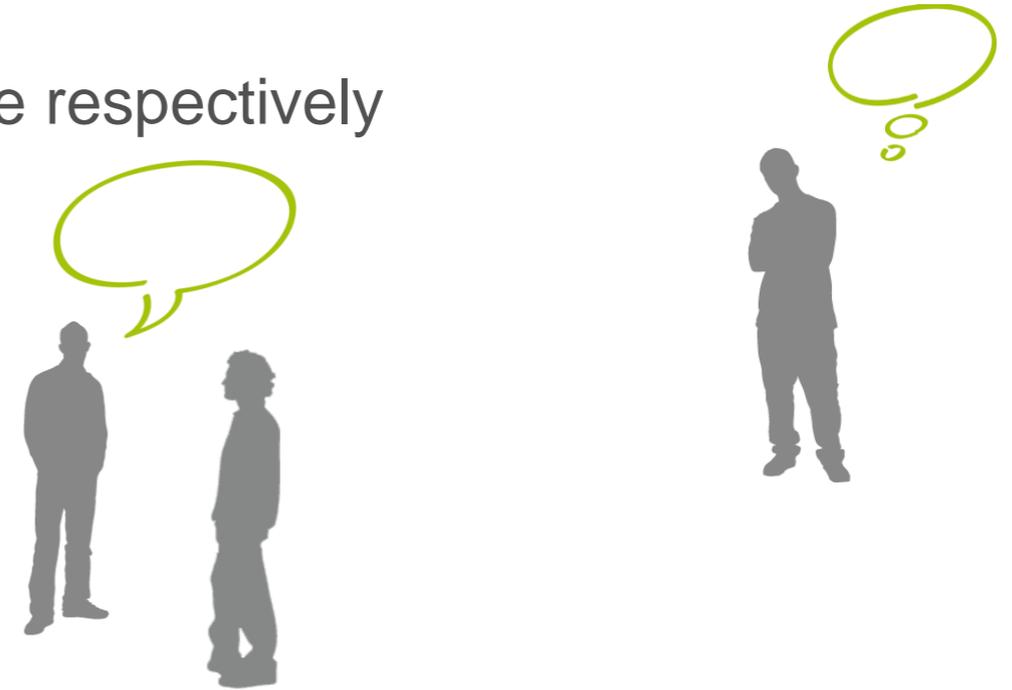
- OMEA Labs gives every member of the team 20 MD available for innovation
- These 20 MD are divided into 3 parts:
  - One fixed day per month called the OMEA Labs Day.
  - One half-day per month which every member of the team may use individually.
  - Two «Joker» days per year which every member of the team may use individually.



# The “Labs Model” - What’s important

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- Document your ideas in the project overview & update respectively
  - Phase 1: Creative thinking
  - Phase 2: Analytical thinking
  - Phase 3: Decision “thinking” - doing it
  - Phase 4a: Business Case
  - Phase 4b: Idea on hold
  
- Integrate innovations & improvements in your daily work



# The “Labs Model” – Project overview

Initiativname	Vision / Ziel / Mehrwert für (1-2 Sätze)	Owner (Kürzel)	Erstellt am	Phase 1 Ideen-generierung (creative thinking) (siehe comment für how to)	Phase 2 Ideen challengen, klären und hinterfragen (analytical thinking) (siehe comment für how to)	Phase 3 Rücksprache BUL (decision thinking) (siehe comment für how to)	Phase 4a (Business Case)	Phase 4b (siehe zurück-gestellt) (siehe comment für how to)	geschlossen	Teilnehmer (Kürzel)	Notizen / Doku	Letztes Update
Drupal Auto-Updates	Wir haben wöchentlich Security-Updates, die wir schneller einspielen könnten, wenn wir die Mechanismen dafür haben. 1. Betroffene Projekte ermitteln 2. Branch erzeugen 3. Update einspielen 4. Commit/Push 5. Notification	Sch	21.04.2015	x								
Drupal-Deployments mit Kraftwagen	Evaluation der Drush-Extension Kraftwagen ( <a href="#">Website</a> , <a href="#">Blog-Eintrag</a> ), welche Deployments stark vereinfacht	MSo	09.04.2015	x							<a href="#">Kraftwagen</a>	15.04.2015
Behat-Testing für Drupal-Projekte	Integration in Vagrant-Umgebung	Sch	18.02.2015	*					*		<a href="#">Behat</a>	18.02.2015
Drupal - Offertschätz-Sheet	"Standardbausteine" und die entsprechenden Schätzungen sind definiert, so dass nur noch kundenspezifische Elemente definiert & geschätzt werden müssen	LaF	05.02.2015	x	x						<a href="#">\collaboration.unic.com@SSL\DavWWWRoot\bu\OMEA\Shared Documents\02_Engineering\06_Offert-Bausteine</a>	30.07.2015
Drupal "Killer" Pitch Slides	Sammlung von mega coolen Drupal Slides für Pitchpräs	LaF	22.01.2015	x	x						<a href="#">\collaboration.unic.com@SSL\DavWWWRoot\bu\OMEA\Shared Documents\02_Engineering\06_Offert-Bausteine</a>	30.07.2015
Präsentationskills Training	Wie trete ich bei Pitchpräsentationen oder in der alltäglichen Kommunikation mit Kunden souverän auf? Was gibt es für Tricks die sich jeder aneignen sollte, gibt es dongs?	LaF	22.01.2015	x								
Aufwandsschätzungen	Evaluieren von Methoden und Tools die die Aufwandsschätzungen bei der Offertstellung erleichtern	E	20.01.2015	x								
Sell Agile To Fixed Bid Contract Clients	wie lässt sich ein agiler Entwicklungsprozess gemeinsam mit dem Kunden gestalten und wie kann man dessen Vorteile dem Kunden verkaufen	E	20.01.2015	x								
Optimierung Vagrant-Box	Wir sollten unsere Vagrant-Box noch weiter optimieren, damit wir alle Projekte mit einer zentralen Box betreiben können. Die config wird dann per git submodule eingebunden und per facter aus Vagrantfile provisioniert.	Sch	19.01.2015						*	Mso, UrK	<a href="#">Vagrant</a>	21.01.2015
Behat-Testing für Drupal-Projekte	Knowhow Aufbau	Sch	09.01.2015	*					*	Mso		18.02.2015

