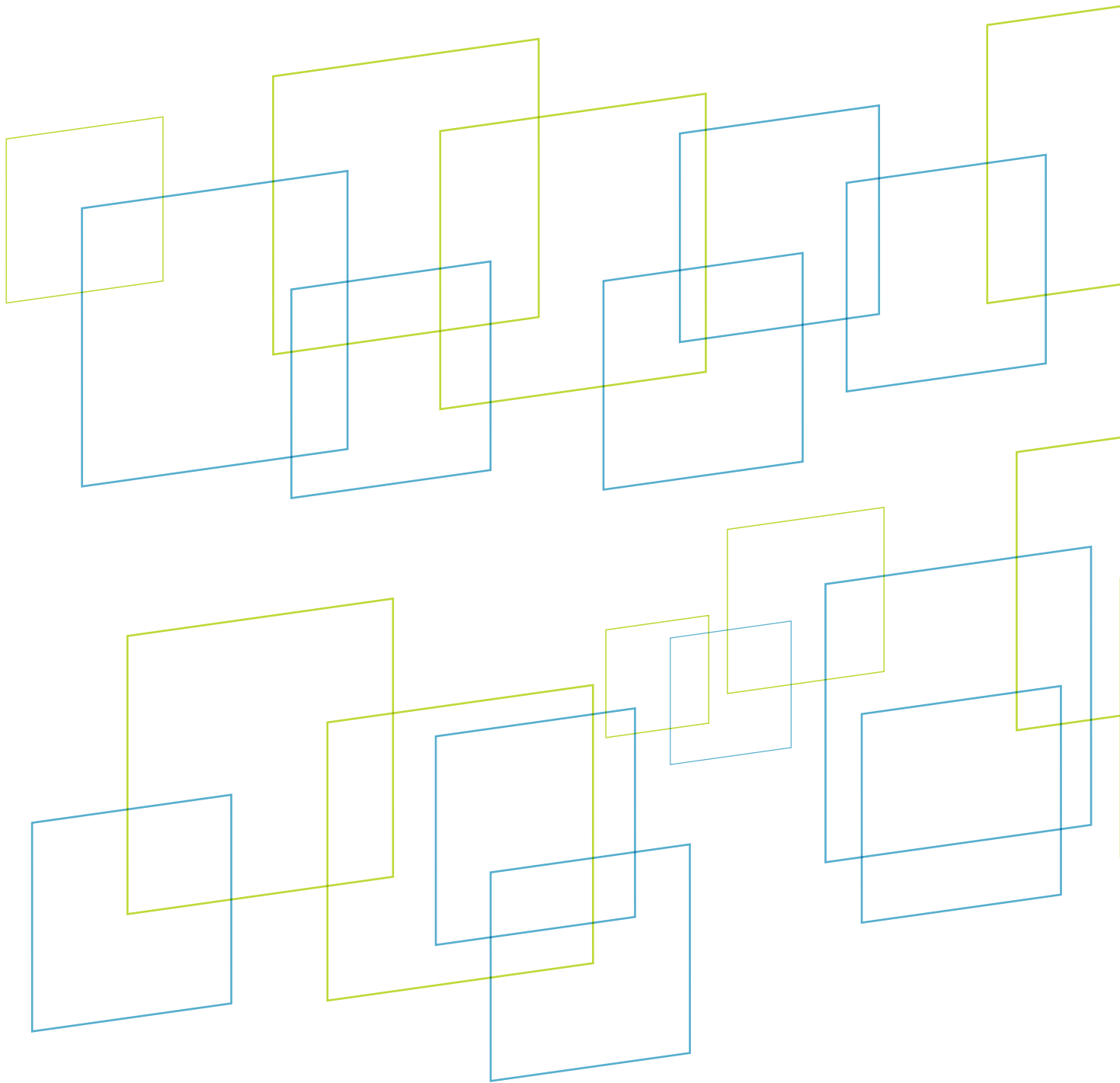
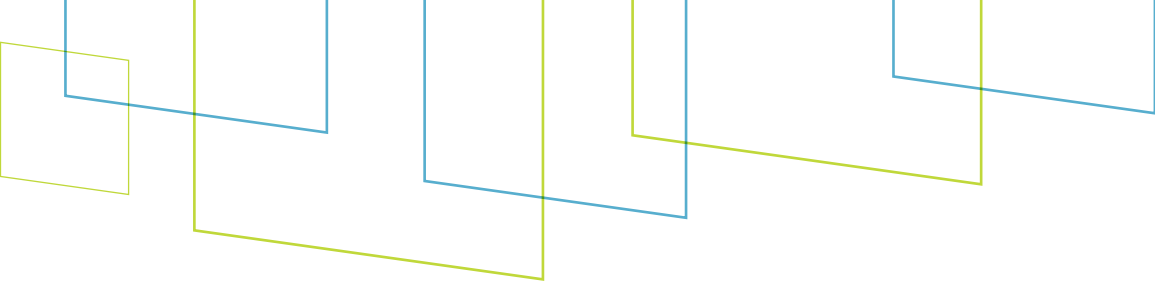


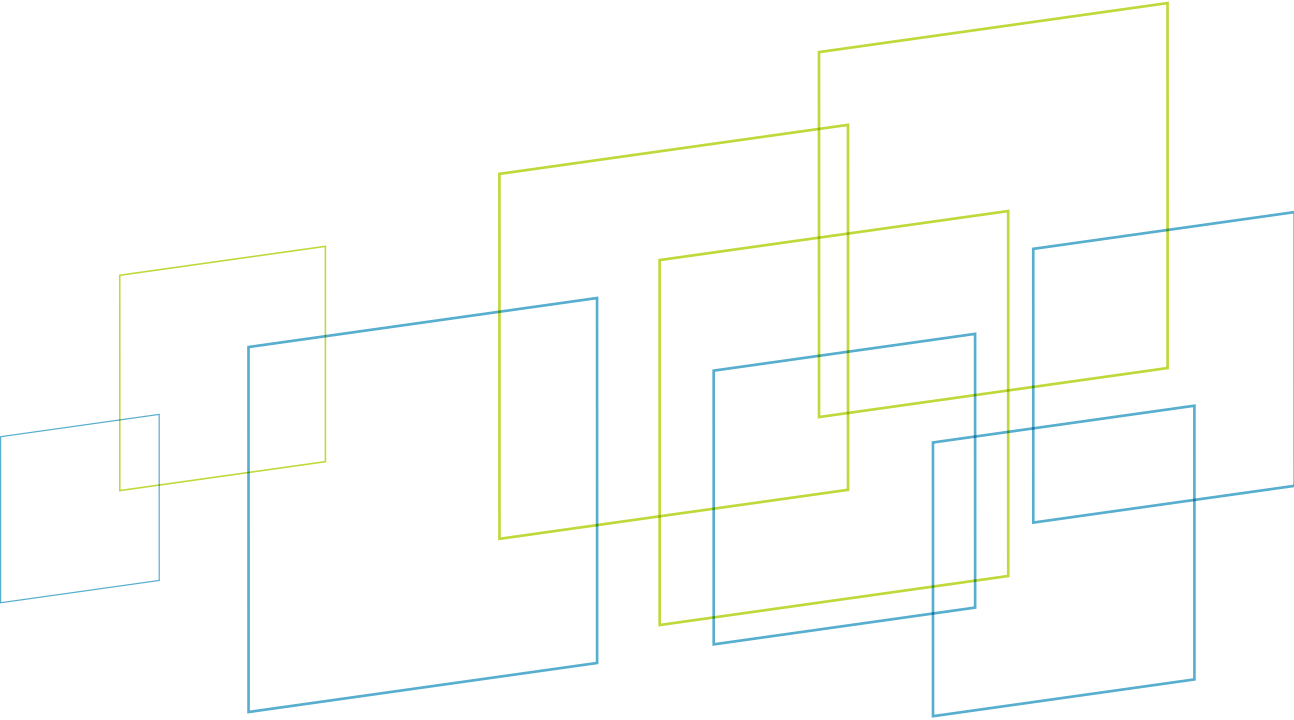
HAAGA-HELIA UNIVERSITY OF APPLIED SCIENCES
ANNUAL REPORT 2013



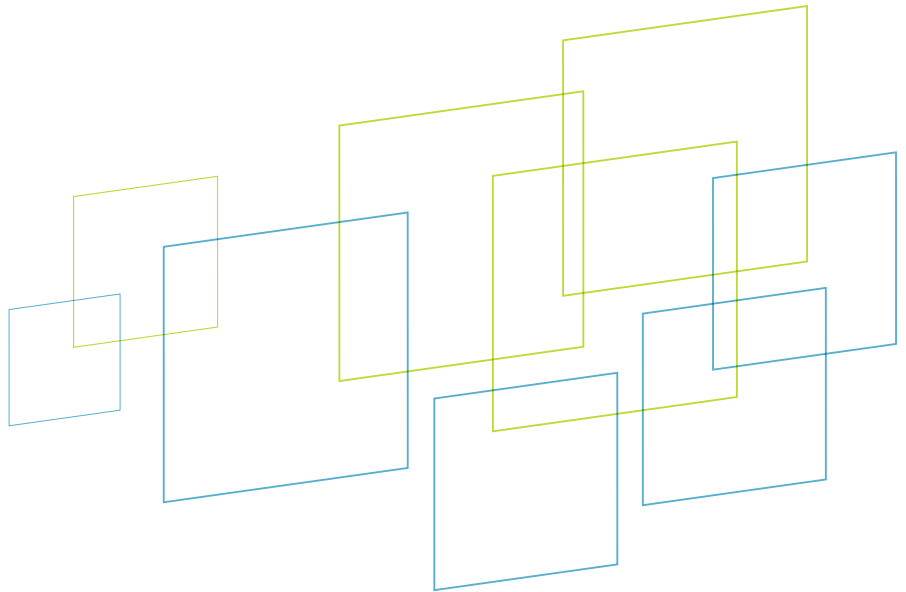
HAAGA-HELIA
University of Applied Sciences



HAAGA-HELIA Strategy, Vision and Ethical principles	4
President's review	5
HAAGA-HELIA University of Applied Sciences	6
Key Figures	7
Business Education	8
Hotel, Restaurant and Tourism Management Education	10
Business and Tourism Education, Porvoo Unit	12
Information Technology Education	14
Management Assistant and Journalism Education	16
Sport Education, Vierumäki Unit	18
School of Vocational Teacher Education	20
Research and Development Centre	22
Support Services	26
Social Responsibility, Quality and Staff	27
Student Union Helga	28
Finances	29
Income statement	30
Balance sheet	31
Board of HAAGA-HELIA Ltd.	32
Board of HAAGA-HELIA University of Applied Sciences	33
Management Group	34



HAAGA-HELIA STRATEGY, VISION AND ETHICAL PRINCIPLES



HAAGA-HELIA MISSION, VISION AND VALUE FOUNDATION

OUR MISSION

HAAGA-HELIA educates experts with customer service, strong sales and entrepreneurial skills. Our R&D&I activities focus on innovative products, services and business operations for the benefit of business and society.

