



# Advanced Master's Degree MBA in Commercial Sales Management

» Modality: online

» Duration: 24 months

» Certificate: TECH Global University

» Credits: 120 ECTS

» Schedule: at your own pace

» Exams: online

Website: www.techtitute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-mba-commercial-sales-management

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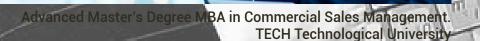
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## 01 Welcome

Changes in commerce, favored by advances in recent years in new technologies and communication, have also led to changes in the way sales processes are managed and directed, so company managers must have up-to-date knowledge in this area, enabling them to adapt to new and increasingly competitive environments. If you want to specialize in this field, do not miss the opportunity to study at TECH. The best academic program of the moment is offered for you to acquire the necessary training for your professional development.









## tech 08 | Why Study at TECH?

#### At TECH Technological University



#### **Innovation**

The university offers an online learning model that combines the latest educational technology with the most rigorous teaching methods. A unique method with the highest international recognition that will provide students with the keys to develop in a rapidly-evolving world, where innovation must be every entrepreneur's focus.

"Microsoft Europe Success Story", for integrating the innovative, interactive multi-video system.



#### The Highest Standards

Admissions criteria at TECH are not economic. Students don't need to make a large investment to study at this university. However, in order to obtain a qualification from TECH, the student's intelligence and ability will be tested to their limits. The institution's academic standards are exceptionally high...

95%

of TECH students successfully complete their studies



#### **Networking**

Professionals from countries all over the world attend TECH, allowing students to establish a large network of contacts that may prove useful to them in the future.

100,000+

200+

executives trained each year

different nationalities



#### **Empowerment**

Students will grow hand in hand with the best companies and highly regarded and influential professionals. TECH has developed strategic partnerships and a valuable network of contacts with major economic players in 7 continents.

500+

collaborative agreements with leading companies



#### **Talent**

This program is a unique initiative to allow students to showcase their talent in the business world. An opportunity that will allow them to voice their concerns and share their business vision.

After completing this program, TECH helps students show the world their talent.



#### **Multicultural Context**

While studying at TECH, students will enjoy a unique experience. Study in a multicultural context. In a program with a global vision, through which students can learn about the operating methods in different parts of the world, and gather the latest information that best adapts to their business idea.

TECH students represent more than 200 different nationalities.



#### Learn with the best

In the classroom, TECH's teaching staff discuss how they have achieved success in their companies, working in a real, lively, and dynamic context. Teachers who are fully committed to offering a quality specialization that will allow students to advance in their career and stand out in the business world.

Teachers representing 20 different nationalities.



At TECH, you will have access to the most rigorous and up-to-date case studies in the academic community"

## Why Study at TECH? | 09 **tech**

TECH strives for excellence and, to this end, boasts a series of characteristics that make this university unique:



#### **Analysis**

TECH explores the student's critical side, their ability to question things, their problem-solving skills, as well as their interpersonal skills.



#### **Academic Excellence**

TECH offers students the best online learning methodology. The university combines the Relearning method (a postgraduate learning methodology with the highest international rating) with the Case Study. A complex balance between tradition and state-of-the-art, within the context of the most demanding academic itinerary.



#### **Economy of Scale**

TECH is the world's largest online university. It currently boasts a portfolio of more than 10,000 university postgraduate programs. And in today's new economy, **volume + technology = a ground-breaking price**. This way, TECH ensures that studying is not as expensive for students as it would be at another university.





## tech 12 | Why Our Program?

This program will provide students with a multitude of professional and personal advantages, particularly the following:



#### A significant career boost

By studying at TECH, students will be able to take control of their future and develop their full potential. By completing this program, students will acquire the skills required to make a positive change in their career in a short period of time.

70% of participants achieve positive career development in less than 2 years.



## Develop a strategic and global vision of companies

TECH offers an in-depth overview of general management to understand how each decision affects each of the company's different functional areas.

Our global vision of companies will improve your strategic vision.



#### Consolidate the student's senior management skills

Studying at TECH means opening the doors to a wide range of professional opportunities for students to position themselves as senior executives, with a broad vision of the international environment.

You will work on more than 100 real senior management cases.



#### Take on new responsibilities

The program will cover the latest trends, advances and strategies, so that students can carry out their professional work in a changing environment.

45% of graduates are promoted internally.



#### Access to a powerful network of contacts

TECH connects its students to maximize opportunities. Students with the same concerns and desire to grow. Therefore, partnerships, customers or suppliers can be shared.

You will find a network of contacts that will be instrumental for professional development.



#### Thoroughly develop business projects

Students will acquire a deep strategic vision that will help them develop their own project, taking into account the different areas in companies.

20% of our students develop their own business idea.



#### Improve soft skills and management skills

TECH helps students apply and develop the knowledge they have acquired, while improving their interpersonal skills in order to become leaders who make a difference.

Improve your communication and leadership skills and enhance your career.



#### Be part of an exclusive community

Students will be part of a community of elite executives, large companies, renowned institutions, and qualified professors from the most prestigious universities in the world: the TECH Technological University community.

We give you the opportunity to train with a team of world renowned teachers.





## tech 16 | Objectives

TECH makes the goals of their students their own goals too. Working together to achieve them.

The Advanced Master's Degree MBA in Commercial Sales Management qualifies students to:



Define the latest trends in business management, taking into account the globalized environment that governs senior management criteria



Develop strategies to carry out decision-making in a complex and unstable environment



Develop the key leadership skills that should define working professionals





Follow the sustainability criteria set by international standards when developing a business plan



Create corporate strategies that set the script for the company to follow in order to be more competitive and achieve its own objectives



Develop the skills required to manage business activities strategically



Acquire the communication skills that a business leader needs in order to ensure that their message is heard and understood by the members of their community



09

Understand the economic environment in which the company operates and develop appropriate strategies to anticipate changes



Design innovative strategies and policies to improve management and business efficiency



Be able to manage the company's economic and financial plan



Understand the logistic operations that are necessary in the business environment, so as to manage them appropriately



Create innovative strategies in line with our projects



Be able to apply information and communication technologies to the different areas within a company



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Be able to develop all the phases of a business idea: design, feasibility plan, execution, monitoring



Develop, lead and execute more effective, customer-focused sales strategies that offer personalized value propositions



Develop strategies to make decisions in a complex and unstable environment, evaluating their impact on the company



Establish the most appropriate programs to select, train, incentivize, control, and develop the sales force





Develop the ability to detect, analyze and solve and problem solving



Develop strategies to lead organizations and sales teams in times of change



Explain the company from a global point of view, as well as the responsibility and the new role of commercial managers



Develop the essential skills to manage the organizations commercial activity strategically



Formulate and implement commercial policies as growth strategies that adapt the company to changes in the national and international environment



**22**)

Design innovative strategies and policies to improve commercial management and efficiency



