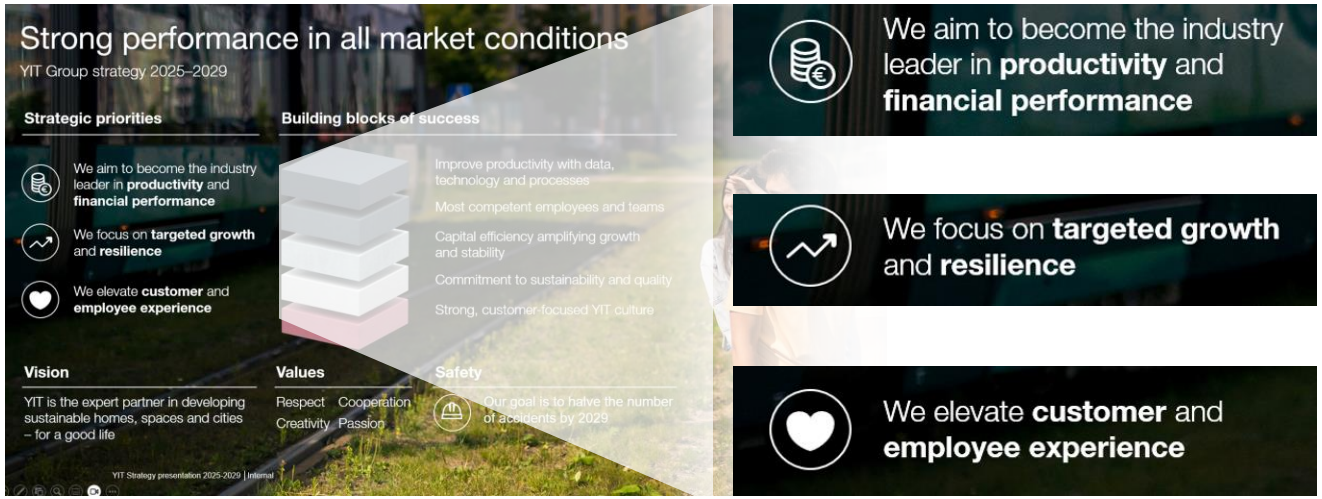
YIT Platform

P. Leinonen

6.2.2025

YIT Platform is a key vehicle to realise YIT's strategic targets



YIT Platform to enable business transformation to a process driven organization to increase productivity

A scalable, adaptable, and secure YIT Platform to support growth, resilience, and business continuity

Emergent technologies to enable best customer experience and elevate end-user experience

- The current ways-of-working is more project driven with many variants how to do the work. The guidance how to do the work is not process driven but on task level what to do before each decision gate.
- Solutions haven been built for a single capability or business function purpose
- Data flows between business applications are manual, semi-manual or implemented case-by-case by BT without any end-to-end process view nor comprehensive data definitions
- Employee experience is not consistent and not defined based on a holistic service design

YIT Platform Vision 2029

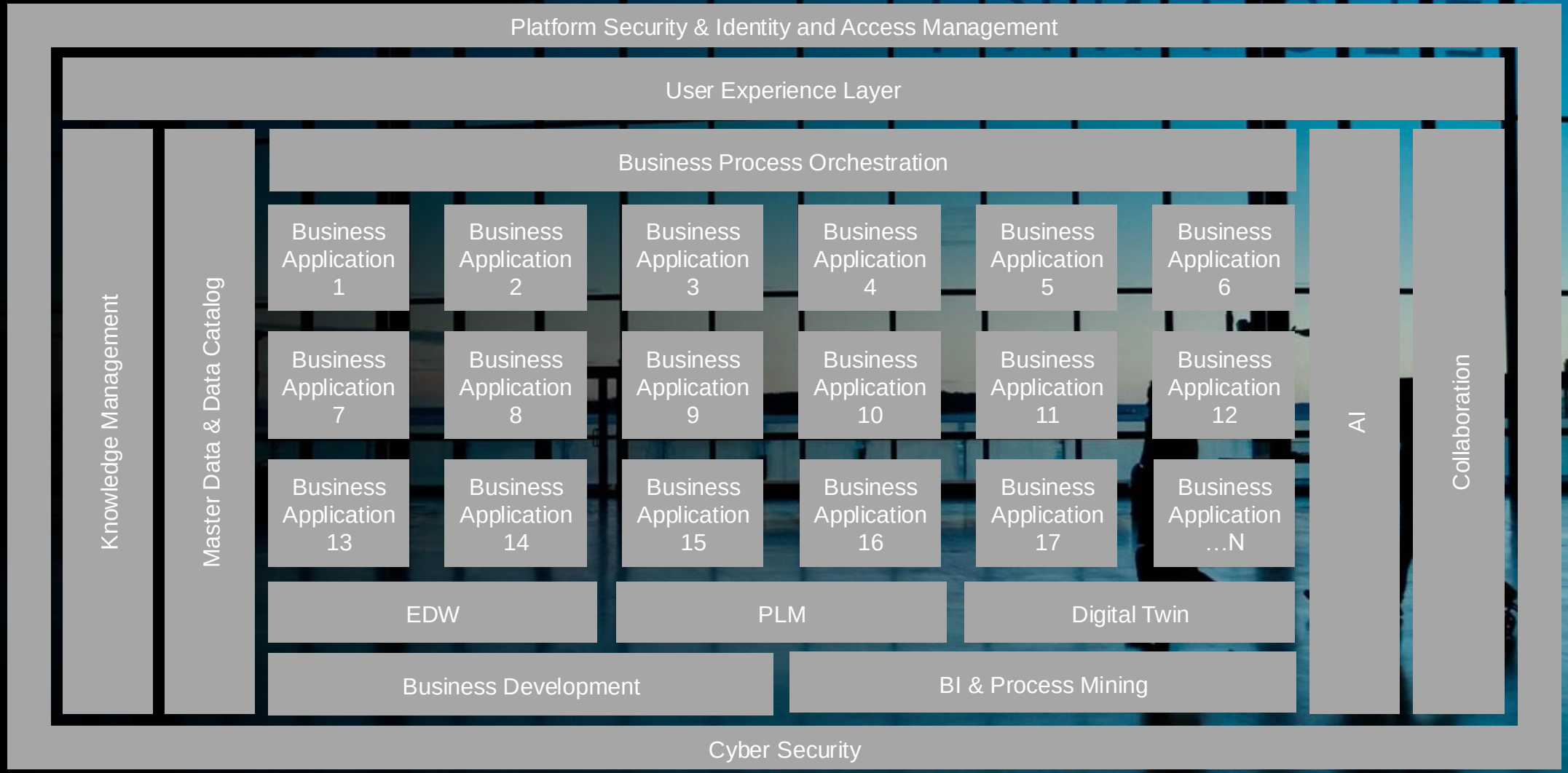
- YIT Platform to enable automated process, data and AI driven organization to increase productivity

