

Professional Master's Degree  
MBA in Fashion and Luxury  
Communication Management



## Professional Master's Degree MBA in Fashion and Luxury Communication Management

- » Modality: online
- » Duration: 12 months
- » Certificate: TECH Technological University
- » Schedule: at your own pace
- » Exams: online

Website: [www.techtute.com/us/journalism-communication/professional-master-degree/master-mba-fashion-luxury-communication-management](http://www.techtute.com/us/journalism-communication/professional-master-degree/master-mba-fashion-luxury-communication-management)

# Index

01

Introduction

---

*p. 4*

02

Objectives

---

*p. 8*

03

Skills

---

*p. 16*

04

Course Management

---

*p. 20*

05

Structure and Content

---

*p. 44*

06

Methodology

---

*p. 58*

07

Certificate

---

*p. 66*

# 01

# Introduction

Journalism is undoubtedly a profession with many specialties, which means that professionals can choose among them in their professional practice. One of the most prominent in recent times is fashion and luxury journalism, a branch highly demanded by companies and that requires the relevant specialization by professionals in order to understand in depth the workings of these sectors. Aware of this, TECH professionals have designed this Professional Master's Degree that aims to unravel the most important aspects of fashion, beauty and luxury companies in order to prepare specialized journalists to be much more competent and prepared to successfully solve the daily exercise of their profession and aspire to professional growth.



“

*We offer you the best teaching methodology and a multitude of practical cases to simulate the real life situations which you could face throughout your career”*

It has been proven that communication is a powerful weapon in many scenarios, and one of the most prominent is in the fields of beauty and fashion. In this area, communication is a powerful resource for directing a certain message through various channels such as social media, mass communication media or circles of influence. Throughout the years, leaders have identified communication as an indispensable tool in the art of telling stories, improving the general mood of a group and as information transmitters, capable of "creating movement" through messages which incite some form of action.

The content of this academic program has been designed with the objective of favoring the development of professional skills that promote more rigorous decision-making in uncertain environments. Therefore, the graduate will be able to generate innovative communication strategies oriented to the fashion and beauty sector successfully, boosting their skills to the next level. Over the course of 2,700 hours of instruction, the student will analyze a multitude of practical cases through individual and team work. It is, therefore, an authentic immersion in real business situations. In addition, this exclusive program deals in depth with all the aspects that influence the communication of a company, from a strategic and international perspective, as well as the work of the specialized journalist from a global point of view. In this way, the student will assume their position with a more accurate vision of the sector thanks to a curriculum designed and focused on professional improvement.

Therefore, you will achieve your objectives through innovative content based on the latest trends, and supported by the best educational methodology and an exceptional faculty, which will provide you with the skills to solve critical situations in a creative and efficient way. Furthermore, the 100% online format of the course allows the student to control their hours of study, without the inconvenience of traveling to an education center for classes. In addition, this academic program also offers 10 intensive Masterclasses, which are led by an internationally renowned expert.

This **MBA in Fashion and Luxury Communication Management** contains the most complete and up-to-date program on the market. The most important features include:

- ♦ The development of case studies presented by experts in fashion and luxury journalism
- ♦ The graphic, schematic, and practical contents with which they are created provide scientific and practical information on the disciplines that are essential for professional practice
- ♦ News on fashion and luxury journalism
- ♦ Practical exercises where the self-assessment process can be carried out to improve learning
- ♦ With special emphasis on innovative methodologies in journalism and Fashion and Luxury Communications Management
- ♦ Algorithm-based interactive learning system for decision-making in situations focused on journalism and digital communication
- ♦ Theoretical lessons, questions to the expert, debate forums on controversial topics, and individual reflection assignments
- ♦ Content that is accessible from any fixed or portable device with an Internet connection



*This program will allow you to enhance your skills and become a successful journalist in the his exclusive Masterclasses"*

“

*TECH offers you the best program on the market in journalism and fashion and luxury communication. You only have to bring your enthusiasm to study”*

The program includes in its teaching staff professionals belonging to the field of journalism and communication, who bring to this program the experience of their work, as well as recognized specialists from renowned societies and prestigious universities.

The multimedia content, developed with the latest educational technology, will provide the professional with situated and contextual learning, i.e., a simulated environment that will provide an immersive program designed to learn in real situations.

This program is designed around Problem-Based Learning, whereby the professional must try to solve the different professional practice situations that arise throughout the program. To do so, the professional will be assisted by an innovative interactive video system created by renowned and experienced experts in the field of fashion, beauty and luxury journalism.

*Become an excellent journalist and learn how to narrate fashion news with a new perspective.*

*Professional journalists must provide truthful, objective and independent information. Only in this way will citizens be able to reliably know what is happening in the world.*



# 02

# Objectives

This program is designed to strengthen your abilities and help you develop new skills in the field of communication that will be essential in your professional development as a journalist in Fashion and Luxury Communication Management. After the program, students will be able to design and implement specific actions, either as part of a company's press office or as specialized journalists. In this way, you can become a successful professional in the field, acquiring advanced skills and being able to manage diverse, large-scale projects.







“

*If your goal is to develop as a journalist in the field of fashion and luxury, then this Professional Master's Degree is ideal for you"*



## General Objectives

- ♦ Have a comprehensive and professional vision of the communication environment in the fields of fashion, luxury and beauty, identifying the particularities of the sector, as well as its impact and repercussion on the business fabric as a whole
- ♦ Acquire basic and advanced knowledge in order to be able to generate new communication ecosystems in relation to fashion
- ♦ Enhance your management, analysis, creativity and leadership skills as the main competencies to grow within the industry
- ♦ Develop excellent reporting and communication skills, both spoken/verbal and written/non-verbal
- ♦ Obtain the necessary ethical responsibility
- ♦ Develop critical thinking skills
- ♦ Generate a competitive communication strategy within the industry by knowing in depth the dynamics of communication, the fashion business and the determining components





## Specific Objectives

---

### Module 1. Introduction to Communication in the MBL Industry

- ♦ Approach the main areas of communication in relation to fashion and beauty
- ♦ Questions and introduction to some topics of interest that will be developed throughout the program
- ♦ Lay the foundations of knowledge in the field of fashion, beauty and luxury
- ♦ Analyze the role that each professional plays within the fashion industry
- ♦ Know and learn how to use the terminology of the sector

### Module 2. Consumer Identity and Evolving Trends

- ♦ Detect the signs of change and turn them into an opportunity thanks to a predictive trend report that minimizes risk and optimizes resources ahead of our competitors
- ♦ Gain an in-depth understanding of the concept of appearance, lifestyle and trend
- ♦ Unravel the communication process established through color, shape, fabric or silhouette
- ♦ Understand how fashion is constructed and how it is related in an exercise of perception, interpretation and visual projection with the identity of the receiver of the message that we emit in the form of a dress, T-shirt or accessory

### Module 3. Content Creation: The Message

- ♦ Enable students to have a deep understanding of the nature of the message and its basic components
- ♦ Know the main automated communication tools that are currently used in the fashion industry
- ♦ Know how to identify the style of messages, images and contents that are elaborated in the industry being possible for the student to replicate and organize them in time

### Module 4. Communication Techniques in the Fashion, Beauty and Luxury Ecosystem

- ♦ Build a digital environment capable of attracting traffic/audience to your fashion brand, either offline or online, with a desired positioning
- ♦ Generate a content tree and consistent content throughout the Bio
- ♦ Write a press release, blog or tell a story that identifies your brand ecosystem
- ♦ Adapt the results and generate a new ecosystem
- ♦ Recognize and replicate the style of communication in the fashion and beauty environment

### Module 5. Metrics for Communication Analysis

- ♦ Understand the measurement process in the communication sector, create and establish efficient and effective metrics based on brand identity
- ♦ Apply the fundamental indicators and establish the boundary between qualitative and quantitative variables
- ♦ Evaluate the chosen analysis methods and apply the results to brand actions
- ♦ Predict the results of the following metrics in order to minimize risks
- ♦ Develop and present a fashion industry-specific dashboard and a progress report identifying lines of communication
- ♦ Refocus Leadership

### **Module 6. Specialized Press and Public Relations**

- ♦ Understand strategic communication and apply it with ethical and professional responsibility
- ♦ Establish public relations that serve the purpose of communication, knowing how public relations work in the fashion industry
- ♦ Lead a team capable of creating an event as well as a unique user experience, whether in the physical or digital environment
- ♦ Adapt to the dynamics of the specialized press in the areas of fashion and beauty
- ♦ Know the evolution of public relations and the latest market trends
- ♦ Develop negotiation skills to establish agreements that constitute a social link

### **Module 7. New Communication Channels: Social Networks & YouTube**

- ♦ Offer a direct, personal, and adequate communication capable of meeting the specific objectives of each social media
- ♦ Specific vision of each of the digital communication channels that currently exist
- ♦ Understand how influence is exercised from the communication channel and the new power strategies that are exercised from the digital environment
- ♦ Replicate an influence exercise from my social media channel
- ♦ Identify the rise of the audiovisual channel as a leading medium among the public opinion

### **Module 8. Internal Communication, Corporatism and Crisis Management**

- ♦ Know the organization chart of a communication company in the fashion and beauty environment
- ♦ Reduce employee uncertainty, both in the face of internal changes and those external to the organization
- ♦ Align and build a team loyal to the brand's objectives, mission and values
- ♦ Understand the crisis resolution process and the role of the communication director in difficult times
- ♦ Organize your own discourse for social networks and mass media aligned with the company's values
- ♦ Fit sustainability into the communication strategy without losing identity
- ♦ Identify potential adversities your brand will face in the future
- ♦ Develop a strategic plan and a recyclable contingency plan

### **Module 9. Business Strategies in MBL Companies**

- ♦ Identify the dynamics in which fashion and beauty companies are formed and maintained
- ♦ Adapt the communication strategy to the most suitable business model for each brand
- ♦ Understand and apply strategies and tactics specific to the fashion and beauty industry
- ♦ Establish a "communicable" value proposition
- ♦ Communicate through product sales in phygital environments
- ♦ Communicate innovation and realign the target audience when a change occurs and calculate its impact on product pricing



### **Module 10. The Communication Plan**

- ♦ Apply the knowledge acquired so far to develop a competitive communication plan
- ♦ Understand and fit our communication strategy in the fashion industry
- ♦ Understand the structure of the communication plan and its reason for being as well as the main techniques used in each of its stages
- ♦ Develop critical thinking for the assessment of the communication strategy
- ♦ Establish specific communication actions for the fashion and beauty sector
- ♦ Deliver a long-term communication strategy, evaluate and readapt it

### **Module 11. Leadership, Ethics and Social Responsibility in Companies**

- ♦ Analyze the impact of globalization on corporate governance and corporate management
- ♦ Evaluate the importance of effective leadership in the management and success of companies
- ♦ Define cross-cultural management strategies and their relevance in diverse business environments
- ♦ Develop leadership skills and understand the current challenges faced by leaders
- ♦ Determine the principles and practices of business ethics and their application in corporate decision making
- ♦ Structure strategies for the implementation and improvement of sustainability and social responsibility in business

### Module 12. People and Talent Management

- ♦ Determine the relationship between strategic direction and human resources management
- ♦ Delve into the skills required for effective competency-based human resources management
- ♦ Delve into the methodologies for performance evaluation and performance management
- ♦ Integrate innovations in talent management and their impact on employee retention and loyalty
- ♦ Develop strategies for motivation and development of high performance teams
- ♦ Propose effective solutions for change management and conflict resolution in organizations

### Module 13. Economic and Financial Management

- ♦ Analyze the macroeconomic environment and its influence on the national and international financial system
- ♦ Define information systems and Business Intelligence for financial decision making
- ♦ Differentiate key financial decisions and risk management in financial management
- ♦ Evaluate strategies for financial planning and obtaining business financing

### Module 14. Commercial Management and Strategic Marketing

- ♦ Structure the conceptual framework and the importance of commercial management in companies
- ♦ Delve into the fundamental elements and activities of marketing and their impact on the organization
- ♦ Determine the stages of the marketing strategic planning process
- ♦ Evaluate strategies to improve corporate communication and the digital reputation of the company

### Module 15. Executive Management

- ♦ Define the concept of General Management and its relevance in business management
- ♦ Evaluate the roles and responsibilities of the manager in the organizational culture
- ♦ Analyze the importance of operations management and quality management in the value chain
- ♦ Develop interpersonal communication and public speaking skills for the formation of spokespersons



*Develop your skills to become a versatile journalist at the forefront of the the latest trends”*



# 03 Skills

After passing the assessments of the MBA in Fashion and Luxury Communication Management, the professional will have acquired the necessary professional abilities to perform quality work and will have new skills and techniques that will help them to enhance the knowledge they already have. In this way, the journalism and communication professional will be able to work successfully both as a fashion correspondent, as well as in the facilities of a press office of a company in this sector. This will therefore increase the value of your CV and will help you to become a much more competent journalist, prepared to work in different fields.





