

Advanced Master's Degree

MBA in Commercial Sales Management
(CRO, Chief Revenue Officer)



Advanced Master's Degree MBA in Commercial Sales Management (CRO, Chief Revenue Officer)

- » Modality: online
- » Duration: 2 years
- » Certificate: TECH Global University
- » Accreditation: 120 ECTS
- » Schedule: at your own pace
- » Exams: online

Website: www.techtute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-mba-commercial-sales-management-cro-chief-revenue-officer

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01

Introduction to the Program

In today's business environment, Commercial Sales Management faces a dynamic and challenging landscape. In fact, the integration of emerging technologies, such as Artificial Intelligence (AI), is transforming commercial strategies. AI-based tools, such as intelligent chatbots and predictive analytics systems, are improving the efficiency of sales teams and delivering personalized customer experiences. In addition, transparency and credibility have become fundamental pillars to connect with the buyer, highlighting the importance of offering truthful information about products and services. For this reason, TECH has created a complete 100% online program, which only requires an electronic device with an Internet connection to access all the academic resources.



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You will be trained in strategic sales management, optimizing sales processes and developing key skills in team management and data-driven decision making”

Commercial Sales Management has become an essential function within modern organizations, especially in a highly competitive and globalized business environment. In line with this, sales managers are responsible not only for managing sales teams, but also for designing strategies that optimize customer acquisition, increase profitability and strengthen the company's position in the market. Therefore, they need to develop the skills necessary for successful sales management, including the integration of innovative sales techniques, data analytics and customer relationship management.

In this scenario, TECH is launching an innovative Advanced Master's Degree MBA in Commercial Sales Management (CRO, Chief Revenue Officer). Designed by renowned experts in this field, the academic itinerary will delve into issues ranging from the fundamentals of executive management or the financial management of organizations to the most modern marketing techniques to increase the visibility of companies. As a result, graduates will be able to design and implement strategies that align all areas of the organization with the common goal of maximizing revenue.

Moreover, this university program is based on TECH's innovative Relearning learning system. Thanks to this, students will reduce the number of hours of study and will solidly consolidate the concepts addressed throughout this academic itinerary. All professionals will need is a device with an Internet connection (smartphone, computer or tablet) to access the virtual platform and the most dynamic teaching resources on the academic market.

This **Advanced Master's Degree MBA in Commercial Sales Management (CRO, Chief Revenue Officer)** contains the most complete and up-to-date educational program on the market. Its most notable features are:

- The development of case studies presented by experts in Commercial Sales Management (CRO, Chief Revenue Officer)
- 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
- Practical exercises where self-assessment can be used to improve learning
- Special emphasis on innovative methodologies in Commercial Sales Management (CRO, Chief Revenue Officer)
- 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



You will manage all phases of the sales cycle, from prospecting to closing and customer loyalty”

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You will make decisions that align all areas of your company with revenue objectives, increasing business sustainability and enhancing long-term growth. Enroll now!”

It includes in its teaching staff professionals belonging to the field of Commercial Sales Management (CRO, Chief Revenue Officer), who pour into this program the experience of their work, in addition to recognized specialists from leading companies 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 learning experience designed to prepare for real-life situations.

This program is designed around Problem-Based Learning, whereby the student must try to solve the different professional practice situations that arise throughout the program. For this purpose, the professional will be assisted by an innovative interactive video system created by renowned and experienced experts.

You will develop talent within sales teams, using coaching techniques to improve their performance.

TECH's online methodology will allow you to choose the time and place to study, without hindering your professional work.



02

Why Study at TECH?

TECH is the world's largest online university. With an impressive catalog of more than 14,000 university programs, available in 11 languages, it is positioned as a leader in employability, with a 99% job placement rate. In addition, it has a huge faculty of more than 6,000 professors of the highest international prestige.



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Study at the largest online university in the world and ensure your professional success. The future begins at TECH”

The world's best online university, according to FORBES

The prestigious Forbes magazine, specialized in business and finance, has highlighted TECH as "the best online university in the world" This is what they have recently stated in an article in their digital edition in which they echo the success story of this institution, "thanks to the academic offer it provides, the selection of its teaching staff, and an innovative learning method oriented to form the professionals of the future"

Forbes
Mejor universidad
online del mundo

Plan
de estudios
más completo

The most complete syllabuses on the university scene

TECH offers the most complete syllabuses on the university scene, with programs that cover fundamental concepts and, at the same time, the main scientific advances in their specific scientific areas. In addition, these programs are continuously updated to guarantee students the academic vanguard and the most demanded professional skills, and the most in-demand professional competencies. In this way, the university's qualifications provide its graduates with a significant advantage to propel their careers to success.