Acquire leadership skills to lead sales and marketing teams successfully



Understand the whole process of the company's logistics and operations chain



Integrate the different digital tools in the business strategy





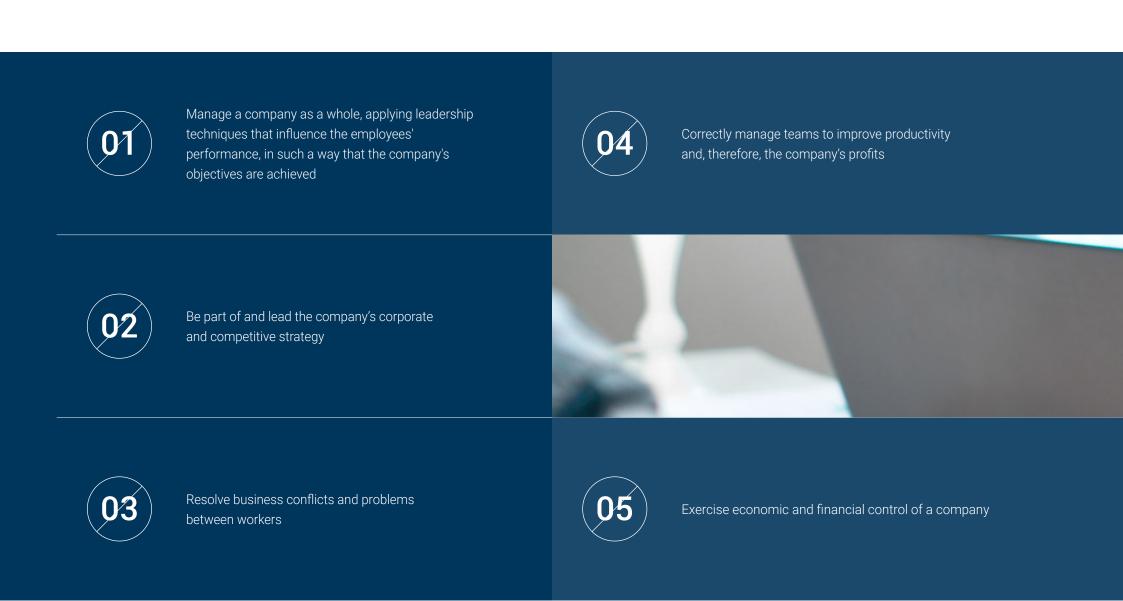
Carry out international sales and marketing strategies

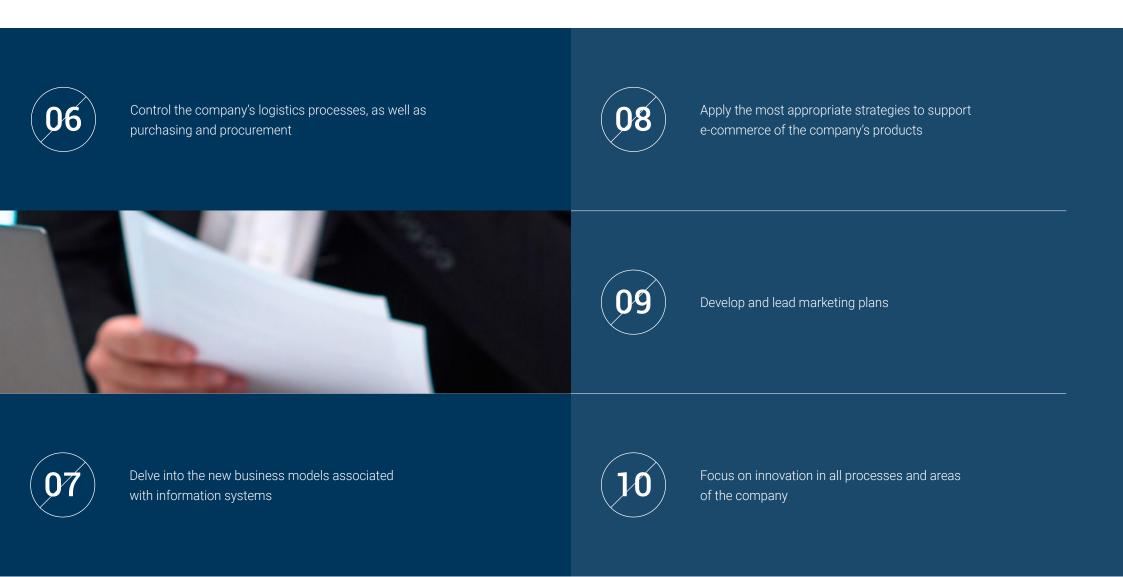


Conduct market research to understand the competition and develop differentiating strategies





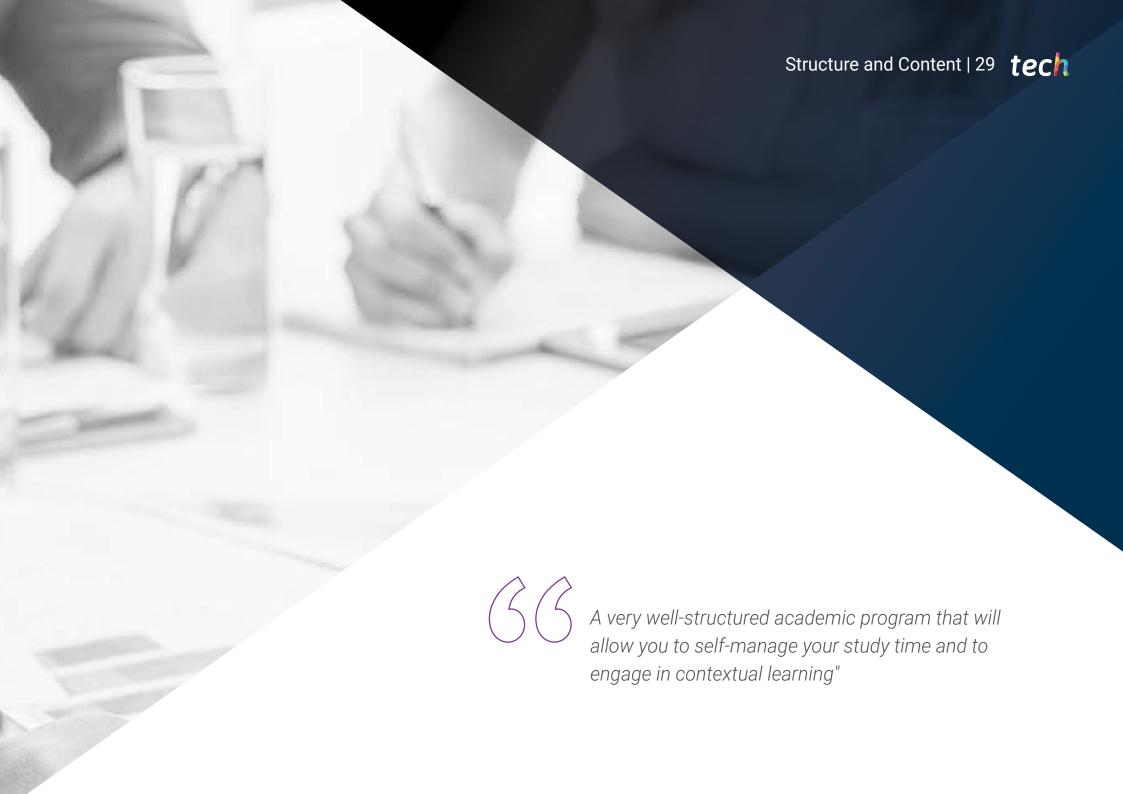












## tech 30 | Structure and Content

#### **Syllabus**

The Advanced Master's Degree MBA in Commercial Sales Management of TECH Technological University is an intensive program that prepares the professional to face challenges and business decisions both nationally and internationally. Its content is designed to promote the development of managerial skills that enable more rigorous decision-making in uncertain environments.