“

*Through studying this master's degree you will acquire the necessary skills to be able to take your performance to a higher level”*



## General Skills

---

- ♦ Specialize in the interpretation and evaluation of fashion and luxury news
- ♦ Use the reporter's ethics and know the importance of news in this sector
- ♦ Analyze the different sources of fashion and luxury journalism
- ♦ Apply innovative techniques and concepts used in the speciality
- ♦ Use innovative processes that apply to the practice of the profession
- ♦ Manage new communication channels on the internet
- ♦ Create appropriate communication plans for each sector



*Enroll in the best fashion communication program on the current university market"*





## Specific Skills

---

- ◆ Develop a competitive communication strategy within the industry with an in-depth knowledge of the dynamics of communication, the fashion business and the determining components
- ◆ Identify opportunities and be able to evolve by looking at one's own work
- ◆ Generate a social impact and direct public opinion with ethical and professional responsibility
- ◆ Improve skills in decision-making thanks to observation, analysis, interpretation and action in relation to the professional criteria and the elaboration of critical reports
- ◆ Understand and be able to execute the communication process in an effective way, adapting it to each channel, company profile and public objective



# 04

# Course Management

The design of this program has been created by a team of journalism professionals with years of professional and teaching experience. All of them, aware of the current need for quality education in the journalism and communication sector, have joined their knowledge to provide you with the most complete program in the market, which will allow you to develop yourself in the field of Communication in Fashion and Luxury Management with success, reaching first level professional competences and becoming a much more reputable professional in the sector.



The background of the slide features a collage of fashion sketches on a white grid background. On the left, there is a watercolor-style sketch of a blue and yellow garment. In the center, there are two line drawings of female figures in various outfits, one with blue hair and glasses. On the right, there is a line drawing of a woman with glasses wearing a long white dress. The entire scene is overlaid on a large, diagonal red and white graphic element.

“

*Learn, from the best professionals in the industry, the latest developments in fashion and luxury journalism and become a sought-after professional"*

## International Guest Director

With an extensive career in the **Fashion and Luxury** sector, Dr. Eleonora Cattaneo stands out internationally for her contributions as a **consultant to to globally renowned** brands.

This renowned expert has been involved with some of the most powerful **Fortune 500** companies such as **Fiat, CNH Industrial, Renault** and **Nestlé**, among others.

For years, the researcher has investigated the **socio-cultural contexts** linked to luxury and the ways in which the most prestigious companies in this field **create meanings** and **enhance their products or services**. Her most recent book, *Managing Luxury Brands*, also shows her interest in analyzing their **environmental** and **social influence** of this industry, as well as the opportunities that current technological innovations offer to this field.

At the same time, Dr. Cattaneo has collaborated as **Internal Advisor** to several **Marketing Directors** for various corporations. In this way, she has provided information and support in the deployment of **new market entry** strategies, **brand repositioning**, and **product launches**. On the other hand, **international communications** is another of her most experienced fields of work.

Based on her extensive training, the specialist was selected to lead the **Luxury and Guest Experience Management Program** at the renowned Glion Institute in Switzerland. In this institution of reference for the entire European business network, the expert has supported the **development** of **interpersonal** and **professional skills** in corporate leaders from all over the world. Prior to this position, she was **Director of Executive Programs** for the Swiss Education Group and Regent's University of London.

As for her **academic background**, Cattaneo holds a **Doctorate in Marketing** from the University of Pavia, Italy, and an **MBA** from the SDA Bocconi School of Management.



## Dr. Cattaneo, Eleonora

---

- ♦ Director of the Luxury and Guest Experience Management Program at the Glion Institute, Switzerland
- ♦ Director of Executive Programs at the Swiss Education Group
- ♦ Head of the Luxury Brand Management Program at Regent's University of London
- ♦ Professor of International Marketing at the University Institute Carlo Cattaneo
- ♦ Consultant to brands such as Fiat, CNH Industrial, Renault and Nestlé and other Fortune 500 brands
- ♦ Doctorate in Marketing from the University of Pavia, Italy
- ♦ BA from the SDA Bocconi School of Management, Italy
- ♦ Bachelor's degree from Bristol University, United Kingdom
- ♦ Member of: the Chartered Institute of Management, UK and the Swiss Center for Luxury Research

“

*Thanks to TECH you will be able to learn with the best professionals in the world"*

## International Guest Director

With over 20 years of experience in designing and leading global **talent acquisition teams**, Jennifer Dove is an expert in **recruitment** and **technology strategy**. Throughout her career, she has held senior positions in several technology organizations within **Fortune 50** companies, such as **NBC Universal** and **Comcast**. Her track record has allowed her to excel in competitive, high-growth environments.

As **Vice President of Talent Acquisition** at **Mastercard**, she is responsible for overseeing talent onboarding strategy and execution, collaborating with business leaders and **HR** managers to meet operational and strategic hiring objectives. In particular, she aims to build **diverse, inclusive** and **high-performing teams** that drive innovation and growth of the company's products and services. In addition, she is adept at using tools to attract and retain the best people from around the world. She is also responsible for **amplifying** Mastercard's **employer brand** and **value proposition** through publications, events and social media.

Jennifer Dove has demonstrated her commitment to continuous professional development, actively participating in networks of Human Resources professionals and contributing to the incorporation of numerous workers in different companies. After earning her bachelor's degree in **Organizational Communication** from the University of **Miami**, she has held senior recruiting positions at companies in a variety of fields.

On the other hand, she has been recognized for her ability to lead organizational transformations, **integrate technologies** in **recruitment processes** and develop leadership programs that prepare institutions for future challenges. She has also successfully implemented **occupational wellness programs** that have significantly increased employee satisfaction and retention.





## Ms. Dove, Jennifer

---

- Vice President, Talent Acquisition, Mastercard, New York, USA
- Director of Talent Acquisition, NBCUniversal, New York, USA
- Head of Recruitment at Comcast
- Director of Recruiting at Rite Hire Advisory, New York, USA
- Executive Vice President, Sales Division at Ardor NY Real Estate
- Director of Recruitment at Valerie August & Associates
- Account Executive at BNC
- Account Executive at Vault
- Graduated in Organizational Communication from the University of Miami

“

*TECH has a distinguished and specialized group of International Guest Directors, with important leadership roles in the most leading companies in the global market"*

## International Guest Director

A technology leader with decades of experience in major technology multinationals, Rick Gauthier has developed prominently in the field of cloud services and end-to-end process improvement. He has been recognized as a leader and manager of highly efficient teams, showing a natural talent for ensuring a high level of engagement among his employees.

He possesses innate gifts in strategy and executive innovation, developing new ideas and backing his success with quality data. His background at Amazon has allowed him to manage and integrate the company's IT services in the United States. At Microsoft he has led a team of 104 people, responsible for providing corporate-wide IT infrastructure and supporting product engineering departments across the company.

This experience has allowed him to stand out as a high-impact manager with remarkable abilities to increase efficiency, productivity and overall customer satisfaction.



## Mr. Gauthier, Rick

---

- ♦ Regional IT Director - Amazon, Seattle , USA
- ♦ Senior Program Manager at Amazon
- ♦ Vice President, Wimmer Solutions
- ♦ Senior Director of Productive Engineering Services at Microsoft
- ♦ Degree in Cybersecurity from Western Governors University
- ♦ Technical Certificate in Commercial Diving from Divers Institute of Technology
- ♦ B.S. in Environmental Studies from The Evergreen State College

“

*Take the opportunity to learn about the latest advances in this field in order to apply it to your daily practice"*

## International Guest Director

Romi Arman is a renowned international expert with more than two decades of experience in **Digital Transformation, Marketing, Strategy and Consulting**. Through that extended trajectory, he has taken different risks and is a permanent advocate for **innovation and change** in the business environment. With that expertise, he has collaborated with CEOs and corporate organizations from all over the world, pushing them to move away from traditional business models. In this way, he has helped companies such as Shell Energy become **true market leaders**, focused on their **customers and the digital world**.

The strategies designed by Arman have a real impact, as they have enabled several corporations to **improve the experiences of consumers, staff and shareholders** alike. The success of this expert is quantifiable through tangible metrics such as **CSAT, employee engagement** in the institutions where he has practiced and the growth of the **EBITDA financial indicator** in each of them.

He has also nurtured and led **high-performing teams** throughout his career that have received awards for their **transformational potential**. With Shell, specifically, the executive has always set out to overcome three challenges: **meeting the complex decarbonization demands** of customers, **supporting “cost-effective decarbonization”** and **overhauling** overhauling a fragmented data, **digital and technology landscape**. In this way, his efforts have evidenced that in order to achieve sustainable success, it is essential to start from the needs of consumers and lay the foundations for the transformation of processes, data, technology and culture.

On the other hand, the executive stands out for his mastery of the **business applications** of **Artificial Intelligence**, a subject in which he has a postgraduate degree from the London Business School. At the same time, he has accumulated experience in **IoT and Salesforce**.



## Mr. Arman, Romi

---

- ♦ Chief Digital Officer (CDO) at Shell Energy Corporation, London, United Kingdom
- ♦ Global Head of eCommerce and Customer Service at Shell Energy Corporation
- ♦ National Key Account Manager (Automotive OEM and Retail) for Shell in Kuala Lumpur, Malaysia
- ♦ Senior Management Consultant (Financial Services Sector) for Accenture from Singapore
- ♦ Graduate of the University of Leeds
- ♦ Postgraduate Diploma in Business Applications of AI for Senior Executives from London Business School
- ♦ CCXP Customer Experience Professional Certification
- ♦ Executive Digital Transformation Course by IMD



*Do you want to update your knowledge with the highest educational quality? TECH offers you the most updated content in the academic market, designed by authentic experts of international prestige"*

## International Guest Director

Manuel Arens is an experienced data management professional and leader of a highly qualified team. In fact, Arens holds the position of **Global Procurement Manager** in Google's Technical Infrastructure and Data Center division, where he has spent most of his professional career. Based in Mountain View, California, he has provided solutions for the tech giant's operational challenges, such as **master data integrity**, **vendor data updates** and **vendor prioritization**. He has led data center supply chain planning and vendor risk assessment, generating improvements in vendor risk assessment, resulting in process improvements and workflow management that have resulted in significant cost savings.