The best top international faculty

TECH's faculty is made up of more than 6,000 professors of the highest international prestige. Professors, researchers and top executives of multinational companies, including Isaiah Covington, performance coach of the Boston Celtics; Magda Romanska, principal investigator at Harvard MetaLAB; Ignacio Wistumba, chairman of the department of translational molecular pathology at MD Anderson Cancer Center; and D.W. Pine, creative director of TIME magazine, among others.

Profesorado
TOP
Internacional

La metodología
más eficaz

A unique learning method

TECH is the first university to use Relearning in all its programs. This is the best online learning methodology, accredited with international teaching quality certifications, provided by prestigious educational agencies. In addition, this innovative academic model is complemented by the "Case Method", thereby configuring a unique online teaching strategy. Innovative teaching resources are also implemented, including detailed videos, infographics and interactive summaries.

The world's largest online university

TECH is the world's largest online university. We are the largest educational institution, with the best and widest digital educational catalog, one hundred percent online and covering most areas of knowledge. We offer the largest selection of our own degrees and accredited online undergraduate and postgraduate degrees. In total, more than 14,000 university programs, in eleven different languages, making us the largest educational institution in the world.

nº1
Mundial
Mayor universidad
online del mundo

The official online university of the NBA

TECH is the official online university of the NBA. Thanks to our agreement with the biggest league in basketball, we offer our students exclusive university programs, as well as a wide variety of educational resources focused on the business of the league and other areas of the sports industry. Each program is made up of a uniquely designed syllabus and features exceptional guest hosts: professionals with a distinguished sports background who will offer their expertise on the most relevant topics.

Leaders in employability

TECH has become the leading university in employability. Ninety-nine percent of its students obtain jobs in the academic field they have studied within one year of completing any of the university's programs. A similar number achieve immediate career enhancement. All this thanks to a study methodology that bases its effectiveness on the acquisition of practical skills, which are absolutely necessary for professional development.



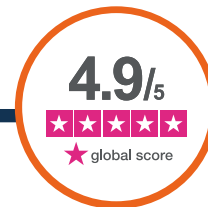
Google Premier Partner

The American technology giant has awarded TECH the Google Premier Partner badge. This award, which is only available to 3% of the world's companies, highlights the efficient, flexible and tailored experience that this university provides to students. The recognition not only accredits the maximum rigor, performance and investment in TECH's digital infrastructures, but also places this university as one of the world's leading technology companies.



The official online university of the NBA

TECH is the official online university of the NBA. Thanks to our agreement with the biggest league in basketball, we offer our students exclusive university programs, as well as a wide variety of educational resources focused on the business of the league and other areas of the sports industry. Each program is made up of a uniquely designed syllabus and features exceptional guest hosts: professionals with a distinguished sports background who will offer their expertise on the most relevant topics.



The top-rated university by its students

Students have positioned TECH as the world's top-rated university on the main review websites, with a highest rating of 4.9 out of 5, obtained from more than 1,000 reviews. These results consolidate TECH as the benchmark university institution at an international level, reflecting the excellence and positive impact of its educational model.



Leaders in employability

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03 Syllabus

The curriculum has been designed to train business leaders with a strategic and global vision. Therefore, they will address the latest trends in business management in a highly globalized environment, in order to adapt to the constant changes in the market. In this sense, they will develop key skills, such as the ability to design and execute innovative strategies, understand essential logistics operations and handle advanced digital tools to optimize business management. In addition, emphasis will be placed on the importance of following sustainability criteria set by international standards, ensuring that business strategies are aligned with the demands of sustainable development.





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You will cover everything from leadership and sales strategy, to the implementation of advanced technologies such as AI and predictive analytics, fundamental to improving profitability and efficiency”