Throughout 3,000 hours of study, students will analyze a multitude of practical cases through individual work, achieving contextual learning that will be of great use in their daily practice. It is, therefore, an authentic immersion in real business situations.

This Advanced Master's Degree MBA in Commercial Sales Management deals in depth with the main areas of the company, and is designed for managers to understand digital marketing management from a strategic, international and innovative perspective.

A plan designed for the professional, focused on their professional improvement and that prepares them to achieve excellence in the field of direction and business management. A program that understands your needs and those of your company 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 competencies to solve critical situations in a creative and efficient way.

This program takes place over 24 months and is divided into 19 modules:

Module 1	Leadership, Ethics, and CSR
Module 2	Strategic Management and Executive Management
Module 3	People and Talent Management
Module 4	Economic and Financial Management
Module 5	Operations and Logistics Management
Module 6	Information Systems Management
Module 7	Commercial Management, Marketing, and Corporate Communication
Module 8	Innovation and Project Management
Module 9	Management and Leadership
Module 10	Logistics and Economic Management

Module 11	Commercial Management
Module 12	Market Research
Module 13	Sales Campaign Planning
Module 14	Commercial and Sales Team Organization
Module 15	Selecting, Training, and Coaching the Sales Network
Module 16	Commercial Activity Process
Module 17	Customer Relationship Management
Module 18	Integrating Digital Channels into the Commercial Strategy
Module 19	Commerce and International Marketing

#### Where, When and How is it Taught?

TECH offers the possibility of developing this Advanced Master's Degree MBA in Commercial Sales Management completely online. Over the course of 24 months, you will be able to access all the contents of this program at any time, allowing you to self-manage your study time.

A unique, key, and decisive educational experience to boost your professional development and make the definitive leap.

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<b>Module 1</b> . Leadership, Ethics, and CSR			
<ul> <li>1.1. Globalization and Governance</li> <li>1.1.1. Globalization and Trends: Internationalization of Markets</li> <li>1.1.2. Economic Environment and Corporate Governance</li> <li>1.1.3. Accountability</li> </ul>	<ul> <li>1.2. Leadership</li> <li>1.2.1. Intercultural Environment</li> <li>1.2.2. Leadership and Business Management</li> <li>1.2.2. Management Roles and Responsibilities</li> </ul>	<ul> <li>1.3. Business ethics</li> <li>1.3.1. Ethics and Integrity</li> <li>1.3.2. Ethical Behavior in Companies</li> <li>1.3.3. Deontology, Codes of Ethics and Codes of Conduct</li> <li>1.3.4. Fraud and Corruption Prevention</li> </ul>	<ul> <li>1.4. Sustainability</li> <li>1.4.1. Business and Sustainable Development</li> <li>1.4.2. Social, Environmental, and Economic Impact</li> <li>1.4.3. The 2030 Agenda and the SDGs</li> </ul>
<ul> <li>1.5. Corporate Social Responsibility</li> <li>1.5.1. Corporate Social Responsibility</li> <li>1.5.2. Roles and Responsibilities</li> <li>1.5.3. Implementing Corporate Social Responsibility</li> </ul>			
<b>Module 2.</b> Strategic Management and Exe	cutive Management		
04 0 1 11 14 1 1 15 1			
<ul> <li>2.1. Organizational Analysis and Design</li> <li>2.1.1. Organizational Culture</li> <li>2.1.2. Organisational analysis</li> <li>2.1.3. Designing the Organizational Structure</li> </ul>	<ul> <li>2.2. Corporate Strategy</li> <li>2.2.1. Corporate-Level Strategy</li> <li>2.2.2. Types of Corporate-Level Strategies</li> <li>2.2.3. Determining the Corporate Strategy</li> <li>2.2.4. Corporate Strategy and Reputational Image</li> </ul>	<ul> <li>2.3. Strategic Planning and Strategy Formulation</li> <li>2.3.1. Strategic Thinking</li> <li>2.3.2. Strategic Planning and Formulation</li> <li>2.3.3. Sustainability and Corporate Strategy</li> </ul>	<ul> <li>2.4. Strategy Models and Patterns</li> <li>2.4.1. Wealth, Value, and Return on Investments</li> <li>2.4.2. Corporate Strategy: Methodologies</li> <li>2.4.3. Growing and Consolidating the Corporate Strategy</li> </ul>

