

ANNUAL REPORT 2018



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MISSION

Haaga-Helia Opens Doors to Future Careers.

VISION

We are the most attractive and professionally-oriented Finnish institution of higher education.

SUB-STRATEGIES

ENABLERS

Quality education with a human touch

Sales, service and entrepreneurship at the core

Innovations in networks


Enthusiasm and know-how of the students and the staff. International growth together with partners. Digital solutions in services and operations.

VALUE FOUNDATION

We serve and revitalize the business community, working together responsibly and sustainably.

HAAGA-HELIA — EDUCATION, RESEARCH AND BUSINESS DEVELOPMENT

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.

A group of students in a classroom setting, looking at a presentation or whiteboard. The image is partially obscured by a large blue and green graphic on the right side.

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.

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.

SETTING OUR SIGHTS ON THE FUTURE

The year 2018 was characterised by preparation for the future. We worked on several fronts in order to secure good performance in the coming years. In particular, we focused on updating the multitude of systems we use. This work will continue in 2019.

With regard to policies concerning education, the Ministry of Education and Culture worked on a new vision and made preparations for a new funding model. Haaga-Helia's representatives were actively involved in the working groups and also influenced the form of the funding model approved at the beginning of 2019. The excellent cooperation between the three large universities of applied sciences in the Helsinki metropolitan area (3UAS) continued and was strengthened in the selected areas of partnership in education export, international project activities, provision of opportunities for cross-institutional studies and entrepreneurship education.

The academic results were good. We reached the targets set for the number of graduates.

Financially, our result was better than budgeted. In part, this was due to the fact that all planned research, development and innovation projects were not realised and expenses were lower than expected as a result of the cost-consciousness of Haaga-Helia personnel. Our recruitment policy continued to be strict.

Cooperation with students and the student union Helga was excellent. Our objectives

are aligned, and the student union had a constructive approach to development. Active members of student clubs and the student union, in particular, supported Haaga-Helia's objectives by their proactive involvement both internally and on national forums.

We continued the personnel's continuing education, and employees were active in attending the courses provided while also carrying out their work duties diligently. The pressure for self-development in a higher education institution is immense, as one has to both learn and teach new things. Continuous self-development has become the new normal.

In the Commercial Services, our development was quite favourable. We created new initiatives and, among other things, the second group of students started studying in the International Business programme in Mexico. The operations of 3UAS's export company EduExcellence progressed well and also generated the first new export deal. During the year of operation, we prepared the operating licence application of the university of applied sciences being planned in Tallinn and governed by the laws of Estonia. The decision in the matter will be received in the spring of 2019.

We were also active in fundraising and obtained EUR 365,000 of donations that were eligible for the State's match funding. The largest donations came from the Konstsamfundet Foundation, Local Tapiola, OP Group and the Tre Smeder Foundation.

Strategically, the year was in line with our objectives. As surveys have shown, we were still the best-known university of applied sciences in Finland, and our appeal increased by 11% during the year of operation. Cooperation with the Board of Directors that supervises our operations was open and forward-looking. With the support of our shareholders, we were also able to make new investments in areas we find important, and we celebrated the opening of the SalesLab and eComLab. Among our shareholders, the Helia Foundation supported our operations by approximately EUR 380,000; and the EUR 600,000 donated by the Helsinki Region Chamber of Commerce in 2017 could still be used during the year of operation. The year 2018 was full of work and helped us prepare for a society in which digitalisation and robotics are increasingly common and in which the essence of work will be defined in a completely new manner. I would like to extend my thanks to our personnel, students and extensive network of partners for being part of building Haaga-Helia into the university of applied sciences that it is today. Our shared mission is to open doors to the working life and keep them open.

Teemu Kokko
President

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BUSINESS

Our key objectives for the year were good academic performance and the study progress and graduation of students, in particular, as well as increasing the number of large RDI project applications. In addition, we focused on improving teamwork and a sense of community.

During the year, we developed operations which aim to help our students graduate. We supported the graduation process by increasing the use of the digital Exam system by having students complete all retake examinations in the system. We continued our demonstration days that had received extensive national visibility and, at the same time, promoted the processes of recognition and accreditation of competence acquired in the working life, or educationalisation. The development of the curricula renewed in 2015–17 continued and we also reformed our work placement process. Cooperation meetings with students were developed, and the students gave us positive feedback on it. In the autumn, supported by the Chamber of Commerce, we promoted the prerequisites for moving from upper secondary education to the tertiary level.

In addition to these, we solidified the ground rules of teamwork and collaboration in the Jatkumo coaching provided for instructors.

We applied the Disc personality profile analysis in the development work. Digital financial management training was started with the partner network. We also actively participated in promoting the nationwide digital entrance examination reform.

Two large research projects are underway in our unit, namely Internet of Things and Rapid Prototyping (Erasmus+) and Skills, Education and the Future of Work (Taidot työhön) (Academy of Finland), as well as several smaller projects. In addition, we focused considerably on the preparation of new large project applications. We hired a Head of R&D, who is in charge of strengthening the RDI operations in our unit. We also established an internationally significant SalesLab research and teaching platform together with our Value from Sales core competence area group. Cooperation with companies in the RDI operations, teaching and commercial services was active. In addition, we designed

and implemented an extensive coaching programme for Danske Bank in order to bring financial sector competence up to date.

Internationality was integrated in all our operations. Cooperation in research and development with Russia and several Central European countries was active. In August, the second group of students started studying in our International Business programme in Mexico. Project funding enabled us to export sales competence to Asia, and we investigated the possibilities to be more active in the region. We prepared the international business education and research quality accreditation, or the EPAS accreditation, for our International Business programme. We also launched a new double degree in the programme in France.





GRADUATES:

Business (full-time and multiform studies) 2,308

Finance and economy specialist degree programme 147

Sales business 309

International Business 628



83

PUBLICATIONS

IMPORTING THE BEST SELLER COMPETITION TO ASIA

The project to export Haaga-Helia's and Turku University of Applied Sciences' success concept, the Best Seller Competition, to southeast Asia started towards the end of 2018. The South-East Asian Sales Competition includes an international B2B sales course and the finals of the sales competition in southeast Asia. The export project is part of the SEASAC – South-East Asian Sales Competition project – which aims to strengthen the ability of universities in southeast Asia to offer skilled B2B professionals for the developing international markets. Haaga-Helia is a partner in the project, which is coordinated by Turku University of Applied Sciences. The Best Seller Competition has been the model for the European Sales Competition, in which competitors represent several European higher education institutions.

COMBINING WORK AND STUDIES IS PROMOTED IN THE BUSINESS STUDIES

Haaga-Helia has been developing increasingly flexible ways to recognise and demonstrate competence acquired outside the university of applied sciences. The demonstration days event in the business degree programme has been a success, and the Work & Study model implemented throughout Haaga-Helia has enabled many students to combine work and study. Combining work and study is facilitated by actively developing the processes of the recognition and accreditation of competence acquired in the working life, or educationalisation. The development work enables students to progress faster in their studies, as they do not need to study skills that they already have.

IOT RAPID-PROTO LABS FOR FAST PRODUCT DEVELOPMENT

In 2018, Haaga-Helia launched the IoT Rapid Proto Labs project to promote product development competence in IoT (Internet of Things) and make it faster to apply such competence. The project involves international and multidisciplinary IoT Proto-Lab teams launching, piloting and testing innovative IoT solutions for SMEs and startups. Before the final curriculum is published, the project goes through intensive piloting, testing, refining and assessment stages. The project was funded by the Erasmus+ Knowledge Alliances programme. In addition to Haaga-Helia, the international joint project of five countries includes three other higher education institutions, one research institution and two companies.