Module 1. Leadership, Ethics and Social Responsibility in Companies

- 1.1. Globalization and Governance
 - 1.1.1. Governance and Corporate Governance
 - 1.1.2. The Fundamentals of Corporate Governance in Companies
 - 1.1.3. The Role of the Board of Directors in the Corporate Governance Framework
- 1.2. Leadership
 - 1.2.1. Leadership. A Conceptual Approach
 - 1.2.2. Leadership in Companies
 - 1.2.3. The Importance of Leaders in Business Management
- 1.3. *Cross Cultural Management*
 - 1.3.1. Cross Cultural Management Concept
 - 1.3.2. Contributions to Knowledge of National Cultures
 - 1.3.3. Diversity Management
- 1.4. Management and Leadership Development
 - 1.4.1. Concept of Management Development
 - 1.4.2. Concept of Leadership
 - 1.4.3. Leadership Theories
 - 1.4.4. Leadership Styles
 - 1.4.5. Intelligence in Leadership
 - 1.4.6. The Challenges of Today's Leader
- 1.5. Business Ethics
 - 1.5.1. Ethics and Morals
 - 1.5.2. Business Ethics
 - 1.5.3. Leadership and Ethics in Companies
- 1.6. Sustainability
 - 1.6.1. Sustainability and Sustainable Development
 - 1.6.2. The 2030 Agenda
 - 1.6.3. Sustainable Companies
- 1.7. Corporate Social Responsibility
 - 1.7.1. International Dimensions of Corporate Social Responsibility
 - 1.7.2. Implementing Corporate Social Responsibility
 - 1.7.3. The Impact and Measurement of Corporate Social Responsibility

- 1.8. Responsible Management Systems and Tools
 - 1.8.1. Corporate Social Responsibility: Corporate Social Responsibility
 - 1.8.2. Essential Aspects for Implementing a Responsible Management Strategy
 - 1.8.3. Steps for the Implementation of a Corporate Social Responsibility Management System
 - 1.8.4. CSR Tools and Standards
- 1.9. Multinationals and Human Rights
 - 1.9.1. Globalization, Multinational Corporations and Human Rights
 - 1.9.2. Multinational Corporations and International Law
 - 1.9.3. Legal Instruments for Multinationals in the Area of Human Rights
- 1.10. Legal Environment and Corporate Governance
 - 1.10.1. International Rules on Importation and Exportation
 - 1.10.2. Intellectual and Industrial Property
 - 1.10.3. International Labor Law

Module 2. Strategic Management and Executive Management

- 2.1. Organizational Analysis and Design
 - 2.1.1. Conceptual Framework
 - 2.1.2. Key Elements in Organizational Design
 - 2.1.3. Basic Organizational Models
 - 2.1.4. Organizational Design: Typology
- 2.2. Corporate Strategy
 - 2.2.1. Competitive Corporate Strategy
 - 2.2.2. Growth Strategies: Typology
 - 2.2.3. Conceptual Framework
- 2.3. Strategic Planning and Strategy Formulation
 - 2.3.1. Conceptual Framework
 - 2.3.2. Elements of Strategic Planning
 - 2.3.3. Strategic Formulation: Process of Strategic Planning
- 2.4. Strategic Thinking
 - 2.4.1. The Company as a System
 - 2.4.2. Organization Concept

- 2.5. Financial Diagnosis
 - 2.5.1. Concept of Financial Diagnosis
 - 2.5.2. Stages of Financial Diagnosis
 - 2.5.3. Assessment Methods for Financial Diagnosis
- 2.6. Planning and Strategy
 - 2.6.1. The Plan from a Strategy
 - 2.6.2. Strategic Positioning
 - 2.6.3. Strategy in Companies
- 2.7. Strategy Models and Patterns
 - 2.7.1. Conceptual Framework
 - 2.7.2. Strategic Models
 - 2.7.3. Strategic Patterns: The Five P's of Strategy
- 2.8. Competitive Strategy
 - 2.8.1. Competitive Advantage
 - 2.8.2. Choosing a Competitive Strategy
 - 2.8.3. Strategies based on the Strategic Clock Model
 - 2.8.4. Types of Strategies according to the Industrial Sector Life Cycle
- 2.9. Strategic Management
 - 2.9.1. The Concept of Strategy
 - 2.9.2. The Process of Strategic Management
 - 2.9.3. Approaches in Strategic Management
- 2.10. Strategy Implementation
 - 2.10.1. Indicator Systems and Process Approach
 - 2.10.2. Strategic Map
 - 2.10.3. Strategic Alignment
- 2.11. Executive Management
 - 2.11.1. Conceptual Framework of Executive Management
 - 2.11.2. Executive Management. The Role of the Board of Directors and Corporate Management Tools
- 2.12. Strategic Communication
 - 2.12.1. Interpersonal Communication
 - 2.12.2. Communication Skills and Influence
 - 2.12.3. Internal Communication
 - 2.12.4. Barriers to Business Communication