4.12.1. Problem Solving Methodology 4.12.2. Case Method

<b>Module 3.</b> People and Talent Managemer	t		
<ul> <li>8.1. Organizational Behavior</li> <li>8.1.1. Organizational Theory</li> <li>8.1.2. Key Factors for Change in Organizations</li> <li>8.1.3. Corporate Strategies, Types, and Knowledge Management</li> </ul>	<ul> <li>3.2. Strategic People Management</li> <li>3.2.1. Job Design, Recruitment, and Selection</li> <li>3.2.2. Human Resources Strategic Plan: Design and Implementation</li> <li>3.2.3. Job Analysis: Design and Selection of People</li> <li>3.2.4. Training and Professional Development</li> </ul>	<ul> <li>3.3. Management and Leadership Development</li> <li>3.3.1. Management Skills: 21st Century Skills and Abilities</li> <li>3.3.2. Non-Managerial Skills</li> <li>3.3.3. Map of Skills and Abilities</li> <li>3.3.4. Leadership and People Management</li> </ul>	<ul> <li>3.4. Change Management</li> <li>3.4.1. Performance Analysis</li> <li>3.4.2. Strategic Approach</li> <li>3.4.3. Change Management: Key Factors, Process Design and Management</li> <li>3.4.4. Continuous Improvement Approach</li> </ul>
<ul> <li>3.5. Negotiation and Conflict Management</li> <li>3.5.1. Negotiation Objectives: Differentiating Elements</li> <li>3.5.2. Effective Negotiation Techniques</li> <li>3.5.3. Conflicts: Factors and Types</li> <li>3.5.4. Efficient Conflict Management: Negotiation and Communication</li> </ul>	<ul> <li>3.6. Executive Communication</li> <li>3.6.1. Performance Analysis</li> <li>3.6.2. Leading Change. Resistance to Change</li> <li>3.6.3. Managing Change Processes</li> <li>3.6.4. Managing Multicultural Teams</li> </ul>	<ul> <li>3.7. Team Management and People Performance</li> <li>3.7.1. Multicultural and Multidisciplinary Environment</li> <li>3.7.2. Team and People Management</li> <li>3.7.3. Coaching and People Performance</li> <li>3.7.4. Executive Meetings: Planning and Time Management</li> </ul>	<ul> <li>3.8. Knowledge and Talent Management</li> <li>3.8.1. Identifying Knowledge and Talent in Organizations</li> <li>3.8.2. Corporate Knowledge and Talent Management Models</li> <li>3.8.3. Creativity and Innovation</li> </ul>
Module 4. Economic and Financial Manaç	gement		
4.1. Economic Environment 4.1.1. Organizational Theory 4.1.2. Key Factors for Change in Organizations 4.1.3. Corporate Strategies, Types, and Knowledge Management	<ul> <li>4.2. Executive Accounting</li> <li>4.2.1. International Accounting Framework</li> <li>4.2.2. Introduction to the Accounting Cycle</li> <li>4.2.3. Company Financial Statements</li> <li>4.2.4. Analysis of Financial Statements: Decision-Making</li> </ul>	<ul> <li>4.3. Budget and Management Control</li> <li>4.3.1. Budgetary Planning</li> <li>4.3.2. Management Control: Design and Objectives</li> <li>4.3.3. Supervision and Reporting</li> </ul>	<ul><li>4.4. Corporate Tax Responsibility</li><li>4.4.1. Corporate Tax Responsibility</li><li>4.4.2. Tax Procedure: A Case-Country Approach</li></ul>
4.5. Corporate Control Systems 4.5.1. Types of Control 4.5.2. Regulatory Compliance 4.5.3. Internal Auditing 4.5.4. External Auditing	<ul> <li>4.6. Financial Management</li> <li>4.6.1. Introduction to Financial Management</li> <li>4.6.2. Financial Management and Corporate Strategy</li> <li>4.6.3. Chief Financial Officer (CFO): Managerial Skills</li> </ul>	<ul> <li>4.7. Financial Planning</li> <li>4.7.1. Business Models and Financing Needs</li> <li>4.7.2. Financial Analysis Tools</li> <li>4.7.3. Short-Term Financial Planning</li> <li>4.7.4. Long-Term Financial Planning</li> </ul>	<ul><li>4.8. Corporate Financial Strategy</li><li>4.8.1. Corporate Financial Investments</li><li>4.8.2. Strategic Growth: Types</li></ul>

4.11.1. Fixed Income Market 4.11.2. Equity Market 4.11.3. Valuation of Companies

4.10.2. Risk Analysis and Management

4.9.2. Economic Indicators

4.9.3. Economic Cycle

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6.5.2. Innovation Abilities

6.5.3. Redesigning the Value Chain Processes

Module 5. Operations and Logistics Manag	gement		
<ul><li>5.1. Operations Management</li><li>5.1.1. Define the Operations Strategy</li><li>5.1.2. Supply Chain Planning and Control</li><li>5.1.3. Indicator Systems</li></ul>	<ul><li>5.2. Purchasing Management</li><li>5.2.1. Stock Management</li><li>5.2.2. Warehouse Management</li><li>5.2.3. Purchasing and Procurement Management</li></ul>	<ul> <li>5.3. Supply Chain Management (I)</li> <li>5.3.1. Costs and Efficiency of the Operations Chain</li> <li>5.3.2. Change in Demand Patterns</li> <li>5.3.3. Change in Operations Strategy</li> </ul>	<ul><li>5.4. Supply Chain Management (II) Implementation</li><li>5.4.1. Lean Manufacturing/Lean Thinking</li><li>5.4.2. Logistics Management</li><li>5.4.3. Purchasing</li></ul>
5.5. Logistical Processes	5.6. Logistics and Customers	5.7. International Logistics	5.8. Competing through Operations
<ul><li>5.5.1. Organization and Management by Processes</li><li>5.5.2. Procurement, Production, Distribution</li><li>5.5.3. Quality, Quality Costs, and Tools</li><li>5.5.4. After-Sales Service</li></ul>	<ul><li>5.6.1. Demand Analysis and Forecasting</li><li>5.6.2. Sales Forecasting and Planning</li><li>5.6.3. Collaborative Planning, Forecasting, and Replacement</li></ul>	<ul> <li>5.7.1. Customs, Export and Import processes</li> <li>5.7.2. Methods and Means of International Payment</li> <li>5.7.3. International Logistics Platforms</li> </ul>	<ul> <li>5.8.1. Innovation in Operations as a Competitive Advantage in the Company</li> <li>5.8.2. Emerging Technologies and Sciences</li> <li>5.8.3. Information Systems in Operations</li> </ul>
Module 6. Information Systems Manageme	ent		
<ul><li>6.1. Information Systems Management</li><li>6.1.1. Business Information Systems</li><li>6.1.2. Strategic Decisions</li><li>6.1.3. The Role of the CIO</li></ul>	<ul> <li>6.2. Information Technology and Business Strategy</li> <li>6.2.1. Company and Industry Sector Analysis</li> <li>6.2.2. Online Business Models</li> <li>6.2.3. The Value of IT in a Company</li> </ul>	<ul><li>6.3. IS Strategic Planning</li><li>6.3.1. The Process of Strategic Planning</li><li>6.3.2. Formulating the IS Strategy</li><li>6.3.3. Strategy Implementation Plan</li></ul>	<ul> <li>6.4. Information Systems and Business Intelligence</li> <li>6.4.1. CRM and Business Intelligence</li> <li>6.4.2. Business Intelligence Project Management</li> <li>6.4.3. Business Intelligence Architecture</li> </ul>
<ul><li>6.5. New ICT-Based Business Models</li><li>6.5.1. Technology-Based Business Models</li></ul>	6.6. E-Commerce 6.6.1. E-Commerce Strategic Plan	<ul><li>6.7. E-Business Strategies</li><li>6.7.1. Social Media Strategies</li></ul>	6.8. Digital Business 6.8.1. Mobile e-Commerce

6.7.2. Optimizing Service Channels and Customer

Support

6.7.3. Digital Regulation

6.6.2. Logistics Management and Customer

Service in E-Commerce

Internationalization

6.6.3. E-Commerce as an Opportunity for

6.8.2. Design and Usability 6.8.3. E-Commerce Operations

7.1.	Commercial Management	7.2.	Marketing	7.3.	Strategic Marketing Management	7.4.	Digital Marketing Strategy
7.1.2. 7.1.3.	Sales Management Commercial Strategy Sales and Negotiation Techniques Management of Sales Teams	7.2.1. 7.2.2. 7.2.3.		7.3.1.	Sources of Innovation Current Trends in Marketing Marketing Tools Marketing Strategy and Communication with Customers	7.4.2.	Approach to Digital Marketing Digital Marketing Tools Inbound Marketing and the Evolution of Digital Marketing
7.5.	Sales and Communication Strategy	7.6.	Corporate Communication	7.7.	Corporate Communication Strategy		
	Positioning and Promotion Public Relations	7.6.1. 7.6.2.	Internal and External Communication Communication Departments		Corporate Communication Strategy Communication Plan		
7.5.3.	Sales and Communication Strategy	7.6.3.	Communication Managers: Managerial Skills and Responsibilities	7.7.3.	Press Release/Clipping/Publicity Writing		