- YIT Platform
  - Is a collection of multiple interoperable solutions and technology platforms
  - Automates end-to-end business processes and respective data flows by an orchestration and integration platform
  - Enables continuous process monitoring and enhancements through process mining and design
  - Elevates employee experience with context aware user interface, user experience and AI guided workflows
  - Enables collective digital knowledge by shared data as a core of the platform
  - Ensures business continuity and protects valuable assets with a robust cybersecurity
  - Is scalable and adaptable for changes in business

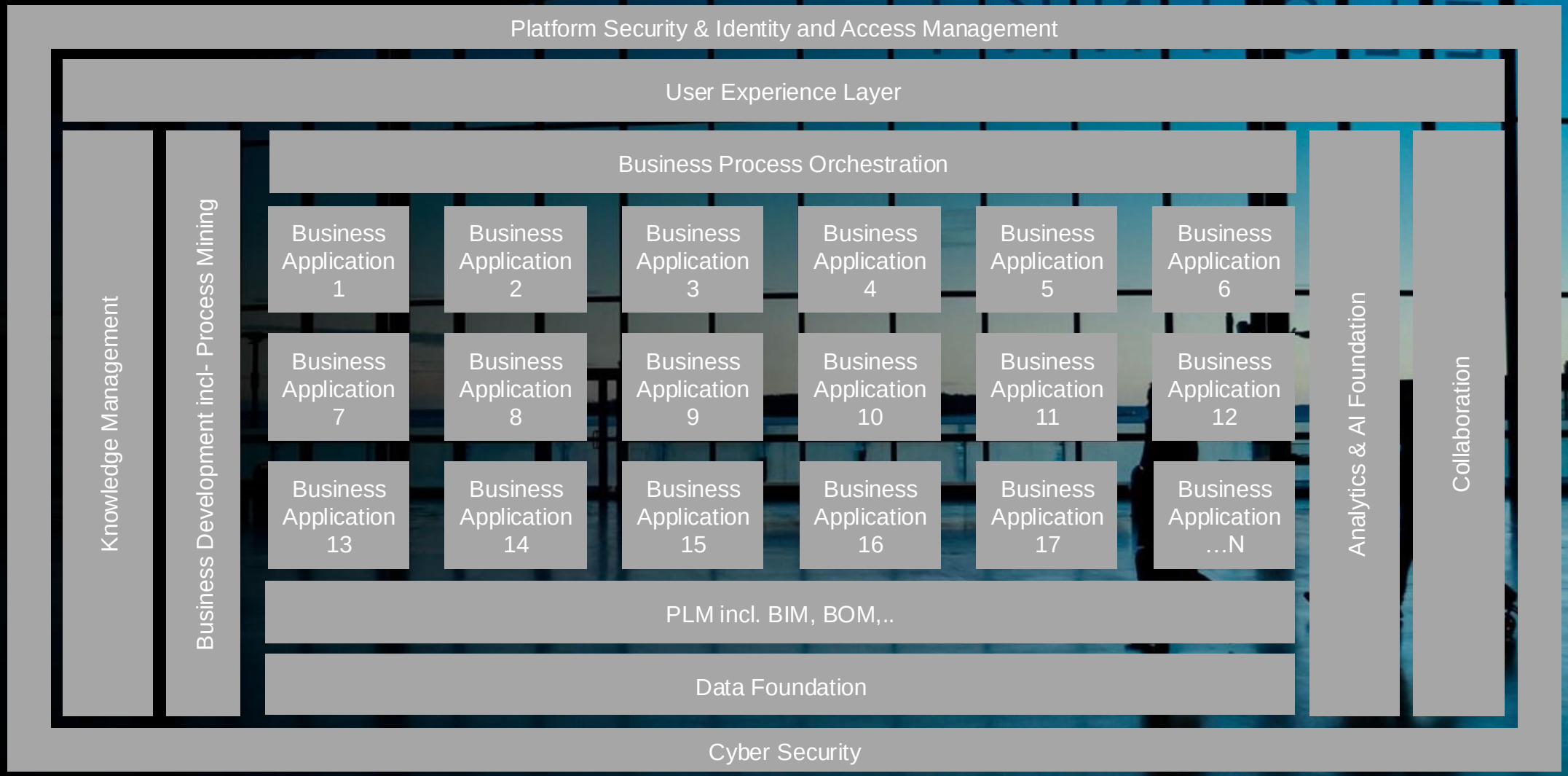
GROUP FUNCTIONS

GROUP FUNCTIONS

A Conceptual Architecture For The YIT Platform



A Conceptual Architecture For The YIT Platform – Data foundation version



A Conceptual Architecture For The YIT Platform – Data, Analytics & AI foundation in detail

GROUP FUNCTIONS

Platform Security & Identity and Access Management

Analytics & AI foundation

- AI Orchestration
- Machine Learning
- Report catalog
- Decision support
- Decision augmentation
- Decision automation