EXPERIENCE DESIGNER PROGRAMME BRINGS TOGETHER DIFFERENT SECTORS

A project to design a new kind of Experience Designer programme was kicked off at the beginning of the year. The programme focuses on developing the service business in the experience and well-being economy by providing different customer groups with inspiring and meaningful experiences. The 60-credit module being planned includes students from three fields of study: the Bachelor's programmes of Business Administration, Hospitality Management, and Sports. Combining these fields in a joint study project of this magnitude (60 credits) is unprecedented.

HAAGA-HELIA'S SPORTS MANAGEMENT PROGRAMME SERVICES SOLD TO CHINA

Haaga-Helia and Guangzhou Polytechnic of Sports (GPS) signed a cooperation agreement on Sports Management education in China. The agreement is unique and follows the 2015 education agreement between the two higher education institutions. During the cooperation period, Haaga-Helia and GPS will jointly produce a three-year Sports Management programme, of which Haaga-Helia will cover half (90 cr.) The final year of the studies will be completed in Finland. The students who complete the programme may apply to the Bachelor's programme in Haaga-Helia and earn their degree after additional studies of approximately six months.

LAB8 — UNIQUE SERVICE EXPERIENCES

In 2018, Haaga-Helia launched the development of LAB8, a laboratory for developing service experiences. The innovative LAB8 — Service experience laboratory combines creativity, service enterprises and learning by developing. It is a test laboratory in which a company, together with Haaga-Helia's experts and students, can create and build their service ranging from the initial idea to the final touch. The purpose of LAB8 is to create solutions that provide experiences and are a fit for the companies' operations. LAB8 brings together companies, Haaga-Helia's students and teachers. Testing innovations in an agile manner is possible in the extensive network of students and partners: for example, fast prototyping is one of the eight service elements of the LAB8. Other services include service design, trend reports and augmented reality.

EXPERIENCE AND WELLNESS ECONOMY

TOTAL NUMBER OF GRADUATES:

627 BACHELOR'S DEGREES

Business Administration
programme: 148

Hospitality Management
programme: 366

Sports instructor graduates in
the Bachelor's programme: 101

**35 Master's level
sports instructors**



**12 SPORTS INSTRUCTORS
GRADUATED IN GUANGZHOU**





Our unit continued solid operations on three campuses. We exceeded our objectives in all degrees and expanded the course offering in the Open UAS and in the summer semester.

We continue to offer education in both Finnish and English on all campuses.

At the Haaga campus, we offered Bachelor's and Master's programmes in restaurant and tourism management and culinary management. Porvoo campus graduates included Bachelors of Hospitality Management in Tourism and Bachelors of Business Administration. The Vierumäki campus offered Bachelor's and Master's degree programmes in sports.

Our unit's focus areas of development were a competence-based approach, flexible study paths and educationalisation, as well as team teaching and campus cooperation. In the Experience Designer pilot programme, students from the three campuses come together to create business operations in the experience sector. We developed the team organisation to be better aligned with the work we perform in the focus areas. Our RDI

competence was also strengthened with the hiring of the joint Head of R&D, who took the position at our unit at the beginning of August.

Our external RDI funding increased, and the turnover of the commercial services exceeded the targeted amount. The share of education export in our commercial services continued to grow. The first 12 students from China completed their Bachelor's degree in sports at the Vierumäki campus as part of the cooperation launched with Guangzhou Sport Polytechnic in 2015. Five experts from Chongqing University of Science and Technology spent the autumn on the Porvoo campus to familiarise themselves with the Aviation Business programme. The Haaga campus continued to offer partnership programmes

in Malta and with the Paul Bocuse Institute. Other important higher education partners included Stenden University, NHTV Breda and IMC Krems. Our personnel participated actively in the planning of the new education unit in Tallinn, Estonia.

Studies were closely integrated with the working life on all our campuses. We organised several seminars for students and business representatives. The national networking event for tourism education was held at the Haaga campus in November, bringing together education experts from around Finland.

DIGI BUSINESS

The year 2018 was characterised by renewal in our unit. We reformed our organisation and formed eight teams of experts, which started in their new compositions at the beginning of the new academic year.

503 GRADUATES IN THE Bachelor's programmes of Culture and Arts, Business Administration, and Business Administration (Business Information)



61 PUBLICATIONS

The reformed organisational structure helps our unit prepare, for its part, for the new forms of future education, in which continuous learning solutions will increase in importance. At the same time, we strengthened the role of the RDI activities by setting up a separate team of our RDI experts.

These changes gave our operations an additional boost, and we broke records in our academic performance, in particular. Naturally, well-functioning learning solutions, such as Softala and Newsroom, also contributed to this as lab platforms for learning in projects. As a result of the research, development and innovation activities and various projects, the number of publications was also higher than ever, amounting to 61.

We introduced the first, new kind of continuous learning solutions in our offer-

ing – the Digitekijä Fast Track (in partnership with Laurea University of Applied Sciences and Metropolia University of Applied Sciences) and the sports journalism specialisation programmes. A total of 50 students participated in the practice-oriented, multimodal Master's level implementations, which combined theory, practice and working life projects. We also introduced an IT degree to be completed fully online in our study offering. It will help us meet the needs of working students even better.

We participate in a number of development projects with the help of the funding provided for spearhead projects by the Ministry of Education and Culture. New projects of this type include KIVAKO, coordinated by us, for the generation of new kind of language teaching offering

nationally and regionally. In APOA, we develop learning analytics for online implementations. Our experts participate in the Yritystä uralle! project series funded by the Chamber of Commerce to build study paths from the upper secondary level to the university of applied sciences and to create models for helping students with immigrant backgrounds integrate with the working life. The projects launched earlier concern, for example, big data and using it in the creation of new business operations, forms of on-the-job learning and mobile authentication of competence, as well as science communication and media education.



ADDRESSING CHALLENGES IN THE CARE OF THE ELDERLY IN A STUDENT PROJECT

Haaga-Helia's students developed a completely new kind of system for monitoring the activity of the elderly. Named Carefree, the system is a tool for the person's family members to ensure that the person can cope in their daily life. The system produces a graph analysis of the elderly person's daily activities, creates graphs of the essential data and sends an alarm to the person's family members in critical situations. At Haaga-Helia, the development of the system began in September 2018 and the system was completed in December 2018.

DEVELOPING THE CUSTOMER EXPERIENCE IN NATURE TOURISM

The Virtual Nature project carried out jointly by Haaga-Helia and three other higher education institutions is a pilot of digital solutions and examines the impact they have on travellers choosing Finland as their destination. The project studies the IoT, 360 videos and augmented reality, among other things. These studies are used as the basis of instructions drawn up for nature tourism entrepreneurs to use when marketing their services. During the year, the project included quick pilots, user surveys, prototypes and high-quality 360 videos, which were used as the basis of best practices and recommendations on using virtual components that were prepared for tourism enterprises (<http://virtual.outdoorsfinland.com>).

JOURNALISM STUDENTS PARTICIPATED IN THE ARRANGEMENTS OF THE SUOMIAREENA GOES EDUSKUNTA EVENT

Haaga-Helia's journalism students had the opportunity to ask questions from decision-makers at the SuomiAreena goes Eduskunta (SuomiAreena goes Parliament) event organised by MTV News and the city of Pori. This was already the second time that the journalism degree programme participated in the building and implementation of the preliminary event of the Suomi Areena together with the Parliament and MTV News. The theme of the event was the safety of the young and it was named Irti mun profiilista! - nuoret ja turvallisuus ("Step away from my profile – the young and safety"). The discussions covered reasons for the young not feeling safe, safety on the streets, as well as the responsibility of the media and its audiences. The discussion panel included ministers, members of the Parliament, researchers, experts from associations and media representatives.