#### 8.3. Business Model Design and 8.1. Innovation 8.2. Innovation Strategy 8.4. Project Management Validation 8.1.1. Macro Concept of Innovation 8.2.1. Innovation and Corporate Strategy8.2.2. Global Innovation Project: Design and 8.4.1. Innovation Opportunities 8.4.2. Feasibility Study and Proposal Specification 8.1.2. Types of Innovation 8.3.1. The Lean Start-up Methodology 8.1.3. Continuous and Discontinuous Innovation Management 8.4.3. Project Definition and Design 8.3.2. Innovative Business Initiative: Stages 8.1.4. Training and Innovation 8.2.3. Innovation Workshops 8.3.3. Financing Arrangements 8.4.4. Project Execution 8.4.5. Project Closure 8.3.4. Model Tools: Empathy Map, Canvas Model, and Metrics 8.3.5. Growth and Loyalty

Module 9. Managementand Leadership				
9.1. General Management	9.2. Competitive Strategy	9.3. Planning and Strategy	9.4. Talent Management	
9.1.1. Integrating Functional Strategies into the Global Business Strategies	9.2.1. Market Analysis 9.2.2. Sustainable Competitive Advantage	9.3.1. The Relevance of Strategic Direction in the Management Control Process	9.4.1. Managing Human Capital 9.4.2. Environment, Strategy, and Metrics	
9.1.2. Management Policy and Processes 9.1.3. Society and Enterprise	9.2.3. Return on Investment	9.3.2. Analysis of the Environment and the Organization 9.3.3. Lean Management	9.4.3. Innovation in People Management	

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#### Module 10. Logistics and Economic Management

#### 10.1. Financial Diagnosis

- 10.1.1. Indicators for Analyzing Financial Statements
- 10.1.2. Profitability Analysis
- 10.1.3. Economic and Financial Profitability of a Company

#### 10.2. Economic Analysis of Decisions

- 10.2.1. Budget Control
- 10.2.2. Competitive Analysis. Comparative Analysis
- 10.2.3. Decision-Making. Business Investment or Divestment

## 10.3. Investment Valuation and Portfolio Management

- 10.3.1. Profitability of Investment Projects and Value Creation
- 10.3.2. Models for Evaluating Investment Projects
- 10.3.3. Sensitivity Analysis, Scenario Development, and Decision Trees

#### Module 11. Commercial Management

#### 11.1. Commercial Negotiation

- 11.1.1. Emotional Intelligence in Negotiation and Sales
- 11.1.2. Self-Motivation and Empathy
- 11.1.3. Developing Negotiation Abilities

## 11.2. Fundamentals of Commercial Management

- 11.2.1. Internal and External Analysis. SWOT Analysis
- 11.2.2. Sector and Competitive Analysis
- 11.2.3. The Canvas Model

## 11.3. Decision-Making in Commercial Management

- 11.3.1. Commercial Strategy and Competitive Strategy
- 11.3.2. Decision Making Models
- 11.3.3. Analytical and Decision Making Tools

#### 11.4. Sales Network Management

- 11.4.1. Sales Campaign Planning
- 11.4.2. Networks Serving Commercial Activity
- 11.4.3. Salesperson Recruitment and Training Policies
- 11.4.4. Sales Management

## 11.5. Implementing the Commercial Function

- 11.5.1. Commercial Contract
- 11.5.2. Controlling Commercial Activity
- 11.5.3. The Commercial Agent's Code of Ethics

## 11.6. Financial and Budgetary Management

- 11.6.1. Balanced Scorecard
- 11.6.2. Control of the Annual Sales Plan
- 11.6.3. Financial Impact of Strategic Decisions

#### Module 12. Market Research 12.2. Quantitative Research Methods 12.3. Qualitative Research Methods and 12.4. Online Market Research 12.1. New Competitive Environment and Techniques Techniques 12.1.1. Technological Innovation and Economic 12.4.1. Quantitative Research Tools in Online Impact 12.2.1. Variables and Measurement Scales Markets 12.3.1. Direct Techniques: Focus Group 12.1.2. Knowledge Society 12.4.2. Dynamic Qualitative Customer Research 12.2.2 Information Sources 12.3.2. Anthropological Techniques 12.1.3. The New Consumer Profile 12.2.3. Sampling Techniques 12.3.3. Indirect Techniques 12.4.3. Analyzing and Interpreting the Data Obtained 12.2.4. The Treatment and Analysis of Data 12.3.4. The Two Face Mirror and The Delphi Method 12.5. Market Segmentation 12.6. Types of Buying Behavior 12.7. Information Systems in 12.8. Research Project Management Commercial Management 12.5.1. Market Typologies 12.6.1. Complex Behavior 12.8.1. Information Analysis Tools 12.5.2. Concept and Analysis of the Demand 12.6.2. Dissonance Reducing Behavior 12.8.2. Developing an Expectation Management 12.7.1. Conceptual Approaches to Business 12.5.3. Segmentation and Criteria 12.6.3. Variety Seeking Behavior Management Information Systems 12.5.4. Defining the Target Audience 12.6.4. Habitual Purchasing Behavior 12.8.3. Assessing the Feasibility of Projects 12.7.2. Data Warehouse and Datamining 12.7.3. Geographical Information Systems 12.9. Marketing Intelligence Applied to 12.10. Online Agencies, Media and **Commercial Management** Channels 12.9.1. Big Data 12.10.1. Integral, Creative and Online Agencies 12.9.2. User Experience 12.10.2. Traditional and New Media 12.9.3. Applying Techniques 12.10.3. Online Channels 12.10.4. Other Digital Players

## Module 13. Sales Campaign Planning

## 13.1. Customer Portfolio Analysis

- 13.1.1. Customer Planning
- 13.1.2. Customer Classification

## 13.2. Commercial Segmentation

- 13.2.1. Analysis of Distribution Channels, Sales Areas and Products
- 13.2.2. Preparing Commercial Areas
- 13.2.3. Implementing the Visiting Plan

### 13.3. Selecting Target Customers (CRM)

- 13.3.1. Designing an e-CRM
- 13.3.2. Implications and Limitations of the Personal Data Protection Law
- 13.3.3. Orientation towards the Consumer
- 13.3.4. 1 to 1 Planning

## 13.4.1. Identifying Key Accounts

- 13.4.2. Benefits and Risks of the Key Account Manager
- 13.4.3. Sales and Key Account Management

13.4. Key Account Management

13.4.4. KAM Strategic Action Phases

## 13.5. Sales Projections

- 13.5.1. Business Forecast and Sales Forecast
- 13.5.2. Sales Forecasting Methods
- 13.5.3. Practical Applications of Sales Forecasting