OUR VISION

HAAGA-HELIA is a leading, internationally growing University of Applied Sciences. We offer superior quality services for the success of students, businesses and workplace communities.

VALUE FOUNDATION

We work as a leading team for regeneration promoting the success of responsible business.

ECONOMIC FOUNDATION

Our operations are sustainable and profitable.

ETHICAL PRINCIPLES AT HAAGA-HELIA

FAIRNESS

We treat everyone with fairness and equality.

RESPECT

Our actions are based on respect for our own work and the work of others, diversity, other people, know-how and commonly agreed working methods.

RESPONSIBILITY

We take responsibility for our own actions, others around us, our community and society. Responsibility covers equally operational, social, financial and environmental responsibility.

OPENNESS

We maintain an open operational culture characterised by multidirectional communication, listening to other points of view and learning from others.

COMMUNALITY

Our joint efforts bring us joy. We value even small acts, loyalty, trust, mutual care, participation opportunities and responsible involvement.

PRESIDENT'S REVIEW



SERVICE AND SALES AT CENTRE STAGE

The slow recovery of international sales and economy, the structural change in Finnish industry and the rationalisation measures to repair competitiveness and the public financial deficit reflect the state of the nation in 2013. Despite the challenges, international confidence in Finland remained at a high level. We continue to come at the top of international comparisons of quality of life and competence in different countries.

During the 2013 operating year, the academic field implemented the first stage of the reform of universities of applied sciences, which significantly changed the funding system and increased universities' power of decision over degree programmes. Towards the end of the year, the Council of State granted new operating licences to all universities of applied sciences. Due to economic measures by the government, the funding of universities of applied sciences was cut and will be cut further by a total of 20% over three years.

At HAAGA-HELIA, we continued building our own renowned, international, independent and responsible, service and sales-oriented university profile. In order to meet the competence and competitiveness requirements of working life and business and to become an internationally acclaimed operator, we developed our operational models with an open-minded approach.

In degree studies, the curricular reform progressed in all education areas. We have now made service and sales part of all degree programmes. We paid special attention to the progress of studies, guidance and on-time graduation in order to meet the challenge brought about by the funding model changes. In RDI

activities, we sought external funding for our project activities in strategic focus areas, and achieved a good project completion percentage. The active efforts of education units in supplementary training made the chargeable service activities profitable once more.

We confirmed a special strategy for education export and, within its framework, participated in a few large international bidding competitions. Our leading product in education export proved to be vocational teacher training, which we implemented in several countries.

We updated the development programme for administrative and support services and made progress in building the digital HAAGA-HELIA of online services. As part of the service reform, we became partners at Unigrafia Oy, which is now an in-house service company of graphic and digital communications owned jointly by the University of Helsinki, Aalto University and HAAGA-HELIA.

HAAGA-HELIA flourishes through the competence and adaptability of its staff. Our new moves in competence development included launching the KOMPASSI training programme for supervisors and the HH3S programme aimed at developing the service and sales skills of all personnel. We also negotiated an agreement with an international partner regarding a doctoral training programme for our staff members. The adaptability and commitment of HAAGA-HELIA staff are reflected in the result achieved in negotiations with the different personnel groups regarding measures to improve the efficiency of working time management.

With the contribution of the rationalisation measures, the financial result for the operating year was good as a whole. It strengthened the solid and sustainable financial foundation outlined in our strategy.

I wish to extend my heartfelt thanks for the past year and its good results to HAAGA-HELIA's competent and committed staff, our students and stakeholders.

Ritva Laakso-Manninen
President

HAAGA-HELIA UNIVERSITY OF APPLIED SCIENCES

HAAGA-HELIA University of Applied Sciences provides education for professionals in business and services, and it researches and develops expertise and activities related to these domains.

Our fields of education are business, information technology, hotel, restaurant and tourism management, management assistant training, journalism, sports management and vocational teacher education.

EDUCATION AND EXPERIENCE

The starting point for our activity lies in the needs of businesses, whose demands we meet with our working life-related higher education. We provide our students with the knowledge and skills for lifelong learning and development in the workplace. HAAGA-HELIA is the place to take bachelor's and master's degrees, to complete MBA programmes and specialisation studies, to obtain teacher education, and to participate in research and development. We also provide staff training for businesses and other organisations.

PRACTICAL INTERNATIONALISATION

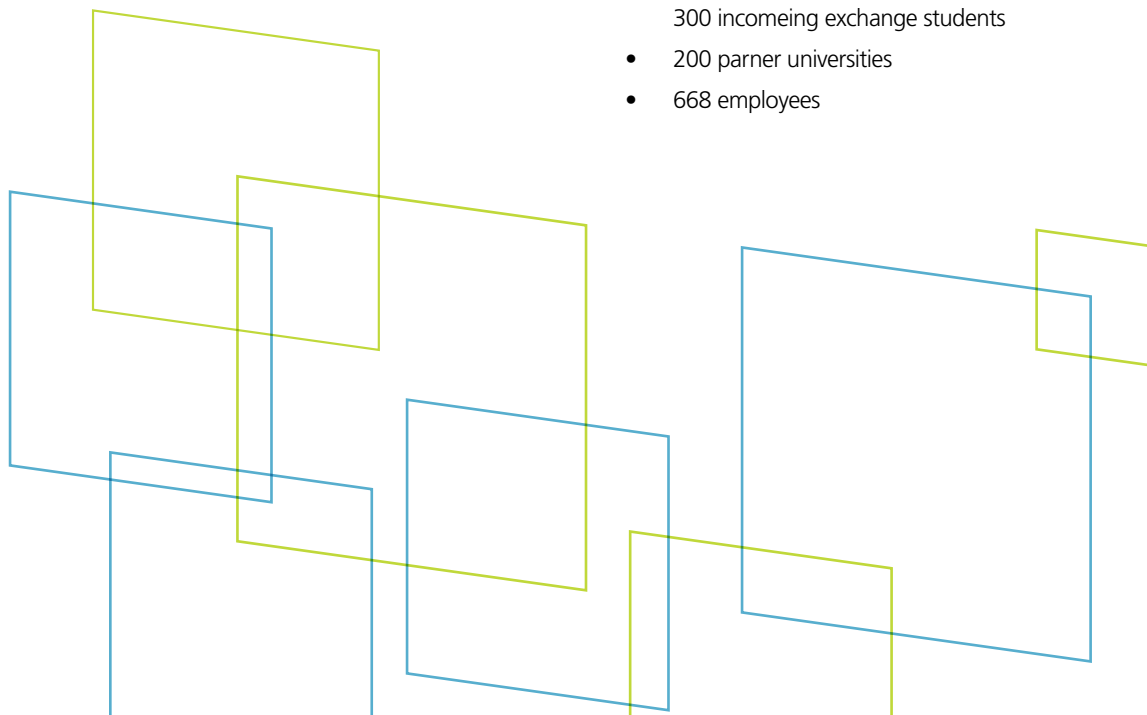
As an international university of applied sciences, HAAGA-HELIA has over 200 partner universities throughout the world. Our students have versatile possibilities for internationalisation by participating in student exchange programmes and international projects, for example. Our degree programmes in English have foreign students from nearly 100 countries, making multiculturalism a part of our everyday lives.

HAAGA-HELIA IN 2013

- We reformed our training programme curricula to support our strategic focus areas of service and sales. We also paid special attention to smooth study progress and support to graduation.
- We compiled a training export strategy.
- We implemented 95 RDI projects oriented towards our focus areas. We particularly invested in acquiring external funding and had great success (success rate 30%).
- Our development programme for administrative and support services entered a stage focusing on electronic services and digital development.
- In the area of competence development, we particularly focused on manager training. We also implemented service and sales skills development training for our entire staff.
- Our applicant numbers increased compared with the previous year. An average of 6.5 applicants applied for each study place in training targeted at young people.
- The number of staff at HAAGA-HELIA totalled 668 at the end of 2013. Our staff decreased by 5.4% compared with 2012.
- The result for the financial year was €2.5 million, which was a clear improvement from what had been budgeted.

HAAGA-HELIA IN NUMBERS

- 10 855 students
- 600 outgoing exchange students and 300 incoming exchange students
- 200 partner universities
- 668 employees



KEY FIGURES

SCHOOL OF VOCATIONAL TEACHER EDUCATION

	2013	2012	2011	2010	2009
Appeal (applicants / admission quota)	4,1	5,9	3,8	4,0	4,1
Admission quota	330	330	310	310	310
Number of students	609	629	608	565	555
Degrees completed	329	335	297	302	314

BACHELOR'S DEGREES

	2013	2012	2011	2010	2009
PROGRAMMES FOR YOUTH					
Appeal (applicants / admission quota)	6,5	5,7	5,6	6,0	7,4
Admission quota	1673	1709	1739	1586	1586
Number of students	7146	7196	7124	6956	6990

PROGRAMMES FOR ADULTS

Appeal (applicants / admission quota)	4,3	3,7	3,4	4,3	3,5
Admission quota	492	510	512	473	463
Number of students	2238	2223	2197	2279	2190
Degree completed (youth and adults)	1542	1537	1518	1489	1487
Share of foreign degree students	10 %	10 %	11 %	10 %	10 %

MASTER'S PROGRAMMES

	2013	2012	2011	2010	2009
Appeal (applicants / admission quota)	2,1	3,1	2,0	3,5	4,5
Admission quota	190	190	145	135	135
Number of students	674	596	507	469	428
Degrees completed	103	107	88	84	73

INTERNATIONAL MOBILITY

	2013	2012	2011	2010	2009
Student exchange (over 3 months)	689	671	699	694	629
Workplacement abroad (over 3 months)	167	148	125	159	146
Expert exchange (less than 1 month)	654	460	552	514	469

JOB PLACEMENT

	2013	2012	2011	2010	2009
Employment rate of graduates*	88 %	83 %	86 %	84 %	87 %

RESEARCH, DEVELOPMENT AND INNOVATION ACTIVITIES

	2013	2012	2011	2010	2009
Commissioned theses	78 %	78 %	78 %	78 %	72 %
Publications	201	114	95	104	201
Share of external funding	43 %	55 %	56 %	55 %	46 %

* Official Statistics of Finland, Transition from school to further education and work

The statistics examine graduates' employment and entry into further education, and their regional transition within a given time period from graduation.



BUSINESS EDUCATION

Business education prepares students for expert positions in business and administration. Specialisation options include marketing, sales, financial administration, staff administration, logistics, business communications and international business.



