

25

INNOFACTOR

Innovating to Make the  
World Work Better

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# 1 Innovation, Challenges, and Triumphs: Founder and CEO Sami Ensio Reflects on 25 Years of Innofactor

## It All Started With a Phone Call

It's amazing how a single phone call can change everything. For me, that call came in October 1999, when **Risto Linturi**, then Chief Technology Officer at Helsingin Puhelin (current Elisa), reached out. At the time, I was part of the management team at Omnitele, busy selling consulting services for telcos.

*"Hei Sami," he said. "I've got an idea. I want to launch a tech company, and I want you to lead it."*

I thought it over and decided—why not? Coming from four generations of entrepreneurs, the decision felt natural, even though I had initially planned to learn and make my first mistakes outside my own company. Within two months, I left my old job and founded Innofactor, choosing the name Innofactor that celebrates innovation, customer orientation and excellence.

From the very beginning, quick decision-making and a willingness to take risks defined our DNA. They had to. In the early years, we faced immense challenges. Among our innovative ideas was an SMS-based solution to order taxis—a concept strikingly similar to today's Uber. But when Y2K hit, followed by the bursting of the Dot-com bubble, securing continued investment for our ambitious plans became nearly impossible. By the summer of 2000, Innofactor was running out of money. There was even a moment when we couldn't be sure we'd manage to pay salaries. At that critical time, part of the employees' unpaid wages were converted into company shares.



**Sami Ensio**  
Founder and CEO  
Innofactor

Desperate to find a solution, we acted fast. We had already started offering coding services, and when an invitation to tender came in from Parish Union of Helsinki for an ERP system, we seized the opportunity. That system became the Innofactor Prime solution, and winning several tenders later on saved us. Without them, Innofactor might not have lasted 25 months, let alone 25 years.

## Turning Setbacks Into Success


Winning those early tenders was just the beginning. Big wins have been a driving force behind Innofactor's success. From developing the ERP system for the Parish Union of Helsinki to securing the European Union emissions trading register and Helsinki University Hospital's Health Village, each milestone felt like a leap forward. I still remember the excitement of winning that EU project and walking on air all day with the biggest grin.

Of course, success comes in many forms. From mergers and acquisitions, such as TietoEnator's parish business and Westend ICT's Dynasty business, to becoming a publicly listed company on the Nasdaq Helsinki stock exchange in 2011, each step has helped shape who we are today. Being recognized several times as a Microsoft Partner of the Year and securing major projects like the Finnish Defence Forces' document and case management system all reflect our commitment to innovation and our impact across society.

When I step back and think about it, it's incredible to see the influence our work has had, from businesses and public institutions to individual citizens and patients. Innofactor purpose, "Innovating to make the world work better," truly resonates in everything we do.

## Lessons From 25 Years

But it hasn't all been smooth sailing. Business, like life, keeps you on your toes. For example, when Russia invaded Crimea in the Ukraine in 2014, we decided to shut down operations in St. Petersburg. During the COVID-19 pandemic, everything we knew about work was turned upside down.




*"I'll never forget the creative lengths our business went to, such as packaging computers in airtight materials for contactless delivery."*

It was a vivid reminder that, even with the best preparation, unexpected challenges will always arise.

During the early 2010s we realized that the Finnish market alone wasn't large enough for our ambitions, so we decided to pursue Nordic expansion. We believed that staying focused on Microsoft's ecosystem would allow us to scale effectively in countries where Innofactor's offering had strong potential. The expansions into Denmark, Sweden, and Norway have all been awesome milestones in our journey.

People often ask why we committed to Microsoft. Initially, it was by chance as over 70% of our work already involved Microsoft technologies. But over time, it became clear that their strong investment in leading solutions and technologies like Office 365, Dynamics, Azure and generative AI, and partner-led approach aligned perfectly with our vision. This collaboration has been instrumental in our success.

## Building a Culture Where Innovation Thrives



*"As the company grew and evolved, so did my role as CEO."*

In the early days, with only a few dozen employees, I was involved in everything, from sales to project management. But as Innofactor grew to 100, and then 150 employees, it became impossible to manage everything myself. I had to trust others to lead. Today, with hundreds of employees, management relies on metrics and KPIs to make data-driven decisions. Letting go and delegating has always been challenging for me as it's for many entrepreneurs, but I've learned it's essential for growth.

One thing I'm most proud of is our culture. It's built on quick decision-making, low bureaucracy, and open, honest communication. In our Code business unit, for example, self-directed Agile teams have originally created our new working culture that's both innovative and empowering. It's a culture that makes people feel heard and valued, and that brings me immense pride.

## Embracing Tomorrow's Technology, Today

Over the past 25 years, technological advancements have been remarkable. Notable developments include the invention of smartphones, social media, and cloud computing, followed by the emergence of big data, low-code platforms, and innovative security solutions.

*"But I believe AI will, over the next five to ten years, have an even greater impact than all the innovations from the past quarter-century combined."*

While we can't predict exactly how it will evolve, I'm certain it will open up incredible possibilities.

As we look to the future, I'm confident Innofactor will continue innovating to make the world work better while staying true to its roots. When—fingers crossed—I'm invited to Innofactor's 50th-anniversary celebration in 2050, I am sure the technology will be entirely new, but I hope the Innofactor culture will remain the same.

For future employees, the pace of change will only accelerate. That's why companies like Innofactor are even more important. Our role is to help our customers make sense of the latest innovations and show them how to harness technology for their benefit and the benefit of their own customers and citizens.

## Celebrating The People Who Made It All Possible

Over the years, I've had the privilege of working with incredible teams, employees, customers, partners and investors. Without them, Innofactor's journey would look very different. From Risto Linturi's belief in me to the trust of our current investors and the dedication of our employees, every contribution has mattered.

*"Most importantly, I want to thank our customers."*

They've been at the heart of everything we do, and many have become even good friends along the way.

To everyone who has been part of Innofactor's story, thank you, thank you, thank you. Here's to celebrating this remarkable milestone and looking forward to the next 25 years of innovation, collaboration, and success together.

**Customer case:**

## **Parish Union of Helsinki**

*"Introducing such a web-based system in the early 2000s to the church world, which has centuries-old traditions, was a challenging project in which Innofactor team excelled despite its small size at the time."*



**Jani Lehtinen**, System Analyst at the Parish Union of Helsinki from 1997 to 2008

**The Parish Union of Helsinki** consists of 19 parishes and the Parish Union, which is responsible for common functions and administration.

The collaboration between the Parish Union of Helsinki and Innofactor began in 2000 when Innofactor was chosen to define the requirements for the planned Waraus system. Following this definition, Innofactor was selected in a public tender in 2001 to implement the Waraus ERP system, which later led to both Finland's leading position as a software supplier for parishes and the creation of the first version of the Innofactor Prime software.

*Innofactor has collaborated with the Cantores Minores Choir for over a decade, culminating in an annual Christmas concert at Helsinki Cathedral for customers, employees, and partners.*



# Our Journey from 2000 to 2024

## 2024–2025 Going Private with New Nordic AI-driven Strategy

New strategy for the 2025–2030 period      AI-driven in everything we do      Nordic Business Units      Innofactor to be delisted from the official list of Nasdaq Helsinki in 2025

### Start Up – Everything for Everyone

Innofactor founded by Sami Ensio in Jan 2000  
Innofactor’s first Microsoft-based product Prime released

### #1 in Selected Micro Segments

Microsoft SharePoint pioneer  
First M&A activities

### #1 Microsoft-based Provider in Finland

CRM, BI and case management included in the offering  
Reverse IPO, Nasdaq Helsinki

### #1 Microsoft-based Provider in the Nordics

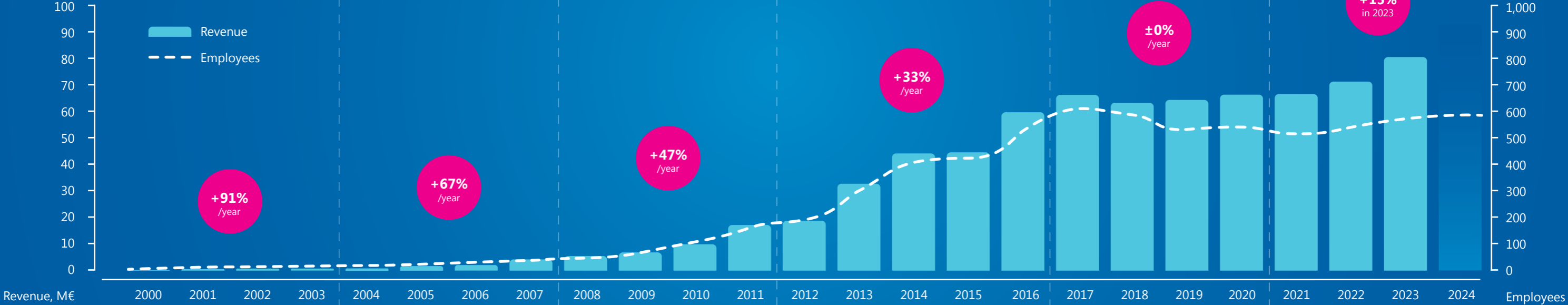
Cloud transition  
Several acquisitions in the Nordic countries