## 13.6. Setting Sales Objectives

- 13.6.1. Coherence of Corporate, Commercial and Sales Objectives
- 13.6.2. Programming Objectives and Detailed Budgets
- 13.6.3. Distributing Objectives by Business Activity
  Units
- 13.6.4. Sales and Participation Objectives

# 13.7. Sales Quota and Setting the Sales Quota

- 13.7.1. Activity Quotas
- 13.7.2. Volume and Profitability Quotas
- 13.7.3. Participation Quotas
- 13.7.4. Economic and Financial Quotas
- 13.7.5. Seasonality and Quotas

# 13.8. Contingency Plan

- 13.8.1. Information Systems and Sales Control
- 13.8.2. Control Panels
- 13.8.3. Corrective Measures and Contingency Plans

# tech 38 | Structure and Content

15.5. Personal Coaching and Emotional

15.5.2. Assertiveness, Empathy, and Active Listening 15.5.3. Self-Esteem and Emotional Language 15.5.4. Multiple intelligences

15.5.1. Emotional Intelligence Applied to Sales

Intelligence

Techniques

15.6. Motivation

15.6.3. Needs Theory

15.6.1. The Nature of Motivation

15.6.4. Motivation and Financial Compensation

15.6.2. Expectations Theory

Module 14. Commercial and Sales Team Organization					
<ul> <li>14.1. Commercial Organization</li> <li>14.1.1. Introduction to Commercial Organization</li> <li>14.1.2. Typical Commercial Structures</li> <li>14.1.3. Delegations Organization</li> <li>14.1.4. Developing Commercial Organizational Models</li> </ul>	14.2. Sales Network Organization 14.2.1. Department Organization Chart 14.2.2. Designing Sales Networks 14.2.3. Multichannel Reality	14.3. Internal Market Analysis 14.3.1. Service Chain Definition 14.3.2. Quality of Service Analysis 14.3.3. Product Benchmark 14.3.4. Key Business Success Factors	14.4. Sales Strategy 14.4.1. Sales Methods 14.4.2. Acquisition Strategies 14.4.3. Service Strategies		
14.5. Go-To-Market Strategy 14.5.1. Channel Management 14.5.2. Competitive Advantage 14.5.3. Sales Force	14.6. Controlling Commercial Activity 14.6.1. Main Ratios and Control Methods 14.6.2. Supervision Tools 14.6.3. Balanced Scorecard Methodology	14.7. After-Sales Service Organization 14.7.1. After-Sales Actions 14.7.2. Relationships with the Customer 14.7.3. Self-Analysis and Improvement	14.8. Commercial Audit 14.8.1. Possible Lines of Intervention 14.8.2. Express Commercial Audit 14.8.3. Strategic Team Assessment 14.8.4. Marketing Policy Assessment		
Module 15. Selecting, Training, and Coaching the Sales Network					
<ul> <li>15.1. Managing Human Capital</li> <li>15.1.1. Intellectual Capital. The Intangible Asset of Knowledge</li> <li>15.1.2. Talent Acquisition</li> <li>15.1.3. Preventing the Loss of Human Resources</li> </ul>	15.2. Selecting Sales Teams 15.2.1. Recruitment Actions 15.2.2. Salesperson Profiles 15.2.3. Interview 15.2.4. Welcome Plan	<ul><li>15.3. Training High-Level Salespeople</li><li>15.3.1. Training Plan</li><li>15.3.2. Salesperson Characteristics and Duties</li><li>15.3.3. Training and Managing High-Performing Teams</li></ul>	15.4. Training Management 15.4.1. Learning Theories 15.4.2. Talent Detection and Retention 15.4.3. Gamification and Talent Management 15.4.4. Training and Professional Obsolescence		

15.7. Compensation of Sales Networks

15.7.2. Incentive and Compensation Systems

15.7.3. Distribution of Salary Concepts

15.7.1. Compensation Systems

15.8. Compensation and Non-Economic

15.8.1. Quality of Life in the Workplace Programs 15.8.2. Expansion and Enrichment of the Job 15.8.3. Flexible Schedules and Job Sharing

Benefits

16.1. Development of the Sales Process	16.2. Preparing the Commercial Visit	16.3. Conducting the Commercial Visit	16.4. Psychology and Sales Techniques
16.1.1. Methodology in the Sales Process 16.1.2. Attracting Attention and Argumentation 16.1.3. Objections and Demonstration	16.2.1. Studying the Customers File 16.2.2. Setting Customer Sales Targets 16.2.3. Preparing the Interview	16.3.1. Customer Presentation 16.3.2. Determining Needs 16.3.3. Argumentation	<ul><li>16.4.1. Notions of Psychology Applied to Sales</li><li>16.4.2. Techniques to Improve Verbal and Non-Verbal Communication</li><li>16.4.3. Factors that Influence Consumer Behavior</li></ul>
16.5. Negotiation and Closing the Sale	16.6. The Loyalty Process		
16.5.1. Negotiation Phases	16.6.1. In-depth Knowledge of the Client		
16.5.2. Negotiation Tactics	16.6.2. The Commercial Process to be Carried Out		
16.5.3. Closing and Customer Commitment 16.5.4. Commercial Visit Analysis	with the Customer 16.6.3. The Value that the Customer Has for the		
10.5.4. COMMERCIAL VISIT ANAlysis	Company		

#### Module 17. Customer Relationship Management 17.1. Knowing the Market and the 17.2. CRM and Relational Marketing 17.3. Database Marketing and Customer 17.4. Consumer Psychology and Consumer 17.2.1. Business Philosophy or Strategic Orientation 17.2.2. Customer Identification and Differentiation Relationship Management Behavior 17.1.1. Open Innovation 17.3.1. Database Marketing Applications 17.4.1. The Study of Consumer Behavior 17.2.3. The Company and its Stakeholders 17.1.2. Competitive Intelligence 17.4.2. Internal and External Consumer Factors 17.3.2. Laws and Regulations 17.2.4. Clienting Clienteling 17.1.3. Sharing Economy 17.3.3. Information Sources, Storage, and 17.4.3. Consumer Decision Process Processing 17.4.4. Consumerism, Society, Marketing, and Ethics 17.5. Areas of CRM Management 17.6. Consumer Centric Marketing 17.7. CRM Management Techniques 17.8. Advantages and Risks of Implementing CRM 17.5.1. Customer Service 17.6.1. Segmentation 17.7.1. Direct Marketing 17.6.2. Profitability Analysis 17.5.2. Managing the Sales Force 17.7.2. Multichannel Integration 17.8.1. CRM, Sales and Costs 17.5.3. Customer Service 17.6.3. Customer Loyalty Strategies 17.7.3. Viral Marketing 17.8.2. Customer Satisfaction and Loyalty 17.8.3. Technology Implementation 17.8.4. Strategic and Management Errors