HAAGA-HELIA BRIDGES WORLD CLASS SPORTS AND STUDY

Last autumn, HAAGA-HELIA launched the 'top athlete to entrepreneur' (Huippu-urheilijoista yrittäjiksi) training programme with the participation of 19 eager active and former top athletes. The aim of the training was to prepare them for a life after a career in sports.

"The training was designed to offer resources for entrepreneurship to athletes who may have great business ideas and functional networks," says programme student adviser **Auli Pekkala** (lower picture in the centre).

Alpine skier **Andreas Romar** (upper picture on the left) and ice hockey player **Henrik Forsberg** (upper picture on the right) are both interested in entrepreneurship, though they are still active professional athletes.

"I come from an entrepreneurial family and I think I will take up entrepreneurship at some point as well," says Forsberg.

GROWING NUMBERS OF GRADUATED

The 2013 operation year was characterised by preparation to operate under the new financing model. In practical terms, this meant strong investments in improving the completion ratio and speeding up completion of studies. We examined all curricula and streamlined and simplified our unit's processes, to take them in a more student-friendly direction that also better supports timely completion. Though the work is still in progress, we have already achieved an increase of approximately five per cent in graduation numbers from the figure for the previous year.

A FAST TRACK TO GRADUATION FOR STUDENTS WHO PROGRESS RAPIDLY

In joint work with the information technology education unit, we launched a fast-track programme for students who can complete their degree sooner – within about 2.5 years. The experiences of the first year were so encouraging that we will continue this programme and also look at other alternative ways of completing one's studies.

In addition, we invested strongly in the operations of the open university of applied sciences, which nearly doubled their extent from that of the previous year. We will strive to address the biggest issue facing the open university of applied sciences, the courses' capacity, by expanding the range of independent-study courses and by intensifying the instruction and the feedback to students. We created open 60-credit pathways to the degree programme in business and in international business.

BESPOKE TRAINING FOR TOP ATHLETES

We used the open pathway also in the programme titled 'From top athlete to entrepreneur' programme, which we established jointly with the StartUp School and the Haaga unit. Other training programmes aimed at top athletes were implemented too. In the preparations for these, we engaged in good collaboration with the Ministry of Employment and the Economy, the Urhea Foundation, the Football Association of Finland, the Finnish Ice Hockey Association, and other sports organisations.

The amount of training aimed at the staff remained at the same level as in previous years. The year under review saw no fewer than four of the education unit's lecturers earn a doctorate. We established new areas of competence and paid special attention to education that emphasises digital competence, responsibility, and internationality. We intensified our collaboration with our StartUp School and prepared a 15-credit A-level orientation module for the studies, deepening entrepreneurial professional expertise over the course of the year.

The operations of the Business Advisory Board were continued actively. The board met five times in 2013. We invested in working-life contacts and shared the business partnership responsibilities with a broader group of teachers than before. We reorganised our commercial activities by identifying the specific people in charge of sales of our commercial services and of implementation of the training.

THE PROJECT PORTFOLIO – EXECUTION AS PLANNED

The 12 projects in the project portfolio were carried out in accordance with our plans. New links included initiation of co-operation with the Football Association of Finland, we broadened our sales competition concept, and we received funding from the Finnish Higher Education Evaluation Council for international peer review of the programme in international business. In the year under review, we completed the Smart-Mobility, Communicate, Connect and Act project, which was carried out through external funding. The operators of our education unit also played a key role in the MANIA project, for which funding was sought from Tekes.

We emphasised our international operation in the strategic partnership with Germany's Hochschule Reutlingen. The numbers of teaching staff involved in international exchange remained good, and we extended these activities by participating in the planning of some small-scale education export projects. Our education unit also started the process of applying for international EQUIS accreditation; this work will grow more concrete in the coming years.



HOTEL, RESTAURANT, AND TOURISM MANAGEMENT EDUCATION

The Haaga Campus focuses on the hotel, restaurant and tourism fields. The degree programmes provide good premises for working, i.a., in management and supervisor positions, as a chef and in various expert, planning and development duties.



HAAGA-HELIA TRAINS MCDONALD'S MANAGERS

HAAGA-HELIA and McDonald's have joined forces to customise a training programme for the supervisors of the restaurant chain. The training is targeted at McDonald's restaurant managers and assistant managers who are close to completing or have completed the company's internal training programme. A total of 28 employees have been selected for the 1½ year training programme to be completed alongside work.

"Many of our restaurant managers began their careers as restaurant workers. As an employee, I want to support the professional competence and development of this group of personnel who are so important to our business," says McDonald's Director of HR and Training, **Maarit Latvala** (on the left).

"The training does not lead to a degree, but we encourage the managers who complete the training to seek opportunities to complete official degrees," says Unit Director **Jouni Ahonen** (on the right) at HAAGA-HELIA.

BESPOKE TRAINING FOR COMPANIES

In all, 199 students at our unit gained a Bachelor of Hospitality Management degree and 23 a Master of Hospitality Management degree. The year saw us test the practices of modular teaching by implementing the Customer-oriented Sales and Customer Service module for the service staff of Finland's Slot Machine Association (RAY). We also began providing modular teaching tailored for supervisors with McDonald's Finland, which will implement new ways of combining work-based and other prior learning with hospitality management studies. We provided training for approximately 500 Palmia food service employees, with the theme of service and sales.

CO-OPERATION WITH THE UNIVERSITY OF HELSINKI

In addition to sales and service, the companies in our industry became interested in revenue management, in relation to which we implemented several training sessions and translated a package of educational material into Finnish. In March, we implemented an innovation camp in collaboration with the Finnish Centre of Expertise on Tourism and Experience Management. At the camp, multidisciplinary teams of participants created ideas for SoLoMo (social, local, and mobile) services for the tourism industry's use.

The spring of 2013 saw the first participation at Haaga campus in the interdisciplinary food culture study programme implemented in connection with the co-operation with the University of Helsinki. We offered co-operative entrepreneurship activities for the tourism management and food production management students and began development of the curriculum for the new degree programme in hospitality, tourism, and experience management.

VERSATILE PROJECT CO-OPERATION WITH COMPANIES

We carried out research for the national project called 'Food & Travel', which had 14 case companies as participants. Working from the results of the theses prepared in the project, we compiled the publication 'Boost for Tourism' for the use of entrepreneurs and developers. This was published in the final seminar of

the first stage of the project, in November. In the second stage of the FUTUAeroport project, we continued the research and innovation work for an airport's service and product supply.

In the Hospitality Business Cases project, we created an industry-oriented learning assignment bank and recorded hotel and restaurant companies' history since the 1970s. With the Luksus project, we surveyed Finnish luxury tourism and foreign five-star resorts in collaboration with American Express. The project yielded an abundance of images and other visual materials, some of which were donated to the Finnish Hotel and Restaurant Museum. In the Verso EER2012 project, we established a HAAGA-HELIA investor and mentoring network, which assists in and supports our students' development of their business ideas.

GROWTH IN THE NUMBER OF APPLICANTS FOR THE ENGLISH-LANGUAGE PROGRAMMES

The hotel, restaurant, and tourism management degree programme had a record number of applicants in the year under review: 13 for every available place. Moreover, the year gave us a record number of exchange, top-up, and double-degree students, at 48. Three of our students took part in the Young Hoteliers Summit competition organised by the Ecole Hôtelière de Lausanne (EHL). At the ITB 2013 trade show, in Germany, we marketed our degree programmes.

In October, we implemented the adult students' week of intensive international study in collaboration with the Dutch NHTV Breda and the Estonian School of Hotel and Tourism Management. Master's students from the Institut Paul Bocuse completed a five-week study programme in Haaga in the spring, and three HAAGA-HELIA's chef's programme students took part in the institute's four-month Worldwide Alliance exchange in Écully, France.

We presented research papers in such locations as Lisbon, Freiburg, and Orlando. Our students and teachers participated in the two-week Conjoint Analysis intensive course at Hotelschool The Hague.



BUSINESS AND TOURISM EDUCATION, PORVOO

The Porvoo Campus offers tourism and business studies in Finnish, Swedish and English. In the degree programme in Business, students can specialise in international commerce and marketing, corporate financial administration or small business entrepreneurship. In the degree programme in Tourism, in turn, students can specialise in sales and customer service, trip administration, tourism service development and event organisation.



INTRODUCING LOCAL SMALL ENTERPRISES TO THE INTERNATIONAL MARKET

MoveRoll Oy is a small paper-industry business based in Porvoo. It focuses primarily on export. The co-operation between HAAGA-HELIA and MoveRoll started with the creation of a marketing strategy and has continued since. Students have written theses on, for example, MoveRoll product launches and brand work. The co-operation has allowed students to learn how local small businesses can operate internationally.

“MoveRoll hired some of the students working on the project, and one of the teachers who had supervised them spent a period in temporary employment with the company”, says HAAGA-HELIA’s lecturer **Yücel Ger** (upper picture on the left).

INVESTING IN STUDENT AND STAFF SALES COMPETENCE

In all, 220 students graduated from our Porvoo unit: 96 earned the title ‘Bachelor of Business Administration’, 113 a Bachelor of Hospitality Management degree, and 11 a master’s degree. Co-operation with various companies was part of the studies, involving more than 60 projects. Learning via these projects develops not only the students but the participating instructors and the companies as well.

A bilingual (Finnish-Swedish) BBA pathway for visual marketing and sales was started in the autumn by means of a new, separate group. This was a very promising beginning, even though introduction of a brand-new entity involving two languages is challenging.

SERVICE AND SALES AS PART OF EVERY DEGREE PROGRAMME

Our strategy focuses on the development of sales and services. These elements are given attention in all of our curricula. Furthermore, we invested in further development of our staff’s sales competence through sales workshops. We created 10 service products that are ready for sale, and co-operation with the partner companies was deepened further. We held a development day with Ensto, based in Porvoo, where we familiarised ourselves with regional expertise and internationalisation.

Because of the rapid changes in the operation environment, we paid special attention to the development of all staff. Our six development days focused on elements such as enjoying one’s work and understanding constant change. Our teachers who had been working temporarily in businesses shared first-hand experiences of present-day working life with their colleagues.

We used one staff development day for the implementation of new tools and software, because digitalisation is a large part of the modern age.

THE PORVOO WORKS EVENT – A GREAT SUCCESS

The Porvoo Works professional event, organised yearly by our unit, reached the finals of the Evento Awards competition in the Consumer Event category, aimed at finding the best open event aimed at consumers. Porvoo Works gives young people instructions for job-hunting and provides encouraging information on working life. At the same time, local businesses and organisations have the opportunity to network with the young people. In its three-year history, the event has been attended by nearly 1,200 upper-secondary-level students from Porvoo. For our tourism students, who are in charge of its organisation, Porvoo Works provides practical experience in preparation of user-oriented events.