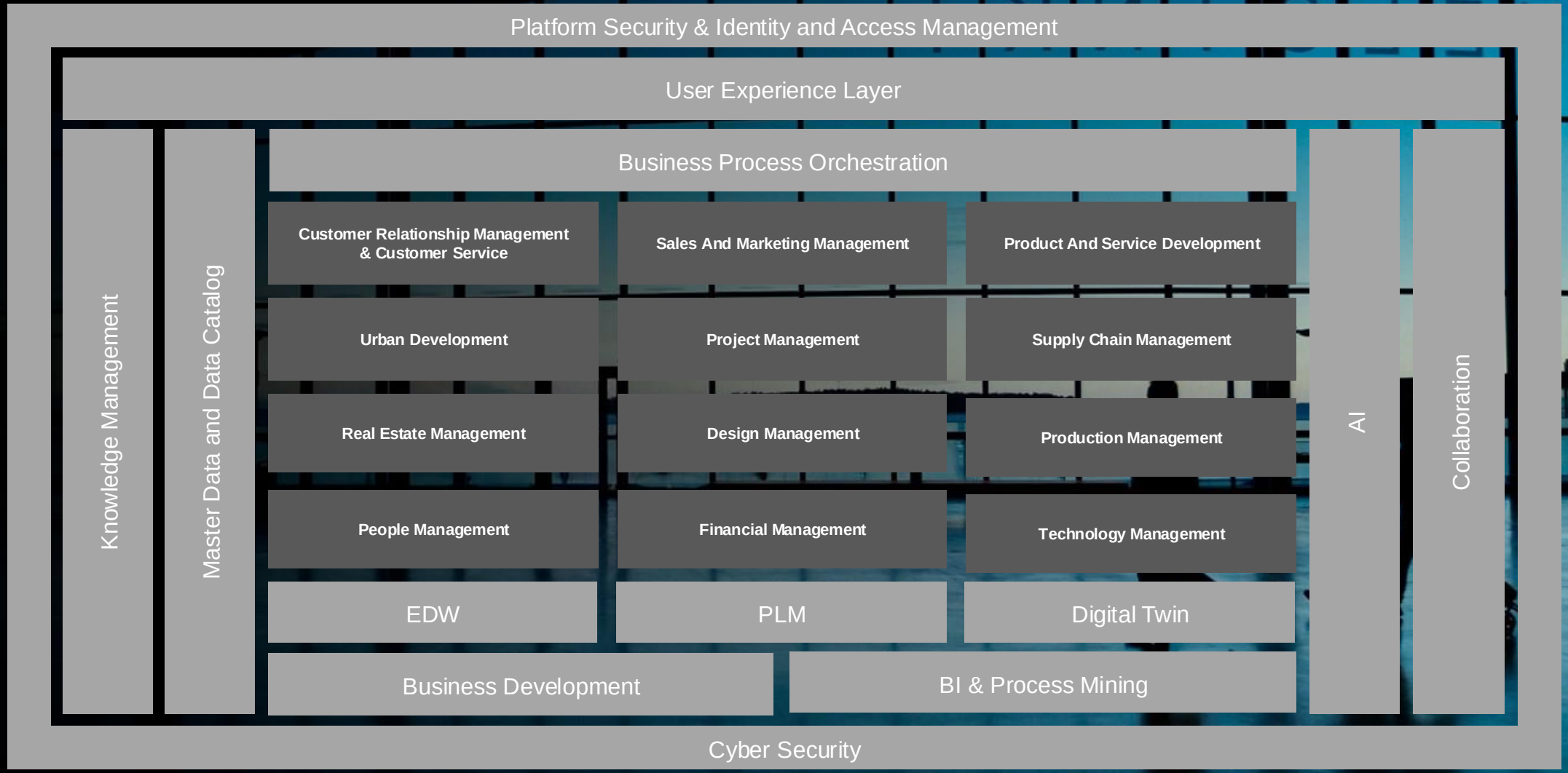
Data foundation

- EDW
- Master data
- Data catalog
- Data quality
- Streaming data
- Digital twin
- Data fast lane
- Data marketplace

Cyber Security

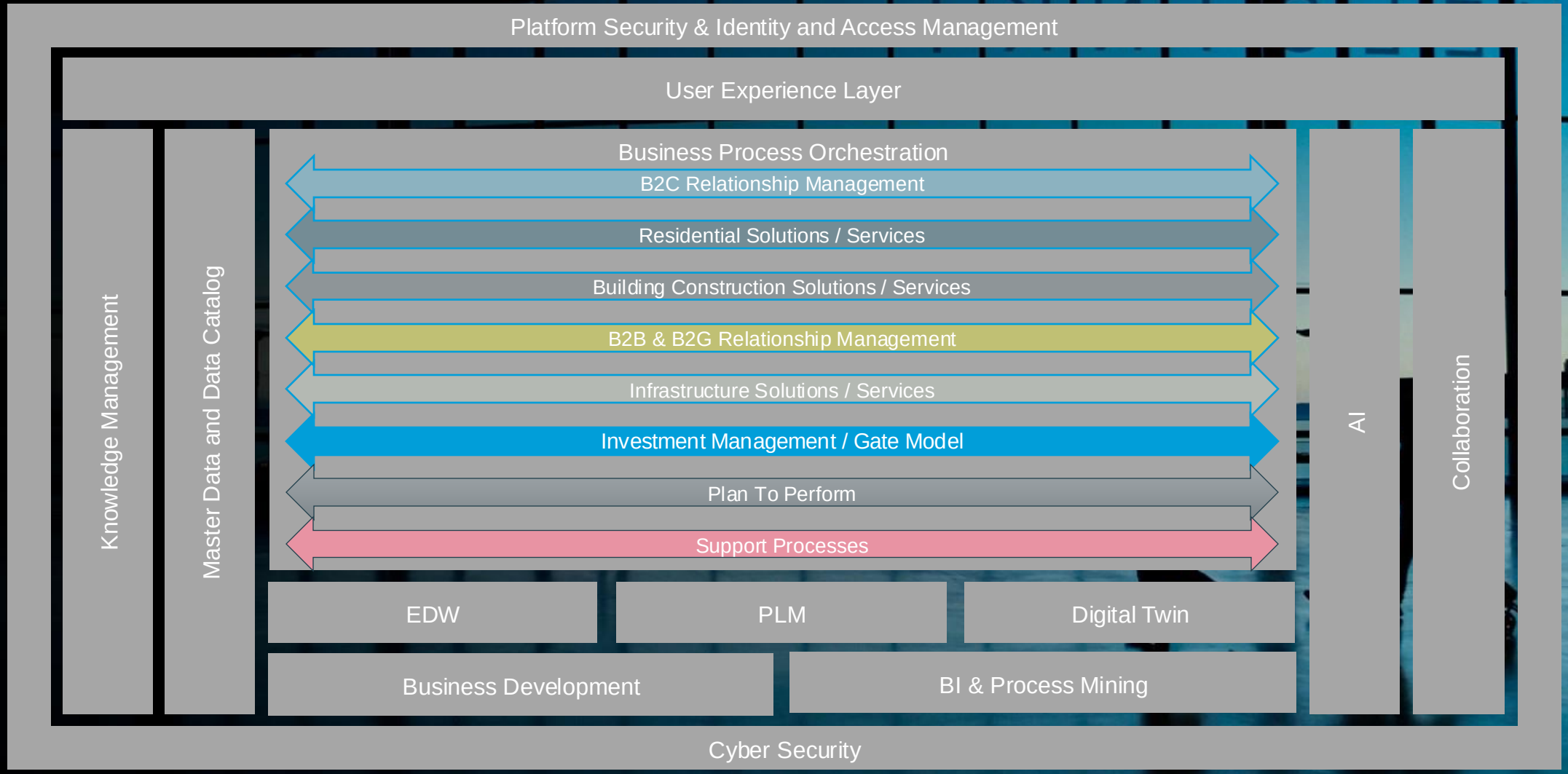
Business applications can be categorized based on the capability areas they support