### #1 Provider of Cloud Solutions and Digital Transformation in the Nordics

Harmonizing offering across the Nordics

### Driving Growth

Prioritizing sales  
Improving operational efficiency  
Focusing on recruitment and HR



**Acquisitions:**  
TietoEnator Parish Business (FI)  
Enfo Digital Solutions (FI)

**Acquisitions:**  
Software Innovation Finland (FI)  
Westend ICT and Documenta (FI)  
Visual Management (FI)

**Acquisitions:**  
Bridgeconsulting (DK)  
Tietotalo Infocenter PPM (FI)  
atBusiness (FI)  
Dynamic Team (FI)  
Enabling Group (DK)  
Cinteros (SE)  
Lumagate Group (SE, NO, DK)

**Acquisitions:**  
Invenco Oy (FI)

**Divestments:**  
Prime sold to TSS (FI)

# Our Headquarters in Espoo, Finland



**INNOPOLI 1**  
2000–2002 | 12 ▶ 120 m<sup>2</sup>

**INNOPOLI 2**  
2002–2008 | 210 ▶ 360 m<sup>2</sup>

**HTC KEILANIEMI**  
2008–2013 | 520 ▶ 1,400 m<sup>2</sup>



**INNOFACTOR  
CAMPUS**  
2014 | 4,000+ m<sup>2</sup>

# Our Offices Today





## 2

# Innovating to Make the World Work Better

At Innofactor, our purpose is to “Innovate to Make the World Work Better.” This belief is rooted in the idea that technology can be a powerful force for good. We genuinely believe that, together with our people, partners, and customers, we can leverage technology to improve lives, make work more efficient and meaningful, streamline operations, and foster growth and innovation across various sectors.

In 2024, we focused on developing a new strategy for the 2025–2030 period. The new strategy introduces a streamlined offering in four areas.

**Innofactor Platforms:** Leading platforms to power business transformation through AI, cloud infrastructure, data, modern work, and security based on Microsoft’s platforms.

**Innofactor Code:** Customized AI-infused solutions for complex customer needs, providing major time and cost efficiency, improved customer experience, and accelerated delivery.

**Innofactor Solutions:** Solutions that deliver winning business results based on Microsoft Dynamics 365, Power Platform, and EPM enhanced with Microsoft AI capabilities.

**Innofactor Dynasty:** The most desired product for document and case management, offering efficient and user-friendly document lifecycle and decision-making processes, powered by AI.

In the following chapters, we will delve into the past, present, and future of our Industry and Innofactor through the lens of our major offering areas and people who’ve worked in them throughout the years. Join us as we reflect on our journey and look ahead to the exciting possibilities that lie ahead.

## 3

# Innofactor Platforms: Leading Platforms to Power Business Transformation

Imagine a digital engine room—one that fuels business transformation by providing users digital AI-powered productivity tools and connects them to all the data and computing power they need. That’s what Innofactor Platforms is all about: powering our customers’ business transformation. We believe technology can be a mighty force for good, improving lives, streamlining operations, and empowering businesses to grow and thrive.

Innofactor Platforms provide secure, AI-ready infrastructure, data platforms and modern work solutions, enabling employees to be more productive and companies to run smarter and faster. From Modern Work to Data, Cloud Infrastructure, and Security, our AI-driven offerings are built on modular building blocks tailored to meet each customer’s needs. Backed by over 150 Microsoft-certified experts across the Nordics, these solutions aren’t just technical tools—they’re the foundation for meaningful change.

But how did we get here? To understand the present and future of Innofactor Platforms, we first need to take a step back and look at where it all began.

PAST

## Server Rooms, Floppy Disks and Word Processors

### The Early Days: Drinking from the Fire Hose

“In the early days, it felt like drinking from a fire hose,” recalls **Damian Flynn**, Principal Consultant. Back then, infrastructure work was relentless and really hands-on. Teams spent long hours in server rooms, manually configuring authentication servers, setting up office connections, and troubleshooting issues. “You were in the trenches,” Damian says, “ensuring users could stay connected and productive, no matter what challenges cropped up.”

The tools were as physical as the work itself—bulky servers, endless cables, and stacks of CDs holding critical software updates. **Mikko Kutvonen**, Business Area Lead, adds, “At

the time, computing power and storage capacity were extremely limited, and many solutions still relied on client-server technologies.”

Digital productivity began with tools like word processors and spreadsheets, which replaced typewriters and calculators. By the 1990s, Microsoft Office Suite solidified its role as the go-to productivity platform for businesses, offering an ever-expanding toolkit.

Alongside the evolution of personal productivity tools, the need for collaboration grew. Microsoft SharePoint, introduced in early 2001, provided the perfect solution for organizations to build collaboration processes such as intranets and storage documents. In our early days, we established one of Finland’s most accomplished SharePoint centers of excellence, with about 100 specialists dedicated to the field.

As desktop computing and the World Wide Web grew, so did the need for robust digital security. Early solutions like antivirus software and encryption tools, such as SSL and PGP, laid the groundwork for secure communications and data protection. Multi-factor authentication and password managers also emerged, addressing the growing demand for stronger online security.

But the world was changing. Companies began embracing web-based tools like SQL Reporting Services (SRS) and Crystal Reports, which offered easier accessibility and real-time reporting. In 2011 Microsoft introduced Office 365, which enabled cloud-based real-time collaboration and remote work. These innovations hinted at the possibilities ahead, but the journey to the modern era of Cloud and AI-driven platforms was still just beginning.

PRESENT

## Shift to Cloud and AI

### A New Era in the Cloud

Today, the world of infrastructure and analytics has transformed beyond recognition. Bulky servers have given way to virtual cloud platforms, and manual tasks are now automated using Infrastructure as Code (IaC). “What used to take days of setup can now be done in minutes with a few lines of code,” Damian explains.

Cloud platforms like Azure play a pivotal role in helping businesses modernize. Microsoft Fabric, a key innovation, combines traditional data pipelines with advanced automation for machine learning, offering unparalleled efficiency. “Cloud-based data pipelines process vast amounts of information quickly and cost-effectively,” says **Ville Vakkilainen**, Business Area Lead. “And with tools like Microsoft Fabric, we’re able to handle even more complex needs.”

Microsoft 365 and Teams have revolutionized remote work by creating a central hub for collaboration. Self-service mindset and low-code platforms further empower organizations and employees to digitize processes without requiring extensive coding skills. Meanwhile, AI assistants like Copilots enhance productivity by providing natural language access to digital tools and information.

Analytics has also evolved dramatically. Personal and industrial IoT solutions are used in everyday data collection and tools like Power BI now provide real-time insights, while AI and machine learning have transformed how businesses interact with data. “Generative AI is revolutionizing how we use analytics,” Ville explains. “It’s faster, more accurate, and opens up possibilities we couldn’t imagine a decade ago.”

AI also transforms security by analyzing large datasets in real time to detect threats and anomalies. Machine learning identifies patterns that signal potential attacks, enabling proactive responses. What’s more, continual learning enhances threat intelligence, predicting and mitigating emerging risks.

### Lessons from the Cloud Infrastructure

One of Damian’s most memorable projects came in 2010 with a private cloud implementation aimed at consolidating global infrastructure into a single environment. The team adopted a “follow the sun” approach, allocating eight hours of computing time to each region—Asia, the US, and Europe—to maximize cost savings.

“At first, it worked beautifully,” Damian recalls. “But we quickly learned that cloud capacity isn’t infinite.” When one region extended its work hours, it caused disruptions elsewhere, leading to quality issues and rework. This project became a crash course in understanding elasticity and cost management—lessons that continue to shape Innofactor’s approach to cloud solutions today.

## FUTURE

### An Agentic World with AI as an Autonomous Team Member

While Copilots began as on-request assistants, advancements in AI and low-code technology paved the way for autonomous agents capable of managing complex, repetitive tasks independently. Emerging applications, such as HR, Finance, and Sales Agents, show the potential for AI to support and enhance the workforce in process and role specific tasks.