The students completed two company-based development projects for hardware shop company Simolin Oy Ab, based in Porvoo: one was completed within the work community development and management studies programme, the other within the logistics studies programme. The company’s management used the results to guide investments in the development of management. Special attention was paid, for example, to personal performance reviews, and the distribution of work and the areas of responsibility at the warehouse were better specified.

THE CROSSBORDER PROJECT – BRINGING PARTICIPANTS FROM THE NETHERLANDS, GERMANY, AND FINLAND

One of the forms of co-operation our company engages in is international projects, of various types. In the Crossborder project, we conduct market surveys on the Amsterdam–Dortmund–Porvoo axis. Taking part in the project were 60 students, from HAAGA-HELIA, Hogeschool van Amsterdam, and Fachhochschule Dortmund. There were three participating companies: the German GoGass, the Dutch Miss Green, and the Porvoo-based SavetheSea. The work was done mostly on a remote basis – via Skype – and through various commonly used digital platforms.



INFORMATION TECHNOLOGY EDUCATION

The degree programme in Information Technology trains professionals for the information technology sector. Specialisation options include software development, online multimedia, communications networks and enterprise applications.



HAPPY HACKING DAY ATTRACTS OPEN SOURCE CODE EXPERTS

HAAGA-HELIA organised the Happy Hacking Day, a joint IT event with Free Software Group, for the second time. The event was a success and attracted nearly 400 participants. The day's activities included introducing free software related open source code production models and topical projects, various technologies and products, and networking between the participants.

The most anticipated speaker in the programme was software guru **Richard Stallman**, who delivered a lecture on the protection of individual privacy in information networks.

"The event is not product oriented, but focuses on other content and phenomena and introduces interesting techniques and individuals," says lecturer **Tuomo Ryyänen** (upper picture on the centre) at HAAGA-HELIA.

DIGITAL SALES AND SERVICES

The possibilities of digitalisation are utilised in the organisation more widely than before, and this also changes the sales and service methods. Our Softala service, which combines studies with business co-operation, was perfectly in tune with the spirit of the age. The Softala service focuses on product and service innovation, software development, and infrastructure. It received Finland's first ProICT award for developments in this field.

The year saw us implement several projects in which our students developed services and models of operation that utilise businesses' digitalisation in customer situations. Our customers included SAP, M-Brain, and Itella, for whom we created multi-channel media monitoring and customer service solutions.

We also participated in research into customer-service management in Finland and implemented intensive sales and service orientation for our staff and those involved with the IT service sales study modules.

RESULTS THROUGH EDUCATION

Our degree programmes produced a third of all bachelor's degrees in information technology received in Finland, and we were the biggest institution in the field. We continued operations that offer a broad range of combinations of ICT and business expertise. We implemented the degree programmes in information technology in both Finnish and English and applied multi-form education, to enable studying alongside one's work. Our master's-level training programmes included provision of comprehensive information system expertise and the information systems management programme, which focuses on international IT and service management.

Our aim was to increase the number of degrees granted, and, indeed – for the second year running – we reached a record number, 244 degrees in 2013. This excellent result was made possible by our staff's active investment in the daily teaching, the progress of

studies, and graduations. It was supported also by the continuing development of the models of operation for teaching and guidance.

Our newly launched commercial services included the Information Management Model education, planned in collaboration with Sofigate and the ICT Standard Forum, along with sales and service training for experts working at the customer interface.

THE KEYSTONE OF BUSINESS CO-OPERATION

We expanded our RDI co-operation network to reach more than 30 businesses and other organisations, increased our external RDI funding, and prepared new projects. The themes included digital services, software and service development, international models for operations in the ICT field, and new learning solutions. The members of our RDI network include both ICT businesses and users of ICT in diverse fields. Examples include NSN, IBM, Tieto, Napa Software, and Comptel.

We engaged in active business co-operation also in the form of theses, practical training positions, and joint study modules for example with Accenture, Capgemini, CGI, IBM, and Microsoft. Attendance associated with the timely modules with the themes of cloud services and big data, implemented jointly with our partners, exceeded the number of available places many times over. We also participated in the academy programmes of international companies and collaborated with other organisations in the field.

We instituted a yearly Happy Hacking Day tradition and celebrated the 10th anniversary of our business information technology programme with the theme of an International ICT Runway.

Our seminar and other events discussing current issues included a seminar titled 'Trends in Information Management Leadership', the Database Transaction Summit, Cyber Security, a seminar called 'Cloud services and Internet communication after the Snowden revelations', and Usability and User Experience Day.



MANAGEMENT ASSISTANT AND JOURNALIST EDUCATION

Students in the degree programmes in Management Assistance and Languages taught in Finnish and English will graduate as management assistants. The unit also provides a degree programme in Journalism, from which students will graduate with the professional competence required in journalist work.



CULTURAL ENTREPRENEURSHIP PROJECT PROMOTING BUSINESS EXPERTISE AMONG JOURNALISTS

The aim of the cultural entrepreneurship programme is to promote business expertise among journalists and other operators working in the field of culture in order to improve their employment situation as self employed professionals or members of a co operative. Key Finnish artists' associations and the Union of Journalists in Finland are involved in the project.

"The training offers great resources for professional artistic activities. The everyday life of an artist is often a struggle between producing art and making a living. Any form of training that offers solutions to this difficult equation is welcome," says **Tiina Veräjänkorva** (on the right), Executive Manager of the Association of Finnish Sculptors and lecturer **Jorma Ikonen**, from HAAGA-HELIA (on the left).

NEW CURRICULA IN RESPONSE TO CHANGES IN WORKING LIFE

The year was full of determined progress. We began a reform of all our degree programmes, through which our curricula will become purely skill-oriented. The new curricula will respond better to the changes seen in working life. We deliberately educate journalism experts in a well-rounded manner: they can take on many other roles than reporting. In management assistant education, the orientation toward the expertise is visible in the path chosen by the students themselves.

THE ASSISTANT 2020 PROJECT, SURVEYING THE CHANGES IN ASSISTANT'S WORK

On 24 April, internationally referred to as Administrative Professionals' Day, we held a full-day student and alumni event, which culminated in the publication of the Assistant 2020 project report and a panel discussion. Assistant 2020 also served as a platform for presentation of the students' theses and projects.

We organised a mutual event for our current and former journalism students for World Press Freedom Day, 3 May. On the same date, we celebrated the 10th anniversary of the Degree Programme in Journalism.

The students made HAAGA-HELIA known in many ways. The online magazine Tuima.fi, produced by the journalism students, proved able to address the whole of Finland with its article on young people who misuse social benefits. Meanwhile, those in management assistant studies completed a project to create marketing videos for Aito HSO and HAAGA-HELIA and publish them on YouTube. The project was supported partially by from the HSO Foundation.

In December, we saw our first student graduate from the Master's DP in Communication Management programme, inaugurated in the autumn of 2012.

We had the honour of being the first university of applied sciences to gain recognition from the chairman of the National Journalist Education Advisory Board.

THE START OF THE CULTURAL ENTREPRENEURSHIP PROJECT

The third journalism seminar and its theme, 'Bravely on the Edge', highlighted the new opportunities for journalists who have become entrepreneurs. The keynote speaker was the Guardian's well-respected Paul Lewis, who has received awards for the integration of social media and journalism.

In the autumn, we organised the Quality Day event in collaboration with the Finnish Quality Association, with which the students and staff alike familiarised themselves with the quality-development work of acclaimed companies such as Canon and Metsä Fibre.

The co-operation with these companies will continue in the study modules. For example, we combined the Content Production in the Changing Media study module and the supplementary training for the internal digital journalism of a major media house, where veteran journalists and young students learn new skills side by side and produce publishable content.

We also began the two-year Cultural Entrepreneurship project, which attracted the participation of key artists' organisations and the Finnish Union of Journalists. The aim is to give practical support to self-employed entrepreneurs in the creative industries and to engage in the social discussion of new forms of employment and their relationship with legislation.

WORK WITH THE EUROPEAN LANGUAGE AND BUSINESS ASSOCIATION

In the spring, we were visited by teachers and students from Belgium's Howest, University College West Flanders. The programme for the visit was created jointly by the Belgian and Finnish students. Furthermore, we joined the newly established European Language and Business Association, a consortium of seven institutions of higher education, from five European countries. The goal is to expand and deepen the co-operation among the member institutions for management assistant education. We were also actively involved in the operations of the European Journalism Education Association.



SPORTS EDUCATION, VIERUMÄKI

Students from the Vierumäki unit graduate as sports professionals. Along with versatile sports competence, the studies focus on interaction skills, leadership, entrepreneurship, globalisation and language proficiency.



'CHILD MOBILISER OF THE YEAR' AWARD FOR A STUDENT PROJECT IN VIERUMÄKI

The 2013 'Child Mobiliser of the Year' award was granted to the Block Hockey project, jointly implemented by Kiek-koreipas and the students of the Vierumäki unit of HAAGA-HELIA. The theme of the block hockey project was 'fun, easy, cheap and nearby!'

The project involved organising weekly children's exercise activities near home, i.e. at the five largest outdoor hockey facilities in Lahti. The activities were targeted at boys and girls aged 6–12 and attracted a total of 250 participants. A total of 80% of the participants had not been involved in hockey associations before.

"The block hockey project culminated in a joint final tournament organised at the Laune Ice Hall. Our students compiled an operational manual based on the project to promote the implementation of similar projects elsewhere", says (from left) **David Laszlo**, **Juhamatti Yli-Junnila** and **Tomi Paalanen** lecturer from HAAGA-HELIA.

LARGE SCALE CO-OPERATION

We provided education leading up to degrees in sports studies through daytime teaching as well as multi-form teaching. The level of student graduations was slightly lower compared to the previous year, but was still good when compared with other universities of applied sciences.

The second year in the sports journalism specialisation studies was continued and, in co-operation with the JAMK University of Applied Sciences we produced the sports marketing specialisation studies. We continued our collaboration with other HAAGA-HELIA units, the faculty of tourism and hospitality at Lahti University of Applied Sciences and the Sports Institute of Finland on the teaching of sports tourism, well-being at work and media.

NEW CURRICULA ADOPTED IMMEDIATELY

The central focus of our development work was the complete reform of the curricula of the degree programme in sports, which were more and more based on HAAGA-HELIA's strategic focus areas. We described the objectives of the new curricula as skills-oriented instead of content-oriented as before.

We adopted the new curricula in the autumn in both Finnish and English teaching. Our goal is to implement all studies as study projects carried out in co-operation with businesses. The reform was participated in by our unit's teaching staff as well as several experts from the School of Vocational Teacher Education. In addition, in different stages of the reform we consulted several members of the advisory board and other working life experts, and made comparing visits to other universities of applied sciences. We developed the learning environments at the Vierumäki campus to better suit the new work methods together with the other operators of the campus.