Module 3. People and Talent Management

- 3.1. Organizational Behavior
 - 3.1.1. Organizational Behavior. Conceptual Framework
 - 3.1.2. Main Factors of Organizational Behavior
- 3.2. People in Organizations
 - 3.2.1. Quality of Work Life and Psychological Well-Being
 - 3.2.2. Work Teams and Meeting Management
 - 3.2.3. Coaching and Team Management
 - 3.2.4. Managing Equality and Diversity
- 3.3. Strategic People Management
 - 3.3.1. Strategic Management and Human Resources
 - 3.3.2. Strategic People Management
- 3.4. Evolution of Resources. An Integrated Vision
 - 3.4.1. The Importance of HR
 - 3.4.2. A New Environment for People Management and Leadership
 - 3.4.3. Strategic HR Management
- 3.5. Selection, Group Dynamics and HR Recruitment
 - 3.5.1. Approach to Recruitment and Selection
 - 3.5.2. Recruitment
 - 3.5.3. The Selection Process
- 3.6. Human Resources Management by Competencies
 - 3.6.1. Analysis of the Potential
 - 3.6.2. Remuneration Policy
 - 3.6.3. Career/Succession Planning
- 3.7. Performance Evaluation and Performance Management
 - 3.7.1. Performance Management
 - 3.7.2. Performance Management: Objectives and Process
- 3.8. Management of Training
 - 3.8.1. Learning Theories
 - 3.8.2. Talent Detection and Retention
 - 3.8.3. Gamification and Talent Management
 - 3.8.4. Training and Professional Obsolescence

- 3.9. Talent Management
 - 3.9.1. Keys for Positive Management
 - 3.9.2. Conceptual Origin of Talent and Its Implication in the Company
 - 3.9.3. Map of Talent in the Organization
 - 3.9.4. Cost and Added Value
- 3.10. Innovation in Talent and People Management
 - 3.10.1. Strategic Talent Management Models
 - 3.10.2. Talent Identification, Training and Development
 - 3.10.3. Loyalty and Retention
 - 3.10.4. Proactivity and Innovation
- 3.11. Motivation
 - 3.11.1. The Nature of Motivation
 - 3.11.2. Expectations Theory
 - 3.11.3. Needs Theory
 - 3.11.4. Motivation and Financial Compensation
- 3.12. *Employer Branding*
 - 3.12.1. Employer Branding in HR
 - 3.12.2. Personal Branding for HR Professionals
- 3.13. Developing High-Performance Teams
 - 3.13.1. High-Performance Teams: Self-Managed Teams
 - 3.13.2. Methodologies for the Management of High-Performance Self-Managed Teams
- 3.14. Management Skills Development
 - 3.14.1. What Are Manager Competencies?
 - 3.14.2. Elements of Competencies
 - 3.14.3. Knowledge
 - 3.14.4. Management Skills
 - 3.14.5. Attitudes and Values in Managers
 - 3.14.6. Managerial Skills
- 3.15. Time Management
 - 3.15.1. Benefits
 - 3.15.2. What Can Be the Causes of Poor Time Management?
 - 3.15.3. Time
 - 3.15.4. Time Illusions
 - 3.15.5. Attention and Memory
 - 3.15.6. State of Mind
 - 3.15.7. Time Management
 - 3.15.8. Being Proactive
 - 3.15.9. Being Clear About the Objective
 - 3.15.10. Order
 - 3.15.11. Planning
- 3.16. Change Management
 - 3.16.1. Change Management
 - 3.16.2. Type of Change Management Processes
 - 3.16.3. Stages or Phases in the Change Management Process
- 3.17. Negotiation and Conflict Management
 - 3.17.1. Negotiation
 - 3.17.2. Conflict Management
 - 3.17.3. Crisis Management
- 3.18. Executive Communication
 - 3.18.1. Internal and External Communication in the Corporate Environment
 - 3.18.2. Communication Departments
 - 3.18.3. The Person in Charge of Communication of the Company. The Profile of the Dircom
- 3.19. Human Resources Management and Occupational Risk Prevention Teams
 - 3.19.1. Management of Human Resources and Teams
 - 3.19.2. Occupational Risk Prevention
- 3.20. Productivity, Attraction, Retention and Activation of Talent
 - 3.20.1. Productivity
 - 3.20.2. Talent Attraction and Retention Levers
- 3.21. Monetary Compensation vs. Non-Cash
 - 3.21.1. Monetary Compensation vs. Non-Cash
 - 3.21.2. Wage Band Models
 - 3.21.3. Non-Cash Compensation Models
 - 3.21.4. Working Model
 - 3.21.5. Corporate Community
 - 3.21.6. Company Image
 - 3.21.7. Emotional Salary