In addition to human-agent collaboration, specialized agents will also have the capability to interact with each other. "This collaboration will enhance problem-solving capabilities, allowing for more efficient and effective solutions. It means users will experience even more seamless and intelligent assistance, as AI agents work together to anticipate needs and provide comprehensive support," says **Jørn Ellefsen**, Managing Director, Innofactor Platforms. "The future of AI with multi-agent systems promises to revolutionize how we interact with technology, making it more intuitive and powerful," he continues.

Damian envisions a world where AI and multi-agent systems take on more complex roles, acting as junior team members while human experts focus on strategy. "It's like having an army of assistants," he says. "AI will handle repetitive tasks, while humans guide it toward solving bigger challenges."

Ville highlights the potential of Microsoft Fabric to extend into other ecosystems, like Amazon and Google, unlocking even greater opportunities for collaboration. "It's going to redefine how businesses approach data," he says. "And with Microsoft investing in Nordic data centers, including one in Finland, we're perfectly positioned to lead the next wave of innovation."

The future of AI is equally thrilling. Ville notes, "The pace of change and new updates to Microsoft's AI tools like Copilot is staggering, but it means endless opportunities for companies like Innofactor to innovate and opportunities for our customers to succeed."

Despite all this progress, one principle remains constant: the end user is always at the heart of every decision. As Damian puts it, "Whether we're working with cables or AI agents, it's always about making life easier for the people who rely on us."



### Customer case: Elmera

*Managed Services have benefitted us in the form of stability, better security, lower costs, more control of procedures, and governance, among other things. And, with Innofactor Virtual Data Center, we as a customer are confident that all documentation is correctly handled, and that security is in the driving seat."*

**Rune Bergsvåg**, team leader for infrastructure and identity, Fjordkraft AS  
(subsidiary of Elmera Group)

The Norwegian holding company **Elmera Group** is a national electricity retailer and provider of related services to households, private and public companies, and municipalities. One of Elmera Group's subsidiaries is Norway's largest electricity retailer Fjordkraft, a company that supplies electricity to approximately 1.8 million people in more than 900,000 households, businesses, and public institutions across Norway.

Elmera Group adopted a "Cloud First" strategy and chose Innofactor as a trusted partner to manage and operate its cloud platform in Azure. Through this collaboration, Elmera Group implemented the Innofactor Virtual Data Center to achieve stability, cost control, and security, and consolidated all its Azure solutions under Innofactor's management.



## Customer case: Apotek 1

*"Innofactor's consultants have combined expertise in both software development and modern cloud infrastructure and have been instrumental in enabling our team to create better solutions for our customers."*

**Wilhelm Marius Castberg**, Team Lead Cloud Platform, Apotek 1

**Apotek 1** is a prominent pharmacy chain in Norway with approximately 400 pharmacies. Due to steady growth over the years, Apotek 1 needed to align its business-critical systems with modern demands. With the support of their longstanding IT partner Innofactor, Apotek 1 migrated their business applications to a secure cloud platform using Azure Kubernetes Service (AKS). This shift from a monolithic to a microservices architecture enabled faster updates, improved uptime, and more efficient troubleshooting.

## Customer case: Pohjantähti

*"Our collaboration has been incredibly inspiring. We have improved our reporting and learned to utilize artificial intelligence in a way that perfectly suits our operations."*

**Jukka Grönroos**, CIO, Pohjantähti

**Pohjantähti Mutual Insurance Company** offers comprehensive services for personal and business clients to cover damages, with over 20 offices from Helsinki to Rovaniemi.

Pohjantähti has been collaborating with Innofactor, now known as Innofactor, since 2019. The collaboration has included the development of a data platform and reporting, modern work projects, and the utilization of artificial intelligence to meet business and personnel needs.



## Innofactor Solutions: Guide to Solutions Driving Winning Results

Innofactor Solutions is dedicated to driving winning results for our customers by leveraging industry and business process expertise combined with strong solution and architectural understanding of cutting-edge digital business applications.

The Solutions teams guide customers to real business results by helping them identify, prioritize and digitally transform the most impactful business processes, design a solution and data architecture and deploy a modular smart business platform for maximum impact. They focus on creating tailored smart business platforms that align with customers' needs across all core business processes from sales, marketing, customer and field service to finance, enterprise performance management and project management. Using Dynamics 365, Power Platform, and Azure, these platforms consolidate data, streamline operations, and leverage AI and advanced analytics for better decision-making. This customer-first approach ensures that solutions are flexible, future-proof, and designed to drive meaningful business outcomes.

Let's explore the past, present, and future of this fascinating field of innovation.

PAST

### From Customization to Transformation

#### Early Promises and Painful Lessons

In the late 1990s, ERP and CRM systems were hailed as game-changers, promising to revolutionize businesses with their seamless workflows and unified data. But the reality for many was a far cry from the glossy brochure images. Customizations often spiralled into complexity, and upgrading versions became a daunting, expensive ordeal. "Customization was a double-edged sword," recalls Solutions Architect **Ilkka Ojansuu**. "While it allowed flexibility, it often made upgrading versions costly and complicated."

#### From own Innofactor Prime product to Microsoft Dynamics

We entered this challenging landscape with our own solution, Prime. Prime offered us a great sense of control. "Prime was our own product," says **Jyrki Vepsäläinen**, Managing Director, Innofactor Solutions. "The code was in our own hands, so it adapted to what we wanted." This tool became our stepping stone for building innovative business process management solutions for parishes, public sector and commercial customers. It also enabled the creation of intranet, extranet and internet services.

In the early 2000s, Microsoft entered the CRM and ERP markets as a challenger, e.g. acquiring products that evolved into the Microsoft Dynamics family. We followed suit in 2008, acquiring Software Innovations Finland and its Dynamics CRM expertise. Later, we expanded to include Microsoft's ERP solutions, gaining the capability to deliver highly customizable business applications using both Dynamics and in-house product Prime. These moves laid a strong foundation for our growth in the business applications market.

Despite the steep learning curve, there were moments of humor that highlighted these technological challenges. "A customer once complained his machine was not as expected. IT support later found a pile of floppy disks inside the machine because the customer fed them into the wrong slot," laughs Ilkka. "It was a different world back then." These stories serve as a light-hearted reminder of how far technology—and we—have come.

## **Transforming to Cloud-Based Business Applications – Boldly Being Customer Zero**

The 2010s marked a shift from on-premises systems to cloud-based applications. Microsoft Dynamics 365, launched in 2016, integrated ERP, CRM, and other business tools into a single cloud suite. Customers now enjoyed scalability, accessibility, and automatic updates, eliminating the need for extensive IT infrastructure. The introduction of Power Platform further revolutionized customization with low-code tools, empowering users to build applications, automate workflows, and analyze data more efficiently. This transformation solidified cloud solutions as a cornerstone of Innofactor's offering.

In 2016, we became one of the first companies globally to implement Microsoft Dynamics 365 Finance and Operations as its own ERP system. "We were deeply involved in the development of Microsoft's new product, showing customers that we really were ready to be the 'Customer Zero' for the solutions we offered to them. At one point, we were globally the single biggest source of support requests in Microsoft's ticketing system for the new solution" says Founder and CEO **Sami Ensio**. Our active role in testing and improving the product helped pave the way for smoother adoption by future customers, showcasing the company's commitment to innovation and leadership.

PRESENT

## **Solutions that Work for the World**

### **From Customization to Cloud-Driven Simplicity**

Fast forward to today, and the world of business solutions has been transformed. No longer weighed down by the rigidity of heavily customized systems, organizations now thrive on modular, cloud-based platforms. "Cloud solutions have been transformative," Ilkka explains. "They've reduced the need for customizations and made upgrades much more seamless."

For us, success today is measured not just by meeting project deadlines but by aligning technology with real business goals. "By understanding a customer's needs, we can ensure that the technology works to support their goals, not the other way around," Ilkka says.

Recognizing that language can be a barrier, we have for example prioritized creating Finnish-language materials to make technology more accessible. "Many of our clients struggle with English-language content," Ilkka adds. "It's about making tools accessible to everyone."

### **Smart Business Platforms Delivering Results**

Today, we focus on creating tailored smart business platforms that align with customers' needs. Using Dynamics 365, Power Platform, and Azure, these platforms consolidate data, streamline operations, and leverage AI and advanced analytics for better decision-making. "It's not just about what the tools can do. It's about what customers need them to do," explains Jyrki. This customer-centric approach ensures that solutions are flexible, future-proof, and designed to drive meaningful business outcomes.