DEVELOPING COACHING SKILLS WITH THE FINNISH OLYMPIC COMMITTEE

The reform of the curricula provided a new direction for our working-life co-operation. At the Vierumäki

campus, we created product development teams for competitive and top sports, sports services and well-being, in which the students will do their project studies. We increased co-operation and study projects with the sports clubs, municipalities and businesses in the area.

Within the Sport Events project, we introduced new event development concepts. We implemented several information-acquisition and development projects, and our experts attended several international seminars.

In November, we organised the annual Future of Sport Marketing seminar in Pasila with the Sport Business School Finland network, where the main theme was the influence of sports events from different points of view. The seminar starred several international top-class experts of sports marketing and influence research.

In the beginning of the year, we started a new co-operation project with the Finnish Olympic Committee's Top Sports Unit in order to develop coaching skills. The co-operation with both the Finnish Ice Hockey Association and the International Hockey Federation continued extensively. We participated in the creation of the entrepreneurship training strategy in the Päijät-Häme region, and in November we organised the Lahti Science Day together with the university campus and the other higher education institutes in the region.

STUDENT EXCHANGE CONTINUED TO FLOURISH

There were more than 20 foreign exchange students studying at Vierumäki, and dozens of our students were abroad as exchange students or trainees. In the spring, we organised the third international EUDAPA programme (30 credits) in adapted physical activity taught by 12 visiting foreign professors and several Finnish experts. Both our staff and Master's students took part in the annual EASM conference in Istanbul. The Sport Business School International network meeting was also held there.



SCHOOL OF VOCATIONAL TEACHER EDUCATION

The School of Vocational Teacher Education provides pedagogical education for teachers of different subjects in vocational institutions and universities. In addition, it provides good prerequisites for various expert positions as well as research and development projects.



INCORPORATING ENTREPRENEUR TRAINING INTO TEACHER EDUCATION

HAAGA-HELIA participates in the national project entitled 'The virtual learning environment in entrepreneurship training'. In order to be able to personally customise instruction, each teacher in charge of vocational teacher education must be competent in entrepreneurship training. One of the outcomes of the project was to include entrepreneurship training in the curriculum. The project additionally involved developing collaboration with Omnia Vocational College to produce a model that allows students in teacher training to complete their studies in genuine learning environments that support entrepreneurship and entrepreneurial activities.

"Our next goal is to establish a small group of students training to be teachers who are interested in the topic, and to develop new operational methods," says lecturer **Heli Potinkara** (lower picture) at HAAGA-HELIA, together with education manager **Mika Saranpää** (on the left) and RDI Coordinator **Johanna Luostarinen** (in the centre).

EXPERIMENTING WITH MULTIDISCIPLINARY EDUCATION

We are a national and international pedagogic developer of vocational training and education in universities of applied sciences. We implement this in teacher education, special-needs teacher education, student counsellor education, supplementary training as well as research and development.

The operating year was record-breakingly efficient: we saw 299 teachers and 31 special-needs teachers graduate. In addition, we educated 20 student counsellors and 20 teachers in the Nokia Siemens Networks group through external funding. With the supplementary appropriation granted by the Ministry of Education and Culture, we were able to accept more students than before, a total of 404. As a new experiment, we started a multidisciplinary education, where teacher students, special-needs teacher students and student counsellor students work together during their studies.

IMPRESSIVE SUPPLEMENTARY TRAINING

We actively created contacts with other educational institutes, the business world and the international market. We continued our participation in the Studio project of the national OpinOvi programme and the Verme project. We launched the national 'Bridge-builder' network project, funded by the Ministry of Education. The primary goal of the project is to develop intercultural dialogue in teaching and working communities

For the teaching staff and representatives of working life, we organised competence-based qualification training, pedagogic studies for music and dance pedagogue students, and a pedagogics event for the vocational education teaching staff. We implemented development programmes for Saudi Arabian, Chinese and Russian teachers. In 2013, different supplementary courses were attended by nearly 1,200 students.

ENTREPRENEURSHIP TRAINING TO BECOME A PART OF TEACHER EDUCATION

We developed our own operations and competences, teacher education and vocational education through different project activities. We participated in the national project called 'The virtual learning environment in entrepreneurship training'. Through the project, we enabled entrepreneurship training studies in teacher training, experimented with new learning environments with our partners and highlighted entrepreneurship training in the teacher education curriculum.

In the Osataan project, we created new models of operation for working-life co-operation together with the network of universities of applied sciences. In the project, we produced a guide called 'From a job to credits', organised workshops on the educationalising of work and tested tools for evaluating competence. In the LeWiCo project, we publicised new methods between educational institutes and the working life in the Nordic Countries and in Estonia. Furthermore, we started new Nordic co-operation in special-needs teacher education

With funding from the Wihuri foundation, we researched the work and future of a vocational teacher trainer in co-operation with other schools of vocational teacher education. We also produced publications for the Finnish as well as the international audience.

38 people from the School of Vocational Teacher Education visited different partnership and co-operation negotiations, conferences and seminars. Two of our teachers participated in the Erasmus teacher exchange. Two Austrian and two German students completed teacher studies at our school as Erasmus exchange students. The Skill by SoMe seminar organised in the spring, focusing on the educational use of social media, gathered participants from the international partner institutes and from the students of our own school of vocational teacher education.



RESEARCH AND DEVELOPMENT CENTRE

The Research and Development Centre coordinates and promotes the R&D&I activities of HAAGA-HELIA University of Applied Sciences and provides training and consultation services as well as eMBA programmes aimed at businesses. The Centre also coordinates, markets and sells HAAGA-HELIA's international education export products and services.



MATCHART FINDS THE RIGHT WINE FOR YOUR MEAL

The Matchart wine selection application is a joint development effort between HAAGA-HELIA and Trimalkio Oy. The application helps the user to find the right wine for each meal. The user must first choose the main ingredient of the meal. The application will then inquire how the ingredient is to be cooked and what sauce it will be served with, for example.

“Once the data has been entered, Matchart will recommend three red and white wines suitable to accompany the meal. The application does not recommend specific wine brands, but a country of production and grape variety,” say **Risto Karmavuo**, HAAGA-HELIA lecturer involved in developing Matchart (in the centre), CEO **Jussi Koivusaari** (on the right) and student **Sebastian Nikkonen** (on the left). The Matchart application is free and can be downloaded through the Apple iStore, Google Play Store and Windows Phone store.

RENEWED RDI OPERATING MODEL INTRODUCED RESEARCH AND DEVELOPMENT CENTRE

We renewed our RDI operating model as a preparation for the result-based RDI financing model for universities of applied sciences. In the new operating model, the Research and Development Centre will focus on applying for external funding and the support and content development related to it. Our operating model focuses on the active role of the staff of the education units and HAAGA-HELIA in the RDI operation. The focus areas of HAAGA-HELIA's RDI operation are new solutions in service and sales, NEW BUSINESS MODELS and new learning solutions. During the operating year, we also prepared for the beginning of the new programme season of all EU programmes.

SUCCESS IN PROJECT COMPETITIONS

We implemented a total of 95 RDI projects oriented towards the focus areas. The focus on the application of external funding was substantial. The overall budgets of our projects participating in the project competitions (47) totalled €10 million. We had great success in the competitions (success rate 30%).

During the year, we also carried out several preparatory projects whose objective was the launching of a larger project. As new projects, we launched for example an E-DECO project financed by the EU's international Lifelong Learning programme, which aims at developing teachers' virtual coaching skills in co-operation with four European partner institutions. In the project competition of the ESR programme, we received funding for the Pasila AS A CENTRE FOR ExperienceS to be carried out together with YLE Finnish Broadcasting company. In the urban research programme's invitation to tender, our project 'Good Life' received funding. We were also granted TEKES (the Finnish Funding Agency for Technology and Innovation) funding for the Mania project. MANIA is a research project on b-to-b sales, which looks at sales interaction and hidden values and motives in selling and buying from interdisciplinary viewpoints. The project has eight business partners,

and the research partners include the Aalto University, the University of Helsinki and the University of Toledo.

We were very successful in the invitation to tender by the Ministry of Education and Culture, financed by the state supplementary budget aimed at the strengthening of RDI operations. An RDI expert coaching project, co-ordinated by HAAGA-HELIA and participated in by all universities of applied sciences, was approved. In addition, we co-ordinated an RDI exchanges project, aimed at the internationalisation of the business in the Helsinki Metropolitan Area. We also participated in a BOSS project, which aims at exchanges with Finland's neighbouring countries that strengthen the RDI operations, a nationwide project strengthening the RDI integration of higher education institutes, and a project related to Big Data.

THE 'INCREASING THE FINNISH ECONOMY WITH SALES' PROJECT TO INCREASE THE APPRECIATION OF SALES

Other projects oriented towards the focus areas included the 'Sport Events' project for developing sports events, a Mobile Services project for producing a mobile platform for tourism and hospitality services for companies, which received funding from TEKES, and the 'World-class Travelling' project, which involved building new service concepts for several companies. As a special project in service and sales, we continued the 'Increasing the Finnish economy with sales' project. One of the aims of the project was to create an operating model for increasing the appreciation of sales especially among young people. We are a partner in the Finnish online college project, funded by TEKES, implementing new digital learning contents together with our business partners.

With the 'Conference hotel of tomorrow' project, we launched the Meeting Designer training programme. At the Pasila campus, we opened an environment meant for the user-oriented development of meetings, called 'Kohtaamo'. We developed user-oriented innovation operations nationally and internationally by

co-ordinating the Living Lab network for all universities of applied sciences and by participating actively in the operation of the European Network of Living Labs (ENoLL) organisation. Together with the World Bank, ENoLL launched a project to create a handbook for user-oriented innovation operations, oriented towards the developing countries. HAAGA-HELIA will introduce central and tested user-oriented practices that promote innovation operation to the handbook.

We have participated of the Vierumäki science and business park Sportpolis project, with which we have continued the product and service development of companies oriented to the sports business and the strengthening of young entrepreneurship. We also invested in the development of publishing activities. We released 13 publications in HAAGA-HELIA's publication series. In the Helsinki Metropolitan Area, we participated in, for example, the 'Metropolitan brand' project and operated in the thematic field of economy and competitiveness together with Aalto University.

We also continued to commercialise the results of RDI activities. Based on the Matchart wine selector service, we supported the launch of an entrepreneur-based spin off company, planned a business model and signed a commercialisation agreement. The year also saw the completion of the Leap project system, whose commercialisation model was completed in the autumn of 2013. HAAGA-HELIA will implement the commercialisation together with Sulava Oy.

We encouraged students to participate in the RDI activities through thematic thesis group activities. During the year, there were about 17 active thematic groups, in which 80 students worked on their final projects. We offered the thematic group activity more widely to the foreign students as well. At the end of 2013, five thematic groups actively recruited international experts. We did the Newsletter and organised an activation event.