- 3.22. Innovation in Talent and People Management
 - 3.22.1. Innovation in Organizations
 - 3.22.2. New Challenges in the Human Resources Department
 - 3.22.3. Innovation Management
 - 3.22.4. Tools for Innovation
- 3.23. Knowledge and Talent Management
 - 3.23.1. Knowledge and Talent Management
 - 3.23.2. Knowledge Management Implementation
- 3.24. Transforming Human Resources in the Digital Era
 - 3.24.1. The Socioeconomic Context
 - 3.24.2. New Forms of Corporate Organization
 - 3.24.3. New Methodologies

Module 4. Economic and Financial Management

- 4.1. Economic Environment
 - 4.1.1. Macroeconomic Environment and the National Financial System
 - 4.1.2. Financial Institutions
 - 4.1.3. Financial Markets
 - 4.1.4. Financial Assets
 - 4.1.5. Other Financial Sector Entities
- 4.2. Company Financing
 - 4.2.1. Sources of Financing
 - 4.2.2. Types of Financing Costs
- 4.3. Executive Accounting
 - 4.3.1. Basic Concepts
 - 4.3.2. The Company's Assets
 - 4.3.3. The Company's Liabilities
 - 4.3.4. The Company's Net Worth
 - 4.3.5. Results Research
- 4.4. Management Accounting to Cost Accounting
 - 4.4.1. Elements of Cost Calculation
 - 4.4.2. Expenses in General Accounting and Cost Accounting
 - 4.4.3. Costs Classification
- 4.5. Information Systems and Business Intelligence
 - 4.5.1. Fundamentals and Classification
 - 4.5.2. Cost Allocation Phases and Methods
 - 4.5.3. Choice of Cost Center and Impact
- 4.6. Budget and Management Control
 - 4.6.1. The Budget Model
 - 4.6.2. Capital Budget
 - 4.6.3. The Operating Budget
 - 4.6.5. The Treasury's Budget
 - 4.6.6. Budget Monitoring
- 4.7. Treasury Management
 - 4.7.1. Accounting Working Capital and Required Working Capital
 - 4.7.2. Calculation of Operating Cash Requirements
 - 4.7.3. *Credit Management*
- 4.8. Corporate Tax Responsibility
 - 4.8.1. Basic Tax Concepts
 - 4.8.2. Corporate Income Tax
 - 4.8.3. Value Added Tax
 - 4.8.4. Other Taxes Related to Commercial Activity
 - 4.8.5. The Company as a Facilitator of the Work of the State
- 4.9. Corporate Control Systems
 - 4.9.1. Analysis of Financial Statements
 - 4.9.2. The Company's Balance Sheet
 - 4.9.3. The Profit and Loss Statement
 - 4.9.4. The Statement of Cash Flows
 - 4.9.5. Ratio Analysis
- 4.10. Financial Management
 - 4.10.1. The Company's Financial Decisions
 - 4.10.2. Financial Department
 - 4.10.3. Cash Surpluses
 - 4.10.4. Risks Associated with Financial Management
 - 4.10.5. Financial Administration Risk Management

- 4.11. Financial Planning
 - 4.11.1. Definition of Financial Planning
 - 4.11.2. Actions to Be Taken in Financial Planning
 - 4.11.3. Creation and Establishment of the Business Strategy
 - 4.11.4. The Cash Flow Table
 - 4.11.5. The Working Capital Table
- 4.12. Corporate Financial Strategy
 - 4.12.1. Corporate Strategy and Sources of Financing
 - 4.12.2. Financial Products for Corporate Financing
- 4.13. Macroeconomic Context
 - 4.13.1. Macroeconomic Context
 - 4.13.2. Relevant Economic Indicators
 - 4.13.3. Mechanisms for the Control of Macroeconomic Magnitudes
 - 4.13.4. Economic Cycles
- 4.14. Strategic Financing
 - 4.14.1. Self-Financing
 - 4.14.2. Increase in Equity
 - 4.14.3. Hybrid Resources
 - 4.14.4. Financing Through Intermediaries
- 4.15. Money and Capital Markets
 - 4.15.1. Money Market
 - 4.15.2. Fixed Income Market
 - 4.15.3. Equity Markets
 - 4.15.4. The Foreign Exchange Market
 - 4.15.5. The Derivatives Market
- 4.16. Financial Analysis and Planning
 - 4.16.1. Analysis of the Balance Sheet
 - 4.16.2. Income Statement Analysis
 - 4.16.3. Profitability Analysis
- 4.17. Analyzing and Solving Cases/Problems
 - 4.17.1. Financial Information on Industria de Diseño y Textil, S.A. (INDITEX)