GROUP FUNCTIONS

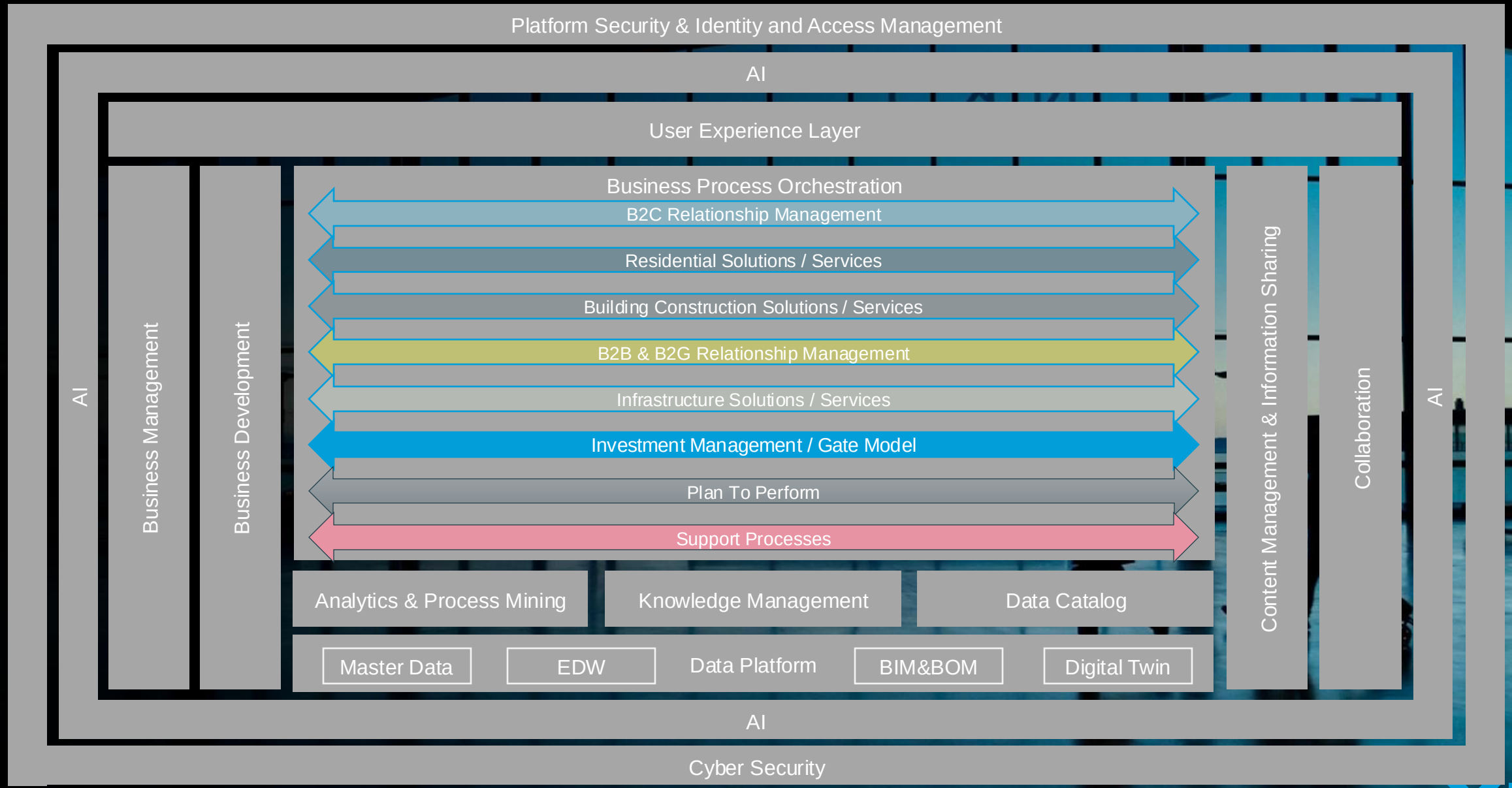


GROUP FUNCTIONS

Draft E2E Process View

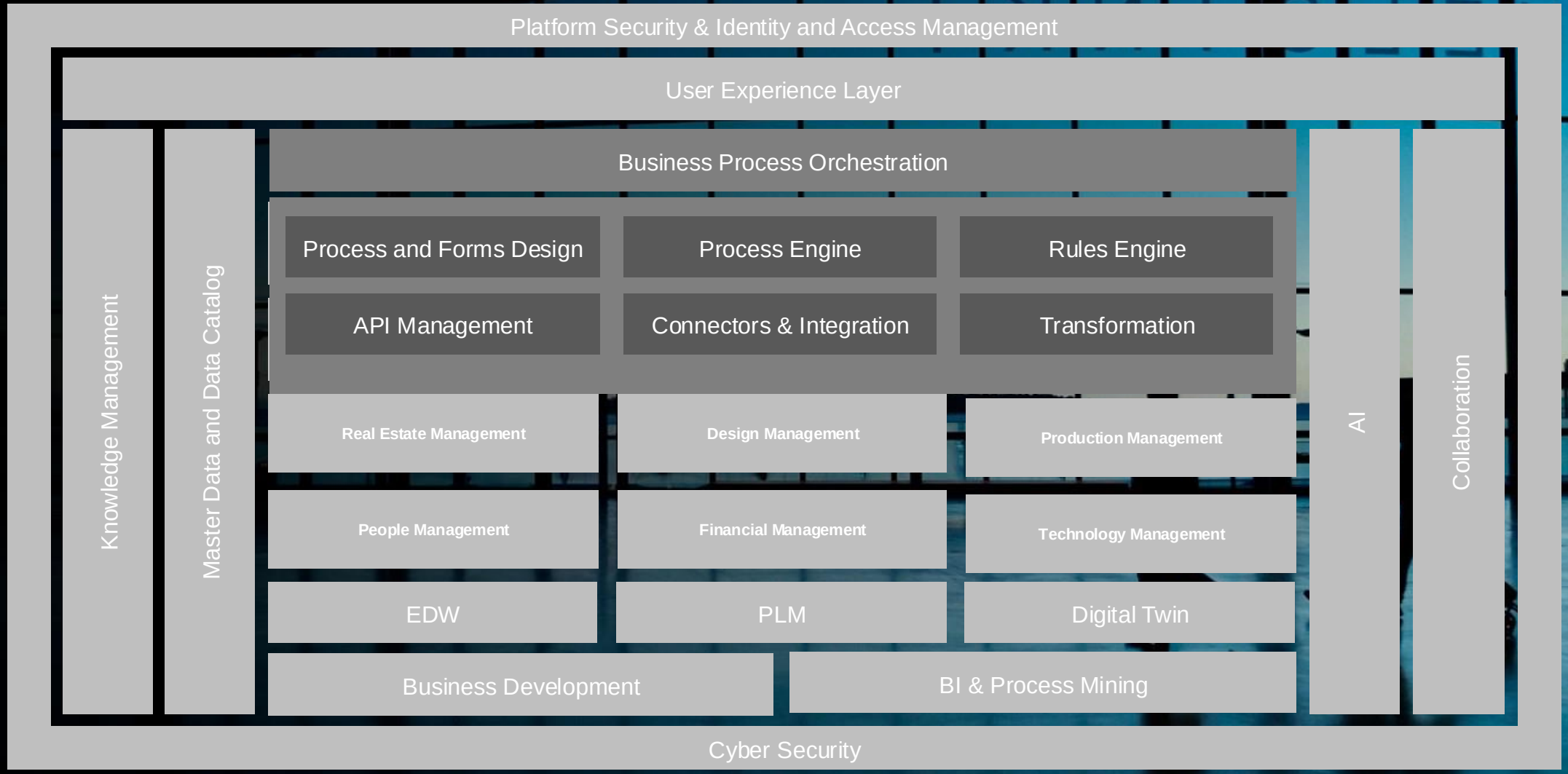


Draft E2E Process View

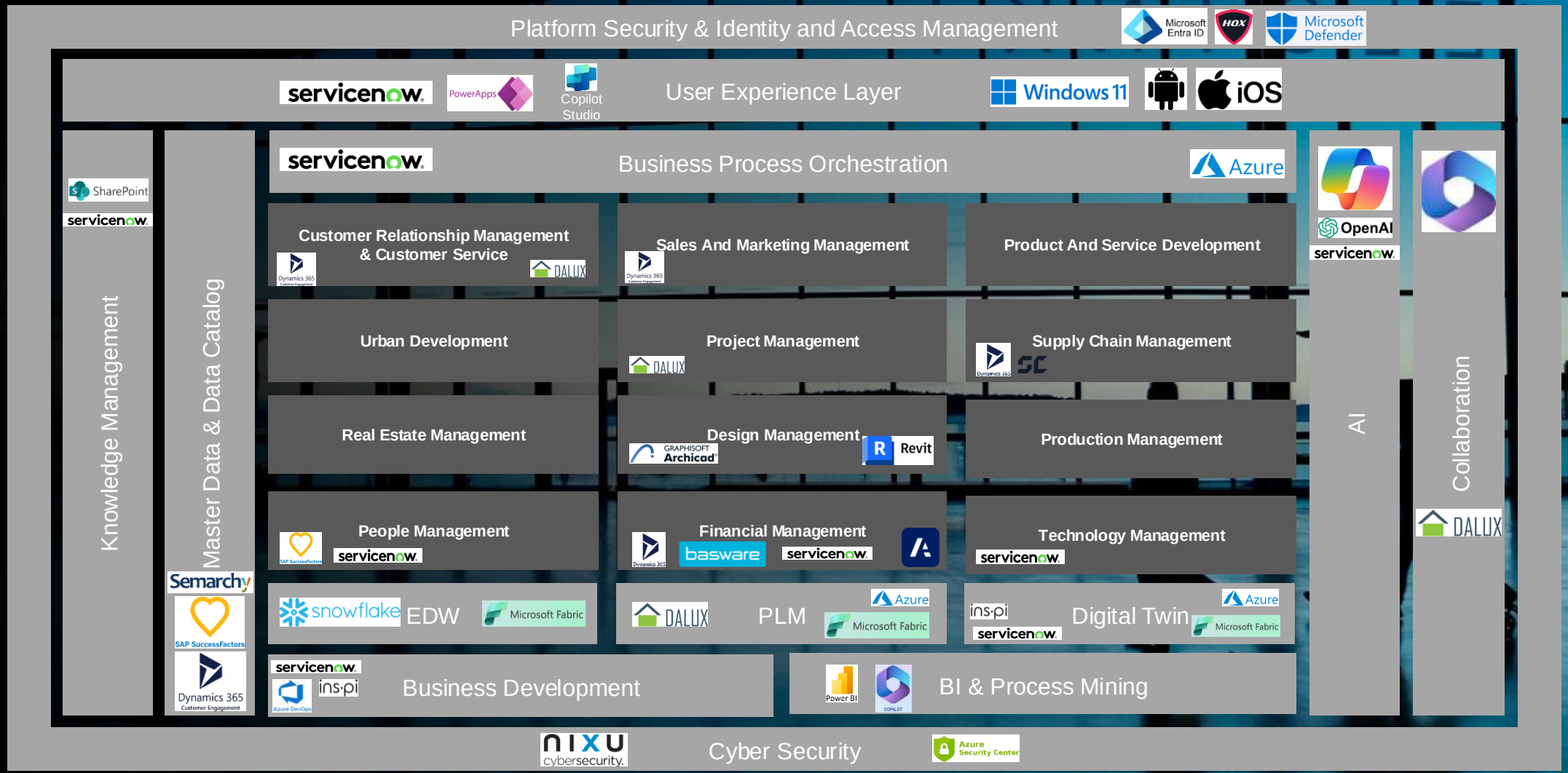


GROUP FUNCTIONS