# tech 40 | Structure and Content

19.5. Prices and Exports

19.5.2. Incoterms

19.5.1. Export Prices Calculation

19.5.3. International Price Strategy

Module 18. Integrating Digital Channels into the Commercial Strategy					
<ul> <li>18.1. Digital e-Commerce Management</li> <li>18.1.1. New e-Commerce Business Models</li> <li>18.1.2. Planning and Developing an e-Commerce Strategic Plan</li> <li>18.1.3. Technological Structure in e-Commerce</li> </ul>	<ul> <li>18.2. Implementing e-Commerce Techniques</li> <li>18.2.1. Social Media and Integration in the E-Commerce Plan</li> <li>18.2.2. Multichannel Strategy</li> <li>18.2.3. Personalizing Dashboards</li> </ul>	18.3. Digital Pricing  18.3.1. Online Payment Methods and Payment Gateways  18.3.2. Electronic Promotions  18.3.3. Digital Price Timing  18.3.4. e-Auctions	<ul> <li>18.4. From e-Commerce to m-Commerce and s-Commerce</li> <li>18.4.1. e-Marketplace Business Models</li> <li>18.4.2. s-Commerce and Brand Experience</li> <li>18.4.3. Purchase via Mobile Devices</li> </ul>		
<ul> <li>18.5. Customer Intelligence: from e-CRM to s-CRM</li> <li>18.5.1. Integrating the Consumer in the Value Chain 18.5.2. Online Research and Loyalty Techniques 18.5.3. Planning a Customer Relationship Management Strategy</li> </ul>	<ul> <li>18.6. Managing Virtual Communities: Community Management:</li> <li>18.6.1. Changes in Communication Paradigms</li> <li>18.6.2. Business Intelligence and the Consumer 2.0</li> <li>18.6.3. Managing Networks and Communities</li> <li>18.6.4. Social Media Content Management</li> <li>18.6.5. Monitoring, Analytics and Results in Social Media</li> </ul>	<ul> <li>18.7. Social Media Plan</li> <li>18.7.1. Designing a Social Media Plan</li> <li>18.7.2. Defining the Strategy to Be Followed in Each Medium</li> <li>18.7.3. Contingency Protocol in Case of Crisis</li> </ul>	<ul> <li>18.8. Web Analytics and Social Media Intelligence</li> <li>18.8.1. Setting Objectives and KPI</li> <li>18.8.2. ROI in Digital Marketing</li> <li>18.8.3. Viewing and Interpreting Dashboards</li> </ul>		
Module 19. Commerce and International Marketing					
19.1. International Market Research 19.1.1. Emerging Markets Marketing 19.1.2. PES Analysis 19.1.3. What, How and Where to Export 19.1.4. International Marketing Mix Strategies	<ul> <li>19.2. International Segmentation</li> <li>19.2.1. Criteria for Market Segmentation at the International Level</li> <li>19.2.2. Market Niches</li> <li>19.2.3. International Segmentation Strategies</li> </ul>	<ul> <li>19.3. International Positioning</li> <li>19.3.1. Branding in International Markets</li> <li>19.3.2. Positioning Strategies in International Markets</li> <li>19.3.3. Global, Regional and Local Brands</li> </ul>	<ul> <li>19.4. Product Strategies in International Markets</li> <li>19.4.1. Product Modification, Adaptation and Diversification</li> <li>19.4.2. Global Standardized Products</li> <li>19.4.3. The Product Portfolio</li> </ul>		

19.7. International Promotion

19.7.2. Advertising and Publicity

19.7.3. International Fairs

19.7.4. Country Branding

19.7.1. The International Promotion MIX

19.8. Distribution through International

Channels

19.8.2. Export Consortiums

19.8.1. Channel and Trade Marketing

19.8.3. Types of Exports and Foreign Trade

19.6. Quality in International Commerce

19.6.1. Quality and International Commerce

19.6.2. Standards and Certifications

19.6.3. CE Marking





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.





# tech 44 | Methodology

# TECH Business School uses the 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.





This program prepares you to face business challenges in uncertain environments and achieve business success.



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

## A learning method that is different and innovative

This TECH program is an intensive educational program, created from scratch to present executives with challenges and business decisions at the highest level, whether at the national or international level. 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 business reality is taken into account.



You will learn, through collaborative activities and real cases, how to solve complex situations in real business environments"

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 must integrate all their knowledge, research, 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 different teaching elements in each lesson.

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

Our online system will allow you to organize your time and learning pace, adapting it to your schedule. You will be able to access the contents from any device with an internet connection.

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 online business school is the only one in the world licensed to incorporate 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.



# Methodology | 47 tech

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. With this methodology we have 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, markets, and financial 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.



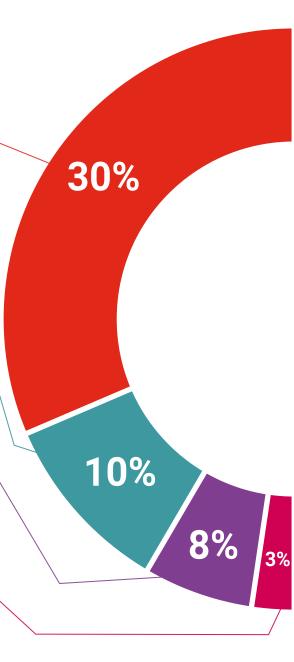
## **Management Skills Exercises**

They will carry out activities to develop specific executive competencies in each thematic area. Practices and dynamics to acquire and develop the skills and abilities that a high-level manager needs to develop in the context of the globalization we live in.



## **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.





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 senior management 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.

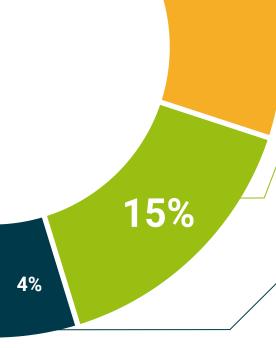


This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story"

## **Testing & Retesting**

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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.