With more than a decade of work providing digital solutions and leadership for companies in diverse industries, he has extensive experience in all aspects of strategic solution delivery, including **marketing**, **media analytics**, **measurement** and **attribution**. In fact, he has received a number of accolades for his work, including the **BIM Leadership Award**, the **Search Leadership Award**, **Export Lead Generation Program Award** and the **EMEA Best Sales Model Award**.

Arens also served as **Sales Manager** in Dublin, Ireland. In this role, he built a team of 4 to 14 members over three years and led the sales team to achieve results and collaborate well with each other and cross-functional teams. He also served as **Senior Industry Analyst**, Hamburg, Germany, creating storylines for over 150 clients using internal and third party tools to support analysis. He developed and wrote in-depth reports to demonstrate his mastery of the subject matter, including understanding the **macroeconomic and political/regulatory factors** affecting technology adoption and diffusion.

He has also led teams at companies such as **Eaton**, **Airbus** and **Siemens**, where he gained valuable account and supply chain management experience. He is particularly noted for continually exceeding expectations by **building valuable customer relationships** and **working seamlessly with people at all levels of an organization**, including stakeholders, management, team members and customers. His data-driven approach and ability to develop innovative and scalable solutions to industry challenges have made him a prominent leader in his field.



## Mr. Arens, Manuel

---

- Global Procurement Manager at Google, California, United States
- Senior Manager, B2B Analytics and Technology - Google, USA
- Sales Director - Google, Ireland
- Senior Industry Analyst - Google, Germany
- Accounts Manager - Google, Ireland
- Accounts Payable at Eaton, UK
- Supply Chain Manager at Airbus, Germany

“

*Bet on TECH! You will have access to the best teaching materials, at the forefront of technology and education, implemented by internationally renowned specialists in the field"*

## International Guest Director

Andrea La Sala is an experienced **Marketing executive** whose projects have had a **significant impact** on the **Fashion sector**. Throughout his successful career he has developed different tasks related to **Product, Merchandising and Communication**. All this linked to prestigious brands such as **Giorgio Armani, Dolce&Gabbana, Calvin Klein**, among others.

The results of this **high-profile international executive** have been linked to his proven ability to **synthesize information** in clear frameworks and **execute concrete actions** aligned to specific **business objectives**. In addition, he is recognized for his **proactivity** and **adaptation to fast-paced work rhythms**. To all this, this expert adds a **strong commercial awareness, market vision** and a **genuine passion** for products.

As **Global Brand and Merchandising Director** at **Giorgio Armani**, he has overseen a variety of **Marketing strategies** for **apparel and accessories**. His tactics have also focused on **retail and consumer needs** and **behavior**. In this role, La Sala has also been responsible for shaping the marketing of products in different markets, acting as **team leader** in the **Design, Communication and Sales departments**.

On the other hand, in companies such as **Calvin Klein** or **Gruppo Coin**, he has undertaken projects to boost the **structure, development and marketing** of different collections. In turn, he has been in charge of creating **effective calendars** for **buying and selling campaigns**.

He has also been in charge of the **terms, costs, processes and delivery times** of different operations.

These experiences have made Andrea La Sala one of the main and most qualified **corporate leaders** in **Fashion and Luxury**. A high managerial capacity with which he has managed to effectively implement the **positive positioning** of **different brands** and redefine their key performance indicators (KPI).





## Mr. La Sala, Andrea

---

- Global Brand and Merchandising Director at Giorgio Armani, Milan, Italy
- Merchandising Director at Calvin Klein
- Brand Manager at Gruppo Coin
- Brand Manager at Dolce & Gabbana
- Brand Manager at Sergio Tacchini S.p.A
- Market Analyst at Fastweb
- Graduate of Business and Economics at the Università degli Studi del Piemonte Orientale

“

*The most qualified and experienced international professionals are waiting for you at TECH to offer you a first class education, updated and based on the latest scientific evidence. What are you waiting for to enroll?"*

## International Guest Director

Mick Gram is synonymous with innovation and excellence in the field of **Business Intelligence** internationally. His successful career is linked to leadership positions in multinationals such as **Walmart** and **Red Bull**. Likewise, this expert stands out for his vision to **identify emerging technologies** that, in the long term, achieve an everlasting impact in the corporate environment.

On the other hand, the executive is considered a **pioneer** in the **use of data visualization techniques that simplified complex sets**, making them accessible and facilitating decision making. This ability became the pillar of his professional profile, transforming him into a desired asset for many organizations that bet on **gathering information** and **generating concrete actions** from them.

One of his most outstanding projects in recent years has been the **Walmart Data Cafe platform**, the largest of its kind in the world that is anchored in the cloud aimed at **Big Data** analysis. In addition, he has held the position of **Director of Business Intelligence** at **Red Bull**, covering areas such as **Sales, Distribution, Marketing and Supply Chain Operations**. His team was recently recognized for its constant innovation regarding the use of Walmart Luminare's new API for Shopper and Channel insights.

In terms of education, the executive has several Master's degrees and postgraduate studies at prestigious centers such as the **University of Berkeley**, in the United States, and the **University of Copenhagen**, in Denmark. Through this continuous updating, this expert has achieved cutting-edge skills. Because of this, he has come to be considered a **born leader** of the **new global economy**, entered on the impulse of data and its infinite possibilities.



## Mr. Gram, Mick

---

- ♦ Director of Business Intelligence and Analytics at Red Bull, Los Angeles, United States
- ♦ Business Intelligence Solutions Architect for Walmart Data Café
- ♦ Independent Business Intelligence and Data Science Consultant
- ♦ Business Intelligence Director at Capgemini
- ♦ Chief Analyst at Nordea
- ♦ Chief Business Intelligence Consultant for SAS
- ♦ Executive Education in AI and Machine Learning at UC Berkeley College of Engineering
- ♦ Executive MBA in e-commerce at the University of Copenhagen
- ♦ Bachelor's Degree and Master's Degree in Mathematics and Statistics at the University of Copenhagen

“

*Study at the world's best online university according to Forbes! In this MBA you will have access to an extensive library of multimedia resources, developed by internationally renowned professors"*

## International Guest Director

Scott Stevenson is a distinguished **Digital Marketing** industry expert who, for over 19 years, has been associated with one of the most powerful companies in the entertainment industry, **Warner Bros. Discovery**. In this role, he has played a crucial role in **overseeing logistics and creative workflows** across a variety of digital platforms, including social media, search, display and linear media.

This executive's leadership has been crucial in driving **paid media production strategies**, resulting in a marked **improvement** in his company's **conversion rates**. At the same time, he has assumed other roles, such as Director of Marketing Services and Traffic Manager at the same multinational during his former management.

Stevenson has also been involved in the global distribution of video games and **digital property campaigns**. He was also responsible for introducing operational strategies related to the formation, completion and delivery of sound and image content for **television commercials** and **trailers**.

On the other hand, the expert holds a Bachelor's Degree in Telecommunications from the University of Florida and a Master's Degree in Creative Writing from the University of California, which demonstrates his skills in **communication** and **storytelling**. In addition, he has participated in Harvard University's School of Professional Development in cutting-edge programs on the use of **Artificial Intelligence** in **business**. As such, his professional profile stands as one of the most relevant in the current field of **Marketing** and **Digital Media**.



## Mr. Stevenson, Scott

---

- Digital Marketing Director at Warner Bros. Discovery, Burbank, United States
- Traffic Manager at Warner Bros. Entertainment.
- Master's Degree in Creative Writing from the University of California
- Degree in Telecommunications from the University of Florida

“

*Achieve your academic and professional goals with the best qualified experts in the world! The teachers of this MBA will guide you throughout the learning process"*

## International Guest Director

Eric Nyquist is an outstanding professional in the international sports field, who has built an impressive career, standing out for his strategic leadership and his ability to drive change and innovation in top-level sports organizations.

In fact, he has held senior roles such as Director of Communications and Impact at NASCAR, based in Florida, USA. With many years of experience behind him at NASCAR, Nyquist has also held several leadership positions, including Senior Vice President of Strategic Development and General Manager of Business Affairs managing more than a dozen disciplines ranging from strategic development to entertainment marketing.

Nyquist has also made a significant mark on Chicago's top sport's franchises. As Executive Vice President of the Chicago Bulls and the Chicago White Sox franchises, he has demonstrated his ability to drive business and strategic success in the world of professional sports.

Finally, it is worth noting that he began his career in sports while working in New York as senior strategic analyst for Roger Goodell in the National Football League (NFL) and, prior to that, as a Legal Intern for the United States Soccer Federation.



## Mr. Nyquist, Eric

---

- Director of Communications and Impact, NASCAR, Florida, United States
- Senior Vice President, Strategic Development, NASCAR
- Vice President, Strategic Planning, NASCAR
- Senior Director of Business Affairs at NASCAR
- Executive Vice President, Chicago White Sox Franchises
- Executive Vice President, Chicago Bulls Franchises
- Manager of Business Planning at the National Football League (NFL)
- Business Affairs/Legal Intern with the United States Soccer Federation
- Law Degree from the University of Chicago
- Master of Business Administration-MBA from the University of Chicago Booth School of Business
- Bachelor's Degree in International Economics from Carleton College

“

*Thanks to this 100% online university degree, you will be able to combine your studies with your daily obligations, under the guidance of the leading international experts in the field of your interest. Enroll now!”*

## Management



### Dr. García Barriga, María

- ♦ PhD in Design and Marketing Data
- ♦ Communicator at RTVE
- ♦ Communicator at Telemadrid
- ♦ University Teacher
- ♦ Author of *The Pattern of Eternity*, Creating a Spiral Identity for Automating Fashion Trends
- ♦ Communication, Marketing and Social Campaigns, Heritage of Arts and Digital Marketing
- ♦ Editor in Chief of Chroma Press
- ♦ Marketing and Social Media Account Executive at Servicecom
- ♦ Web Content Editor at Premium Diffusion, Siglo XXI Newspaper and Managers Magazine
- ♦ Doctorate in Design and Marketing Data from the Polytechnic University of Madrid
- ♦ Degree in Information Sciences, Communications, Marketing and Advertising from the Complutense University of Madrid
- ♦ Postgraduate Degree in Marketing and Communication in Fashion and Luxury Companies from the Complutense University of Madrid
- ♦ Certificate in Data Analysis & Creativity with Python, China
- ♦ MBA Fashion Business School at the Fashion Business School of the University of Navarra, Spain



## Professors

### Ms. Cayuela, María José

- ♦ Degree in Journalism and Master's Degree in Corporate and Institutional Communication Management from the Autonomous University of Barcelona
- ♦ Master's Degree in Strategic Brand and Communication Management from ESADE. PDD
- ♦ Master's Degree in Digital Marketing Management from ESADE and Learning to Grow from IESE
- ♦ Multidisciplinary journalist with more than 20 years of experience in media and communication agencies
- ♦ Founder of The Blogs Family, a blogging and social media platform with content for families, with more than 1,000.000 readers and followers on Instagram, Facebook, Twitter, YouTube and TikTok