FUTURE

## **AI-Driven Business in a World of Intelligent Agents**

### **AI as a Catalyst for Change**

The future of business solutions belongs to artificial intelligence. Far from being a mere add-on, AI is set to redefine how organizations operate with natural language becoming the interface to applications, instead of clicking menus or writing code. "AI allows us to concentrate on the tasks that truly make a difference," Jyrki says. "Today it's like having a team member who's always ready to help. Tomorrow, it could be like having someone you can trust to take care of a task from start to finish."

The possibilities are staggering. Imagine a sales agent powered by AI that analyses customer data, identifies leads, and schedules follow-ups automatically. An HR Agent that helps new employees in their onboarding or an AI-driven ERP system that predicts supply chain disruptions and recommends solutions before problems arise. These aren't just ideas, they're innovations we are already working towards.

For Ilkka, AI isn't just about automation; it's about empowerment. "AI will change job descriptions, not just for consultants like us, but for our customers too," he says. By simplifying complex tasks and delivering actionable insights, AI is set to enhance productivity and creativity across all levels of an organization.

## Agents and the Architecture of the Future

Looking ahead, Jyrki envisions agents handling routine tasks while humans focus on strategy and creativity. "I see a future where agents act as an intuitive interface between people and systems," he explains. "It's about creating the right architecture to make this possible."

From the challenges of customization to the possibilities of AI, our journey reflects a commitment to innovation and customer success. Its solutions have evolved to empower organizations while staying grounded in the values of accessibility, adaptability, and a human-first approach. As the company looks to the next frontier, its focus remains on enabling businesses to thrive in a world of ever-changing possibilities.

## Customer case:

# City of Tampere



*"When we began the project, we set a vision for the year 2025. Now, in 2024, we have accomplished the majority of our goals about a year ahead of the schedule."*

**Kimmo Kouhi**, Head of City-Wide ICT Services, City of Tampere

**Tampere** is the third-largest city in Finland with more than 250,000 inhabitants and growing rapidly.

Since 2021, Innofactor and Tampere have collaborated to build a modular city data and service platform that supports the city's growth strategy and helps provide better digital services for its residents, businesses and employees. In 2024, Microsoft recognized Tampere and Innofactor with the Breakthrough Business Case award.



## Innofactor Code: Top Agile Teams for Customized Solutions

Innofactor Code focuses on providing customized AI-powered solutions for customer challenges when standard solutions are not sufficient. Using Agile methods and platforms such as Azure and Power Platform, Code teams collaborate closely with customers to achieve shared objectives. This approach allows for quick adaptation to changing customer needs, ensuring that technology aligns with their specific goals.

How has custom application development evolved since the start of the World Wide Web? This chapter examines its journey and future direction from both the industry's and Innofactor Code's perspectives.

PAST

### From Building Websites to the Road to Agile Cloud Development

#### Early Days: Customizing on the Web

In the late 1990s, both public and private organizations began to increase their online presence and offer services on the web. Initially, these were mostly static websites, but customer demand soon required more comprehensive services. This evolution significantly advanced web development and laid the groundwork for today's cloud-based digital solutions.

"Back then, it was all about deploying basic web technologies like HTML and Javascript," recalls **Heikki Kukkonen**, former Vice President, Digital Services. "We were building the foundation—simple websites, content management systems like SiteCore. It was a time of discovery, figuring out how to make web services more functional and accessible."

As customer needs grew, Innofactor shifted from simple web applications to robust, service-oriented architectures. "We started focusing on creating better, user-friendly interfaces for our customers' web services," Heikki adds. "It was exciting to see how the web

could transform customer interactions. But it was also clear that as customer needs evolved, we had to evolve too."

#### Enter Azure: A Wealth of Services at Developers' Fingertips

The early 2010s saw Microsoft introducing cloud-based services like Azure App Service and Azure SQL Database, revolutionizing how applications could be built. Azure was a game-changer for us. It gave developers the tools to build customized solutions more efficiently. But it also presented a challenge—how do we move away from the slower, monolithic development methods to something more agile and collaborative?

This realization led Innofactor to adopt modern agile development methods. "We wanted to create solutions that not only worked for customers but also allowed us to work more closely with them," **Jyrki Vepsäläinen**, former Vice President of Digital Experience, says. "Agility became the key to unlocking that potential."

#### The Agile Transformation of Code

The Code team's Agile journey began with a bold decision: to replace traditional management and waterfall project delivery with a flexible, customer-first approach. "This wasn't just about changing processes," Jyrki explains. "It was about reshaping our culture. We co-created what became the Playbook with input from the entire team—hundreds of questions, comments, and proposals. Everyone had a hand in shaping our future."

The impact of this shift was immediate. Teams began organizing themselves around customers, reducing distractions, and increasing productivity. "The difference was night and day," Jyrki shares. "Customer satisfaction went up, team morale improved, and our projects delivered better results."

Of course, such significant change wasn't without its challenges. "Some struggled to adapt, and not everyone stayed," Jyrki recalls. "But those who embraced the shift became part of a cohesive, high-performing team."



## PRESENT

# An Agile Powerhouse of Customized Solutions

## Agility at the Core

At Innofactor, agility isn't just a buzzword—it's a way of life. "When people were given space and the opportunity to do their jobs well, it wasn't about changing the people. It was about changing the system," Heikki says. This transformation fostered trust, empowered teams to take ownership of their work, and created an environment where ideas could be safely shared. Today, the Code team thrives on this collaborative and innovative spirit.

From hierarchical beginnings to self-organized teams, Innofactor has always embraced bold change. Whether delivering ambitious projects like the Parish Union of Helsinki's booking system in the early 2000s or pioneering technological advancements as 'Customer Zero,' the company consistently balances courage with a passion for growth. These traits, deeply rooted in Innofactor's DNA, now define the Code team's approach to customized solutions.

The Code leadership team doesn't just preach agility—they practice it. By adopting Scrum methods for their own work, they've set an example for teams across the organization. "We started with two-week sprints, then adjusted to three," Jyrki explains. "Scrum isn't just for developers—it's a powerful tool for shared ownership and visibility in any team." Over time, even back-office and consultancy teams have adopted agile principles where they fit best.

## Customer-centric Innovation

Innofactor's Code unit has transitioned from product-driven offerings to highly tailored, customer-specific solutions. By leveraging platforms like Azure and Power Platform, the team can quickly adapt to evolving customer needs. Technology moves at an incredible pace, and our job is to ensure our customers can harness their full potential to achieve their unique goals.

One standout example is the VTT-Eurofins implementation. "We wasted six months trying to force a standard solution," Jyrki remembers. "Then we realized customization wasn't just an option—it was the answer. We turned it around in a single weekend."

## FUTURE

# Secure AI-Infused Solutions

Looking ahead, the Code unit envisions AI and intelligent agents becoming integral to both their solutions and operations. It's not just about automation. It's about creating interfaces that feel natural, intuitive, and human. Agents won't just perform tasks—they'll connect people and systems seamlessly.

However, with this innovation comes responsibility. As we integrate AI into our customers' solutions, we need to ensure these systems are robust and secure. Customers expect ethical and transparent use of AI, and that's a responsibility we take seriously.

## AI-Empowered Teams

The future isn't just about technology—it's about the people who use it. "Agile teams need more than technical expertise," says **Marko Lybeck**, Managing Director, Innofactor Code. "They need the ability to manage their own work and make decisions collaboratively. That's how we stay adaptable and ensure we're delivering real value for our customers." AI-tools and agents for software development will handle routine and repetitive tasks, which will allow developers to concentrate more on creative and complex design responsibilities. This shift will allow development teams to spend more time with customers, innovating, problem-solving, and enhancing the overall quality of their projects.

## A Legacy of Courage and Connection

Reflecting on Innofactor's broader journey, Marko underscores the importance of staying close to customers. "Innofactor's strength lies in our genuine and sincere desire to help our customers succeed," he says. It's a philosophy that has carried us from our earliest days to our current role as a trusted partner in digital transformation.

The Code team embodies this legacy, combining cutting-edge technology with a human-first approach. By integrating lessons from the past, the strengths of the present, and the promise of the future, they continue to chart new paths in the ever-evolving world of digital solutions.

**Customer case:**

## Helsinki University Hospital HUS

*"In 2014, HUS stated that the future of healthcare IT lies in the cloud, just like in other industries. Innofactor has consistently been a skilled partner in service development, cloud transition, and data platform development. And this work continues."*



**Mikko Rotonen**, Project Director, HUS Strategy and Development

**HUS** is one of the largest providers of specialized healthcare in Europe, with 27,000 top professionals treating nearly 700,000 patients every year.