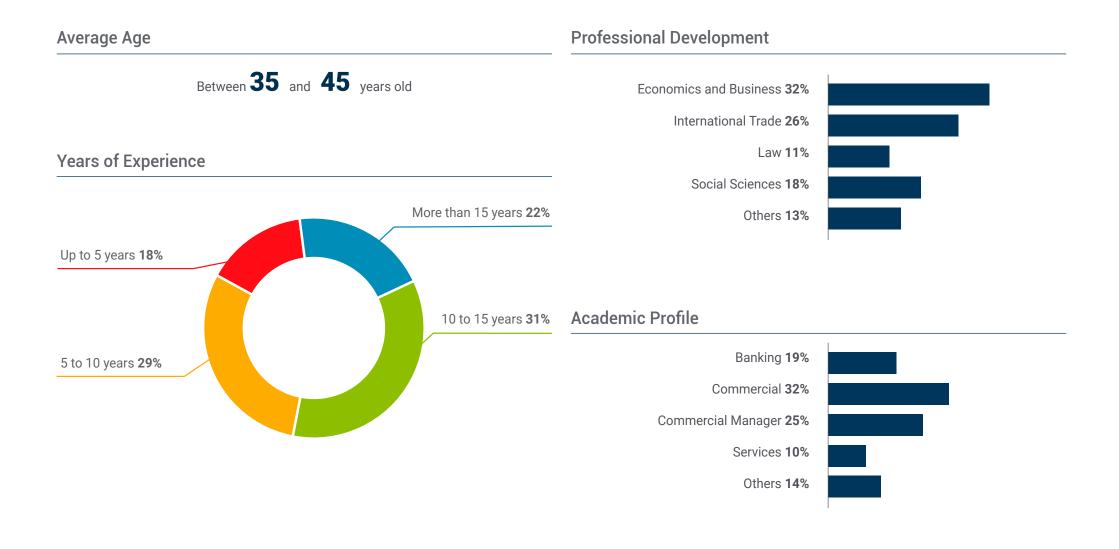


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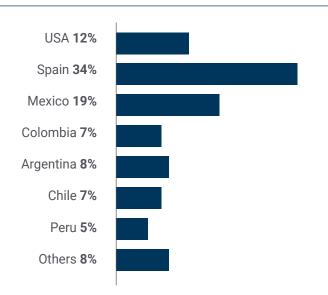




# tech 52 | Our Students' Profiles



## **Geographical Distribution**





# **Marcos Pérez**

Sales Manager of a Multinational Company

"This TECH program has given me the opportunity to acquire a higher specialization in commercial sales management, so that every day I act with greater confidence in my daily practice. Without a doubt, a fully recommendable program for all those who wish to specialize in this field"





## **International Guest Director**

Dr. Aric Rindfleisch is a leading international authority in the field of Marketing and innovation. In addition, his dedication to research in key areas such as 3D printing, new product development and consumer values is noteworthy.

He has held senior roles such as President of Marketing and Executive Director at Illinois MakerLab, the world's first Business School 3D Printing Lab. Here, he has focused on providing professors and students with the knowledge and resources needed to be at the forefront of the emerging Maker Movement, teaching users how to design, manufacture and market physical objects.

His professional career has been marked by exceptional dedication and extensive experience in a variety of areas. For example, he has worked in Account Management at J. Walter Thompson Japan, an experience that has given him a deep understanding of the business world and market dynamics. He has also practiced in Hospital Administration at Connecticut Valley Hospital, where he has acquired very useful skills in management and leadership.

But his contribution extends beyond research, as he has played important roles in publishing, serving on the editorial board and as editor of renowned journals related to Marketing, consumer psychology and supply chain management. His excellence in teaching has also been recognized with several awards, including being named to The Princeton Review's list of "Top 300 Professors" in America.

Undoubtedly, Dr. Rindfleisch has left an indelible mark on the global community. In fact, he has published numerous articles in internationally renowned academic journals, addressing relevant and current topics in the field of Marketing.



# Dr. Rindfleisch, Aric

- President of Marketing and Chief Executive Officer at Illinois MakerLab, Urbana-Champaign, United States
- Assistant Advertising Account Manager at J. Walter Thompson Japan
- Hospital Administration Assistant at Connecticut Valley Hospital, Connecticut, U.S.A.
- Ph.D., University of Wisconsin-Madison, U.S.A
- M.B.A. from Cornell University
- Bachelor of Science degree from Connecticut State University
- Associate Editor:
  - Journal of Supply Chain Management
  - Journal of Product Innovation Management
- Editorial Board Member at:
  - Journal of the Academy of Marketing Science
  - Journal of Consumer Psychology
  - Journal of Public Policy and Marketing
  - Marketing Letters
  - Academy of Marketing Sciences Marketing Science Review



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





Achieve the positive change you deserve by completing this comprehensive program.

# Are you ready to take the leap? Excellent professional development awaits you

The Advanced Master's Degree MBA in Commercial Sales Management of TECH Technological University is an intensive program that prepares the professional to face challenges and business decisions both nationally and internationally. The main objective is to promote personal and professional growth. Helping students achieve success.

If you want to improve yourself, make a positive change at a professional level and interact with the best, this is the place for you.

Sign up for TECH and have access to all the resources that will allow you to increase your training in this field.

## When the change occurs

During the program

24%

During the first year

50%

After 2 years

26%

## Type of change

Internal Promotion 47%
Change of Company 35%
Entrepreneurship 18%

# Salary increase

This program represents a salary increase of more than 25.22% for our students

\$57,900

A salary increase of

25.22%

\$72,500





# tech 64 | Benefits for Your Company

Developing and retaining talent in companies is the best long-term investment.



# Intellectual Capital and Talent Growth

Bring new concepts, strategies and perspectives to the company that can bring about relevant changes in the organization.



# Retaining high-potential executives to avoid talent drain

This program strengthens the link between the company and the executive and opens new avenues for professional growth within the company.



## **Building agents of change**

Make decisions in times of uncertainty and crisis, helping the organization overcome obstacles.



# Increased international expansion possibilities

Thanks to this program, the company will come into contact with the main markets in the world economy.







# **Project Development**

Be able to work on a real project or develop new projects in the R+D or Business Development area of your company.



# Increased competitiveness

This program will equip students with the skills to take on new challenges and drive the organization forward.





# tech 68 | Certificate

This program will allow you to obtain your **Advanced Master's Degree diploma** in **MBA** in **Commercial Sales Management** endorsed by **TECH Global University**, the world's largest online university.

**TECH Global University** is an official European University publicly recognized by the Government of Andorra (*official bulletin*). Andorra is part of the European Higher Education Area (EHEA) since 2003. The EHEA is an initiative promoted by the European Union that aims to organize the international training framework and harmonize the higher education systems of the member countries of this space. The project promotes common values, the implementation of collaborative tools and strengthening its quality assurance mechanisms to enhance collaboration and mobility among students, researchers and academics.

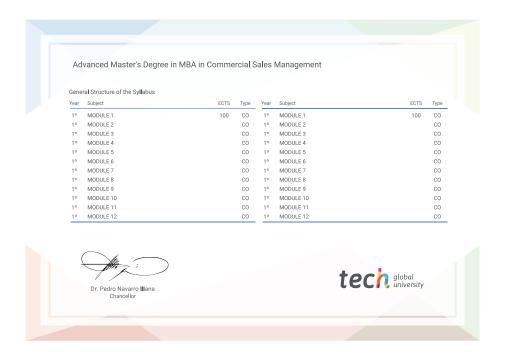
This **TECH Global University** title is a European program of continuing education and professional updating that guarantees the acquisition of competencies in its area of knowledge, providing a high curricular value to the student who completes the program.

Title: Advanced Master's Degree in MBA in Commercial Sales Management

ECTS: 120

Official N° of Hours: 3,000 h.





<sup>\*</sup>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.



# Advanced Master's Degree MBA in Commercial Sales Management

» Modality: online

» Duration: 24 months

» Certificate: TECH Global University

» Credits: 120 ECTS

» Schedule: at your own pace

» Exams: online