Business Process Orchestration Components



Initial Technology Selections for the YIT Platform



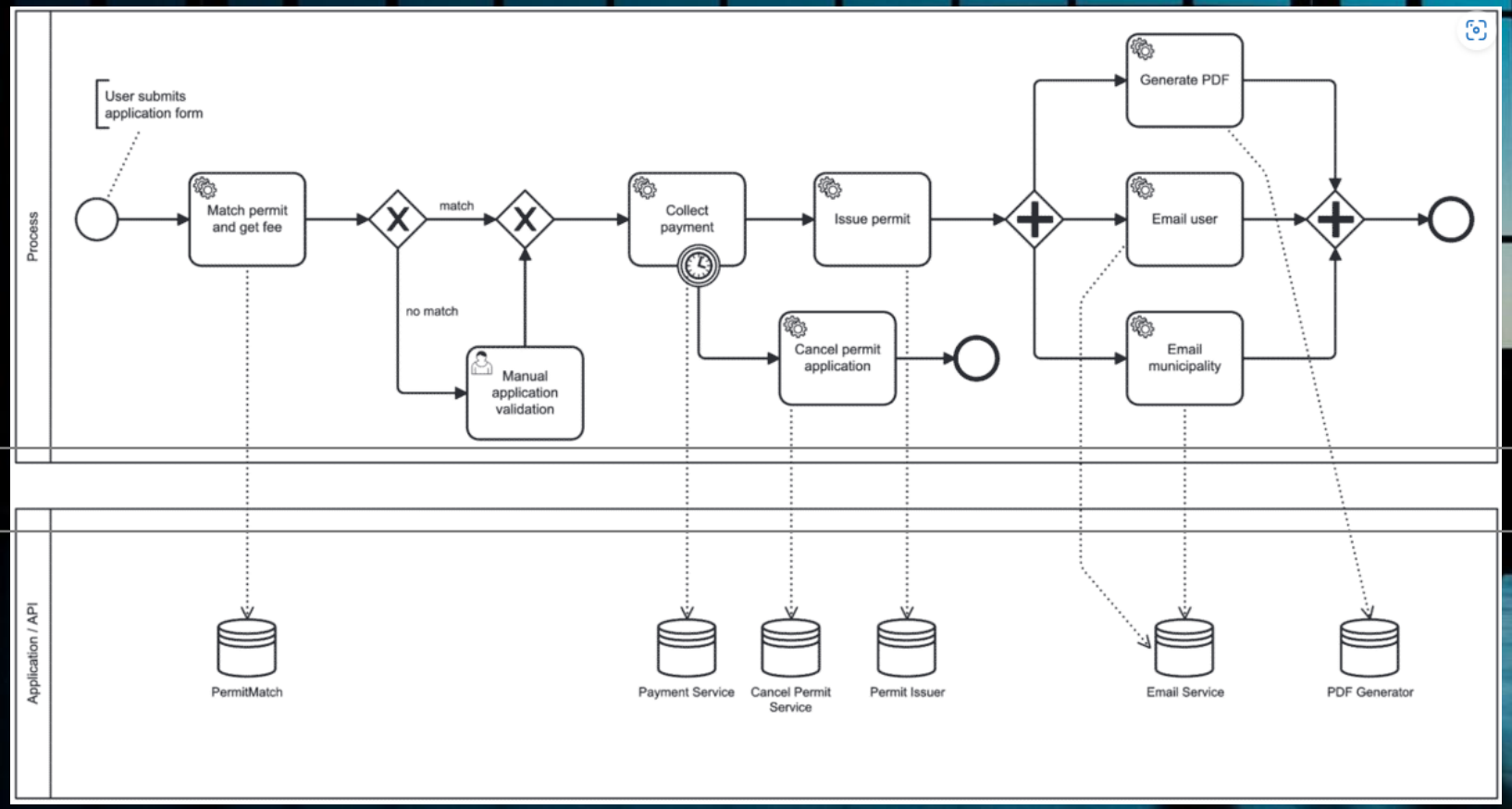
An example how a process could flow in the business process orchestration platform and how it connects with business applications