### Mr. Campos Bravo, Ignacio

- ♦ Bachelor's Degree in Communication with a double specialization in Media for Information and Corporate Communication at Loyola University in Andalucía
- ♦ Executive Master's Degree in Fashion Business Management at ISEM
- ♦ She has worked in small media and communication agencies and, more recently, in point of sale management in multi-brand channel of Loewe Perfumes

### Ms. Zancajo Selfa, Isabel

- ♦ Director of Communication and Social Media YSL Beauty and Biotherm
- ♦ Marketing at L'Oréal
- ♦ Lecturer in Communication at the Private Business Schools ESIC Business School, Villanueva University and ESCO, as well as at the Complutense University of Madrid
- ♦ Experienced in strategic communication and market analysis, market research and consumer insights

### Dr. Muñiz, Eva

- ♦ Degree in Journalism from San Pablo CEU University in Madrid with an Extraordinary End of Degree Award
- ♦ Doctorate studies in Humanities and Information CC
- ♦ Postgraduate course in Economics on Communication Strategy and Corporate Image
- ♦ CEO - director of Press&Co Communication Agency

### Ms. Villamil Navarro, Camila

- ♦ Social communicator and journalist graduated from La Sabana University
- ♦ Fashion and trends Write EL TIEMPO newspaper
- ♦ Professor of Fashion Journalism and Personal Branding at the Faculty of Communication at La Sabana University and coordinator of the Diploma in Communication and Fashion Journalism

### Ms. Vela Covisa, Susana

- ♦ Senior Fashion Technician, with additional training in Sustainable Fashion, specializing in Eco Design, Fashion and Communication
- ♦ Director of the agency Polka Press Comunicación, founder and director of the Atelier Couture catwalk
- ♦ Professor and Tutor at different Universities, Business Schools and Training Centers, such as IED, Francisco de Vitoria University, Madrid School of Marketing and ELLE Fashion School

**Ms. Gárgoles Saes, Paula**

- ♦ PhD, journalist and researcher specialized in Fashion and Communication
- ♦ Research professor at the School of Communication and head of the Corporate Communication Academy at the Panamerican University, Mexico City
- ♦ Lecturer in recognized institutions of Higher Education in the Faculty of Communication
- ♦ Communications and Sustainability Consultant at Ethical Fashion Space, Mexico City
- ♦ Sustainability Consultant at COINTEGRA, Madrid
- ♦ Research stay at the Textile Technology Faculty-University of Zagreb
- ♦ Department of Communication at ISEM Fashion Business School, Madrid
- ♦ Fashion Journalist at Europa Press Agency and Asmoda Digital Magazine
- ♦ PhD in Applied Creativity Navarra University
- ♦ Doctorando (cum laude), ISEM Fashion Business School, Madrid
- ♦ Degree in Journalism Complutense University of Madrid
- ♦ Executive Fashion MBA at ISEM Fashion Business School
- ♦ Specialization in Fashion at the Fashion Institute of Technology in New York and at the Future Concept Lab in Milan

**Ms. Saldaña Martínez, Rocío**

- ♦ Degree in Marketing and Advertising from CENP in La Coruña.
- ♦ Diploma in Advertising Graphics from the Pablo Picasso School of Art in La Coruña
- ♦ Professional in the fashion industry with more than 15 years of international experience. Expert in the design and development of clothing and accessory collections for brands such as Zara, Purificación García, CH Carolina Herrera, Cortefiel, Marwa, Roberto Verino and collaborator of the New York brands Daryl K, Steve Madden and Betsey Johnson





### **Ms. Macías, Lola**

- ♦ Sector Marketing Consultant and Researcher
- ♦ External Consultant approved by IVACE since 2014 Institute for Foreign Promotion of the Valencian Community, in the Internationalization Advisory Programs for Exporting Companies
- ♦ Coordinator of the Textile Market Observatory Aitex
- ♦ More than 20 years of experience in the area of internationalization, occupying the position of export manager in companies of different sectors
- ♦ Teacher at the European University of Valencia
- ♦ Lecturer at the Autonomous University of Barcelona
- ♦ Lecturer in the Master's Degree in Fashion, Design Management and Operations at CEU-Cardenal University
- ♦ PhD Student in Marketing University of Valencia
- ♦ Degree in Business Administration and Management at Valencia University Completed final year at Nottingham University Business School, UK
- ♦ Master's Degree in Management and Administration of Commercial Companies Institute of Business Administration, University of Paris I. Pantheon - Sorbonne
- ♦ Master in Fashion, Design Management and Operations Aitex, Association for Textile Industry Research
- ♦ Master's Degree in Teacher Training for Secondary, Baccalaureate and Vocational Training from the Catholic University of Valencia

# 05

# Structure and Content

The structure of the contents has been designed by a team of journalism, marketing and communication professionals, aware of the importance of the current relevance of professional development in this field as a means to delve into this area of knowledge, have designed this program's syllabus specially to prepare professionals in the singularities and characteristics of the world of communication and managerial skills. Therefore, after completing the program, the student will be much better prepared to work in this field in a more autonomous and competent manner.





“

*We guarantee the most complete and up-to-date learning program on the market, which will allow you to enter an exciting world with every guarantee of success”*

## Module 1. Introduction to Communication in the MBL Industry

- 1.1. Development and Evolution of the Fashion Industry
  - 1.1.1. Fashion Throughout History
  - 1.1.2. Evolution of the Textile Industry
  - 1.1.3. The Fast Fashion Model and Today's Consumer Industry
- 1.2. Main Milestones and Characteristics of the Beauty and Perfumery Industry
  - 1.2.1. History of Perfumery
  - 1.2.2. Perfumery as the Main Point of Contact to the Luxury Market
  - 1.2.3. Communication in the Main Beauty and Perfumery Retail Chains
- 1.3. Introduction to the Sociology of Fashion
  - 1.3.1. Fashion as a Social Agent
  - 1.3.2. Sociology of Trends
  - 1.3.3. Fashion as an Artistic Concept
- 1.4. Luxury in the 21st Century and the Digital Experience
  - 1.4.1. New Ways of Understanding Luxury
  - 1.4.2. Fashion and Luxury in the Digital Environment
  - 1.4.3. How Digital Tools Can Enrich the Luxury Experience?
- 1.5. Adaptation of the Brand Discourse to Each Communication Channel
  - 1.5.1. Main Communication Channels in the Fashion, Beauty and Luxury Industry
  - 1.5.2. Mapping the Communication Strategy. Choice of Channel and Message
  - 1.5.3. The Profile of the Communicator in Social Media
- 1.6. Evolution of Brand Legacy in the Luxury Industry
  - 1.6.1. History as a Backdrop. Building a Brand Discourse from the Past
  - 1.6.2. The Role of Creative Management in the Brand Discourse
  - 1.6.3. Beginning the Brand Legacy in the 21st Century
- 1.7. Fashion Communication in the Digital Environment. Globalization and the Single Market
  - 1.7.1. Communicating in the Digital Environment
  - 1.7.2. Internationalization of Brands
  - 1.7.3. Effects of Globalization on Fashion and Beauty Communication

- 1.8. Principles of Branding
  - 1.8.1. The Brand Is What Prevails Management of Intangibles
  - 1.8.2. Tons and Manners Construction of the Brand Discourse
  - 1.8.3. Building a Brand in a Global Market
- 1.9. Approach to Sustainability in the MBL Markets
  - 1.9.1. Sustainability and Environment in the Fashion System Actors and Processes
  - 1.9.2. Diversity and Inclusion in the Fashion and Beauty Industry
  - 1.9.3. Sustainability in the Luxury Market
- 1.10. The Communication Professional in the Fashion Industry
  - 1.10.1. The Role of the Communication Department in a Fashion Company
  - 1.10.2. Outsourcing of the Communication Department The Role of Agencies
  - 1.10.3. Professional Profiles of Communication in the Fashion, Beauty and Luxury Industry

## Module 2. Consumer Identity and Evolving Trends

- 2.1. Fashion as a Social Communication Tool
  - 2.1.1. Expansion of the Fashion Phenomenon and Social Changes
  - 2.1.2. Appearance as a Form of Individual Identity
  - 2.1.3. Elements Defining the Visual Language of Fashion
- 2.2. Visual Expression of Color
  - 2.2.1. The Importance of Color in Purchasing Decisions
  - 2.2.2. Color Theory and Chromatic Emotions
  - 2.2.3. The Use of Color in the Fashion Ecosystem
- 2.3. New Consumer Profiles
  - 2.3.1. The Correct Segmentation of Consumers in the 21st Century
  - 2.3.2. Brands Facing New Customers: From Consumers to Prosumers
  - 2.3.3. Trends and Factors Conditioning the Purchasing Process
- 2.4. Preferences of the Luxury Consumer
  - 2.4.1. The Lifestyle of the Luxury Client: Values and Priorities
  - 2.4.2. The Dynamics of Consumption in the Luxury World
  - 2.4.3. Discovering Luxury Retail and E-tail

- 2.5. Observation and Research of Trends in "Coolhunting" Theory
    - 2.5.1. The Figure of the Trend Hunter in the Fashion Industry
    - 2.5.2. From Trendsetters to Mass Consumption
    - 2.5.3. Trend Research Agencies
  - 2.6. Novelty, Trends and Hype From Innovation to Consolidation
    - 2.6.1. Differentiation of Concepts
    - 2.6.2. Macrotrends and Microtrends
    - 2.6.3. Cycles and Theories of Trend Diffusion
  - 2.7. Methodology and Analysis for Trend Detection
    - 2.7.1. The Art and Science of Trend Spotting. CSI ("Coolhunting Science Insights")
    - 2.7.2. Observation and Documentation as Disciplines of Analysis
    - 2.7.3. Methods to Obtain Data From the Interview to the Delphi Method
  - 2.8. The Cosmetics Sector, Beauty as a Lifestyle
    - 2.8.1. The Beauty Industry, the Sale of Intangibles
    - 2.8.2. Market Trends in the 21st Century
    - 2.8.3. The Informed Consumer: The Rise of Niche and Eco Cosmetics
  - 2.9. Concept Stores Physical and Digital Trend Spaces
    - 2.9.1. An Unusual Selling Space in the Right Hotspots
    - 2.9.2. The Shopping Experience Beyond Fashion. Art, Culture and Design
    - 2.9.3. Concept Stores also Online
  - 2.10. Post-Covid19 Fashion , Beauty and Luxury Consumer Trends
    - 2.10.1. What Has Changed Forever in Consumption Habits?
    - 2.10.2. What the Shopping of the Future Will Be Like
    - 2.10.3. Sustainability, Technology and Innovation as Key Elements
- Module 3. Content Creation: The Message**
- 3.1. Elements of Communication: The Sender, the Receiver and the Message - Slogan
    - 3.1.1. The Communication Process and the Components Involved
    - 3.1.2. Cognitive, Emotional and Social Messages in the Fashion Ecosystem
    - 3.1.3. Evolution of the Advertising Slogan in the Beauty Market
  - 3.2. Traditional Methods of Information Transmission in the Fashion Industry: Advertising
    - 3.2.1. Advertisements as Sources of Value Transmission
    - 3.2.2. The Formation of the Stereotype from the Prototype
    - 3.2.3. The Structure and Composition of an Advertising Cartoon
  - 3.3. New Tools for Digital Content Creation: Ads
    - 3.3.1. Google Ads Algorithm
    - 3.3.2. Matching Levels and Key Metrics
    - 3.3.3. Creating an Ad for the Digital Environment
  - 3.4. Channels for the Diffusion of Content in Fashion, Luxury & Beauty
    - 3.4.1. Fashion Consumer Preferences
    - 3.4.2. The Off and Online Media and Their Complementarity
    - 3.4.3. Trends in the Dissemination of Information in the Luxury Market
  - 3.5. Personalization of Contents in the Luxury Sector
    - 3.5.1. The Style of Fashion Language and Its Technicalities
    - 3.5.2. Happiness, Quality and Functionality versus Cheap, Free and Urgent
    - 3.5.3. Omnidirectional Communication between Brand and User
  - 3.6. Implementing Content Automation in CRM
    - 3.6.1. What Is CRM and What Is It For?
    - 3.6.2. Types of Messages According to Customer Segmentation
    - 3.6.3. Salesforce Structure and Usability
  - 3.7. Design and Layout of the Fashion, Beauty and Luxury Newsletter
    - 3.7.1. The Organization and Structure of the information
    - 3.7.2. Differences between the Press Release, the Newsletter and the Advertisement
    - 3.7.3. Frequency of Notifications and Measurement of Impact
  - 3.8. The Style of Language and the Impact of Image in the Fashion Industry
    - 3.8.1. The "Fashion" Colors: Integrating Pantone in Your Communication Strategy
    - 3.8.2. What Do Fashion Specialists Talk About?
    - 3.8.3. Information Design
  - 3.9. CMS Structure and Application
    - 3.9.1. The Purpose of the Content Management System
    - 3.9.2. Content Types for the Fashion Web
    - 3.9.3. Prestashop