# How does the (Drupal) team use OMEA Labs

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- Solve project challenges / difficulties
- Improve project work with results from Labs
- Deal with topics evolving from (new) company standards
- Delve into topics discussed at DUGs/Drupal Meet Ups or Drupalcon
- ...

# How does the team use OMEA Labs – some examples

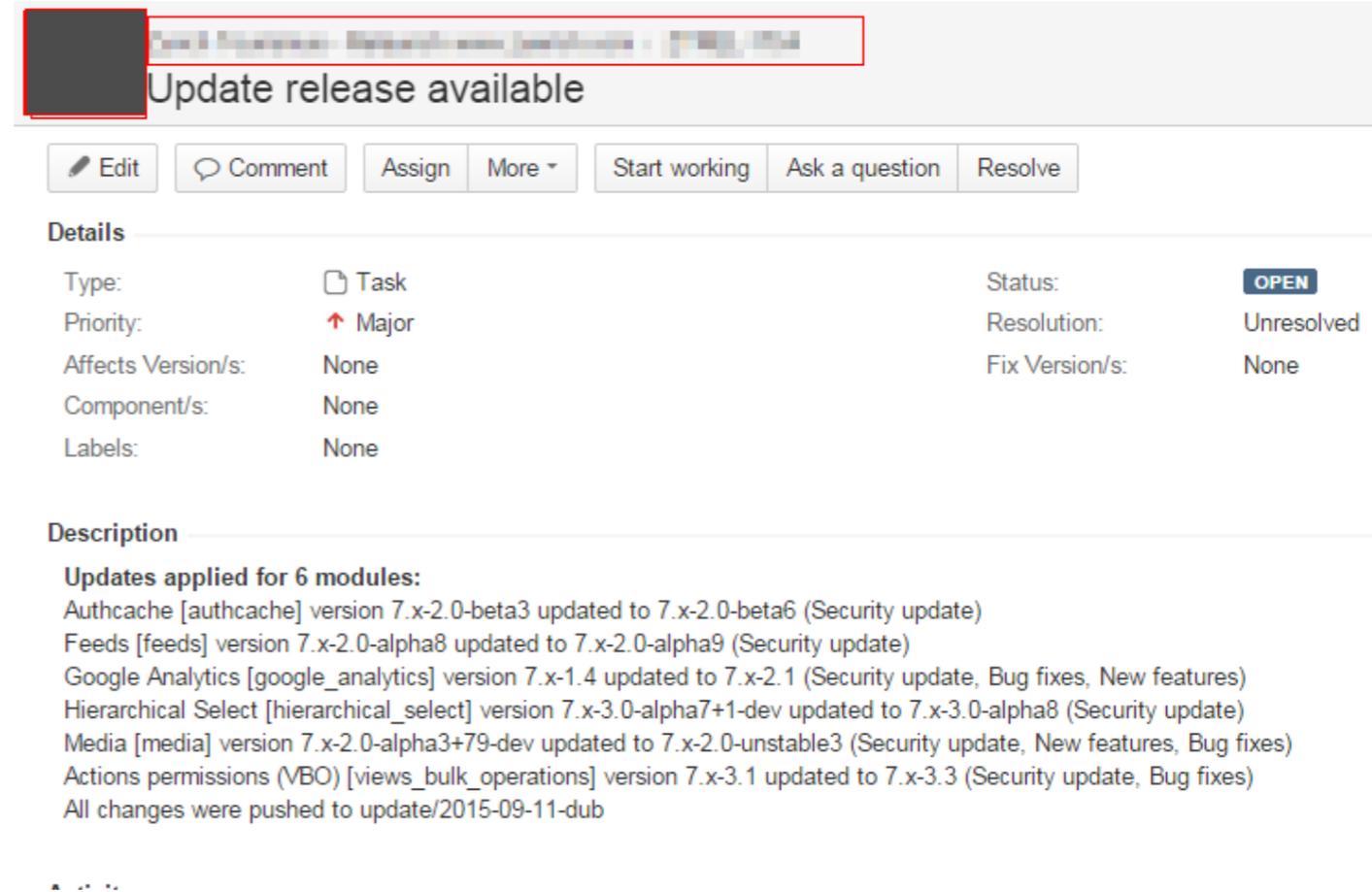
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- Done (until now):
  - Introduction of Behat
  - Learned how to write Behat tests
  - Introduction of PhantomJS
  - Evaluation of contributed modules (such as Panelizer)
  - Introduction of new Vagrant boxes that are closer to our hosting environment
  - Evaluation and introduction of Blackfire.io for profiling (with Vagrant integration)
  - Learned how to use Puppet and write own manifests
  - ....
  - Development of an automatic update bot for all of our customer projects –  
Drupal Update Bot (DUB)