GROUP FUNCTIONS

Business Process Engine

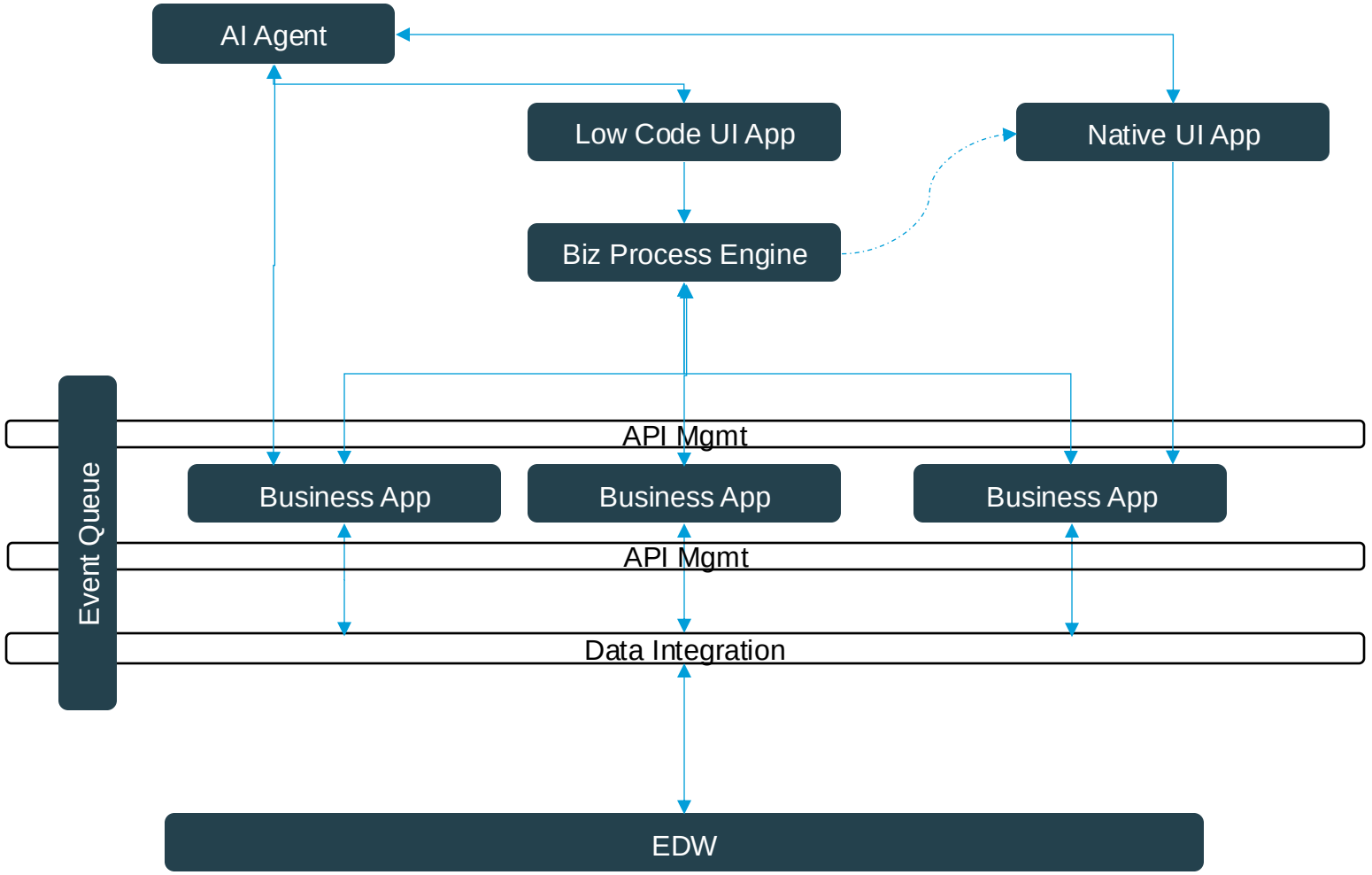
API Management

Business Applications



Part of Business Process Orchestration

Draft Co-operation Diagram



GROUP FUNCTIONS

Draft feature teams to define the architecture (BT members)

Feature Owner

EPIC level: **Pertti,** Kuljit, Karan

Jussi R., Joni, Sanna, Aija, Pekka, Kuljit and Atte — Platform Security & Identity and Access Management

Asko, Ben, Sanna, Visa, Panu, Ella — User Experience Layer

Asko, Pekka — Knowledge Management

Tero, Sanna, Aija, Jaakko, Aleksi — Master Data & Data Catalog

Pekka, Kuljit, Immo, Petri and Pavan — Business Process Orchestration

Customer Relationship Management And Customer Service Markus, Olga, Sari	**Sales And Marketing Management** **Ben** Markus, Olga, Sari	**Product And Service Development** **Mikko**, Kuljit, Aija, Minna
Urban Development	**Project Management** **Pekka** **Tero**, Aija, Tiina, Minna	**Supply Chain Management** **Mikko**, Aija, Tero, Minna
Real Estate Management	**Design Management** **Tero**, Aija, Minna	**Production Management** **Mikko**, Aija, Minna
People Management **Sanna**, Kaisa	**Financial Management** **Liisa/New**, Marjaana, Nina	**Technology Management** **Joona**, Bhuva, Pertti
EDW **Jaakko**, Aija, Marjaana, Olga, Olli	PLM **Aija**, Pekka, Mikko	**Pekka**, Ben, Kuljit, Aija, Pertti (YIT) Digital Twin **Mikko**, Kuljit Aija (Buildings)
Business Development **Panu**, Pekka, Ben, Aija, Kuljit, Abhishek	BI & Process Mining **Aleksi**, Olga, Marjaana, Pekka, Visa, Tiina	