PERSONNEL TRAINING SUPPORTS THE SUPERVISORS AND DIRECTORS OF VOCATIONAL INSTITUTES DURING CHANGE

Haaga-Helia started a training programme for education personnel on becoming a coaching supervisor. The programme was implemented in cooperation with Business Coaching Institute and is a development programme in a process form. This means that each participant receives support in finding their own way to apply a coaching approach in their work. At the same time, they are guided to apply methods which could help them support their employees as professionals and individuals. The framework and core contents of the development programme are based on the core skills of coaching defined by International Coach Federation (ICF). The target group of the education is the supervisors of institutes of vocational basic education and vocational adult education.

EMOTIONAL EXPERIENCES OF STUDENTS STUDIED IN THE TUTU PROJECT

The TuTu project carried out in 2018 examined the role emotions play in a learning setting and the development of emotional competence in the context of higher education. The study targeted students in the three Universities of Applied Sciences in the greater Helsinki region (3UAS). The data highlighted the importance of networks, support, feedback from peers and teachers as well as teachers' pedagogical skills. The results were collected in a publication at the end of 2018. TuTu was a joint project of Haaga-Helia, Laurea University of Applied Sciences and Metropolia University of Applied Sciences funded by the Wihuri Foundation.

EDUCATION EXPORT TO SOUTH AFRICA – TEACHERS TRAINED BY HAAGA-HELIA GRADUATED IN PRETORIA

The 2016 education agreement with the Tshwane University of Technology (TUT) in Pretoria, South Africa, continued to be successful. In June, 23 teachers trained by Haaga-Helia graduated from the training programme in Pretoria after the approximately ten-month teacher training period. Towards the end of 2018, the fifth group started their teacher training studies in Pretoria. Thirty-five teachers is completing 60 credits in accordance with the vocational teacher education curriculum in Pretoria. The cooperation between Haaga-Helia and the universities in Pretoria has been on-going for several years and will continue in the coming years as well.

**Our key objective
for the year was to
implement vocational
education and university
of applied sciences
education through
diverse learning
environments.**



GRADUATES:

267 teachers
34 special-needs teachers
19 student counsellors



WE MANAGED 15 RESEARCH AND DEVELOPMENT PROJECTS



78 PUBLICATIONS

THE SCHOOL OF VOCATIONAL TEACHER EDUCATION

Important themes included the challenges that teaching staff, supervisors and management as well as representatives of the working life are facing amidst the changing vocational pedagogy.

We realised our goal concerning diverse learning environments by allowing our teacher students to practice teaching in classrooms, workshops, genuine workplaces and by applying digital methods. We also focused on guidance by having the students practice both personal guidance, group guidance and guidance of students needing special support. During the year, 267 teachers, 34 special-needs teachers and 19 student counsellors graduated from our degree programmes.

We invested in high-quality research, development and innovation activities that focus on pedagogy concerning higher education institutions and the working life and,

in particular, the related educationalisation and smooth transfers of students from vocational education to higher education. During the year, we managed 15 research and development projects and produced 78 publications. We productised competence generated in teacher education and the RDI activities into continuing education activities. Continuing education was funded by the income from commercial implementations and funding from the Finnish National Agency for Education. We reached the set turnover objective.

We continued exporting teacher education. The successful cooperation with the Tshwane University of Technology in South Africa continued and 23 teachers graduated from our degree programme there. We received extremely positive feedback on the quality of education and on how it is organised. A new export project in Uruguay was also started

with EduExcellence Ltd. and Valkeakoski Vocational College.

Promoting a sense of community was one of our focus areas in our unit during the year. We agreed on common procedures for face-to-face meetings. Personnel competence was developed by implementing job rotation and emphasising digital competence. The feedback we received from the work atmosphere survey conducted in the autumn in our unit was extremely positive. With regard to quality management, we agreed to prepare quality documents on our commercial activities and RDI projects and to systematically monitor quality.

The teacher education council had an important role in the development of our operations. The chairperson of the council was Tiina Immonen, president of Mercuria Business College.

RESEARCH, DEVELOPMENT AND INNOVATION OPERATIONS AND SERVICES

We strategically promoted the RDI activities and our competence in our core areas of expertise, in particular: entrepreneurship, sales, services, digitalisation and pedagogy.

We built our sixth core area of expertise, business development. The impact of the RDI activities in our core areas of expertise was promoted by the hiring of the Heads of RDI in our units. We supported Haaga-Helia employees in applying for external funding by assisting them with, for example, competence development, preparation of project applications and project communication. In order to generate new project initiatives and applications, we developed the ProjektiBoosteri project tool as RDI cooperation within 3UAS (Haaga-Helia, Metropolia University of Applied Sciences and Laurea University of Applied Sciences).

We launched two new laboratories that apply artificial intelligence and biometrics. SalesLab and eComLab offer new initiatives for researching, teaching and promoting sales and interaction, among other things. The labs generate interesting cooperation opportunities internationally as well.

We reformed the Master's degree programmes in cooperation with a large number of Haaga-Helia teaching personnel and students. We ensured that the needs and perspectives of the future working life are

taken into consideration in the renewed programmes by also involving working life representatives in the reform work. Eight Master's degree programmes with 12 specialisations will be launched in the autumn of 2019, enabling multidisciplinary, flexible and customised study paths. The first student admissions to the programmes will be take place in the spring 2019.

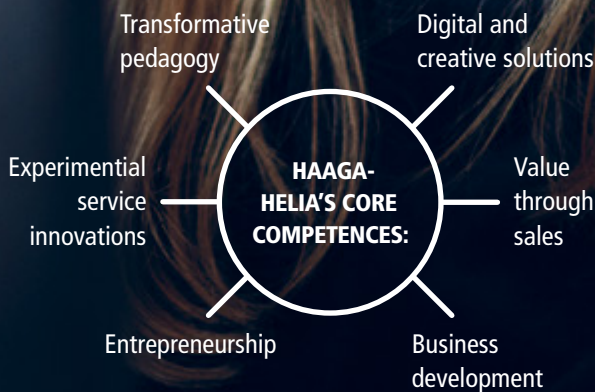
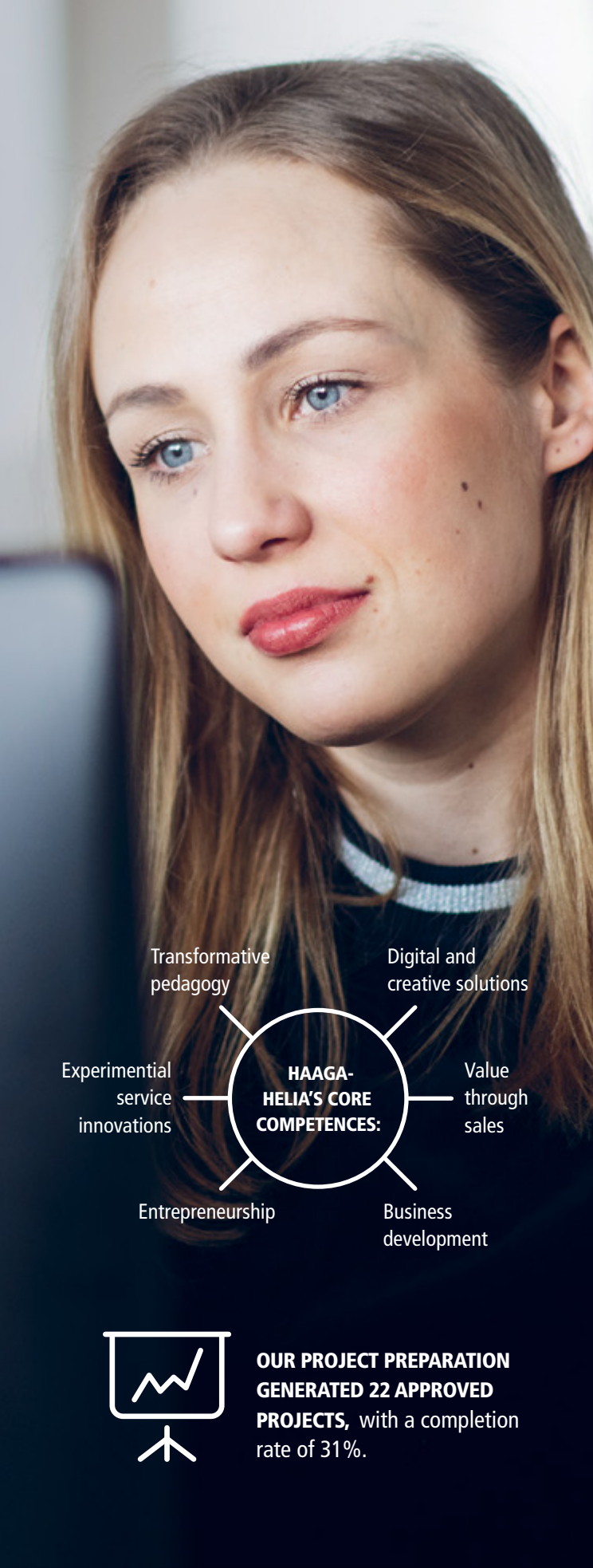
In the SmartUp project, we joined three other European higher education institutions to build a Master's programme of international entrepreneurship. In the 3UAS cooperation, we implemented an international innovation study module called CERN Bootcamp, which was attended by Master's degree students from all three 3UAS institutions.