The RDI advisory board convened in two workshops during the year. The operation of the RDI advisory board focused on the development of the strategy and the contents of the foci as well as the business co-operation possibilities of the RDI activities.

BESPOKE TRAINING FOR COMPANIES AND INDIVIDUALS

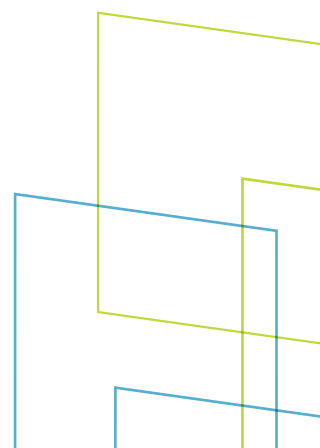
We brought concrete business development tools out strongly in the renewed eMBA modules. The results of the student surveys indicated that our eMBA programme is of very high quality. In the results, we exceeded the 'Service Excellence' limit of 4.2 points. We organised the international period for the eMBA student group in San Francisco, California.

We co-ordinate and support the chargeable service activities, implemented in each HAAGA-HELIA education unit. The volume of the activities is on the increase, and the profitability is at a good level.

We implemented extensive corporate training programmes on supervisory work, management, customer service, development of assistance work, accounting and taxation competence, and written and oral communication. During the year, we were the main trainer at the manager event aimed at big companies and, in addition to companies, we trained state administration units and customers in the municipal sector. The new products brought to market by HAAGA-HELIA's different education units included the following: The Business Modell Canvas workshop, the Kokousdesigner™ ('Meeting Designer) training, the Sales and Service certificate, 'Vendors of Venice book-keeping game, the Revenue Management training and the 'Information Management Model' training.

The educational packages were marketed, for example, at 12 trade fairs and other customer events. During the year, we also invested in offering our client companies facility and event services. Through the facility and event services, the clients will receive, in addition to the facilities, a service entity, to which they can add, for instance, work input offered by the students. The development and implementation of the CRM system was continued at each education unit.

We continued the development of HAAGA-HELIA's corporate partnerships by, for example, renewing the contact person network, updating contents of the partnership agreements with the clients and negotiating HAAGA-HELIA's first Premium partnership.



At the turn of the year, HAAGA-HELIA had 62 partner companies. We organised a company evening event for our partners, which was attended by 21 different partner companies.

START UP SCHOOL SUPPORTS STUDENTS' BUSINESS ACTIVITIES

HAAGA-HELIA's Start Up School was moved to the Research and Development Centre at the beginning of the year. 25 new businesses were established through the Start Up School. 200 students participated in the operation of the Start Up School at the end of the year.

During the year, we especially developed our coaching activity, and prepared the move to group coaching. We also organised internal coaching training. In addition, we co-operated closely with the Foundation for Finnish Inventions. From this co-operation, our students received, for instance, the StartUp School's Boost financing instrument.

Of all HAAGA-HELIA's projects, the VERSO 2012 project was the most significant for the StartUp School. As a result of the project, we started a mentor/investor forum, defined the requirements for the upcoming information system for students and coaches, and piloted a new study module implementing development projects for existing start-up businesses. As a strategic move, we joined the Ecosystem initiative, operating in the Helsinki Metropolitan Area, whose aim is to make the area create more start-ups than any other area in Northern Europe. We are committed to supporting this ambitious initiative, which will have great societal impact should it succeed.

EDUCATION EXPORT



Lars Eltvik
Managing Director
HAAGA-HELIA Global
Education Services Ltd

EDUCATION AGREEMENTS IN PERU AND SHANGHAI

We continued the development of the education export products and services for the Asian market, and upgraded the tourism curricula for the Danang University of Economics in Vietnam. The interest towards our vocational teacher education remained high. Saudi Arabian university teachers studied online teaching in Finland, directors of Chinese educational institutes learned school administration, and Russian teachers familiarised themselves with new teaching methods.

We organised a seminar on the Finnish education system in Peru in co-operation with Edu-Cluster Finland Ltd, and signed a co-operation agreement with Universidad San Ignacio de Loyola regarding the implementation of hotel, restaurant, and tourism management degree programmes in Peru. Together with other Finnish partners, we made an agreement with the Shanghai Municipal Education Commission regarding the export of vocational training competence to Shanghai. Furthermore, we made an agreement with Russia's Modern University of Humanities regarding co-operation in distance teaching and vocational education. We looked for new business opportunities by participating in trips to Chile, Peru, Brazil, Japan and South Korea headed by the Minister of Education.

SERVICES

TOWARDS A DIGITAL SERVICE CULTURE

STUDENT SERVICES

The numbers of applicants and graduates clearly increased in 2013. We had a total of 10,855 students in studies contributing to degrees, specialisation studies and the school of vocational teacher education. In addition, the HAAGA-HELIA Open University of Applied Sciences had 387 students. We processed 35,360 student applications during the year. The number of primary applicants as well as the overall number of applicants increased. A total of 2,130 students graduated from different degrees.

The Student Financial Aid Board convened nine times and issued statements on the financial aid of students. We did a lot of preparatory work related to the introduction of the new, national application system. We also launched the planning of electronic student services.

LIBRARY AND INFORMATION SERVICES

We developed the library's digital service environment by introducing online payments and online reservations. In addition, we upgraded the user interface of the media database. We acquired new e-material and invested especially in the acquisition of electronic course material.

We researched the influence and success of services with a nationwide customer survey. The answers revealed that the services boost studies and improve the quality of work.

IT SERVICES

The reform of universities of applied sciences and the operational changes it brought about challenged the upgrading and development work of our IT systems. This applied especially to the systems related to the planning and implementation of education and teaching, whose development will continue for several years to come.

We invested particularly in the development of reporting tools which support operations. We accelerated the development of online services by a system solution that supports them. We supported flexible studying by offering the students cloud-based services and virtualisation of workstations and applications. Printing control was moved to Unigrafia Oy at the beginning of 2014. To support strategic planning, we received a

comprehensive present state surveying, based on the enterprise architecture model for higher education institutes.

INTERNATIONAL SERVICES

More than 600 of our students participated in student exchange or work placement abroad through our exchange programmes. We received more than 300 exchange students from all over the world. Most of the exchange students came from France, the Netherlands and Germany, and the non-European exchange students were Korean or Chinese.

We organised HAAGA-HELIA's first International Staff Week, which was attended by 35 experts of different fields from European institutes of higher education. During the week, the guests got to know the different kinds of operation at HAAGA-HELIA. The goal was to share competences and good practices. In the autumn term, we received HAAGA-HELIA's first Fulbright scholars, who taught and participated in the development of degree programmes.

We evaluated the co-operation done with our partner universities, and strengthened our partner network by starting co-operation with the Hang Seng Management College, located in Hong Kong. The European Commission granted us the Erasmus Charter for Higher Education, which will give us admission to the Erasmus+ programme.

MARKETING AND COMMUNICATIONS SERVICES

At the beginning of 2014, we introduced the new HAAGA-HELIA website. We also upgraded the look of the admission campaign and focused our marketing more on digitalisation. We participated in several trade fairs, which were partly organised together with students. The number of applicants in the different degree programmes clearly grew compared to the previous year.

We also upgraded the career and recruitment services offered to employers. During the year, we dealt with more than 1,600 jobs and practical training positions. HAAGA-HELIA has a total of approximately 22,000 alumni. More than 1,800 alumni participated in different events, meetings or courses organised for them. 201 publications were published in the publication register, which was clearly more than in the previous year.

SOCIAL RESPONSIBILITY, QUALITY AND STAFF

HR SERVICES

HAAGA-HELIA had 668 staff members at the end of 2013. This included 397 full-time teachers and 247 staff members engaged in other duties. There were 24 part-time teachers. Through proactive staff planning and natural wastage, the number of staff members decreased by 5.4 %, compared to the previous year. We implemented rationalisation measures in co-operation with the staff representatives.

In accordance with our competence strategy, the staff actively developed their own skills by participating in both internal and external training sessions and also by studying in degree programmes. The number of training days added up to approximately 2,300, most of which was organised or offered by ourselves. Five staff members gained a doctorate, four gained a master's degree and 13 completed pedagogic studies.

The support received from the Helia foundation enabled two-month temporary work placements for 19 teachers. We organised workshops to promote pedagogic expertise with the theme 'counselling teaching'. In addition, we organised proficiency tests in English and customised training modules. A quarter of the staff have completed the proficiency test.

Service and sales clinics gathered the staff together to discuss the significance of service and sales in everybody's work. Each HAAGA-HELIA staff member made a personal service promise, and the success regarding these promises was evaluated in personal performance appraisals.

For the supervisors, we started the KOMPASSI programme, which focuses on the development of management and supervisory work. We also offered our staff training in work tools, such as social media. For the new employees, we organised orientation events. We encouraged and supported our staff members' sporting hobbies and organised joint recreational events.

QUALITY SYSTEM SERVICES

At the beginning of the year, we were granted membership of the European Foundation for Management Development. This membership enables us to apply for EQUIS accreditation (EFMD Quality Improvement System) for the business unit. Both the EQUIS and the American AACSB (the Association to Advance Collegiate Schools of Business) accreditation require

significant increase in the proportion of teaching staff members with a doctorate and stronger investment in research.

We upgraded our membership of the Finnish Quality Association. In the autumn, we organised the Quality Day event aimed at the students at the Pasila campus in collaboration with the Finnish Quality Association.

The description method for our process descriptions was harmonised. The upgrade of the process descriptions with the new description method led to the significant development of the processes and, by the end of the year, a third of our processes had received a new description.

We also reformed central feedback systems in terms of both content and structure. Low response rate became a challenge, and to improve the rates we changed the processes, trimmed down the contents of the indicators and decreased overlap.

SOCIAL RESPONSIBILITY

HAAGA-HELIA's social responsibility is developed through leadership, resource planning and a quality assurance system. Resources are planned through a yearly-made plan, which also includes specifications of the indicators regarding the achievement of our goals.

HAAGA-HELIA was the first Finnish university of applied sciences to sign the Principles for Responsible Management Education (PRME) initiative, launched by the UN and aimed at management educators. In accordance with the initiative, we commit ourselves to addressing the issue of responsible business operations in the curricula, interacting with companies and the surrounding community and promoting the approach of responsible business operations in our RDI activities.

Co-operation with the interest groups during the operating year was intensive. In order to develop our operations, an advisory board has been founded for each unit. We have also co-operated with the interest groups in business workshops, which have discussed business models and how they demonstrate the shared value principle. We also offer studies in responsible business, whose advanced studies are entirely virtual. HAAGA-HELIA is committed to gradually introducing the Green Office environmental system on all its campuses.

STUDENT UNION HELGA



A YEAR OF EXPANSION AND GROWTH OF CO-OPERATION

Our number of members continued to grow, and at the end of the year we had a total of 4,056 members. The joining percentage among exchange students was 97 %, which was one of the best in Finland. Regardless of several replacements in the staff and the positions of trust, the organisation developed and our operations grew.