AI — **Visa**, Panu Joona, Ella, Kuljit, Olli

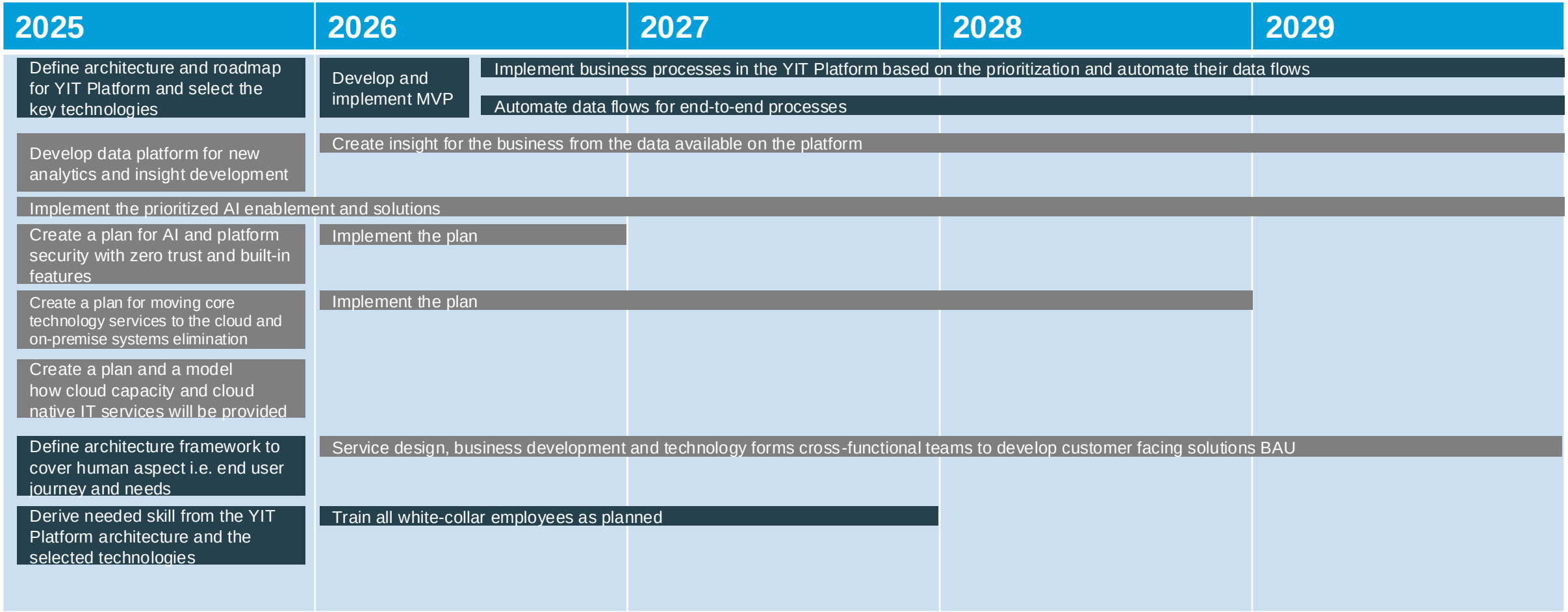
Collaboration — **Asko**, Tero L.

Cyber Security — **Jussi R.**, Joni and Kuljit

Initial Roadmap for 2025 of YIT Platform Epic

Legend:

EA leads



Draft Feature Roadmap for 2025 of YIT Platform Epic

PI35 16.12.24-9.3.25	PI36 10.3.-1.6.	PI37 2.6.-21.9.	PI38 22.9.-14.12.	PI39 15.12.-
44162: YIT Platform: a plan for architecture design and technology selections	YIT Platform: Mode detailed architecture and short-listed technologies for PoC testing	YIT Platform: Conduct PoCs	YIT Platform: Design the architecture to be implemented	YIT Platform: implementation readiness
• Epic and Feature plan for PIs • Viewpoints selected from the EA Framework • Long list of technology vendors	• Conceptual and logical architecture on next detailed level • Short listed technologies for process orchestration and process mining • PoC test cases	• Results and analysis of the PoC results	• Logical and physical architecture • Commercial negotiations and agreement • YIT BT ownership and service model agreed • New skills and roles defined	• Training conducted for those technologies of the 1st implementations
44457: EA Content Framework implementation	End-to-end processes	End-to-end processes		

Backup Slides

Business Technology 2025-2029

”YIT Platform to enable automated process, data and AI driven organization to increase productivity”

Must-win battle focus timeline

Planning the future state and the roadmap
- MVP E2E processes, process and information architecture
- Future state technology and application portfolio
- Holistic demand planning and portfolio management

Implementing the YIT Platform MVP
- Process orchestration layer supporting MVP E2E processes
- Process mining and optimization MVP
- Industrial construction process and data-flow MVP
- Data Platform MVP for BIM&BOM&Digital Twin
- Cross-functional teams for process and IT development

Developing YIT Platform based on the business process priorities
- Total experience based on defined roles
- Business processes orchestrated and continuously optimized
- YIT Platform scaled for use
- AI enabled automated data flow from design to production
- Cross-functional teams operational
- Cost flexibility and forecast transparency to business

YIT data and AI capabilities and culture as a foundation for all operations and decision making

High performing BT team and a business partner

2025 2026 2027 2028-2029

CONFIDENTIAL

Business Technology strategy 2025–2029: ”Business process, data and AI driven company enabled by YIT platform” Strategic choices

GROUP FUNCTIONS

Deliver industry-leading **PRODUCTIVITY** and **FINANCIAL PERFORMANCE**

Create YIT Platform to enable business transformation to a process driven organization to increase productivity

- YIT Platform powered by AI is defined and implemented, its technology selections and development is led by holistic demand and portfolio management, and driven by business process development
- Data flow for all YIT Platform solutions is automated as defined by the related end-to-end process
- Data is collected automatically through out the end-to-end processes and insight created for business management and development, as well as for cumulative knowledge base

Effective, scalable, optimized and transparent Business Technology operating model for business growth and transformation

- IT cost transparency is defined per processes and process performance is measured

- Operational fixed BT costs don’t exceed 1,4% from the turnover

Generate targeted **GROWTH** and **RESILIENCE**

Create a scalable, adaptable, and secure YIT Platform to support growth, resilience, and business continuity

- AI and platform security ensured with zero trust and built-in features
- The core of the YIT Platform will be provided from cloud data centers closer to business locations to ensure continuity, and reliance on on-premise systems eliminated.