StartUp School supported student entrepreneurs

StartUp School supported Haaga-Helia students in starting their own businesses and accelerating growth. We offered modules that could be included in the degree programmes and expanded our study offering to meet the competence needs of the work-

ing life in the future even better. Our StartUp School expanded to include more than 1,000 students. We developed our services and concepts intended for education export. An entrepreneurship training package was developed in South Africa and a module in Ukraine. A StartUp Week event for the management of the university of applied sciences that we organised had customer participants from South Africa and Botswana as well.

We supported the launch of the operations of the Helsinki Entrepreneurship Society (Helsinkies). The operations of the society founded by students got off to a great start: at the end of the year, it had 102 members. We led the operations of the entrepreneurship group of 3UAS. We participated in the implementation of the Cambridge Venture Camps aimed at 3UAS students in Finland and England and in the 10 days 100 challenges event. In addition, we supported the development of the entrepreneurship competence of 3UAS teachers by means of various events.



OUR PROJECT PREPARATION GENERATED 22 APPROVED PROJECTS, with a completion rate of 31%.

HAAGA-HELIA TO BE THE HOME OF TOP LABS IN SALES INTERACTION

Haaga-Helia took a step towards the future of sales in October by opening SalesLab, Europe's first top sales laboratory based on artificial intelligence and biometrics, and eComLab that focuses on the development of webstore operations. The labs provide students, instructors and companies interested in developing their sales with a completely new way to study and develop multichannel sales, customer encounters and interaction. The labs were developed as a result of long-term cooperation with companies operating in Finland. These new development environments were among the main investments of Haaga-Helia in 2018.

RENEWED MASTER'S PROGRAMMES OPEN DOORS TO MULTIDISCIPLINARY STUDY PATHS

Haaga-Helia's Finnish-language Master's programmes were renewed in 2018. The project to reform the programmes during the year resulted in the establishment of eight Master's programmes with 12 specialisations. The programmes are scheduled to start in the autumn of 2019 and will provide opportunities for multidisciplinary study paths. In addition to degree education, they are also suited for continuing education and organisation-specific customised education in the working life. The renewed programmes enable students to choose study paths that best serve their goals. In the programmes, groups of students representing various sectors, organisations, job duties and nationalities refine information together and receive support from their peers.

HELSINKIES – A COMMUNITY FOR FUTURE ENTREPRENEURS

The operations of Helsinkies, founded by Haaga-Helia's and Business College Helsinki's students in the spring of 2018, got off to a great start with 12 entrepreneurship events. The society promotes a culture where entrepreneurship is valued and the prerequisites of growth enterprises is promoted and brings together individuals who are interested in becoming entrepreneurs. The society organises a variety of activities, such as pitching events, hackathons and workshops in cooperation with Haaga-Helia, start-up companies and other student organisations. At the end of the year, Helsinkies had 102 members. Haaga-Helia's StartUp School has supported the launch of the operations with the help of a donation made by the Helsinki Region Chamber of Commerce.

INTERNATIONAL HIGHER EDUCATION INSTITUTION BEING PLANNED IN TALLINN

In 2018, we launched an education project with the objective of establishing an international higher education institution for the hospitality and service industry in Tallinn, Estonia. The concept, partnership model and business model of the institution were developed during the year. The name of the school is Nordic School of Hospitality & Innovation – Haaga-Helia, Tallinn. The curriculum and high-quality instruction of the institution will be provided by Haaga-Helia and four internationally recognised higher education institutions: Bad Honnef in Germany, Breda UAS in the Netherlands, Purdue University in the USA, and the Estonian Business School in Estonia. Haaga-Helia will be the coordinating higher education institution. The resolution to the matter is expected in the spring of 2019. The operations are scheduled to start in January 2020 with the first degree students.

ADDED VALUE THROUGH DIGITALISATION

The objective during the year of operation was to develop the automation and digitalisation of the basic processes in the Commercial Services to better serve the organisation. A CRM system was a key aspect of the reform, and a sales process and a related product register in the system were built. In addition, the customer and partner data were sorted and reclassified. The purpose of the reform was for the system to provide better support for the sales operations. Digitalisation was also promoted in sales with the implementation of the HubSpot marketing automation tool, which helps find sales leads. Through automation, it will be easier to monitor the forms of cooperation Haaga-Helia has with customers and partners and how they are realised in the results.

27 DONORS HELPED RAISE AROUND EUR 360,000

During the year, Haaga-Helia raised a total of approximately EUR 360,000. One of the key development targets was Haaga-Helia's new fund-raising concept, which was designed and implemented together with students. The goal of the concept was to provide increased support for new studies and learning environments by primarily allocating the donations directly to teaching as well as learning environments and platforms. The sales laboratories SalesLab and eComlab are good examples of this. The new concept also enabled making donations via SMS.



**THE TURNOVER OF THE
COMMERCIAL SERVICES WAS
EUR 3.58 million**



**A RECORD-BREAKING
5,098 JOB OPENINGS
PUBLISHED in the
Laura™ recruitment portal**



**THE NUMBER OF ALUMNI
WAS APPROXIMATELY 32,000**

**The turnover of our
Commercial Services was
EUR 3.58 million in 2018.
Training and development
programmes customised
for companies and
organisations accounted
for the majority of our
turnover.**

COMMERCIAL SERVICES

In our fee-based open short course offering, the most popular courses included service design, digital competence, 3D modelling and HRD competence. The turnover of our facilities rental services broke a record during the year of operation.

We focused on strengthening our impact and visibility during the year. Digitalisation of our services continued and we implemented the HubSpot marketing automation application. We participated in eight trade fairs during the year. We developed the mentoring programme in the alumni activities in cooperation with alumni, involving them more extensively in the development of students' competence and Haaga-Helia. We built a fund-raising concept that enables agile development and launched active fund-raising activities.

The profiling of partners began in order to offer them better targeted, customised services. According to the partner reputation survey carried out in the autumn, companies that engaged in active cooperation with Haaga-Helia, such as Finavia and the Nordic Business Forum, were considered to be the most appealing partners by our students.