- 3.10. Content Plan
  - 3.10.1. Key Points in the Planning of Content in the Fashion and Beauty Areas
  - 3.10.2. Seasonal Campaigns in the Fashion Industry
  - 3.10.3. Launching Flash Campaigns

## Module 4. Communication Techniques in the Fashion, Beauty and Luxury Ecosystem

- 4.1. The Fashion Ecosystem and Its Composition
  - 4.1.1. Construction and Maintenance of a Phygital Ecosystem
  - 4.1.2. Search Resources and the Development of SERPs
  - 4.1.3. Ecosystem Monitoring and Retrofitting
- 4.2. Creation of a Brand Ecosystem: SEO, SEM and SMO
  - 4.2.1. Positioning of Digital Content: SEO
  - 4.2.2. The Creativity of SEM Campaigns
  - 4.2.3. The Relevance of SMO in the Fashion Industry
- 4.3. Differences and Similarities in MBL Brand Communication
  - 4.3.1. Differences between a CMS Website and an E-Commerce Site
  - 4.3.2. Evolution of Communication Objectives
  - 4.3.3. Interaction in Content Creation
- 4.4. Traditional Offline Communication Techniques: Press Release, News, and News Report
  - 4.4.1. Objective Communication: The Press Release and Relevant Information
  - 4.4.2. Social Communication: The News as a Driver of New Information
  - 4.4.3. Commercial Communication: The Advertorial as a Sales Element
- 4.5. The Creation of Blogs and Digital Dissemination Magazines
  - 4.5.1. Bidirectional Communication in Static Tools
  - 4.5.2. Structure and Composition of Blogs
  - 4.5.3. Content Creation for Digital Fashion Magazines
- 4.6. Transmedia Narrative and Storytelling
  - 4.6.1. The Composition of Space and Time in Fashion Communication
  - 4.6.2. Virtual Realism in Transmedia Storytelling
  - 4.6.3. Stages in Storytelling Creation

- 4.7. The Audiovisual Language in the Fashion Environment
  - 4.7.1. The Strength of the Image for the Beauty Sector
  - 4.7.2. The Storyline in a Brand Story
  - 4.7.3. The Creation of Fashion Icons and Myths
- 4.8. The Creation of Content Based on the Google Trends Universe
  - 4.8.1. Functioning and Search Dynamics in Google Trends
  - 4.8.2. The Description of the Story in Relation to Keywords and Fashion Tagging
  - 4.8.3. The Integration of Competitors and Virality
- 4.9. Functioning of an Ecosystem in the Whole Universe
  - 4.9.1. Alignment of Content and Trends
  - 4.9.2. The Musical Atmosphere in Audiovisual Communication
  - 4.9.3. Fashion Films
- 4.10. Redefinition and Adaptation of the Brand Ecosystem
  - 4.10.1. Creativity, Innovation and Invention as Dynamics of Growth
  - 4.10.2. Inspiration and Aspirations of the Fashion Industry
  - 4.10.3. Reordering the Fashion Universe: Content for the Whole Community

## Module 5. Metrics for Communication Analysis

- 5.1. The Analysis of Communication and the Management of Intangibles
  - 5.1.1. The Evolution of Communication: From Mass to Globalization
  - 5.1.2. Concept and Context of Intangible Assets
  - 5.1.3. The Measurement of the Brand, Identity and Corporate Culture
- 5.2. Specific Indicators: Beyond the Benchmark
  - 5.2.1. What Is Fashion Made of?
  - 5.2.2. Specific Indicators of the Fashion Environment
  - 5.2.3. The Objective of Measurement and the Choice of Method
- 5.3. Detection of Measurement Errors
  - 5.3.1. Error Analysis: Inference and the Contrastive Method
  - 5.3.2. Type of Errors and Their Seriousness in Fashion Communication
  - 5.3.3. The Planning and the Budget in the Communicative Actions



- 5.4. Traditional Metrics for Communication Analysis
  - 5.4.1. Statistical Principles and Data Structure
  - 5.4.2. Qualitative Research Methodology
  - 5.4.3. Types of Traditional Metrics: Structure and Function
- 5.5. Digital Metrics: Google Analytics
  - 5.5.1. Web Positioning in Fashion Brands
  - 5.5.2. What Are We Measuring in the Digital Environment?
  - 5.5.3. Types of Digital Metrics: Structure and Function
- 5.6. Creation and Adaptation of the Communicative Product
  - 5.6.1. The Value of the Communicative Product in the Fashion Industry
  - 5.6.2. The Interpretation of Data and the Effectiveness of Solutions
  - 5.6.3. Individual Perceptions Hidden in the Psychology of the Fashion Consumer
- 5.7. Impact of Measurement on Decision-Making
  - 5.7.1. Appropriate Questions and Hypothesis Formulation
  - 5.7.2. Benchmark and the Competitive Environment
  - 5.7.3. Change Management, Trust and Measuring Success in a Fashion Brand
- 5.8. Forecasting and Metrics as a Long-Term Strategy
  - 5.8.1. The Brand Behavior Pattern
  - 5.8.2. Frequency Map and Fashion Evolution Analysis
  - 5.8.3. Simulating Innovation Scenarios
- 5.9. The Analytical Report and Its Presentation
  - 5.9.1. Purpose of the Report: The Brand's Behavior Pattern
  - 5.9.2. Components of the Analytical Report on Fashion Communication
  - 5.9.3. Data Visualization
- 5.10. Express Evaluation for Crisis Situations
  - 5.10.1. Decisive Variables
  - 5.10.2. Short-Term Impact and Strategy Reframing
  - 5.10.3. The Untouchables: The Scale of Priorities of a Fashion Brand

## Module 6. Specialized Press and Public Relations

- 6.1. Communication in the Specialized Press
  - 6.1.1. Media Specialized in Fashion and Beauty, Women's Press
  - 6.1.2. The Role of the Communication Agency in Communication
  - 6.1.3. The Current Value of the Offline Press
- 6.2. Evolution of PR Communication Models
  - 6.2.1. Concept of Public Relations
  - 6.2.2. Theoretical Approach to Classical PR Models (Grunig and Hunt)
  - 6.2.3. Towards a New Approach to Public Relations, the 5th Model
- 6.3. Persuasive Communication in PR
  - 6.3.1. Persuasive and Informative Component of PR
  - 6.3.2. Differentiation between Public Relations and Journalistic Activity
  - 6.3.3. The Role of Relations vs. the Role of Marketing and Advertising
- 6.4. Tools for Communicating with the Press
  - 6.4.1. The Press Office and How It Works
  - 6.4.2. Useful Press Materials
  - 6.4.3. How to Construct an Effective Press Release?
- 6.5. Fashion and Beauty Communication Planning and Strategy
  - 6.5.1. Preliminary Study: Briefing Analysis
  - 6.5.2. The RACE Method
  - 6.5.3. The Communication Plan
- 6.6. Communication Actions and Events for Fashion & Beauty
  - 6.6.1. Types of Communication in the Service of Brands
  - 6.6.2. Criteria for Selecting Communication Actions
  - 6.6.3. Design of Activities and Agenda Setting in Beauty and Fashion
- 6.7. Measuring Results
  - 6.7.1. The Need for Public Relations Monitoring
  - 6.7.2. Classic Quantitative Measurement Tools: Clipping and VPE
  - 6.7.3. The Importance of Qualitative Valuation
- 6.8. Mistakes to Avoid in Communication and the Field of PR
  - 6.8.1. Downplaying the Importance of the Media
  - 6.8.2. Excessive Content and Lack of Relevance
  - 6.8.3. Improvisation vs. Planning

- 6.9. Ethics and Psychosocial Perspective
  - 6.9.1. Public Relations in the 21st Century: Between Progress and Social Welfare
  - 6.9.2. Social Responsibility and Public Relations
  - 6.9.3. The Ethics of Public Relations: Self-Awareness, Independence, and Commitment
- 6.10. Latest Trends and Studies in Public Relations
  - 6.10.1. The New PR, More "Social" than Ever Before
  - 6.10.2. Emotional Communication and Neuromarketing
  - 6.10.3. Key Insights of Current Consumers

### Module 7. New Communication Channels: Social Networks & YouTube

- 7.1. Influence and Other Power Strategies in the New Digital Channels
  - 7.1.1. Power Strategies Linked to Fashion Communication
  - 7.1.2. Influencing in the Field of Social Media
  - 7.1.3. Managing the New Digital Leaders: Fashion Influencers
- 7.2. The Choice of the Communication Channel: Forrester Research Theory
  - 7.2.1. The New Public Opinion: Managing the Masses One by One
  - 7.2.2. What Is the Forrester Theory?
  - 7.2.3. Application of the Forrester Research Theory to the Fashion Industry
- 7.3. The Power of Audiovisual Language and Nonverbal Communication
  - 7.3.1. The Growing Market Share of Non-Verbal Communication
  - 7.3.2. The Impact of the Audiovisual Message in Fashion
  - 7.3.3. Composition of the Photographic Discourse in Social Networks
- 7.4. Evolution and Functioning of Social Networks in the Fashion Industry
  - 7.4.1. Stages of Emergence and Evolution of the Internet
  - 7.4.2. The Multichannel Strategy Within Fashion Social Media
  - 7.4.3. What is a Social Network? Differences with Traditional Channels
- 7.5. Facebook, the Big Database
  - 7.5.1. Transversal Communication
  - 7.5.2. Community Interest
  - 7.5.3. Facebook Presence Models





- 7.6. Instagram, Much More than Fashion Photos
  - 7.6.1. Emotional Messages and Empathy Management
  - 7.6.2. The Intimacy of Everyday Life in Images
  - 7.6.3. Standing Out in the Most Important Social Network in Fashion
- 7.7. Professional Content on LinkedIn
  - 7.7.1. Creating a Personal Brand
  - 7.7.2. Cognitive Messages in Fashion Branding
  - 7.7.3. Managing Relationships with Competitors
- 7.8. The Politicization of Twitter
  - 7.8.1. Impulsive and Omnidirectional Communication
  - 7.8.2. The Direct Message and the Creation of Content in 20 Characters
  - 7.8.3. The Impact of Headlines: From Depth to Lightness
- 7.9. TikTok, Beyond Generation Z
  - 7.9.1. The Audiovisual Revolution and the Acceleration of the Makeovers in a Slow FashionContext
  - 7.9.2. The Democratization in the Creation of Audiovisual Content
  - 7.9.3. Fashion as a Newsworthy and Newsworthy Event
- 7.10. YouTube, as an Exponent of Audiovisual Content
  - 7.10.1. The Management of Expectations in the Creation of Audiovisual Content
  - 7.10.2. Map of Contents on YouTube about Fashion, Beauty and Luxury
  - 7.10.3. New Trends in Public Opinion: The Microinfluencers.