# The most recent achievement: Drupal Update Bot (DUB)

- Based on Symfony2
- Creates Jira ticket with all required information
- Pushes the update to a feature branch
- Works very fast/ overnight
- Is very precise



The screenshot shows a Jira ticket interface. At the top, there is a header bar with a red box around the title 'Update release available'. Below the header, there are several action buttons: 'Edit', 'Comment', 'Assign', 'More', 'Start working', 'Ask a question', and 'Resolve'. The 'Details' section is expanded, showing the following information:

Type:	Task	Status:	OPEN
Priority:	Major	Resolution:	Unresolved
Affects Version/s:	None	Fix Version/s:	None
Component/s:	None		
Labels:	None		

The 'Description' section is also expanded, showing the following text:

**Updates applied for 6 modules:**  
 Authcache [authcache] version 7.x-2.0-beta3 updated to 7.x-2.0-beta6 (Security update)  
 Feeds [feeds] version 7.x-2.0-alpha8 updated to 7.x-2.0-alpha9 (Security update)  
 Google Analytics [google\_analytics] version 7.x-1.4 updated to 7.x-2.1 (Security update, Bug fixes, New features)  
 Hierarchical Select [hierarchical\_select] version 7.x-3.0-alpha7+1-dev updated to 7.x-3.0-alpha8 (Security update)  
 Media [media] version 7.x-2.0-alpha3+79-dev updated to 7.x-2.0-unstable3 (Security update, New features, Bug fixes)  
 Actions permissions (VBO) [views\_bulk\_operations] version 7.x-3.1 updated to 7.x-3.3 (Security update, Bug fixes)  
 All changes were pushed to update/2015-09-11-dub

# How does the team use OMEA Labs – what's in progress

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- Work in progress:
  - Evaluation of Kraftwagen (kraftwagen.org)
  - Introduction of a new build process on a new CI Environment (TeamCity)
  - Drupal8 & Symfony2



- Next steps:
  - Introduction of Sonar Cube for static code analysis
  - Platform performance monitoring (possibly Newrelic?)
  - Log file analysis with Splunk
  - ....

# How do we measure if Labs is successful?

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# Challenges & Difficulties



- 1. OMEA Labs Day was (very) chaotic
- Get used to work on Labs & “ignore” clients and project managers
- Inform customers and make them understand & accept the idea
- Solve (project) planning difficulties
- Coordinate & plan in advance what is done
- Document & track what you are working on
- Finalise tasks
- Give updates and talk about it



# Why it's "cool"

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*«Bridge» between  
dynamic open source  
world & our process  
driven world*

*Time to focus  
together with the  
team*

*Deal with  
technological  
advancements is fun*

*Be part of  
a winning  
team!*

# Share your thoughts

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- Are you spending time on innovation?
- How do you manage to make the time available?
- What kind of innovation formats do you use?
- Do you think you could introduce this setting to your company?







Interested?  
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Thank you for  
your interest!

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# What Did You Think?

Evaluate This Session

[barcelona2015.drupal.org/schedule](http://barcelona2015.drupal.org/schedule)

Thank you!