A total of 81 companies participated in the Duunin.net recruitment fair, and we

developed student cooperation with Keuda in connection with the event. At the recruitment fair, 35 students in upper secondary education carried out a video project connected to their studies and completed more than 250 credits through study units and demonstrations. A record number of 5,098 job openings were advertised through the Laura™ recruitment portal, and more than 400 students visited the Urapiste career counselling booth. In addition, we implemented the Tiitus recruitment application pilot, actively worked in degree programmes and on campuses, and prepared the Career Coaching online course for international students who pay the tuition fee.

We launched a path study module designed for the degree education market in Vietnam for a total of 15 students with a local partner and a Finnish consortium. We prepared a concept of tailored training programmes and signed an agreement on tailored training leading to a Bachelor of Business Administration degree with a client in Lebanon. The first tailored training students started studying in the International Business programme in the autumn of 2018. With regard to the tuition fee-based education process, we introduced the first contin-

uous admissions process based on the applicants' SAT scores. We signed a cooperation agreement on Bachelor of Hospitality education with the Luminus Technical University College in Jordan. In addition, our University of Applied Sciences was accredited by the Jordan Ministry of Education.

In education export, we strengthened our presence in the market in China. The first students graduated from the joint degree programme of Haaga-Helia and Guangzhou Sports Polytechnic in December 2018. The Chinese Ministry of Education granted a permission for the Aviation Business degree programme to be implemented in cooperation with the Chongqing University of Science and Technology. Only 17 programmes were granted permissions in the entire China in 2018. During the year of operation, we signed three new letters of intent on joint degrees and became a member of the Finnish Winter Sport Cluster managed by Business Finland, which aims to strengthen the export of Finnish winter sports competence to China. In addition, we have been actively preparing for the inauguration of an RDI and training centre in the Suzhou region in southern China in 2019.

2018 2017 2016

BACHELOR'S DEGREES

Appeal (primary applicants / admission quota)	3.4	3.8	3.6
Primary applicants	7926	7085	8005
Admission quota	2344	1862	2226
Number of students	9033	9096	9173
Degrees completed	1857	1753	1799

MASTER'S DEGREES

Appeal (primary applicants / admission quota)	3.0	5.6	4.5
Primary applicants	1055	980	1060
Admission quota	352	175	238
Number of students	958	869	798
Degrees completed	213	190	202

THE SCHOOL OF VOCATIONAL TEACHER EDUCATION

Appeal (primary applicants / admission quota)	3.3	4.0	4.1
Primary applicants	1150	1404	1463
Admission quota	350	353	360
Number of students	530	510	562
Degrees completed	342	402	405

INTERNATIONAL MOBILITY

Student exchange	976	1047	1086
Students' work placement abroad	142	207	206
Expert mobility	718	637	602

RESEARCH, DEVELOPMENT AND INNOVATION ACTIVITIES (RDI)

Publications (Finnish and international articles and books)	419	325	255
Share of external funding (%)	60	67	79

KEY FIGURES 2018





**Our vision is to provide
our members with Finland's
largest student organisation
and the most extensive services
for students through
an easy-to-use digital service
channel together with the other
student unions in the Helsinki
metropolitan area.**

STUDENT UNION HELGA



During the year, we implemented new shared information systems to address the challenges and changed needs brought on by the digital era. The CRM member register offers a more customised service experience in compliance with the requirements of the EU's General Data Protection Regulation. Our webstore offers a convenient way to join the student union or purchase products or event tickets regardless of one's location. In the autumn, we worked on the digital Slice member ID, which provides opportunities for a new kind of service provision and diverse, locally available student benefits.

We participated in the establishment of the World Student Capital association, which

represents the 100,000 higher education students in the Helsinki metropolitan area. We continue the legacy of the networked cooperation in local and regional student advocacy. The voter activity in the representative council election continued to grow and reached 27.98 per cent in the autumn.

In the spring semester, our membership broke a record and exceeded 5,200 members. We maintained our position as the third largest student union in Finland. In the autumn, we introduced a new membership model which enabled members to access the events and services of five other student unions. We included the Zone sports services in the student union membership and continuously

developed a variety of service modules with our partners.

We promoted a sense of community by reviving the club activities and diversified the student culture by producing the first season of the Helga Speksi student play. This is the second play of its kind produced in the university of applied sciences setting.

We set our sights to the 2019 election spring by organising a series of seminars on current issues in the EU with the Eurooppanuoret association.

SERVICES

Student services

The focus in our operations was on reforms in 2018. We implemented the new Peppi basic register as the student management system. Our involvement was active in the national project to develop student admissions, and our admission services carried out the duty of being a coordinating higher education institution for three fields of study. In addition, we strengthened the administrative processes of the studies in the 3UAS institutions (Haaga-Helia, Laurea University of Applied Sciences and Metropolia University of Applied Sciences).

Promoting the provision of electronic services continued to be one of our key duties. We improved our services by actively collecting feedback, and our results in the internal survey on service development were excellent.

Our services include admission services, student affairs services provided by five Student Affairs Offices as well as student well-being services. We provided services to students on all campuses throughout their studies, from the application process to graduation. Our student well-being services supported students in their study progress and in the graduation process. Our goal is to further improve the academic results through these services.

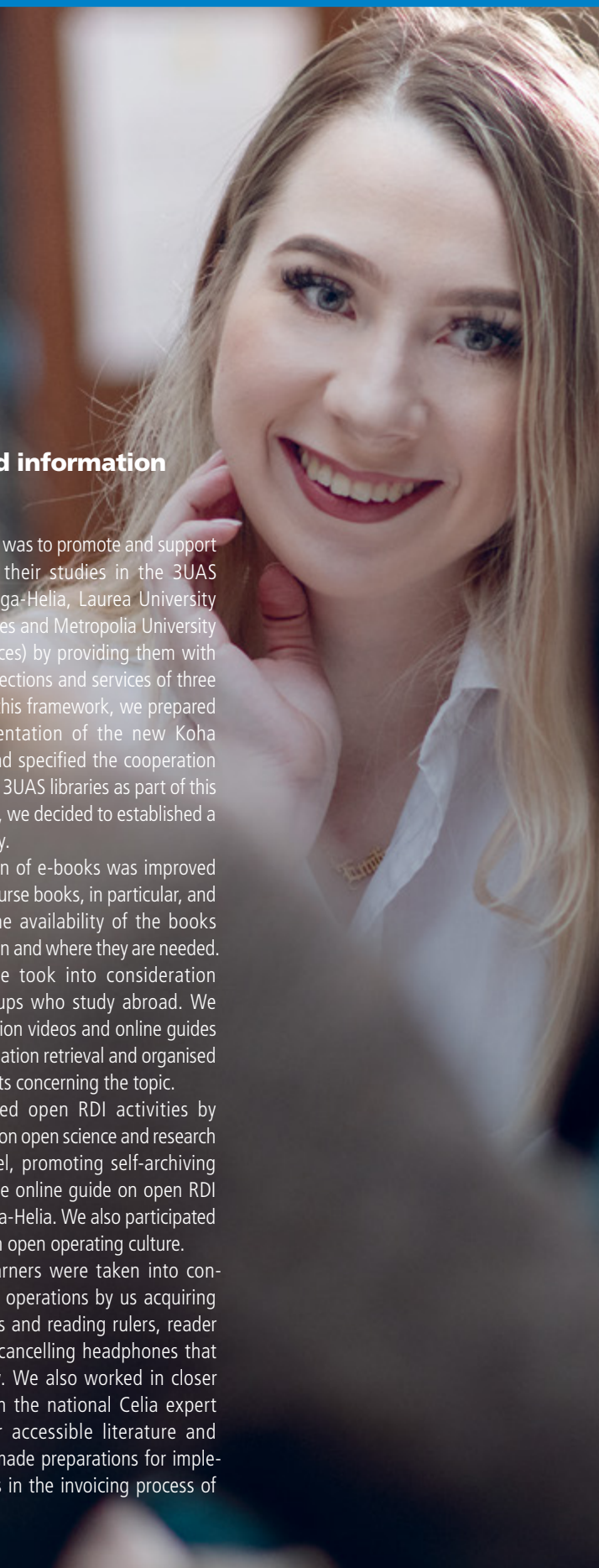
Library and information services

Our key objective was to promote and support the students in their studies in the 3UAS institutions (Haaga-Helia, Laurea University of Applied Sciences and Metropolia University of Applied Sciences) by providing them with access to the collections and services of three libraries. Within this framework, we prepared for the implementation of the new Koha library system and specified the cooperation agreement of the 3UAS libraries as part of this work. In addition, we decided to establish a joint online library.