Forecasted business demand drives scalable workforce, competences and resources flexible available for business and technology development

- Resource planning as a part of the demand forecasting and portfolio management process (rolling 3 yrs/1 yr /90 days planning) and a flexible sourcing model and vendor pool for scalable workforce

TBD

Elevate **CUSTOMER** and **EMPLOYEE** experience

Introduce emergent technologies to enable best customer and elevate end-user experience

- Service design, business development and technology forms cross-functional teams to develop customer facing solutions ensuring the best customer experience
- Cross-functional teams and continuous service improvement to develop business solutions and to elevate end-user experience

YIT personnel has capabilities to utilize data and technologies in everyday work

- Data and technology academy as part of YIT Academy in place and all white-collar employees trained and utilizing the skills

Engage employees with strong leadership

- Personal goals based on the strategy and team goals. Each individual and the team understand how they contribute to the overall strategy
- Foster trust and accountability to drive strategic success.

- IT solutions and services experience index from 3.7 to 4.3
- IT service ticket resolution NPS from 71 to 80
- eNPS from 32 to 50
- Engagement index from 4.0 to 4.3

Strategy 2025-2029 executive summary | PROCESSES powered by TECHNOLOGY
Strategic Objectives and Key Results 2025-2029 (Prio 1) | Business Technology

GROUP FUNCTIONS

STRATEGIC THEME	PRIORITY OBJECTIVE	KEY RESULT	DEADLINE	OWNER
Deliver industry-leading **PRODUCTIVITY** and **FINANCIAL PERFORMANCE**	Create YIT Platform to enable business transformation to a process driven organization to increase productivity	YIT Platform powered by AI is defined and implemented, its technology selections and development is led by holistic demand and portfolio management, and driven by business process development	2029	P. Leinonen
		Data flow for all YIT Platform solutions is automated as defined by the related end-to-end process	2029	H. Hamunen
		Data is collected automatically through out the end-to-end processes and insight created for business management and development, as well as for cumulative knowledge base	2029	O. Järvi
	Effective, scalable, optimized and transparent Business Technology operating model for business growth and transformation	Operational fixed BT costs don't exceed 1,4% from the turnover (current 1,37%)	2025-2029	E. Nykänen
		IT cost transparency is defined per processes and process performance is measured	2027	J. Uusitalo
Generate selected **GROWTH** and **RESILIENCE**	Create a scalable, adaptable, and secure YIT Platform to support growth, resilience, and business continuity	AI and platform security ensured with zero trust and built-in features	2026	J. Rautpalo
		The core of the YIT Platform will be provided from cloud data centers closer to business locations to ensure continuity, and reliance on on-premise systems eliminated.	2028	J. Vänttinen
	Forecasted business demand drives scalable workforce, competences and resources flexible available for business and technology development	Resource planning as a part of the demand forecasting and portfolio management process (rolling 3 yrs/1 yr /90 days planning) and a flexible sourcing model and vendor pool for scalable workforce	2026	P. Leinonen
Elevate **CUSTOMER** and **EMPLOYEE** experience	Introduce emergent technologies to enable best customer experience	Service design, business development and technology forms cross-functional teams to develop customer facing solutions ensuring the best customer experience	2026	E. Nykänen
	Elevate end-user experience	IT solutions of YIT Platform and IT services experience index from 3.7 → 4.3	2029	E. Nykänen
		End-user IT service ticket resolution NPS from 67 → 80	2029	E. Nykänen
	YIT personnel has capabilities to utilize data and technologies in everyday work	Data and technology academy as part of YIT Academy in place and all white-collar employees learned	2027	O. Järvi
	Engage employees with strong leadership	eNPS from 32 → 50	2029	E. Nykänen
		Service design, business development and technology forms cross-functional teams to develop and automate business processes ensuring the best employee experience: engagement index from 4.0 → 4.3	2026	E. Nykänen

STRATEGIC ENABLERS					
	Lean **PROCESSES** powered by **TECHNOLOGY** to boost continuous improvement	Construction and development **CAPABILITIES** to excel in demanding projects	**CAPITAL EFFICIENCY** amplifying growth and stability	Strong customer-focused **YIT CULTURE** creating a trusted brand	Committed to **SUSTAINABILITY** and **QUALITY** in everything we do

Annual Plan for 2025 executive summary | PROCESSES powered by TECHNOLOGY
Strategic Objectives and Key Results 2025 (Prio 1) | Business Technology

GROUP FUNCTIONS

1st DRAFT
Noy discussed in BT Mgmt Team

STRATEGIC THEME	PRIORITY OBJECTIVE	KEY RESULT	DEADLINE	OWNER
Deliver industry-leading **PRODUCTIVITY** and **FINANCIAL PERFORMANCE**	Create YIT Platform to enable business transformation to a process driven organization to increase productivity	Architecture and roadmap for YIT Platform is defined and the key technologies selected	2025	P. Leinonen
		An operating model for holistic demand and portfolio management and business process driven development is defined	2025	P. Leinonen
		AI Steering Group operational and the prioritized identified opportunities for AI development done.	2025	O. Järvi
		Data domains and respective owners are agreed and synced with YIT Processes Data Platform enables self-service analytics and report catalog will raise analytics knowledge	2025	O. Järvi
	Effective, scalable, optimized and transparent Business Technology operating model for business growth and transformation	Operational fixed BT costs doesn't exceed 1,3% from the turnover (current 1,37%)	2025	E. Nykänen
		IT cost transparency is defined per MVP processes and process performance is measured	2025	J. Uusitalo
Generate selected **GROWTH** and **RESILIENCE**	Create a scalable, adaptable, and secure YIT Platform to support growth, resilience, and business continuity	A plan for AI and platform security with zero trust and built-in features created	2025	J. Rautpalo
		A plan for moving core technology services to the cloud and on-premise systems elimination	2025	J. Vänttinen
		A plan and a model how cloud capacity and cloud native IT services will be provided	2025	J. Vänttinen
	Forecasted business demand drives scalable workforce, competences and resources flexible available for business and technology development	Resource planning as a part of the demand management process (rolling 3 yrs/1 yr /90 days planning) defined	2025	P. Leinonen
		Flexible sourcing model and vendor pool for scalable workforce in place	2025	J. Järvelä
Elevate **CUSTOMER** and **EMPLOYEE** experience	Introduce emergent technologies to enable best customer experience	Architecture framework extended to cover human aspect i.e. end user journey and needs	2025	P. Leinonen
		Operating model for cross-functional teams started	2025	H. Hamunen
	Elevate end-user experience	IT solutions and services experience index from 3.7 → 3.8	2025	E. Nykänen
		End-user service ticket resolution NPS from 67 → 72	2025	J. Vänttinen
	YIT personnel has capabilities to utilize data and technologies in everyday work	Data academy in place and a pilot group trained	2025	O. Järvi
		Needed skills derived from the YIT Platform architecture and the selected technologies	2025	P. Leinonen
	Engage employees with strong leadership	eNPS 32 → 37	2025	E. Nykänen
		Operating model for cross-functional teams started: engagement index 4.0 → 4.1	2025	H. Hamunen