Innofactor and HUS have jointly implemented significant services in Finland, such as the Health Village online service and CovidBot. Currently, Innofactor maintains e.g. HUS's Microsoft Azure environment. The service includes cloud identity management, ensuring security, rapid deployment of new servers, and server capacity management.



Photo: Paavo Pykäläinen



**Customer case:**

## Metso

*"Working with Innofactor's skilled and dedicated team has been seamless. Over the years, their understanding of Metso's industry and the complexities of our business has deepened, allowing them to effectively meet our needs."*

**Rashmi Kasat-Majakorpi**, Vice President, Equipment Performance, Metso

**Metso** is a publicly traded Finnish company specializing in technology and services for the mining, aggregates, recycling, and metal refining industries. With a workforce of over 17,000 employees, the company operates in nearly 50 countries.

Innofactor delivered an automation solution to Metso to digitalize their sales quotation process and enhance the customer experience. This development began and one major phase was completed when Metso still had the valves business in its portfolio; nowadays it's part of Valmet. The solution was built on the Azure cloud platform and supported well the business objectives to be fast & responsive towards customers in the sales proposal phase.

## Innofactor Dynasty: The Most Desired Product for Document and Case Management

Innofactor Dynasty is the leading document and case management suite in the Nordics. It offers a comprehensive range of features, including contract and quality management, records management, content publishing, eMeetings, eSignature, and eServices for stakeholder interaction. The Dynasty team of over one hundred professionals helps our customers to cover all key aspects of their digital document lifecycle management and decision-making processes with a market-leading, highly customizable solution suite that integrates seamlessly with workflows and Microsoft M365, Teams and dozens of other software systems. Dynasty is constantly developed using AI focus for hundreds of customers to help lower the cost of ownership.

The roots of the Dynasty product predate even that of Innofactor, tracing back to the late 1980s when public sector organizations began seeking solutions to digitalize paper-based processes. Let's explore the compelling evolution of document and case management from diary to its current form and consider its future potential.

PAST

### From Humble Beginnings to the Backbone of Good Governance

#### A Time of Transformation from Paper to Digital

In the 1990s, digital solutions began to reshape how public organizations operated, replacing manual processes and promising new levels of efficiency. The roots of Dynasty date back to these days of discovery, when a solution—initially called just Diary—was designed to track paper documents. A new piece of software called ScanMate appeared

in the Dynasty product suite to produce digital versions of paper documents with the optional feature of optical character recognition.

The solution evolved to include professional digital case management process management and later became Dynasty (inspired by a then-popular TV series) as a part of TJ Group Plc's (later Westend ICT Plc) offering. Offered in two versions—one built on IBM Lotus Notes/Domino and the other on Microsoft technology—Dynasty embodied a commitment to flexibility. This dual approach allowed it to cater to a wide array of client needs, laying the foundation for future breakthroughs in information management.

#### Modern Document and Case Management Development

Originally released by Microsoft in 2001, SharePoint has undergone several evolutions, including the 2007 release as Microsoft Office SharePoint Server (MOSS). In its early days, SharePoint was primarily used to create intranets for organizations—a field in which Innofactor also played a significant role. Over time, its robust document storage capabilities became a key feature, gradually replacing traditional network drives.

Modern document and case management solutions are increasingly integrated with Microsoft's Modern Work offerings, including Office, SharePoint, M365, and Teams. While Microsoft platforms have served as both user interfaces and platforms for document management, they have historically lacked comprehensive professional-grade document management capabilities. To address this gap, Innofactor Dynasty has provided valuable support to our customers.

Central to modern document and case management solutions is centralized metadata management, often referred to as an information management system in public administration. This enables seamless management of document processing, from workflows to lifecycle management and eventual archiving or disposal. Innofactor Dynasty has been a pioneer in this area, for example, becoming the first to meet the SÄHKE2 requirements of Finnish public administration.

Centralized document management enables organizations to ensure document discoverability, version control, user rights, appropriate processing levels, automation, and lifecycle management. This becomes especially critical when leveraging AI to ensure data accuracy and compliance.

## The Rebirth of Dynasty under Innofactor

The pivotal moment for Dynasty came in 2010 when Dynasty was integrated into Innofactor's product range post the merger of Innofactor and Westend ICT Plc, marking a significant turning point. Under our stewardship, Dynasty underwent a transformation from a functional but modest tool into a robust solution. With substantial investments in development, the focus shifted to aligning Dynasty with the demands of modern governance, enabling it to meet the challenges of a rapidly evolving digital landscape.

Senior Solution Sales Manager **Sirpa Hänninen**, who joined the Dynasty team in 1999, reflects, "In those early days, we offered four versions of Dynasty. Two were on Microsoft platform—our own Dynasty for SQL and Dynasty 360° which was based on the Public 360° product of the Norwegian Software Innovation. The other two were our own products on IBM Lotus Domino platform—Dynasty for Domino and Dynasty for Government. Moving forward with Microsoft technology after joining Innofactor in 2010 was transformative. It allowed us to focus on innovation and invest heavily in development."

"Looking back, it's incredible how much courage and belief we had in Dynasty and the people behind it. The Board's decision, after Software Innovation was acquired by our competitor, to make the biggest product investment ever was also the most impactful in our history," agrees Founder and CEO **Sami Ensio**.

"Listening to customers and complying with legislative requirements have been key to Dynasty's growth. Over the years, it has evolved into the most comprehensive and widely used document and case management solution on the market," Sirpa continues.

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## The Engine of Democracy and Transparency

### Driving Modern Governance

Today, Dynasty is more than a product—it is an indispensable governance tool for companies, central government organizations and municipalities. The dusty archives of paper files have been replaced by streamlined digital processes, revolutionizing

organizations' decision-making and operational efficiency. Dynasty's purely browser-based platform enhances user-friendliness and accessibility. Its features include lifecycle management, contract and quality management, records management, decision-making, content publishing, eMeetings, eSignature, and eServices for stakeholder interaction, enabling entirely paperless workflows that minimize inefficiencies and administrative burdens.

Principal Architect **Valtteri Koivunen** says, "The shift to browser-based solutions has made Dynasty more accessible. With features like electronic signatures and seamless integration with Microsoft products, we've enabled long, fully digital processes that support modern governance."

### Integration and Expansion

Dynasty's strength lies in its seamless integrations with Microsoft tools and platforms and third-party products, ensuring smooth operations across a wide range of sectors. Once primarily serving municipalities, Dynasty now caters to companies, state administration and education sectors as well.

Valtteri notes, "Dynasty's scalability and versatility have been key to its success, allowing it to adapt to the varied needs of our growing customer base."

Dynasty's journey has been marked by transformative milestones. The SÄHKE2 standard advanced the shift towards paperless public administration. According to Sirpa, "SÄHKE2 pushed us closer to fully electronic archives, which was a game-changer for public administration." The General Data Protection Regulation (GDPR) emphasized transparency in data processing, while the COVID-19 pandemic underscored the importance of remote operational capabilities. "During COVID, we quickly enabled customers, such as city councils, to hold remote meetings effectively. It was a testament to Dynasty's adaptability," Sirpa adds.

### Crossing the Pond: Wins in Sweden Pave Way to Nordic Expansion

In 2022, Dynasty made its debut in Sweden when the Greater Stockholm Fire Brigade selected it as their document and case management system. "It's fascinating to see how similar decision-making processes are across the Nordic countries—partly due to centuries of shared history," says Valtteri. This milestone positions Dynasty well to serve

clients throughout the region. "Our customers in Sweden and across the Nordics benefit from a solution shaped by hundreds of person-years of development," Valtteri adds. We see a huge potential for customers in all Nordic Countries to utilize Dynasty in the future.

## FUTURE

### Pioneering the Next Era of Information Management

Dynasty's future is poised to embrace deeper integration of automation and artificial intelligence. These advancements will not only improve efficiency but also reimagine governance itself. "AI Agents will assist decision-makers by drafting documents, planning meetings, and even predicting policy outcomes based on historical data," says **Vesa Niinistö**, Managing Director, Innofactor Dynasty. Furthermore, the user interfaces of the future will likely be AI-driven, such as Microsoft Copilot today.

"Our products must scale seamlessly, from municipalities with a thousand residents to state organizations with thousands of users, and global enterprises with tens of thousands of users," Valtteri says. "Automation and AI will be essential for boosting productivity and adapting to future challenges."