Our collection of e-books was improved with regard to course books, in particular, and this improved the availability of the books regardless of when and where they are needed. In particular, we took into consideration our student groups who study abroad. We prepared instruction videos and online guides to support information retrieval and organised information events concerning the topic.

We supported open RDI activities by organising a tour on open science and research for our personnel, promoting self-archiving and preparing the online guide on open RDI activities at Haaga-Helia. We also participated in a project on an open operating culture.

Different learners were taken into consideration in our operations by us acquiring coloured overlays and reading rulers, reader pens and noise-cancelling headphones that they can borrow. We also worked in closer cooperation with the national Celia expert organisation for accessible literature and publishing. We made preparations for implementing robotics in the invoicing process of the library.



Information management services

We developed the overall architecture of our information systems, linking the development activities with Haaga-Helia's strategy and quality work. The development of the information architecture emphasised, in particular, compliance with the requirements set by the EU's General Data Protection Regulation. In addition, we overhauled Haaga-Helia's data repository system, which is the basis for the development of reporting in our operations.

The support and development role of information management was, in particular, visible in the implementation project of the Peppi resource planning system. We organised services related to project management and made our IT resources available in the project. The implementation was also supported in the projects carried out with regard to the Reportronic project management system, Funet's Etuubi video service, and the Sympa-SaaS-HR information management system.

The ICT service provision was supported by the implementation of the Helpdesk portal, which is the IT's new customer service system. Many reforms were also carried out in terms of the server, network, workstation and terminal device infrastructure. BYOD facilities and lab spaces were developed on the Pasila campus. In addition, SULO self-service video studios were established on all campuses.

The coordination of digital pedagogy was transferred to the information management operations in the spring of 2018, and we organised related training events, Digideli events and mentoring in the autumn.

International services

The student exchange and work placement activities continued to be active in 2018. A total of 976 students used exchange or placement opportunities through our programmes. The most popular destinations were Germany, Spain and the Netherlands. A total of 419 exchange students came to our campuses from 34 countries, with the majority originating from France, the Netherlands and Germany. We signed agreements on new student exchange programmes with Chile, Taiwan, Estonia and the UK.

We supported our students going abroad as exchange students by organising Intercultural Training courses. We also received grants in the amount of EUR 550,000 for the promotion of international mobility. Haaga-Helia's visibility and partnership network was strengthened in the EAIE, NAFSA and APAIE conferences in Geneva, Switzerland; Philadelphia, PA, in the USA; and in Singapore, respectively. We also renewed the student exchange application procedure by transforming it into a fully digital system.

Marketing and communication services

According to studies conducted by Taloustutkimus and T-Media, our reputation is still excellent both among students and business customers.

According to both studies, we are the most well-known university of applied sciences in Finland and one of the most interesting higher education institutions. We renewed our application marketing campaign and increased marketing in digital channels in order to identify the right target groups. The number of applicants applying for educational programmes in Finnish increased by six per cent during the operational year.

Our students' website Mynet was renovated and included as a part of the Peppi system. The students will now be able to manage, plan and monitor matters related to their studies through the site. We continued to be active with our publishing. Haaga-Helia personnel published 427 publications during the year, while the goal was set at 360 publications. Publishing was developed by adopting new publishing platforms, for example.

HR SERVICES

A key focus area in our competence development was to strengthen our skills in digital pedagogy. To that end, we launched the DigiPeda coaching programme for our personnel towards the end of the year. In order to strengthen our digital services as well, we implemented Sympa, a new HR system, at the beginning of the year and developed it further during the year. Sympa will serve our community in our strategic and daily HR processes.

In accordance with our strategy, strengthening the research, development and innovation activities and their prerequisites was also a key objective for us. We organised thematic coaching events ranging from brainstorming to financial instruments and project management. We also strengthened the RDI activities by recruitment and by decentralising RDI competence to different roles in our degree programme unit. In addition, we intensified the cooperation between the RDI activities and HR services in order to support the sharing and development of RDI competence.

We measure the preconditions of our strategy deployment regularly by means of Opersonnel surveys. The results of the survey conducted in the fall helped us identify the shared strengths that we should foster and continue to focus on: Haaga-Helia's bright future, support of vocational development, and management of one's own work. Involvement and dialogue during change processes was highlighted as a development area. Based on the results, Fostering Haaga-Helia's bright future – together is an important main theme in our operations in 2019. In strategy implementation we are progressing towards a continuous learning platform, and reforming education is a key development project for us. We will continue renewing our RDI activities in accordance with the strategic core competence

areas. In our shared development projects, we will specifically focus on dialogue and diverse co-creation.

With regard to the planning of education and the RDI activities as well as work allocation, we will continue to develop our operating model and use the functionalities of new systems (Peppi and Reportronic as well as Sympa supporting the HR processes). The new structures and operating models call for renewal on our part, and we will support this process by means of measures defined in the competence development plan and coaching calendar, as well as through the management of working ability while a special emphasis will be on learning on the job.

The main theme of our operations in 2018 was Working together. We continued our KOHTAAMO coaching programme aimed at the Haaga-Helia community. The goal of the programme was to strengthen our internal cooperation and sharing of enthusiasm.





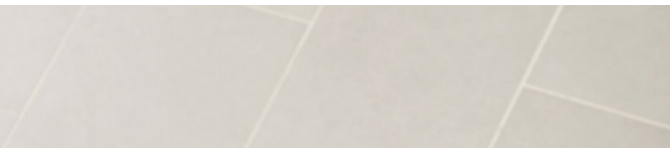
PERSONNEL 648

Teachers 391
Administrative
and support staff 257

PERSONNEL'S DEGREE STRUCTURE



Doctorate degree	68
Licentiate degree	26
Master's degree	340
UAS Master's degree	27
Bachelor's degree (university)	12
UAS Bachelor's degree	52
Other degrees	79



A NEW HEAD OF R&D POSITION FOR THE PROMOTION OF THE RDI ACTIVITIES

Haaga-Helia is committed to developing the strategic aspect of its research, development and innovation activities and to grow the volume of its RDI activities, the quantity of related Finnish and international project applications, and the external funding recognised from these as well as the number of publications. Haaga-Helia kept all this in mind when the coordination and management of the RDI activities were reformed by means of the new Head of R&D role. The Heads of R&D manage the project portfolio of their own core competence areas and participate in the strategic development of Haaga-Helia's RDI, reporting to the RDI Director.

DIGIPEDA TRAINING PROGRAMME FOR THE DEVELOPMENT OF PERSONNEL'S FUTURE COMPETENCE

Haaga-Helia invests increasingly in supporting learning and teaching that apply digital methods. The goal is to develop Haaga-Helia as a multi-channel, open, interactive and safe environment for collaboration, development and learning. As part of this approach, Haaga-Helia organised the first coaching programme in digital pedagogy with the aim to develop the digital pedagogy competence of the participants as well as the quality of online study periods/modules so that it meets the quality criteria defined for online implementations. The coaching programme was planned on the basis of the digital pedagogy coaching programme implemented in the nationwide eAMK project

IMPROVED SENSE OF COMMUNITY THROUGH THE KOHTAAMO COACHING PROGRAMME

The KOHTAAMO coaching programme targeting the entire Haaga-Helia community continued at the beginning of 2018. The goal of the programme was to strengthen our internal cooperation and sharing of enthusiasm. Personnel came together in workshops to define what productive and community-oriented cooperation looks like at its best at Haaga-Helia. In the autumn, the process culminated in a campaign in which personnel was asked to nominate a colleague who has a motivating impact on others. KOHTAAMO was followed by the JATKUMO programme in the Business education unit with the aim to agree on the ground rules of team teaching and to strengthen productive team teaching.