## Module 8. Internal Communication, Corporatism and Crisis Management

- 8.1. The Stakeholder Ecosystem: Who Are My Stakeholders?
  - 8.1.1. What Is a Stakeholder?
  - 8.1.2. The Main Stakeholders in Fashion: Consumer, Employee,
  - 8.1.3. The Concept of Social Responsibility: Components and Principles
- 8.2 Internal Communication I: Employer Branding
  - 8.2.1. The Management of Internal Communication: Concept and Tools
  - 8.2.2. Evolution and Principles of Employer Branding
  - 8.2.3. Human Resources as a Communication Tool in the Fashion Industry

- 8.3. Internal Communication II: Employee Advocacy
  - 8.3.1. Employee Advocacy: Concept and Evolution
  - 8.3.2. Employees as Brand Ambassadors in the Luxury Industry
  - 8.3.3. Tools: Buffer and Hootsuite
- 8.4. Building Reputation I: Brand Identity at MBL
  - 8.4.1. Concept of Brand Identity: Corporate Identity
  - 8.4.2. Brand Identity as an Element of Corporate Reputation
  - 8.4.3. Visual Identity in the MBL
- 8.5. Building Reputation II: Brand Image at MBL
  - 8.5.1. Concept of Brand Image
  - 8.5.2. Brand Image as an Element of Corporate Reputation
  - 8.5.3. Branded Content in MBL
- 8.6. Building Reputation III: Corporate Reputation at MBL
  - 8.6.1. Reputation: Concept, Characteristics and Effects
  - 8.6.2. Metrics for the Analysis of a Global Reputation
  - 8.6.3. The Rise of Corporate Activism
- 8.7. Crisis Management I: Strategic Plan
  - 8.7.1. Types of Crisis
  - 8.7.2. Contingency Plan
  - 8.7.3. The Strategic Plan
- 8.8. Crisis Management II: Crisis Communication
  - 8.8.1. Spokespersons and the Discourse of Communication Leaders
  - 8.8.2. The Impact of the Crisis on the Income Statement
  - 8.8.3. Post-Crisis Actions: Getting back to Normality
- 8.9. Sustainability and Corporate Reputation at MBL
  - 8.9.1. The Three Dimensions of Sustainability: Social, Environmental and Corporate at MBL
  - 8.9.2. The Value Chain of the Fashion Industry
  - 8.9.3. Sustainability Communication: Reporting
- 8.10. Sustainability in Crisis Management at MBL
  - 8.10.1. Types of Crisis in Each Area of Sustainability
  - 8.10.2. Authenticity and Transparency in the Eye of the Public
  - 8.10.3. Sustainability as Part of the Crisis Solution

## Module 9. Business Strategies in MBL Companies

- 9.1. Strategic and Competitive Framework of the Fashion System
  - 9.1.1. The Fashion Industry Sector at a Global Level Structure and Evolution of the Sector Worldwide
  - 9.1.2. The Concept of the Fashion Value Chain
  - 9.1.3. The Collaboration of the Links in the Value Chain
- 9.2. Business Models in the Fashion Industry
  - 9.2.1. The Evolution of Business Models: From Designers to Fast Fashion Chains
  - 9.2.2. The Competitiveness of Fashion Business Models: The French Model, the American Model, the Italian Model, and the Asian Model
  - 9.2.3. Fashion Business Models: Designers, Luxury Brands, Premium Brands, Large-scale Distribution
- 9.3. The Distribution of the Luxury Sector and the Profitability of Spaces
  - 9.3.1. Distribution in the Luxury Industry and Its Profitability
  - 9.3.2. The New Luxury Customers, Millennials, Asians, etc.
  - 9.3.3. The Integration of the Supply Chain in the Luxury Industry
- 9.4. Main Business Strategies in the Major Fashion Brands
  - 9.4.1. Main Operators in the Fashion Business
  - 9.4.2. Business Strategies of the Leading Fashion Retailers
  - 9.4.3. Business Strategies of the Cosmetics and Perfumes Retailers
- 9.5. Entrepreneurship and Creation of the Start Up in the Fashion Sector
  - 9.5.1. What Is Entrepreneurship? The Entrepreneurial Ecosystem
  - 9.5.2. The Start Up Model in Fashion Businesses
  - 9.5.3. Entrepreneurs in the Fashion, Luxury and Beauty Sector; Success and Failure Cases
- 9.6. The Value Proposition of Beauty Brands
  - 9.6.1. The Cosmetics Franchise Sector
  - 9.6.2. What Is a Brand License?
  - 9.6.3. Licensing in the Cosmetics Sector
- 9.7. Profitability in Traditional Models
  - 9.7.1. The Evolution of the Multibrand Channel and Department Stores
  - 9.7.2. The Keys to the Future of the Multibrand Channel
  - 9.7.3. Differential Value and the Shopping Experience in Department Stores

- 9.8. E-Commerce in Fashion, Beauty and Luxury: Trends, Users and the Future
  - 9.8.1. Global Growth of E-Commerce
  - 9.8.2. E-Commerce Buyer Profile
  - 9.8.3. Trends in the E-commerce Sector
- 9.9. Planning the Internationalization of the Fashion Company
  - 9.9.1. Internationalization Planning
  - 9.9.2. Research and Selection of Foreign Markets
  - 9.9.3. Strategies for Accessing International Markets
- 9.10. Introducing Innovation in Fashion Dynamics
  - 9.10.1. What Is Innovation?
  - 9.10.2. How to Materialize Innovation in My Company?
  - 9.10.3. Innovative Business Models

## Module 10. The Communication Plan

- 10.1. The Fashion Calendar and the Dynamics of the Times in the Industry
  - 10.1.1. The Origin and Evolution of Fashion Weeks and Haute Couture
  - 10.1.2. General Calendar of the Industry
  - 10.1.3. How COVID Is Affecting the Established Dynamics?
- 10.2. The Impact of Internal Communications on an MBL Brand
  - 10.2.1. Internal Communication
  - 10.2.2. Objectives and Tools
  - 10.2.3. Strategic Internal Communication Plan
- 10.3. Communicating Sustainable and Eco-Luxury Brands
  - 10.3.1. Slow Fashion and Eco-Luxury
  - 10.3.2. Evolution of Consumer Trends in the World of Fashion
  - 10.3.3. How to Communicate Sustainable Brands and Terminology to Be Used?
- 10.4. The Functionality of the Communication Plan and Available Resources
  - 10.4.1. What Is the Communication Plan and What Is It For?
  - 10.4.2. Above the Line – Below the Line
  - 10.4.3. Communication Channels in Fashion Brands and Analysis of Available Resources
- 10.5. SWOT Analysis and the Rice Matrix
  - 10.5.1. The Fashion Market and Its Competitors
  - 10.5.2. Development and Application of the SWOT Analysis
  - 10.5.3. The Rice Matrix as the Epicenter of the Blue Ocean
- 10.6. Situation Analysis and Objective Setting
  - 10.6.1. Company Background and Diagnosis of the Brand's Situation with Respect to the Market
  - 10.6.2. Determination of Objectives in Relation to Goals
  - 10.6.3. Analysis and Reorganization of Objectives in a Fashion Firm
- 10.7. The Audience and the Message
  - 10.7.1. Is This Customer Profile for My Campaign?
  - 10.7.2. Are These Messages for My Campaign? Key Messages by Customer Type
  - 10.7.3. The Communication Strategy of Fashion Brands
- 10.8. Channels: Offline and Online
  - 10.8.1. The Choice of the Offline Channel
  - 10.8.2. The Online Campaign
  - 10.8.3. Advantages of the Online Channel
- 10.9. The Action Plan and the Calendar
  - 10.9.1. Types of Communicative Actions in Fashion
  - 10.9.2. Structure and Approach of the Action Plan
  - 10.9.3. Integration of the Action Plan into the Strategy as a Whole
- 10.10. Evaluation of the Communication and Strategy Plan
  - 10.10.1. Main Metrics for the Evaluation of the Communication Plan
  - 10.10.2. Advanced Analysis of the Communication Plan
  - 10.10.3. Reformulation of the Communication Strategy

## Module 11. Leadership, Ethics and Social Responsibility in Companies

- 11.1. Globalization and Governance
  - 11.1.1. Governance and Corporate Governance
  - 11.1.2. The Fundamentals of Corporate Governance in Companies
  - 11.1.3. The Role of the Board of Directors in the Corporate Governance Framework
- 11.2. Leadership
  - 11.2.1. Leadership. A Conceptual Approach
  - 11.2.2. Leadership in Companies
  - 11.2.3. The Importance of Leaders in Business Management
- 11.3. Cross-Cultural Management
  - 11.3.1. Concept of Cross-Cultural Management
  - 11.3.2. Contributions to the Knowledge of National Cultures
  - 11.3.3. Diversity Management
- 11.4. Management and Leadership Development
  - 11.4.1. Concept of Management Development
  - 11.4.2. Concept of Leadership
  - 11.4.3. Leadership Theories
  - 11.4.4. Leadership Styles
  - 11.4.5. Intelligence in Leadership
  - 11.4.6. The Challenges of Today's Leader
- 11.5. Business Ethics
  - 11.5.1. Ethics and Morality
  - 11.5.2. Business Ethics
  - 11.5.3. Leadership and Ethics in Companies
- 11.6. Sustainability
  - 11.6.1. Sustainability and Sustainable Development
  - 11.6.2. The 2030 Agenda
  - 11.6.3. Sustainable Companies
- 11.7. Corporate Social Responsibility
  - 11.7.1. International Dimensions of Corporate Social Responsibility
  - 11.7.2. Implementing Corporate Social Responsibility
  - 11.7.3. The Impact and Measurement of Corporate Social Responsibility

- 11.8. Responsible Management Systems and Tools
  - 11.8.1. CSR: Corporate Social Responsibility
  - 11.8.2. Essential Aspects for Implementing a Responsible Management Strategy
  - 11.8.3. Steps for the Implementation of a Corporate Social Responsibility Management System
  - 11.8.4. Tools and Standards of CSR
- 11.9. Multinationals and Human Rights
  - 11.9.1. Globalization, Multinational Corporations and Human Rights
  - 11.9.2. Multinational Corporations and International Law
  - 11.9.3. Legal Instruments for Multinationals in the Field of Human Rights
- 11.10. Legal Environment and Corporate Governance
  - 11.10.1. International Rules on Importation and Exportation
  - 11.10.2. Intellectual and Industrial Property
  - 11.10.3. International Labor Law