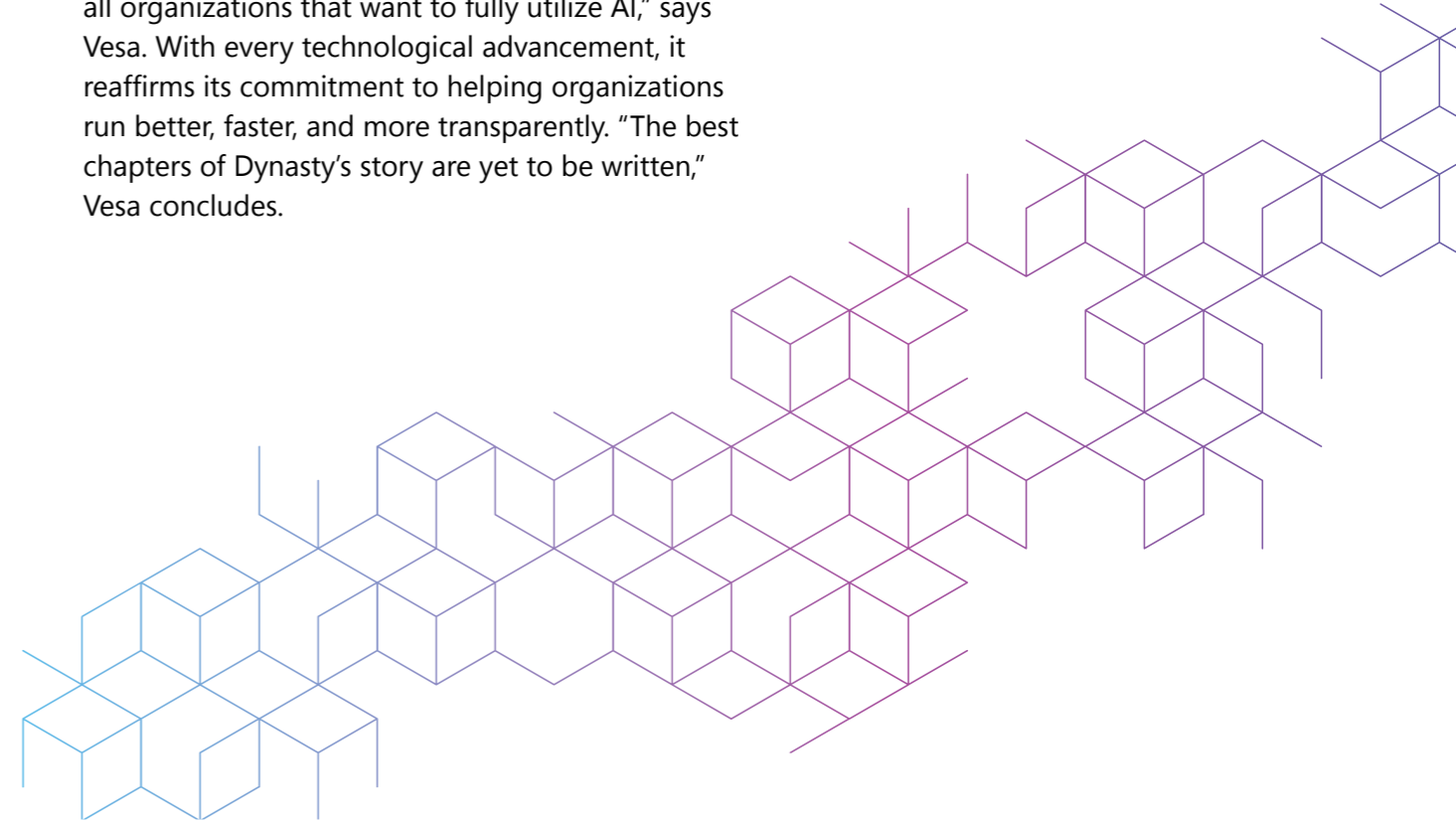
#### Scalability and Expansion

As Dynasty looks to expand its presence in other Nordic countries, scalability remains a priority. The ability to cater to both small municipalities and huge commercial enterprises ensures that Dynasty will continue to lead in the field of document management. In the future, Dynasty will include for example quality management capabilities, further expanding its relevance as a digital document lifecycle management platform for the private sector as well.

While we're committed to advancing AI functionalities, electronic transactions, and robust reporting solutions, our top priority remains listening to our customers, who have always guided our development.

### The Next Chapter

From its humble beginnings to its current role as a pillar of democracy and transparent government, Dynasty's journey is far from over. "Professional document management will become crucial for all organizations that want to fully utilize AI," says Vesa. With every technological advancement, it reaffirms its commitment to helping organizations run better, faster, and more transparently. "The best chapters of Dynasty's story are yet to be written," Vesa concludes.



**Customer case:**

## The Greater Stockholm Fire Brigade

*"The implementation of Dynasty as a new system, and the case management we perform in Dynasty, have given Storstockholms Brandförsvär better control and increased quality in the performance of our important work."*

**Robin Haglund**, Head of Unit, The Greater Stockholm Fire Brigade

**The Greater Stockholm Fire Brigade** (Storstockholms brandförsvär) is a Swedish municipal association for its 10 member municipalities. The fire brigade is responsible for rescue operations and the prevention of fires, other hazards, and accidents.

Innofactor delivered a comprehensive case and document management system to the Greater Stockholm Fire Brigade, enhancing their operational efficiency and document handling capabilities.

This solution aims to streamline processes and improve accessibility to critical information for the brigade.



**Customer case:**

## City of Nivala

*"Innofactor's service is straightforward, approachable, and reliable."*

**Saara Mehtala**, Administrative Director, City of Nivala

**Nivala** is a city in Northern Ostrobothnia, Finland, with a population of about 10,500 people.

The city of Nivala became a customer of Innofactor at the end of 2016 and has since extensively utilized the Dynasty case management system and its various modules.

## Innofactor Products: Innovation From Past to Present

Over the years, Innofactor has consistently evolved its product portfolio to meet the changing needs of its customers. Some products have become flagship offerings, while others have been phased out or divested as the business has grown and adapted. Here's a look at some of the standout products that have shaped Innofactor's story:

### Innofactor Dynasty

Innofactor Dynasty is a modern and versatile document and case management solution for companies, municipalities, cities, universities, health care and social service organizations, governmental authorities, and financial institutions. Dynasty is the joint outcome of modern user-oriented design and knowhow accumulated in over 300 customer deliveries throughout the the years. It boasts several new and updated productized extensions such as document management, records management, case and decision management, contract management, information management system, eMeetings, eSignature, eServices, and Microsoft Teams and SharePoint document management. Its excellent usability, flexible architecture, compatibility with third-party services and cloud platforms, and focus on leveraging AI make Dynasty the preferred solution for digital administration.

### Innofactor Prime

Though divested in 2021, Innofactor Prime remains a trusted modular solution for resource and e-transaction management. It continues to support parishes and public sector organizations with its user-focused design.

### Innofactor QualityFirst

Innofactor QualityFirst is a modern, scalable quality and management software suite that actively engages the entire organization. It empowers customers to manage risks, monitor and improve workplace safety, and continuously enhance the quality of their products and services. Its modular design ensures flexibility and adaptability to meet evolving business needs.

### Innofactor Membership Management System (MMS)

A leading vertical solution in the Nordic region, Innofactor Membership Management System (MMS) is tailored for trade unions and membership-based organizations. It streamlines customer relationship management and operational processes, offering seamless implementation on Microsoft Dynamics 365 or Microsoft Power Platform.

### Innofactor Skilli

An award-winning learning analytics solution, Innofactor Skilli supported Finland's new curriculum by leveraging Microsoft Office 365 and Azure. While phased out in the late 2010s, it showcased Innofactor's commitment to educational innovation.

### Innofactor Innolog

A cost-efficient solution for public sector and healthcare organizations, Innofactor Innolog ensures GDPR compliance by monitoring personal data files and managing log data effectively.

### Innofactor Virtual Data Center (VDC)

The Virtual Data Center (VDC) solution supports organizations migrating to the cloud with security and governance at its core. Built by Innofactor's Azure and data security experts, it replicates the principles of traditional physical data centers in a fully cloud-based environment.

### Innofactor DataSight

Innofactor DataSight democratizes data-driven decision-making by providing clear reports and real-time insights across the organization. Designed for companies using Microsoft Dynamics 365-based CRM and ERP systems, it integrates key data sources into actionable analytics for enhanced organizational performance.

### Innofactor TeamsMate

Innofactor TeamsMate optimizes Microsoft Teams environments by automating team creation, managing lifecycle processes, and ensuring adherence to governance practices. This SaaS solution keeps Teams environments clean, relevant, and structured for effective collaboration.

