

# Global

# Reward Management

# Programme



*Benefit from the expertise of 3 leading European Business Schools –  
Earn a certificate in Global Reward Management*



# Global Reward Management Programme

The Global Reward Management Programme is designed to deepen your expertise in developing strategically aligned reward policies in a global business environment.

## A strategic approach to rewarding in a global context

A **good reward strategy** makes clear choices. It takes the firm's legal, social and economic contexts into account, as well as its strategy and culture. Furthermore, attention must be given to employee perceptions. A good reward strategy results in both sustainable value creation and higher performance.

## Essential tools and concepts

The Global Reward Management Programme provides a **perfect blend** of strong applied academic research, practical relevance and expertise to enable global reward professionals to apply the concepts and tools essential **to (re)shaping their organisation's reward policies, systems and governance into a strategic instrument**. The programme has a triple focus: (1) driving strategic change and employee behaviour; (2) meeting the challenges of rewarding in a global context; and (3) aligning strategy and rewards;

## Participant profile

This programme is ideal for professionals who have **international responsibilities in HR and/or reward management** and who work for companies with operations in multiple countries or with plans to expand internationally.

## Added value for you and your company

- The programme illuminates the critical success factors for designing rewards to have a significant **impact on performance**.
- You will learn to develop **reward policies** that are **aligned** with your company's **institutional, strategic and cultural contexts**.
- You will master highly relevant tools and frameworks that will help you **put powerful concepts into practice**.
- You will broaden your **international network** of peers, reward professionals and academics; and develop numerous opportunities for exchanging experience and best practices, both during and after the programme.
- You will benefit from a **well-balanced mix** of practice-oriented academic insights, tools and testimonials.
- You will receive a **Certificate in Global Reward Management**.

# Programme design

## MODULE 1

### Driving strategic change and employee behaviour

Reward systems and strategic change are bound together inextricably. The key starting point for properly developing and managing this relationship is a **deep understanding of employee behaviour and motivation.**

In Module 1, participants reflect on their rewarding practices from different angles, using various theoretical lenses, to fully understand the employee's perspective. This understanding enables participants to apprehend the change implications of any decision in rewarding at the individual and organisational level. It also facilitates understanding how organisational change affects employee perceptions of existing rewarding practices.

The participants will confront questions such as: What should you take into account when rewarding in a change management context? How do you ensure employee commitment? How to present, inspire, convince and win approval from top management, shareholders, auditing consultants... as well as the whole organisation? How to report on the results? How to communicate change in rewarding to the rest of the organisation?

Real business cases and testimonials illustrate **how decisions regarding global rewards can lead to structural and cultural change within organisations.**

## MODULE 2

### Meeting the challenges of rewarding in a global context

The **design and management of reward systems in a global context** is a challenging task that requires specific skills and expertise. International rewards often involve a delicate **balancing act between global standards and local customs in pay practices.**

Experts in the field of international compensation and benefits are faced with a number of challenging questions, including: What cultural and institutional factors should be considered while designing international pay systems? What are current trends in Europe, the US or Asia? What are the specifics of reward management in a global firm? How to conduct international benchmarking? Moreover, increasing international mobility poses further challenges, including: How to design an efficient and equitable **expatriate pay policy?**

Participants learn about current practices and trends in global rewards. Real-life examples as well as case studies provide deep insights into the important compensation and benefits challenges and corporate solutions in the context of the globalisation of business.

# Programme design

## MODULE 3

### Putting the pieces together: aligning strategy & reward

**Rewarding** is a very powerful **management tool for enhancing business performance**: it influences your employees' behaviour, skills and performance. But are you getting the most out of your organisation's reward policies?

What is your business context? What are your company's strategy, culture and structure? What do your employees think about the way they are rewarded? How can you develop reward policies and instruments (e.g., short-term incentives, long-term incentives) that strengthen the realisation of your strategy and long-term value creation?

Module 3 brings all the pieces together and introduces the **Strategic Rewards Model**, which helps participants gain insights into the **key ingredients** for developing, implementing and improving an **effective and efficient reward mix** in line with their company's strategy, culture and employee expectations.

Interactive, real-life case-based discussions introduce topics such as: How to link your reward strategy to your company's strategic objectives? What choices should you make before developing a reward system? What type of reward system best fits your organisation? How to assess your current reward system?

## MODULE 4

### Action! Developing, assessing and/or reshaping your reward strategy.

Under the guidance of a coach, participants are invited to choose between developing a (new) reward strategy for their organisation or to perform an in-depth audit of their organisation's existing reward strategy and to reshape where necessary. After an interactive group discussion, the participants defend their synthesised findings before a jury of faculty members and leading European practitioners. This **jury of experts provides** the participants with **insights and recommendations** that can readily be put to use.

<b>1</b> <i>Driving strategic change and employee behaviour</i>	<b>2</b> <i>Meeting the challenges of rewarding in a global context</i>	<b>3</b> <i>Putting the pieces together: Aligning strategy and reward</i>	<b>4</b> <i>Developing, assessing and/or reshaping your reward strategy</i>
<i>In-company project coached by the faculty and evaluated by a jury of leading practitioners</i>			
<i>Grenoble 19-22 March 2014</i>	<i>Berlin 21 - 24 May 2014</i>	<i>Ghent 17 - 20 September 2014</i>	<i>Brussels 27 - 28 November 2014</i>

# Meet your faculty

## Core faculty



### **Prof Xavier Baeten, PhD, Vlerick Business School**

Xavier is an expert & opinion-maker in the field of employee benefits and strategic rewarding. He has built long-term relationships with over 40 companies. As an independent member of numerous remuneration committees, he has developed a global perspective on rewarding. Xavier has introduced new ideas in many leading academic journals and books, translating the latest insights into relevant know-how for today's remuneration decision-makers.