We especially invested in the development of external and internal communications as well as the expansion of co-operation and the increase of the supply of services. We made communications more open and active, for example by introducing an electronic newsletter, the HELGA Splash. The services and event teams and the trusteeship and guidance team, both started in the previous year, strengthened their positions. We approved our first communications strategy for the years 2014 - 2016 as well as the mutual city-political programme of the student unions of the Helsinki Metropolitan Area.

We filled the student representatives' seats in the statutory work groups and Advisory Boards and invested in activities that increased students' social responsibility. We hired an expert on educational policy and launched the 'What's the problem?' service for our students.

VERSATILE TUTOR ACTIVITIES

We organised HAAGA-HELIA tutoring and trained new peer tutors, ESN-HELGA tutors as well as callidus tutors. We increased our activities further by launching the evening student tutoring for those taking the degree programme in business in Pasila, and the sports

education tutoring. We also did development work with the HAAGA-HELIA student counsellors.

We actively supported the operations of the action groups operating under HELGA. Our international sector participated in the development of the Helsinki Region Welcome Weeks and co-operated with the tutor sector and the English-language student counsellors. We organised the two-day International Days event at the Tapahtumatori in Pasila. The event focused on discussing current internationalisation matters.

NEW SPORT OPPORTUNITIES FOR THE STUDENTS

We prepared a sport project application together with HAAGA-HELIA, the student union METKA from the Helsinki Metropolia University of Applied Sciences and the Helsinki Metropolia University of Applied Sciences. Should the project be realised, the students at HAAGA-HELIA and the Helsinki Metropolia University of Applied Sciences will have access to equal sports services. We continued the sport pass co-operation with the student union of the Helsinki Metropolia University of Applied Sciences, and offered members of HELGA the widest student sport services of all universities of applied sciences in the country.

The space next to the HELGA Point at the Pasila campus was converted into the HELGA Lounge to better serve the students. Together with HAAGA-HELIA, we made the new calendars to be handed out to the students and filmed an advertising video on the operations of the student union.

FINANCE



FINANCE

HAAGA-HELIA's earnings in 2013 were €67.1 million (in 2012: €71.3 million, and in 2011 €66.2 million), of which unit price earnings were €60.3 (€63.5; €58.4) million, or 90% of the total. HAAGA-HELIA's unit price was €7,628.54 (€8,011.69; €7,299.11), and the calculated number of students was 7,908 (7,928; 7,978).

Total costs were €65.1 (€66.4; €63.5) million. Direct personnel costs were €41.8 (€41.2; €39.1) million, or 64% of the total costs. HAAGA-HELIA operates on leased premises, with the exception of Porvoo. Rental costs and maintenance charges amounted to €10.5 (€10.6; €10.4) million, or 16% of the total costs.

Total earnings from investment and funding activities were €0.5 (€0.5; €0.3) million. The market value of financial asset securities was €1.6 million higher than the book value. In accordance with the prudence principle, it has not been recorded in the return or the result.

The result for the financial year was €2.5 (€5.4; €3.1) million, which was a clear improvement from what had been budgeted (€1.1 million). The result represents 3.7% of the earnings.

The balance sheet total was €38.7 (€37.2; €31.4) million. Received advances include €0.9 (€1.3; €1.4)

million of project funds from the Ministry of Education and Culture. These funds consist of funding intended for various projects and may continue to be allocated after the end of 2013. Accrued expenses include the calculated holiday pay debt of €2.0 (€2.0; €1.8) million.

Return on capital was 8.0% (20.0%; 13.3%), while the equity ratio stood at 87.7% (85.3%; 85.2%).

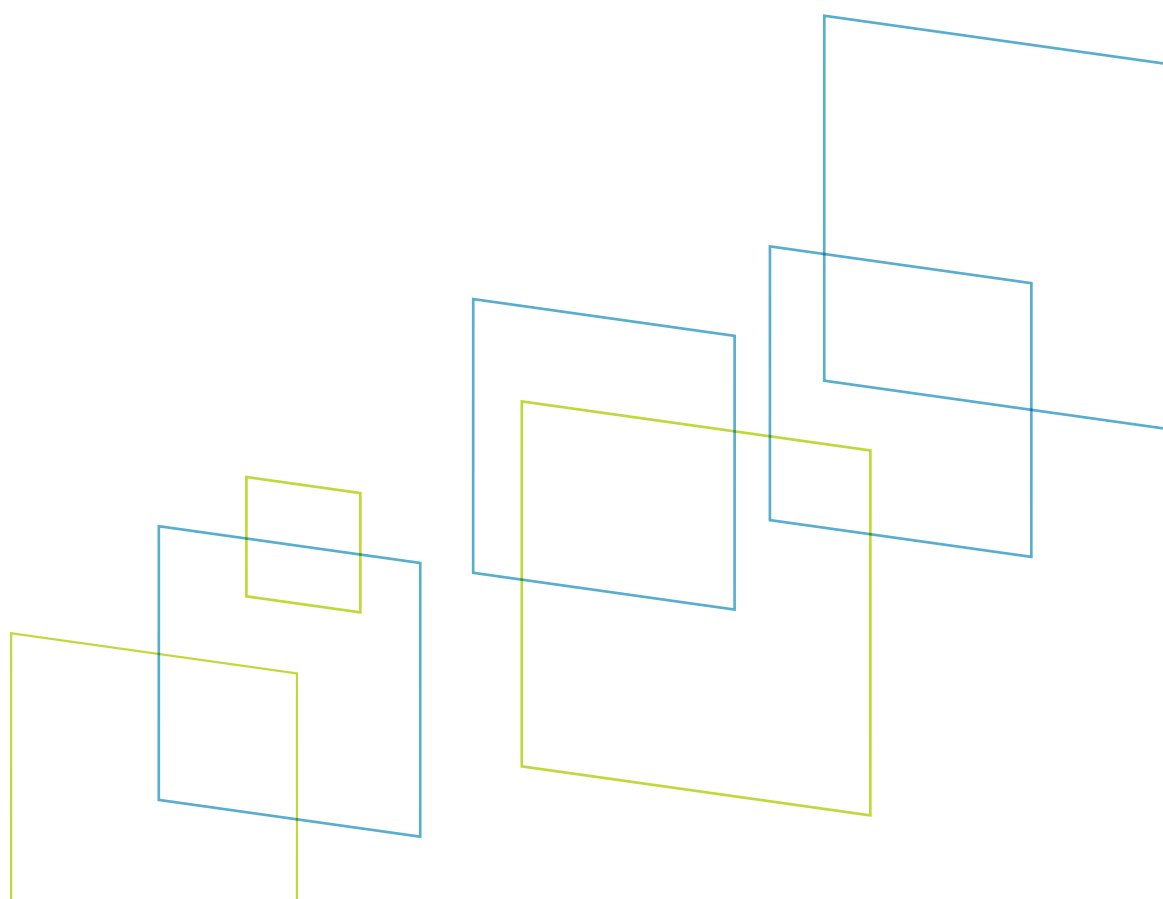
GROUP FINANCES

The group consists of HAAGA-HELIA Oy Ab, Kiinteistö Oy Porvoon Campus and Haaga-Helia Global Education Services Ltd. Its earnings were €67.2 (€71.5; €66.4) million. Total costs were €65.4 (€66.4; €63.4) million. Direct personnel costs amounted to €41.8 (€41.2; €39.1) million, and rental costs and maintenance charges stood at €10.5 (€10.4; €10.4) million. Total earnings from investment and funding activities were €0.3 (€0.4; €0.1) million, which does not include interest charge for capital costs. The result for the financial year was €2.5 (€5.4; €3.1) million.

The balance sheet total was €50.8 (€49.7; €44.4) million.

INCOME STATEMENT, HAAGA-HELIA LTD

	Group		Parent Company	
	1.1.-31.12.2013	1.1.-31.12.2012	1.1.-31.12.2013	1.1.-31.12.2012
NET SALES	63 040 794,35	67 129 987,66	62 915 282,96	66 989 632,74
Other income from business operations	4 152 082,90	4 328 434,47	4 152 082,90	4 328 434,47
Staff expenses	-41 836 818,40	-41 176 978,50	-41 825 160,00	-41 164 324,10
Salaries and compensations	-34 106 027,88	-33 761 612,97	-34 096 120,38	-33 750 731,97
Statutory staff expenses				
Pension allotments	-5 701 224,12	-5 419 957,82	-5 699 669,33	-5 418 266,38
Other statutory staff expenses	-2 029 566,40	-1 995 407,71	-2 029 370,29	-1 995 325,75
Depreciation				
Planned depreciation	-2 312 627,69	-2 432 726,75	-1 812 627,69	-1 778 936,42
Other expenses from business operations	-20 889 453,76	-22 790 721,69	-21 415 746,32	-23 471 015,73
PROFIT / LOSS	2 153 977,40	5 057 995,19	2 013 831,85	4 903 790,96
Financial income and expenses				
Other interest and financial income	721 898,24	828 087,31	477 980,39	543 644,65
Interest expenses and other financial expenses	-385 232,23	-447 010,61	-670,74	-5 843,70
Financial income and expenses total	336 666,01	381 076,70	477 309,65	537 800,95
PROFIT / LOSS BEFORE EXTRAORDINARY ITEMS	2 490 643,41	5 439 071,89	2 491 141,50	5 441 591,91
PROFIT / LOSS FOR YEAR	2 490 643,41	5 439 071,89	2 491 141,50	5 441 591,91