QUALITY SERVICES AND OTHER RESOURCE PLANNING SERVICES

The organisational units' joint quality team assessed the quality system as a whole, the quality portal and quality-related communications, and we used the assessment as a basis for developing these activities. A separate quality team was established on the Porvoo campus as a pilot.

We continued communications concerning the quality work and participated in numerous internal development projects supporting Haaga-Helia's strategy as well as in modelling new operating methods and related support processes. In cooperation with different units, we prepared a quality manual for education export, a new model for the PALKE survey for service development, and a model of social impact. We also started preparing for the inter-

national EPAS accreditation of the quality of education and research in business and management programmes.

We renewed our resource planning and implemented the Peppi system services and related new monitoring views and analytics tools to support reporting. Our data protection officer implemented changes required by the EU's General Data Protection Regulation.





During the year, we developed our operations on the basis of the recommendations made by the quality system audit and in accordance with the development plan.

SOCIETAL IMPACT

The societal impact of universities of applied sciences is significantly reflected in the development requirements of their regions' vocational environments.

At Haaga-Helia, societal impact is not a new concept. We drafted our first regional development strategy over ten years ago. At the same time, we also prepared our first assessment of our societal impact.

In 2018, we began working with PriceWaterhouseCoopers Oy to describe the societal impact model of Haaga-Helia. It highlighted some of the same matters as a decade earlier: at the heart of our societal impact is close and active cooperation with business community and partners, high employment rates of graduates and our agility as a private higher education institution.

Some of the basis for our societal impact is preparing for the next round of audits of

universities of applied sciences. One of its new evaluation areas is a higher education institution promoting impact and renewal, which includes the societal impact of the institution.

In 2019, we will continue our impact work by establishing a shared set of societal impact indicators. We have selected the themes for the next five years, which we are to use to analyse our societal role in more detail according to the themes.

We engaged in diverse practical work throughout the operational year to enhance our impact in the surrounding society. In 2018, we joined the City of Helsinki's Ilmastokumppanit ("Climate Partners") and made a

climate commitment where we commit to reducing the electricity consumption on our campuses and increasing the environmental awareness of our students and faculty during the coming years. Our electricity consumption in 2018 dropped by 8 per cent over the previous year. We also drafted a PRME report (Principles for Responsible Management Education), which is reported to the UN every two years.

SOCIETAL IMPACT AT HAAGA-HELIA

Impacts of high-quality education on individuals and society

- Expertise that meet current and future occupational requirements
- Opening doors to future careers:
 - *graduate employment*
 - *high-quality employment in fields that correspond with the field of education*
- Education's impact on the standard of living and well-being of graduates
- Personnel expertise and well-being
- Societal actions of students and personnel in society

Impact of research, development & innovation (RDI) and networking

- The direct utilisation of student skills in the business community and the impacts on the operations of companies and organisations
- Development of vocational education pedagogics
- Improved expertise of customers and partners
- New business activities and business
- Expertise created through RDI activities
- Services and products created through RDI activities and the impacts from adopting them
- Impacts of theses and development works
- Improved competitiveness and internationalisation of companies and operators in the public and third sectors

Environmental impacts

- Personnel's improved sustainable development expertise and actions to reduce emissions
- Reducing emissions by allowing personnel and students to work remotely
- Promoting sustainable development through RDI activities and education

Financial impact

- Revenue streams generated through Haaga-Helia operations





FINANCE

Parent company finances

Haaga-Helia University of Applied Sciences Ltd.'s earnings in 2018 were EUR 63.3 million (in 2017: 61.7 and in 2016: 57.9), in which basic funding accounted for EUR 54.5 (52.7; 50.6) million, or 86 per cent of the total earnings.

Total costs were EUR 61.7 million (60.7; 60.0). Direct personnel costs were EUR 39.7 (39.9; 40.2) million, or 64 per cent of the total costs. Haaga-Helia operates on leased premises, with the exception of Porvoo. Rental costs and maintenance charges amounted to EUR 9.6 million (8.7; 8.9), or 16 per cent of the total costs. The maintenance charges include an additional charge for capital costs of EUR 1.0 million which was used to repay the loan of Kiinteistö Oy Porvoon Campus ahead of the repayment schedule.

The total earnings from investment and funding activities were EUR -0.02 million (0.1; 0.3). The market value of financial securities was EUR 3.2 million higher than the book value.

The result for the financial year was EUR 1.5 million (1.1; -1.9), which a clear improvement on what was budgeted (EUR 0.3 million). The balance sheet total was EUR 50.3 million (46.3; 43.0).

The company's operating profit percentage was 2.5 (1.5; -3.6), return on equity was 4.1 (3.0; -5.1) per cent, return on capital employed 5.0 (3.3; -5.1) per cent, equity ratio 90.1 (89.8; 90.4) per cent and quick ratio 9.5 (9.0; 8.8).

Group finances

The Group includes Haaga-Helia University of Applied Sciences Ltd., Kiinteistö Oy Porvoo Campus, Haaga-Helia Global Education Services Ltd., and Haaga-Helia Baltic Ltd. The EduExcellence Ltd. associated company was established in 2017.

The Group's result for the financial year was EUR 1.6 million (1.0; -1.9). The balance sheet total was EUR 59.1 million (56.3; 53.4).

Income statements

	Group		Parent	
	1.1.–31.12.2018	1.1.–31.12.2017	1.1.–31.12.2018	1.1.–31.12.2017
TURNOVER	61 635 342.41	59 555 172.03	61 502 379.25	59 422 964.98
Other operating income	1 781 400.59	2 243 951.32	1 781 400.59	2 243 951.32
Materials and services	-1 221 775.03	-970 600.29	-1 176 074.71	-970 600.29
Raw materials, consumables and goods				
Purchases during the financial year	-608 202.12	-561 138.74	-569 311.80	-561 138.74
External services	-613 572.91	-409 461.55	-606 762.91	-409 461.55
Personnel expenses	-39 686 308.68	-39 894 835.34	-39 666 615.77	-39 883 429.99
Salaries and compensation	-33 150 469.21	-33 116 567.84	-33 134 092.43	-33 106 937.84
Statutory personnel expenses				
Pension expenses	-5 406 305.81	-5 225 924.73	-5 403 053.51	-5 224 266.49
Other statutory personnel expenses	-1 129 533.66	-1 552 342.77	-1 129 469.83	-1 552 225.66
Depreciation and impairments				
Depreciation according to plan	-2 717 274.92	-2 249 755.07	-1 977 866.07	-1 988 209.00
Other operating expenses, total	-17 857 927.70	-17 949 402.62	-18 901 661.96	-17 874 468.49
PROFIT/LOSS	1 933 456.67	734 530.03	1 561 561.33	950 208.53
Financial income and expenses				
Share of the loss of associated companies	-222 346.29	-58 076.74	0.00	0.00
Other interest and financial income	203 503.11	469 117.89	333 964.70	264 022.51
Interest expenses and other financial expenses	-351 186.00	-127 600.18	-351 152.73	-127 600.18
Financial income and expenses, total	-370 029.18	283 440.97	-17 188.03	136 422.33
PROFIT/LOSS BEFORE APPROPRIATIONS AND TAXES	1 563 427.49	1 017 971.00	1 544 373.30	1 086 630.86
PROFIT/LOSS FOR THE PERIOD	1 563 427.49	1 017 971.00	1 544 373.30	1 086 630.86