## Module 12. People and Talent Management

- 12.1. Strategic People Management
  - 12.1.1. Strategic Human Resources Management
  - 12.1.2. Strategic People Management
- 12.2. Human Resources Management by Competencies
  - 12.2.1. Analysis of the Potential
  - 12.2.2. Remuneration Policy
  - 12.2.3. Career/Succession Planning
- 12.3. Performance Evaluation and Performance Management
  - 12.3.1. Performance Management
  - 12.3.2. Performance Management: Objectives and Process
- 12.4. Innovation in Talent and People Management
  - 12.4.1. Strategic Talent Management Models
  - 12.4.2. Talent Identification, Training and Development
  - 12.4.3. Loyalty and Retention
  - 12.4.4. Proactivity and Innovation

- 12.5. Motivation
  - 12.5.1. The Nature of Motivation
  - 12.5.2. Expectations Theory
  - 12.5.3. Needs Theory
  - 12.5.4. Motivation and Financial Compensation
- 12.6. Developing High Performance Teams
  - 12.6.1. High-Performance Teams: Self-Managing Teams
  - 12.6.2. Methodologies for Managing High Performance Self-Managed Teams
- 12.7. Change Management
  - 12.7.1. Change Management
  - 12.7.2. Types of Change Management Processes
  - 12.7.3. Stages or Phases in Change Management
- 12.8. Negotiation and Conflict Management
  - 12.8.1. Negotiation
  - 12.8.2. Conflict Management
  - 12.8.3. Crisis Management
- 12.9. Executive Communication
  - 12.9.1. Internal and External Communication in the Business Environment
  - 12.9.2. Communication Departments
  - 12.9.3. The Head of Communication of the Company. The Profile of the Dircom
- 12.10. Productivity, Attraction, Retention and Activation of Talent
  - 12.10.1. Productivity
  - 12.10.2. Talent Attraction and Retention Levers

## Module 13. Economic and Financial Management

- 13.1. Economic Environment
  - 13.1.1. Macroeconomic Environment and the National Financial System
  - 13.1.2. Financial Institutions
  - 13.1.3. Financial Markets
  - 13.1.4. Financial Assets
  - 13.1.5. Other Financial Sector Entities

- 13.2. Executive Accounting
  - 13.2.1. Basic Concepts
  - 13.2.2. The Company's Assets
  - 13.2.3. The Company's Liabilities
  - 13.2.4. The Company's Net Worth
  - 13.2.5. The Income Statement
- 13.3. Information Systems and Business Intelligence
  - 13.3.1. Fundamentals and Classification
  - 13.3.2. Cost Allocation Phases and Methods
  - 13.3.3. Choice of Cost Center and Impact
- 13.4. Budget and Management Control
  - 13.4.1. The Budgetary Model
  - 13.4.2. The Capital Budget
  - 13.4.3. The Operating Budget
  - 13.4.5. The Cash Budget
  - 13.4.6. Budget Monitoring
- 13.5. Financial Management
  - 13.5.1. The Company's Financial Decisions
  - 13.5.2. The Financial Department
  - 13.5.3. Cash Surpluses
  - 13.5.4. Risks Associated with Financial Management
  - 13.5.5. Risk Management of the Financial Management
- 13.6. Financial Planning
  - 13.6.1. Definition of Financial Planning
  - 13.6.2. Actions to Be Taken in Financial Planning
  - 13.6.3. Creation and Establishment of the Business Strategy
  - 13.6.4. The Cash Flow Chart
  - 13.6.5. The Working Capital Chart
- 13.7. Corporate Financial Strategy
  - 13.7.1. Corporate Strategy and Sources of Financing
  - 13.7.2. Corporate Financing Financial Products

- 13.8. Strategic Financing
  - 13.8.1. Self-financing
  - 13.8.2. Increase in Shareholder's Equity
  - 13.8.3. Hybrid Resources
  - 13.8.4. Financing through Intermediaries
- 13.9. Financial Analysis and Planning
  - 13.9.1. Analysis of the Balance Sheet
  - 13.9.2. Analysis of the Income Statement
  - 13.9.3. Profitability Analysis
- 13.10. Analyzing and Solving Cases/Problems
  - 13.10.1. Financial Information on Industria de Diseño y Textil, S.A. (INDITEX)

## Module 14. Commercial Management and Strategic Marketing

- 14.1. Commercial Management
  - 14.1.1. Conceptual Framework of Commercial Management
  - 14.1.2. Commercial Strategy and Planning
  - 14.1.3. The Role of Sales Managers
- 14.2. Marketing
  - 14.2.1. The Concept of Marketing
  - 14.2.2. The Basic Elements of Marketing
  - 14.2.3. Marketing Activities in Companies
- 14.3. Strategic Marketing Management
  - 14.3.1. The Concept of Strategic Marketing
  - 14.3.2. Concept of Strategic Marketing Planning
  - 14.3.3. Stages in the Process of Strategic Marketing Planning
- 14.4. Digital Marketing and e-Commerce
  - 14.4.1. Objectives of Digital Marketing and e-Commerce
  - 14.4.2. Digital Marketing and the Media It Uses
  - 14.4.3. E-Commerce. General Context
  - 14.4.4. Categories of e-Commerce
  - 14.4.5. Advantages and Disadvantages of e-Commerce Compared to Traditional Commerce
- 14.5. Digital Marketing to Reinforce a Brand
  - 14.5.1. Online Strategies to Improve Brand Reputation
  - 14.5.2. Branded Content and Storytelling
- 14.6. Digital Marketing to Attract and Retain Customers
  - 14.6.1. Loyalty and Engagement Strategies Using the Internet
  - 14.6.2. Visitor Relationship Management
  - 14.6.3. Hypersegmentation
- 14.7. Digital Campaign Management
  - 14.7.1. What Is a Digital Advertising Campaign?
  - 14.7.2. Steps to Launch an Online Marketing Campaign
  - 14.7.3. Mistakes in Digital Advertising Campaigns
- 14.8. Sales Strategy
  - 14.8.1. Sales Strategy
  - 14.8.2. Sales Methods
- 14.9. Corporate Communication
  - 14.9.1. Concept
  - 14.9.2. The Importance of Communication in the Organization
  - 14.9.3. Type of Communication in the Organization
  - 14.9.4. Functions of Communication in the Organization
  - 14.9.5. Elements of Communication
  - 14.9.6. Problems of Communication
  - 14.9.7. Communication Scenarios
- 14.10. Digital Communication and Reputation
  - 14.10.1. Online Reputation
  - 14.10.2. How to Measure Digital Reputation?
  - 14.10.3. Online Reputation Tools
  - 14.10.4. Online Reputation Report
  - 14.10.5. Online Branding



**Module 15. Executive Management**

- 15.1. General Management
  - 15.1.1. The Concept of General Management
  - 15.1.2. The Role of the CEO
  - 15.1.3. The CEO and their Responsibilities
  - 15.1.4. Transforming the Work of Management
- 15.2. Manager Functions: Organizational Culture and Approaches
  - 15.2.1. Manager Functions: Organizational Culture and Approaches
- 15.3. Operations Management
  - 15.3.1. The Importance of Management
  - 15.3.2. Value Chain
  - 15.3.3. Quality Management
- 15.4. Public Speaking and Spokesperson Education
  - 15.4.1. Interpersonal Communication
  - 15.4.2. Communication Skills and Influence
  - 15.4.3. Communication Barriers
- 15.5. Personal and Organizational Communication Tools
  - 15.5.1. Interpersonal Communication
  - 15.5.2. Interpersonal Communication Tools
  - 15.5.3. Communication in the Organization
  - 15.5.4. Tools in the Organization
- 15.6. Communication in Crisis Situations
  - 15.6.1. Crisis
  - 15.6.2. Phases of the Crisis
  - 15.6.3. Messages: Contents and Moments
- 15.7. Preparation of a Crisis Plan
  - 15.7.1. Analysis of Possible Problems
  - 15.7.2. Planning
  - 15.7.3. Adequacy of Personnel
- 15.8. Emotional Intelligence
  - 15.8.1. Emotional Intelligence and Communication
  - 15.8.2. Assertiveness, Empathy, and Active Listening
  - 15.8.3. Self- Esteem and Emotional Communication
- 15.9. Personal Branding
  - 15.9.1. Strategies for Personal Brand Development
  - 15.9.2. Personal Branding Laws
  - 15.9.3. Tools for Creating Personal Brands
- 15.10. Leadership and Team Management
  - 15.10.1. Leadership and Leadership Styles
  - 15.10.2. Leadership Skills and Challenges
  - 15.10.3. Managing Change Processes
  - 15.10.4. Managing Multicultural Teams



*A unique, key, and decisive experience to boost your professional development”*

06

# Methodology

This academic program offers students a different way of learning. Our methodology uses a cyclical learning approach: **Relearning.**

This teaching system is used, for example, in the most prestigious medical schools in the world, and major publications such as the **New England Journal of Medicine** have considered it to be one of the most effective.



“

*Discover Relearning, a system that abandons conventional linear learning, to take you through cyclical teaching systems: a way of learning that has proven to be extremely effective, especially in subjects that require memorization"*

## Case Study to contextualize all content

Our program offers a revolutionary approach to developing skills and knowledge. Our goal is to strengthen skills in a changing, competitive, and highly demanding environment.

“

*At TECH, you will experience a learning methodology that is shaking the foundations of traditional universities around the world”*



*You will have access to a learning system based on repetition, with natural and progressive teaching throughout the entire syllabus.*



*The student will learn, through collaborative activities and real cases, how to solve complex situations in real business environments.*

### A learning method that is different and innovative

This TECH program is an intensive educational program, created from scratch, which presents the most demanding challenges and decisions in this field, both nationally and internationally. This methodology promotes personal and professional growth, representing a significant step towards success. The case method, a technique that lays the foundation for this content, ensures that the most current economic, social and professional reality is taken into account.

“*Our program prepares you to face new challenges in uncertain environments and achieve success in your career*”

The case method has been the most widely used learning system among the world's leading business schools for as long as they have existed. The case method was developed in 1912 so that law students would not only learn the law based on theoretical content. It consisted of presenting students with real-life, complex situations for them to make informed decisions and value judgments on how to resolve them. In 1924, Harvard adopted it as a standard teaching method.

What should a professional do in a given situation? This is the question we face in the case method, an action-oriented learning method. Throughout the program, the studies will be presented with multiple real cases. They will have to combine all their knowledge and research, and argue and defend their ideas and decisions.

## Relearning Methodology

TECH effectively combines the Case Study methodology with a 100% online learning system based on repetition, which combines 8 different teaching elements in each lesson.

We enhance the Case Study with the best 100% online teaching method: Relearning.

*In 2019, we obtained the best learning results of all online universities in the world.*

At TECH, you will learn using a cutting-edge methodology designed to train the executives of the future. This method, at the forefront of international teaching, is called Relearning.

Our university is the only one in the world authorized to employ this successful method. In 2019, we managed to improve our students' overall satisfaction levels (teaching quality, quality of materials, course structure, objectives...) based on the best online university indicators.