BALANCE SHEET, HAAGA-HELIA LTD

	Group		Parent Company	
	31.12.2013	31.12.2012	31.12.2013	31.12.2012
Assets				
NON-CURRENT ASSETS				
Tangible assets	19 628 562,06	20 738 619,01	3 680 886,40	4 306 080,71
Estates	58 975,00	58 975,00	0,00	0,00
Buildings and structures	15 744 015,36	16 200 692,89	0,00	0,00
Machinery and equipment	3 764 841,74	4 418 221,16	3 680 286,40	4 305 480,71
Other tangible assets	60 729,96	60 729,96	600,00	600,00
Securities	485 961,20	397 961,20	4 678 688,20	4 590 688,20
Shares in subsidiaries	0,00	0,00	4 331 165,00	4 331 165,00
Other securities and shares	347 523,20	259 523,20	347 523,20	259 523,20
Other receivables	138 438,00	138 438,00	0,00	0,00
NON-CURRENT ASSETS TOTAL	20 114 523,26	21 136 580,21	8 359 574,60	8 896 768,91
CURRENT ASSETS				
Receivables				
Short-term receivables	1 372 525,13	2 157 040,18	1 406 412,77	2 153 493,37
Sales receivables	288 746,41	389 157,59	287 405,40	387 831,84
Other receivables	30 072,14	4 668,39	30 060,62	4 068,16
Receivables from subsidiaries	0,00	0,00	37 491,40	0,00
Prepaid expenses and accrued income	1 053 706,58	1 763 214,20	1 051 455,35	1 761 593,37
Financial securities	24 962 120,17	15 851 239,86	24 962 120,17	15 851 239,86
Cash and bank deposits	4 350 603,80	10 557 225,52	4 014 652,12	10 266 577,76
CURRENT ASSETS TOTAL	30 685 249,10	28 565 505,56	30 383 185,06	28 271 310,99
ASSETS TOTAL	50 799 772,36	49 702 085,77	38 742 759,66	37 168 079,90
Equity and Liabilities				
SHAREHOLDERS' EQUITY				
Share capital	6 000 000,00	6 000 000,00	6 000 000,00	6 000 000,00
Other funds				
Scholarship fund	114 448,00	101 623,00	114 448,00	101 623,00
HH chargeable education, scholarship fund	85 000,00	85 000,00	85 000,00	85 000,00
Profit (loss) from previous year	23 807 421,69	18 368 349,80	23 809 941,71	18 368 349,80
Profit (loss) for the period	2 490 643,41	5 439 071,89	2 491 141,50	5 441 591,91
Minority shares	1 835,00	1 835,00	0,00	0,00
SHAREHOLDERS' EQUITY AND FUNDS TOTAL	32 499 348,10	29 995 879,69	32 500 531,21	29 996 564,71
PROVISIONS	151 105,47	151 105,47	151 105,47	151 105,47
LONG-TERM LIABILITIES				
Loans from financial institutions	11 513 513,27	12 013 513,27	0,00	0,00
LONG-TERM LIABILITIES TOTAL	11 513 513,27	12 013 513,27	0,00	0,00
SHORT-TERM LIABILITIES				
Loans from financial institutions	500 000,00	500 000,00	0,00	0,00
Advances received	1 663 604,55	1 983 677,28	1 663 604,55	1 983 677,28
Accounts payable	516 832,04	1 265 106,23	486 445,79	1 246 397,35
Other payables	1 204 755,71	1 185 480,90	1 191 999,35	1 183 670,83
Accrued expenses and deferred income	2 750 613,22	2 607 322,93	2 749 073,29	2 606 664,26
SHORT-TERM LIABILITIES TOTAL	6 635 805,52	7 541 587,34	6 091 122,98	7 020 409,72
LIABILITIES TOTAL	18 149 318,79	19 555 100,61	6 091 122,98	7 020 409,72
EQUITY AND LIABILITIES TOTAL	50 799 772,36	49 702 085,77	38 742 759,66	37 168 079,90

BOARD OF HAAGA-HELIA LTD.



1 row from left: Matti Niemi, Olli-Pekka Laine, Timo Lappi
2 row from left: Tauno Jalonen, Björn Keto, Kai Laikio,
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3 row from left: Salla Huttunen, Hanna Ilmonen, Matti Kauppinen
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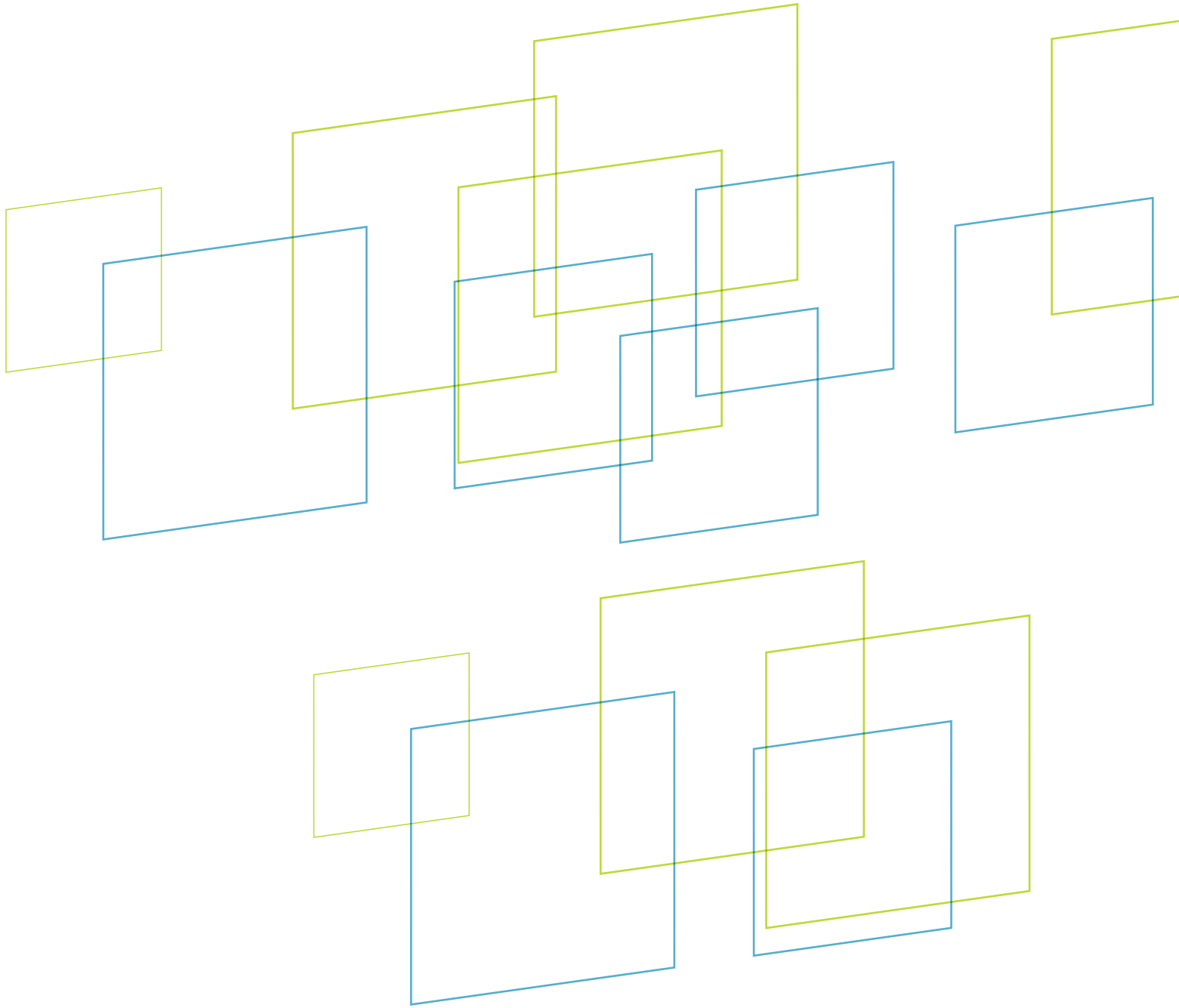
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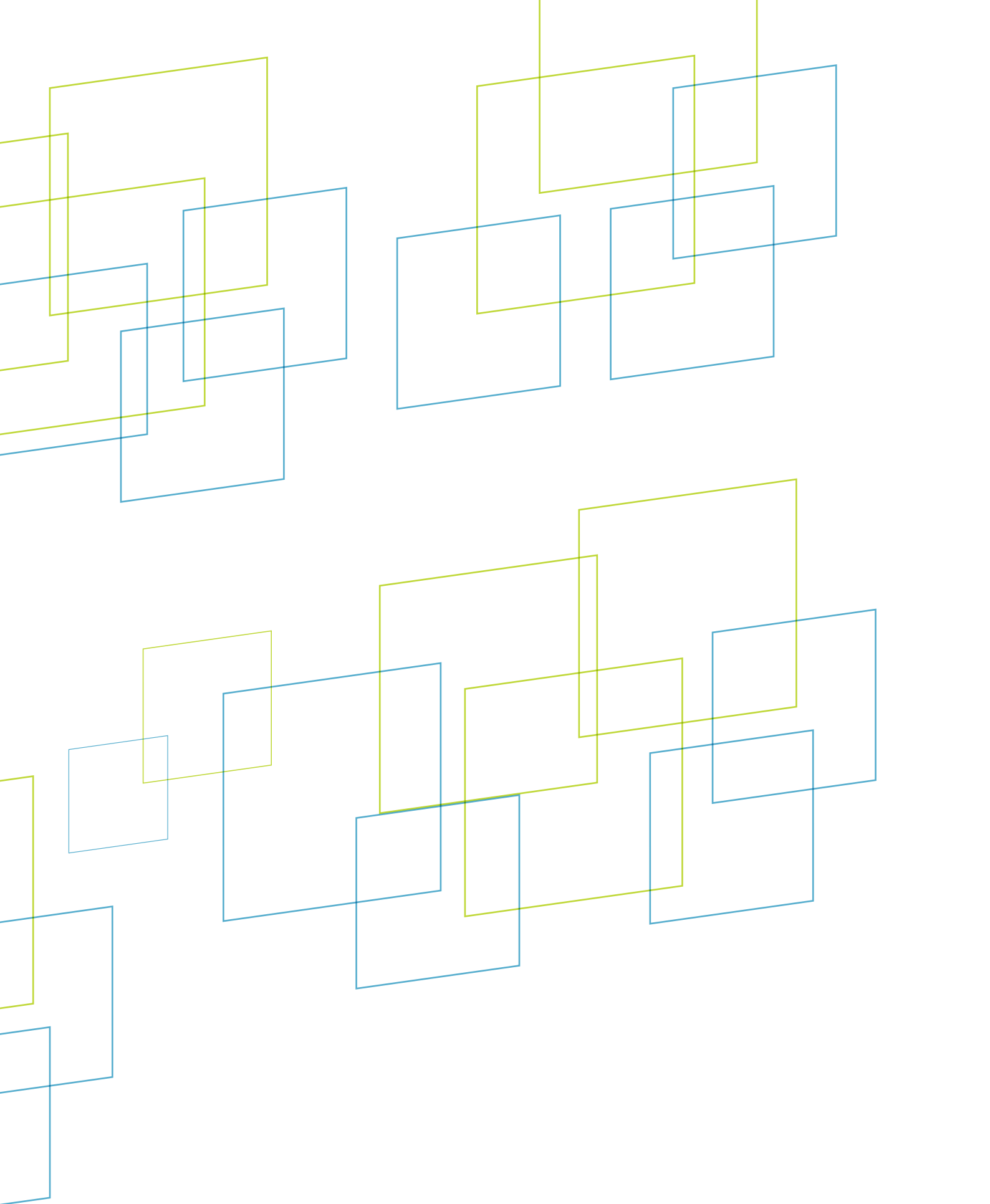
PUBLISHER
HAAGA-HELIA University of Applied Sciences

EDITOR
Ari Nevalainen
Sanna Leporanta

LAYOUT AND GRAPHIC DESIGN
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PHOTOS
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