### Innofactor Enterprise Integration Platform on Azure

This solution facilitates seamless data flow regulation between multiple organizations. It supports advanced actions like filtering, transforming, and combining data, ensuring smooth connectivity and interoperability between systems.

### Innofactor Managed Detection and Response as a Service (MDRaaS)

A cutting-edge security monitoring service, Innofactor MDRaaS provides real-time, formalized responses to security incidents. With optional 24/7 monitoring through a Cyber Security Operation Center (CSOC), this service ensures robust protection across various environments and networks.

### Innofactor GPT Agents

Innofactor GPT Agents is an Azure-based platform designed for custom AI applications. The agents can be accessed through a natural language chat interface and utilize Microsoft Azure OpenAI GPT models along with advanced search capabilities. The language model is hosted on Azure, ensuring data and conversation privacy.

## Winning Together – Our Shared Path with Microsoft

Our journey with Microsoft has been a cornerstone of our success story, reflecting a partnership built on mutual growth, innovation, and a shared vision for the future. Microsoft's long-standing mission, "Empowering Every Person and Every Organization on the Planet to Achieve More," aligns seamlessly with our purpose "Innovating to Make the World Work Better."

From Innofactor's founding, we recognized the transformative potential of Microsoft technologies to revolutionize businesses and drive digital innovation. Over its 50-year history, Microsoft has consistently demonstrated its ability to understand the needs of the B2B software and services market, offering exceptional solutions in productivity, business applications, cloud platforms, and security. This alignment has not only driven our growth but also empowered us to deliver exceptional value to our clients.

PAST

### Building a Strong Foundation

Our relationship with Microsoft began in the early 2000s, leveraging products like SharePoint and enhancing them with custom code based on Microsoft's .NET framework and SQL Server to meet clients' unique needs. This collaboration laid the foundation for our deep expertise in Microsoft technologies. By focusing on Microsoft's robust and scalable solutions, we provided clients with cutting-edge tools that helped streamline operations and improve efficiency.

"In the beginning, we happened to have the right talent to build many of our solutions on Microsoft Technology. Later on, as Microsoft invested heavily in the ecosystem, we realized what a great asset it had become," recalls Innofactor's Founder and CEO **Sami Ensio**.

This dedication was reflected in the many recognitions Innofactor received from Microsoft over the years, beginning with its first Microsoft Country Partner of the Year award in Finland in 2011. The partnership has since resulted in dozens of local and international accolades.

## Microsoft Awards and Acknowledgements

2024	Microsoft Breakthrough Business Case Partner of the Year	Finland
2022	Microsoft Tech for Good Partner of the Year	Finland
2021	Microsoft ISV Partner of the Year	Finland
2018	Microsoft Dynamics Partner of the Year	Sweden
2018	Microsoft Security Partner of the Year	Norway
2018	Microsoft Health Innovation Award Winner	Global
2017	Microsoft Azure Partner of the Year	Norway
2016	Finalist, Microsoft Health Partner of the Year	Global
2016	Microsoft Empowering Health Award: Reinventing Productivity, HUS Virtual Hospital	Global
2016	Microsoft Azure Partner of the Year	Norway
2015	Microsoft Partner of the Year	Finland
2015	Finalist, Public Sector: Microsoft Education Partner of the Year	Global
2015	Finalist, Microsoft Public Safety and National Security Partner of the Year	Global
2014	Microsoft Innovation Partner of the Year	Denmark
2013	Microsoft Business Intelligence Partner of the Year	Denmark
2012	Finalist, Public Sector, Microsoft Government Partner of the Year	Global
2012	Microsoft Business Intelligence Partner of the Year	Denmark
2011	Microsoft Partner of the Year	Finland



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## A Comprehensive Ecosystem

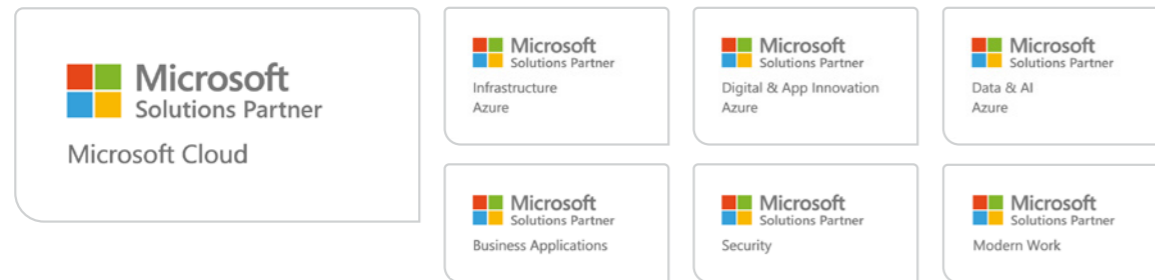
Today, our offerings are deeply integrated with the Microsoft ecosystem, such as Microsoft Copilot, Microsoft 365, Dynamics 365, and Azure. These platforms enable us to deliver scalable, efficient, and innovative solutions. This strategic specialization allows Innofactor to stay ahead of technological advancements while empowering clients to benefit from cutting-edge innovations in everything from cloud computing to AI and data.

“This partnership has been instrumental in our ability to deliver innovative solutions that drive real customer value,” says Sami.

Collaboration extends beyond technology. It includes daily collaboration across local and global teams from both organizations, fostering a shared goal to help customers succeed in their digital transformation journeys.

## Microsoft Certifications and Designations

We prioritize certifications and designations to showcase our expertise in Microsoft technologies. Innofactor consistently holds top-tier Microsoft designations, including the prestigious Microsoft Cloud Solutions Partner Designation, highlighting mastery across all six solution areas within Microsoft’s cloud ecosystem.



FUTURE

## Innovating with Microsoft

Looking ahead, we remain committed to its partnership with Microsoft, especially in leveraging advancements in AI. Together, we will continue developing solutions that meet the evolving needs of clients and the market. Microsoft technologies will remain at the core of Innofactor’s offerings, driving innovation and competitiveness in a rapidly changing landscape.

“Microsoft’s advanced cloud technology and AI solutions will help us stay competitive and innovative in a rapidly changing market,” concludes Sami.

## Why We Chose Microsoft as Our Partner

Our decision to align with Microsoft stems from several strategic factors:

**Comprehensive Ecosystem:** Microsoft’s integrated technologies, such as Dynamics 365 and Azure, support diverse business processes.

**AI:** Microsoft’s advanced AI capabilities, e.g. generative AI and Machine Learning, offer transformative potential for delivering value to clients.

**Cloud Capabilities:** Microsoft’s cloud technologies, particularly Azure, provide scalable and efficient solutions that align with Innofactor’s goals.

**Continuous Innovation:** Microsoft’s commitment to development ensures Innofactor stays at the forefront of technological advancements.

This partnership reflects a shared path of mutual success for over 25 years. As we celebrate this milestone at Innofactor, we look forward to the next 25 years of collaboration, exploring new opportunities, and continuing to innovate with Microsoft.



*“Thank you, Sami, and the amazing Innofactor team, for your partnership. Innofactor has been our trusted partner for decades, mastering the Microsoft portfolio with high quality and deep expertise. Together, we have helped our customers succeed and thrive. Fifty-year-old Microsoft congratulates 25-year-old Innofactor. May our successful journey continue into the age of artificial intelligence!”*

**Mervi Airaksinen**, Managing Director, Microsoft Finland

## Our People, Our Purpose: Celebrating 25 Years of Innofactor's Culture

### A Journey of Growth and Transformation

Growing from a handful of employees to nearly 600 over 25 years has been a journey of transformation. In the early days, Innofactor was a tight-knit team where Founder and CEO **Sami Ensio** played a hands-on role in nearly every aspect of the business. "Those early days were tough, but they taught us resilience. Whether it was turning unpaid salaries into shares or seizing opportunities like the Parish Union of Helsinki project, every challenge shaped who we are today," Sami reflects.

Back then, maintaining an entrepreneurial, small-company culture came naturally. But as we expanded across Finland and into the Nordics, fostering a unified company culture became a deliberate focus. One significant step was re-introducing personnel share issues, starting in 2015, allowing employees to invest in Innofactor and strengthen their commitment to the company. This approach has been especially important as the company grew as a stock-listed entity, connecting employees across operations in Finland and the Nordics. Another proud milestone is the DigiStar program, which recruits bright students and recent graduates for junior roles.

### A Culture Built on Connection

"Our culture has evolved with us," says Chief People Officer and Deputy CEO **Anni Wahlroos**. "The Innofactor of today is a place where people are encouraged to grow, collaborate, and truly be themselves. Whether it's through long-standing traditions or agile teams, we want our employees to feel connected and inspired every day."