Balance sheets

	Group		Parent	
	31/12/2018	31/12/2017	31/12/2018	31/12/2017
Assets				
NON-CURRENT ASSETS				
Intangible assets	934 247.81	1 868 495.58	934 247.81	1 868 495.58
Other long-term expenses	934 247.81	1 868 495.58	934 247.81	1 868 495.58
Advance payments				
Tangible assets	15 422 182.73	16 527 461.67	2 107 437.76	2 182 486.64
Land and waters	58 975.00	58 975.00	0.00	0.00
Buildings and structures	13 168 101.12	14 185 952.51	0.00	0.00
Machinery and equipment	2 134 376.65	2 199 211.20	2 106 837.76	2 159 293.64
Other tangible assets	60 729.96	60 729.96	600.00	600.00
Advance payments and construction in progress	0.00	22 593.00	0.00	22 593.00
Investments	29 058 451.29	22 418 144.06	34 294 524.58	27 489 947.80
Holdings in group companies	0.00	0.00	5 152 165.00	5 152 165.00
Participating interests	277 653.71	441 923.26	500 000.00	500 000.00
Other shares and participations	712 001.00	327 001.00	712 001.00	327 001.00
Other receivables	138 438.00	138 438.00	0.00	0.00
Financial securities	27 930 358.58	21 510 781.80	27 930 358.58	21 510 781.80
NON-CURRENT ASSETS. TOTAL	45 414 881.83	40 814 101.31	37 336 210.15	31 540 930.02
CURRENT ASSETS				
Receivables				
Current receivables	2 579 840.45	2 998 812.87	2 375 782.37	2 731 679.22
Trade receivables	321 092.49	621 193.35	321 092.49	621 193.35
Receivables from group companies	0.00	0.00	89 643.96	23 373.98
Other receivables	375 476.06	336 357.99	82 563.97	47 202.41
Prepaid expenses and accrued income	1 883 271.90	2 041 261.53	1 882 481.95	2 039 909.48
Cash in hand and at banks	11 055 336.15	12 448 475.82	10 574 744.37	12 038 543.41
CURRENT ASSETS. TOTAL	13 635 176.60	15 447 288.69	12 950 526.74	14 770 222.63
ASSETS. TOTAL	59 050 058.43	56 261 390.00	50 286 736.89	46 311 152.65
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				
Invested unrestricted equity fund	2 973 000.00	2 973 000.00	2 973 000.00	2 973 000.00
Scholarship fund	82 493.00	99 493.00	82 493.00	99 493.00
Other funds	364 870.00	100.00	364 870.00	100.00
HH tuition-based education scholarship fund	115 265.35	85 000.00	115 265.35	85 000.00
Loan repayment fund	229 000.00	229 000.00	0.00	0.00
Other funds. total	3 764 628.35	3 386 593.00	3 535 628.35	3 157 593.00
Profit/loss from previous periods	27 558 549.82	26 481 719.02	27 839 499.39	26 752 868.53
Profit/loss for the period	1 563 427.49	1 017 971.00	1 544 373.30	1 086 630.86
Minority interests	1 835.00	1 835.00	0.00	0.00
SHAREHOLDERS' EQUITY. TOTAL	38 888 440.66	36 888 118.02	38 919 501.04	36 997 092.39
MANDATORY PROVISIONS	0.00	151 105.47	0.00	151 105.47
LIABILITIES				
NON-CURRENT LIABILITIES				
Loans from financial institutions	8 013 513.27	9 513 513.27	0.00	0.00
NON-CURRENT LIABILITIES. TOTAL	8 013 513.27	9 513 513.27	0.00	0.00
CURRENT LIABILITIES				
Loans from financial institutions	500 000.00	500 000.00	0.00	0.00
Advances received	7 065 654.65	5 128 519.17	7 065 654.65	5 128 519.17
Trade payables	562 134.35	472 950.46	625 188.45	457 279.78
Other payables	1 270 230.73	924 132.08	927 966.67	895 818.45
Accrued expenses and deferred income	2 750 084.77	2 683 051.53	2 748 425.78	2 681 337.39
CURRENT LIABILITIES. TOTAL	12 148 104.50	9 708 653.24	11 367 235.55	9 162 954.79
LIABILITIES. TOTAL	20 161 617.77	19 222 166.51	11 367 235.55	9 162 954.79
EQUITY AND LIABILITIES. TOTAL	59 050 058.43	56 261 390.00	50 286 736.89	46 311 152.65



BOARD OF DIRECTORS

Chairman

Managing Director Matti Niemi
until 19 April 2018,
Business Director Marja-Leena Tuomola
as of 19 April 2018

1st Vice Chairman of the Board

Development Manager Kai Laikio

2nd Vice Chairman of the Board

Managing Director Timo Lappi

Members of the Board

Managing Director Tauno Jalonen
Development Director Björn Keto
Student Max Laihonen
Principal Lecturer Teemu Moilanen
Administration and Information Manager
Marina Paulaharju
Managing Director Heikki J. Perälä

Expert Members of the Board

Managing Director Heikki Hietanen
Marketing Manager Pekka Heikkilä
until 19 April 2018,
Managing Director Sari Gustafsson
as of 19 April 2018

CEO of Haaga-Helia University of Applied Sciences Ltd.

Teemu Kokko

Secretary of the Board

CFO Jorma Alkula

Back row from left to right:

Max Laihonen
Heikki Hietanen
Teemu Moilanen
Tauno Jalonen
Heikki J. Perälä
Jorma Alkula
Timo Lappi
Sari Gustafsson
Teemu Kokko
Marja-Leena Tuomola
Marina Paulaharju
Kai Laikio



COLLEGIATE BODY

Chairman

Teemu Kokko

Members

Management Representative: Vice President Minna Hiillos (Deputy member, Director Salla Huttunen)

Full-time staff representative: Päivi Käri-Zein (Mikko Valtonen)

Personnel services representative: Tia Hoikkala (Marja Michelsson)

Student representative: Anssi Nissinen until 05/2018, Aleksi Säteri as of 06/2018 (Tero Tirkkonen)

Business representative: Olli Syvänen, Helsinki Sales Academy (Eija Hamina-Mäki, Kela),

Suvi Lahti-Leeve, Finnish Hospitality Association MaRa (Antti Perttilä)

Secretary of the Collegiate Body: Service Director Kari Salmi

Collegiate body presenting official: Airi Hirvonen

Back row from left to right:

Teemu Kokko

Olli Syvänen

Kari Salmi

Päivi Käri-Zein

Suvi Lahti-Leeve

Airi Hirvonen



MANAGEMENT GROUP

Chairman

President/CEO Teemu Kokko

Vice President, Commercial Director Jouni Ahonen
Commercial Services

Vice President, Director Minna Hiillos
Business Programmes

CFO Jorma Alkula
Financial Services

Director Salla Huttunen
Digi Business

HR Director Hanna Ilmonen
HR Services

Innovations Director Jatta Jussila-Suokas
until 31 May 2018,
RDI Director Satu Koivisto as of 7 August
2018
RDI Services

Director Matti Kauppinen
Experience and Wellness Economy

Director Jari Laukia
School of Vocational Teacher Education

Service Director Kari Salmi
Higher Education Services

Secretary to the Management Team

Administrative Director Ari Hälikkä
IT Services and Corporate Planning

Back row from left to right:

Hanna Ilmonen
Satu Koivisto
Ari Hälikkä
Minna Hiillos
Jouni Ahonen
Salla Huttunen
Jorma Alkula
Matti Kauppinen
Teemu Kokko
Jari Laukia
Kari Salmi

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