### **Prof Christelle Tornikoski, PhD, Grenoble Ecole de Management**

Christelle is an academic expert in Global Rewards with a particular focus on intangible rewards, employment relationship, and psychological contract. A member of the European Academic Reward Network, Christelle is also a member of the Finnish research group on expatriation at the University of Vaasa, Finland.



### **Prof Dr Marion Festing, ESCP Europe**

Marion is a specialist in IHRM, with particular focus on global rewards and compensation. For many years, she has worked with multinational corporations and consultants on transnational compensation, expatriate compensation and the specific challenges of compensation in various countries of the world. A well-known expert especially in the CEE region, Marion's knowledge has been published in numerous reports supporting decision-makers in designing global rewards systems, in highly ranked academic journal articles, and in her recently published textbook on International HRM.

# Meet your faculty

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## Faculty

Other distinguished faculty members will also be actively involved in the programme.

- Kurt Verweire, Professor Strategy Management, Vlerick Business School
- Vassili Joannides, Professor Strategic Management Control, Grenoble Ecole de Management & Queensland University of Technology. Vice-President at De Burg & Associés
- Agnès Muir-Pouille, Professor Management & Behaviour, Grenoble Ecole de Management
- Werner Bruggeman, Professor Management Account & Control, University of Ghent and partner at B&M
- Allen D. Engle Sr., Professor Management, Eastern Kentucky University
- Erk Pining, Professor of Human Resource Management, ESCP Europe

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## Leading Practitioners

Xavier, Marion and Christelle invite **experts in the field** to share their experiences with the participants and to present their business testimonials.

A few of the leading practitioners invited to this programme include:

- Joris Carels, Compensation & Benefits Manager AGC Europe, AGC Group
- Dr. Alexander Schmid-Lossberg, Head of Corporate Human Resources, Axel Springer AG
- Niko Lymberopoulos, Vice President Center of Excellence, Beiersdorf AG
- Lars Timmermann, Director Global Compensation, Bombardier Transportation GmbH
- Ray Naylor, Compensation & Benefits Manager, GDF Suez
- Allen Powley, Senior VP Reward, GlaxoSmithKline
- Marc Croonen, HR Director EMEA, International Paper
- Tom Dewaele, Director Reward Europe NAMET RUB, Unilever

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## Labour Law Partners

Ius Laboris, a global alliance of leading employment, labour and pension law firms, that provides companies employing an international workforce with first-class legal advice and support on all human resources issues.

Ius Laboris has expertise in all aspects of human resources law: from Mobility to Discrimination, and from Restructuring to Pensions.



# Certified by 3 leading business schools



Upon successful completion of the programme, participants are awarded a certificate in Global Reward Management by 3 triple-accredited European business schools.



[www.vlerick.com](http://www.vlerick.com)

## Vlerick Business School

Vlerick Business School, with campuses in Ghent, Leuven, Brussels and St. Petersburg, is a prominent international business school where people and organisations come together to shape the future of global business.

Each year, the School admits about 800 students to its MBA and Masters programmes and develops over 180 executive programmes for about 6,000 executives. Beyond our presence in the heart of Europe, Vlerick Business School has forged alliances with over 40 other international business schools and established partnerships with over 400 companies worldwide, giving the school a truly global presence.



[www.grenoble-em.com](http://www.grenoble-em.com)

## Grenoble Ecole de Management

Located in the heart of the Silicon Valley of Europe, Grenoble Ecole de Management has been rapidly recognised for its ability to answer the ever-evolving needs of the local and global business communities, with a wide array of programmes from Bachelor to DBA and Executive Education.

With degree programmes offered in London, Moscow, Tbilisi, Beijing, Singapore, Riyadh and with Executive Corporate Custom Programs delivered on five continents, Grenoble Ecole de Management promotes talent development worldwide.

In 2012, over 6,000 students and participants from 115 nationalities joined our programmes.



[www.escpeurope.eu](http://www.escpeurope.eu)

## ESCP Europe

Established in 1819, ESCP Europe is the world's first business school and has educated generations of leaders and ground-breaking thinkers. With more than 120 professors teaching and conducting research on its five urban campuses - Paris, London, Berlin, Madrid and Torino - ESCP Europe has a true European identity that enables it to provide a unique style of business education with a global perspective on management issues.

ESCP Europe welcomes 4,000 students and 5,000 executives from 90 different nations every year, offering them a wide range of general management and specialised programmes. The School's alumni network counts 40,000 members (200 nationalities) in 150 countries. Together with its long-standing relationships with national and multinational companies, this network allows ESCP Europe to provide unique career opportunities on an international scale.

# Practical information

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## Dates and venues

4 modules of 2 to 3 days each (Wednesday noon till Saturday noon)

- 19 - 22 March 2014 (Grenoble, France)
- 21 - 24 May 2014 (Berlin, Germany)
- 17 - 20 September 2014 (Ghent, Belgium)
- 27 - 28 November 2014 (Brussels, Belgium)

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## Fee

The fee for this programme is €14,995 (excluding VAT). This fee includes dinner series, catering, seminar facilities, and extra-curricular and networking activities. Travel and accommodation costs are not included.

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## Information & registration

### Vlerick Business School

[WWW.VLERICK.COM/GLOBALREWARD](http://WWW.VLERICK.COM/GLOBALREWARD)

#### Contact

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### Grenoble Ecole de Management

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### ESCP

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