Many traditions have developed alongside the company, including spectacular events that celebrate team spirit and camaraderie. Since 2009, we have sponsored

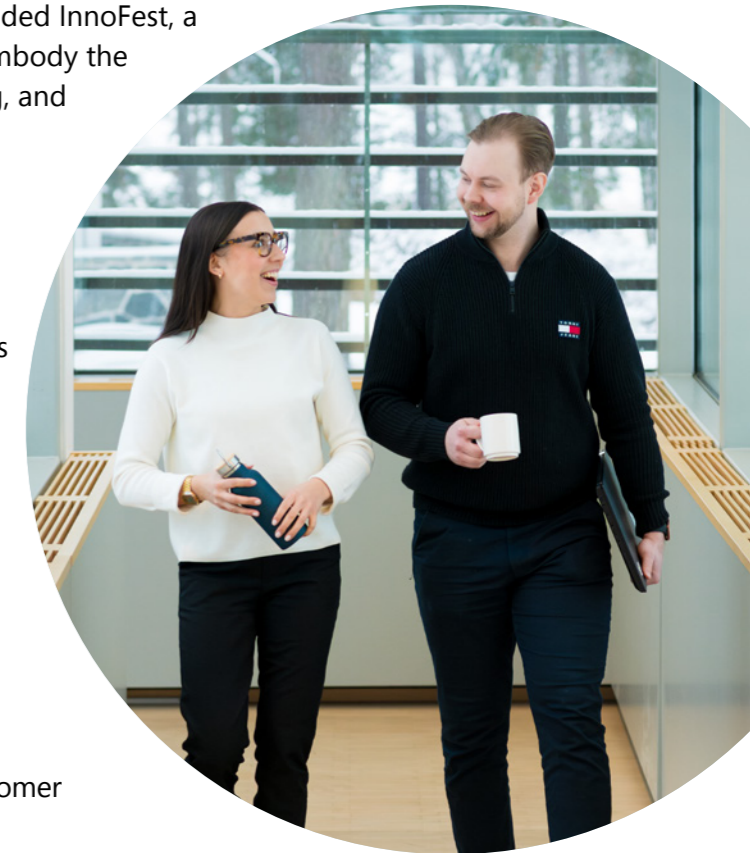
the Cantores Minores choir, hosting annual Christmas concerts for customers, partners, employees, and their families. Other much-loved events include Campus Rock (for customers and partners) and InSpirit (for Nordic employees), hosted at the Espoo headquarters annually since 2013. In 2023, we added InnoFest, a student-focused celebration. These gatherings embody the highlights of our culture of team spirit, belonging, and having fun at work.

### The Agile Revolution

"In the early days the management style then was formal and structured," **Jyrki Vepsäläinen**, Managing Director, Innofactor Solutions, describes. "On the other hand, we were a much smaller team of people in their 20s and 30s, and we felt like rock stars, like there was nothing we couldn't do."

By the mid-2010s, the tide began to turn. In 2014, very first steps were taken to adopt an agile, customer-first approach. "We shifted our focus to customer-specific solutions and continuous development," Jyrki shares. "It improved both customer and team satisfaction."

A pivotal shift came in 2018 with the adoption of agile working methods. Before this, some teams were already using Scrum methods, and the company quickly recognized the potential to expand this way of working across all teams. "Agile ways of working have become a foundation of Innofactor's culture," Sami explains, "bringing decision-making closer to the customers we serve and reducing unnecessary hierarchy. The self-direction of our teams was also a key factor in the smoothness of our work, even during the COVID-19 pandemic."



The adoption of agile working methods has gone hand-in-hand with Innofactor's core values: Accountability, Empowerment, Innovation, and Customer. Alongside agile teams, the company introduced People Managers to focus on employee leadership while business leaders handle operational strategy. These changes cemented one of the company's core principles: #PeopleFirst.

"Our People Managers play such a crucial role," Anni adds. "They're there to support employees, ensure their voices are heard, and create an environment where everyone can succeed. It's part of why #PeopleFirst is more than just a principle, it's our everyday reality."

Yet even as the organization evolved, one core principle remained. "It's always been easy to speak to the leadership," Jyrki notes. This open-door policy and family business spirit laid the foundation for the modern Innofactor, a company defined by adaptability and approachability.

## Growth Through People and Purpose

Much of Innofactor's growth has come through acquisitions, a process that always brings the challenge of integrating diverse cultures. "Acquisitions have taught us how to balance growth with bringing different teams and ways of working together," Sami explains. Each new chapter in Innofactor's journey has shaped a company where everyone can succeed together.

## Sustainability as a Core Value

Sustainability has been a guiding principle throughout this journey, evident in both Innofactor's operations and customer projects. We have promoted sustainability particularly in public healthcare with projects like HUS Health Village, and in government by for example managing the EU trade emissions register. We also support sustainable development through digitalization in various private sector organizations.

Internally, we have focused on providing meaningful work, investing in skills development, and building a workplace that prioritizes employee well-being. "We have always aimed to create meaningful work," says Anni. "We want to ensure that our employees feel challenged, supported, and part of something bigger. It's not just about the work we do, it's about the positive impact we have on our people and the world around us."

## A Forward-Thinking Sustainability Strategy

In recent years, we have taken an even more purposeful approach to sustainability. In 2024, we launched our sustainability strategy, focusing on sustainable innovation, equality, well-being, and integrity. "Over 25 years, we've grown from a handful of people to a Nordic-wide team," Sami says. "One thing that really excites is how every milestone prepares us to shape a more sustainable and innovative future."

This strategy includes delivering digital solutions that help customers operate sustainably, collaborating with educational institutions to advance skills development, and taking decisive climate action to reduce our carbon footprint. Innofactor promotes diversity, equality, and inclusion, creating a workplace where every individual feels valued, which is crystallized in our employer value proposition: #BeTheRealYou.

## People at the Heart of Everything

Many aspects of our sustainability efforts have historically focused on social responsibility: providing meaningful and challenging work, investing in skills development, and supporting employee well-being. These priorities remain central to our mission today. People remain at the heart of everything we do. We prioritize well-being through flexible work arrangements, professional growth opportunities, and a culture that encourages learning from mistakes and taking risks together. "When challenges arise, no one faces them alone," Sami emphasizes. "We support one another and work as a team to succeed."

## Building Trust and Responsibility

Trust and responsibility are woven into the fabric of Innofactor. We are committed to good governance, the responsible use of data and AI, and full compliance with GDPR and ethical practices. These principles ensure both employees and customers can rely on Innofactor to act transparently and securely. “Our role is to ensure employees and customers alike can trust us completely,” Anni says. “That trust is built through accountability, collaboration, and a commitment to doing what’s right.”

## Driving Change in Every Role

Every role at Innofactor can drive change and show that we not only innovate to make the world work better, but to make the world be better. We create ingenious digital solutions, which enable our customers to work more safely and efficiently, saving time and resources. These innovations for good make it easier for our customers to make a positive impact on the world around us—not in the future, but right now.

### We Innovate for Good

Promoting Sustainable Innovation

### We Put People First

Promoting Well-Being and Personal Development

### We Are Fair

Promoting Diversity, Equality and Inclusion

### We Build Trust

Promoting Good Governance and Responsible Use of Data and AI



## Microsoft Partner Pledge

Innofactor has signed the Microsoft Partner Pledge. Signing the Pledge indicates our commitment to use technology for good, and invest in the following four areas:

- Digital Skills
- Diversity
- Responsible and Ethical AI
- Sustainability





# Thank You

As we celebrate 25 years of Innofactor, we are reminded of the incredible journey that has brought us to this milestone. This publication is a testament to the dedication, innovation, and collaboration that have defined our company over the years.

With gratitude we acknowledge the many individuals who have contributed their time and knowledge to this anniversary publication. We extend our deepest thanks to everyone who has shared their insights and experiences, both from within Innofactor and from our extended community:

## Our Customers and Partners:

Mervi Airaksinen  
Rune Bergsvåg  
Wilhelm Marius Castberg  
Jukka Grönroos  
Robin Haglund  
Juha Karppinen  
Rashmi Kasat-Majakorpi  
Kimmo Kouhi  
Jani Lehtinen  
Jani Liukkonen  
Saara Mehtala  
Antti Pohjolainen  
Mikko Rotonen

## Our Employees:

Jørn Ellefsen  
Damian Flynn  
Sirpa Hänninen  
Valtteri Koivunen  
Heikki Kukkonen  
Mikko Kutvonen  
Tapio Linkosalo  
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