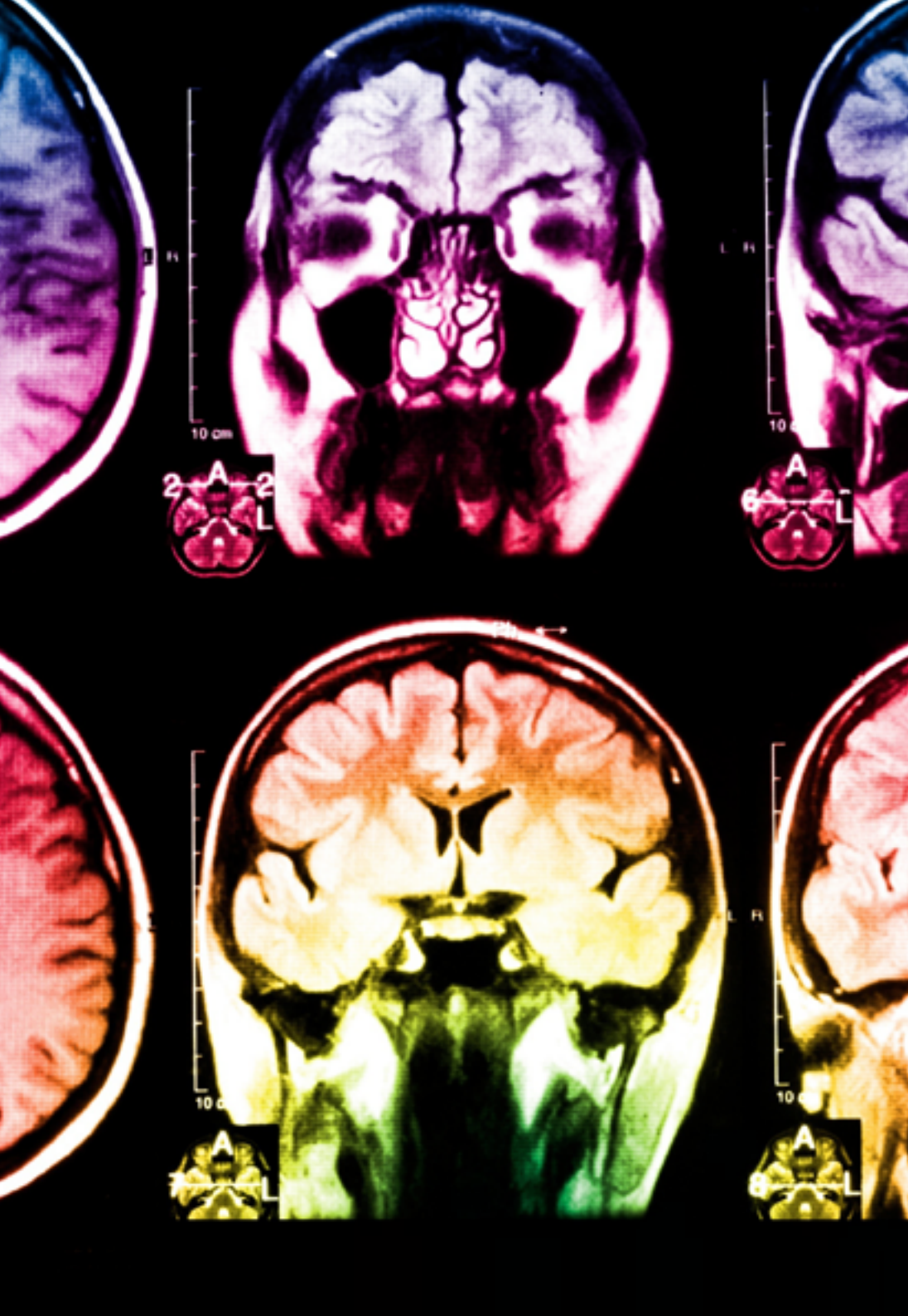
In our program, learning is not a linear process, but rather a spiral (learn, unlearn, forget, and re-learn). Therefore, we combine each of these elements concentrically.

This methodology has trained more than 650,000 university graduates with unprecedented success in fields as diverse as biochemistry, genetics, surgery, international law, management skills, sports science, philosophy, law, engineering, journalism, history, and financial markets and instruments. All this in a highly demanding environment, where the students have a strong socio-economic profile and an average age of 43.5 years.

*Relearning will allow you to learn with less effort and better performance, involving you more in your specialization, developing a critical mindset, defending arguments, and contrasting opinions: a direct equation to success.*

From the latest scientific evidence in the field of neuroscience, not only do we know how to organize information, ideas, images and memories, but we know that the place and context where we have learned something is fundamental for us to be able to remember it and store it in the hippocampus, to retain it in our long-term memory.

In this way, and in what is called neurocognitive context-dependent e-learning, the different elements in our program are connected to the context where the individual carries out their professional activity.



This program offers the best educational material, prepared with professionals in mind:



#### Study Material

All teaching material is produced by the specialists who teach the course, specifically for the course, so that the teaching content is highly specific and precise.

These contents are then applied to the audiovisual format, to create the TECH online working method. All this, with the latest techniques that offer high quality pieces in each and every one of the materials that are made available to the student.



#### Classes

There is scientific evidence suggesting that observing third-party experts can be useful.

Learning from an Expert strengthens knowledge and memory, and generates confidence in future difficult decisions.



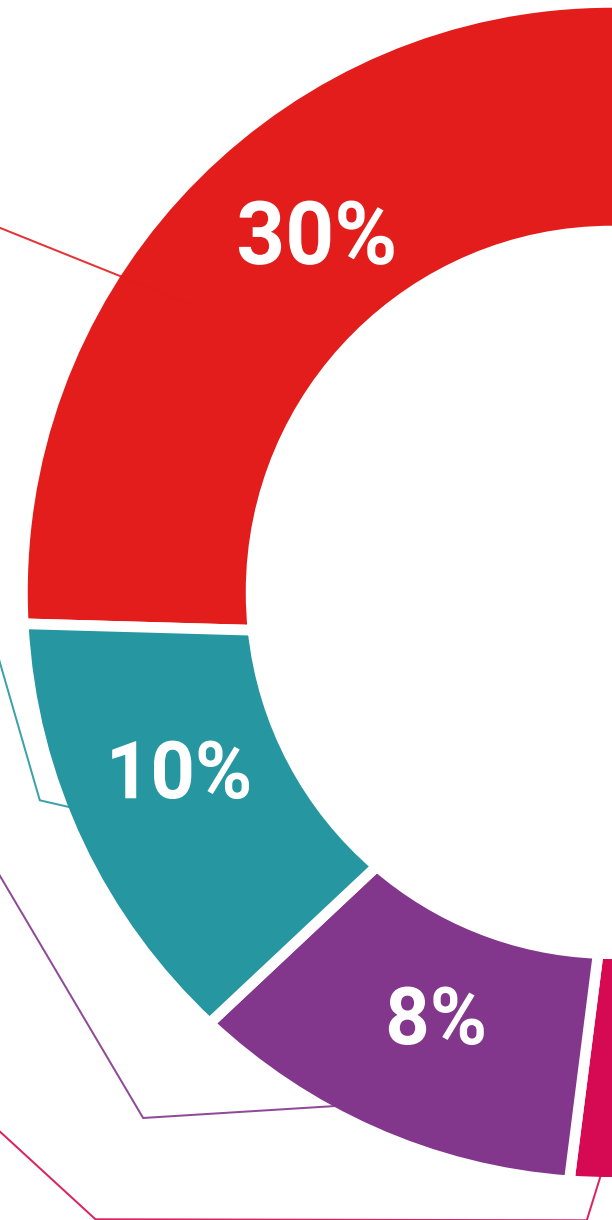
#### Practising Skills and Abilities

They will carry out activities to develop specific skills and abilities in each subject area. Exercises and activities to acquire and develop the skills and abilities that a specialist needs to develop in the context of the globalization that we are experiencing.



#### Additional Reading

Recent articles, consensus documents and international guidelines, among others. In TECH's virtual library, students will have access to everything they need to complete their course.







#### Case Studies

Students will complete a selection of the best case studies chosen specifically for this program. Cases that are presented, analyzed, and supervised by the best specialists in the world.



#### Interactive Summaries

The TECH team presents the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



#### Testing & Retesting

We periodically evaluate and re-evaluate students' knowledge throughout the program, through assessment and self-assessment activities and exercises, so that they can see how they are achieving their goals.



07

# Certificate

The MBA in Fashion and Luxury Communication Management guarantees students, in addition to the most rigorous and up-to-date education, access to a Professional Master's Degree issued by TECH Technological University.



“

*Successfully complete this program  
and receive your university qualification  
without having to travel or fill out laborious  
paperwork”*

This **MBA in Advertising and Public Relations Management** contains the most complete and up-to-date program on the market.

After the student has passed the assessments, they will receive their corresponding **Professional Master's Degree** issued by **TECH Technological University** via tracked delivery\*.

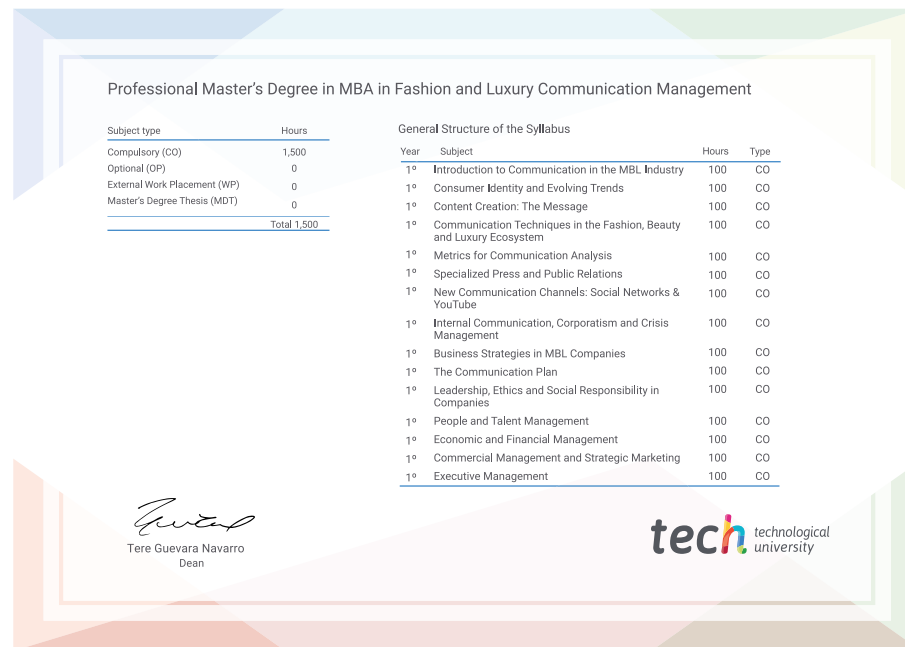
The diploma issued by **TECH Technological University** will reflect the qualification obtained in the Professional Master's Degree, and meets the requirements commonly demanded by labor exchanges, competitive examinations and professional career evaluation committees.

Title: **Professional Master's Degree in MBA in Fashion and Luxury Communication Management**

Official N° of hours: **1,500 h.**

Modality: **online**

Duration: **12 months**



\*Apostille Convention. In the event that the student wishes to have their paper diploma issued with an apostille, TECH EDUCATION will make the necessary arrangements to obtain it, at an additional cost..

future  
health confidence people  
education information tutors  
guarantee accreditation teaching



## Professional Master's Degree

MBA in Fashion and  
Luxury Communication  
Management

- » Modality: online
- » Duration: 12 months
- » Certificate: TECH Technological University
- » Schedule: at your own pace
- » Exams: online

Professional Master's Degree  
MBA in Fashion and Luxury  
Communication Management