Module 5. Operations and Logistics Management

- 5.1. Operations Direction and Management
 - 5.1.1. The Role of Operations
 - 5.1.2. The Impact of Operations on the Management of Companies
 - 5.1.3. Introduction to Operations Strategy
- 5.2. Industrial Organization and Logistics
 - 5.2.1. Industrial Organization Department
- 5.3. Structure and Types of Production (MTS, MTO, ATO, ETO...)
 - 5.3.1. Production System
 - 5.3.2. Production Strategy
 - 5.3.3. Inventory Management System
 - 5.3.4. Production Indicators
- 5.4. Structure and Types of Procurement
 - 5.4.1. Function of Procurement
 - 5.4.2. Procurement Management
 - 5.4.3. Types of Purchases
 - 5.4.4. Efficient Purchasing Management of a Company
 - 5.4.5. Stages of the Purchase Decision Process
- 5.5. Economic Control of Purchasing
 - 5.5.1. Economic Influence of Purchases
 - 5.5.2. Cost Centers
 - 5.5.3. Budget
 - 5.5.4. Budgeting vs. Actual Expenditure
 - 5.5.5. Budgetary Control Tools
- 5.6. Warehouse Operations Control
 - 5.6.1. Inventory Control
 - 5.6.2. Location Systems
 - 5.6.3. Stock Management Techniques
 - 5.6.4. Storage Systems

- 5.7. Strategic Purchasing Management
 - 5.7.1. Business Strategy
 - 5.7.2. Strategic Planning
 - 5.7.3. Purchasing Strategies
 - 5.8. Typologies of the Supply Chain (SCM)
 - 5.8.1. Supply Chain
 - 5.8.2. Benefits of Supply Chain Management
 - 5.8.3. Logistical Management in the Supply Chain
 - 5.9. *Supply Chain Management*
 - 5.9.1. The Concept of Supply Chain Management (SCM)
 - 5.9.2. Costs and Efficiency of the Operations Chain
 - 5.9.3. Demand Patterns
 - 5.9.4. Operations Strategy and Change
 - 5.10. Interactions Between the SCM and All Other Departments
 - 5.10.1. Interaction of the Supply Chain
 - 5.10.2. Interaction of the Supply Chain. Integration by Parts
 - 5.10.3. Supply Chain Integration Problems
 - 5.10.4. Supply Chain
 - 5.11. Logistics Costs
 - 5.11.1. Logistics Costs
 - 5.11.2. Problems with Logistics Costs
 - 5.11.3. Optimizing Logistic Costs
 - 5.12. Profitability and Efficiency of Logistics Chains: KPIs
 - 5.12.1. Logistics Chain
 - 5.12.2. Profitability and Efficiency of the Logistics Chain
 - 5.12.3. Indicators of Profitability and Efficiency of the Supply Chain
 - 5.13. Process Management
 - 5.13.1. Process Management
 - 5.13.2. Process-Based Approach: Process Mapping
 - 5.13.3. Improvements in Process Management
 - 5.14. Distribution and Transportation Logistics
 - 5.14.1. Distribution in the Supply Chain
 - 5.14.2. Transportation Logistics
 - 5.14.3. Geographic Information Systems as a Support for Logistics
 - 5.15. Logistics and Customers
 - 5.15.1. Demand Analysis
 - 5.15.2. Demand and Sales Forecast
 - 5.15.3. Sales and Operations Planning
 - 5.15.4. Collaborative Planning, Forecasting and Replenishment (CPFR)
 - 5.16. International Logistics
 - 5.16.1. Export and Import Processes
 - 5.16.2. Customs
 - 5.16.3. Methods and Means of International Payment
 - 5.16.4. International Logistics Platforms
 - 5.17. Outsourcing of Operations
 - 5.17.1. Operations Management and Outsourcing
 - 5.17.2. Outsourcing Implementation in Logistics Environments
 - 5.18. Competitiveness in Operations
 - 5.18.1. Operations Management
 - 5.18.2. Operational Competitiveness
 - 5.18.3. Operations Strategy and Competitive Advantages
 - 5.19. Quality Management
 - 5.19.1. Internal and External Customers
 - 5.19.2. Quality Costs
 - 5.19.3. Ongoing Improvement and the Deming Philosophy
- Module 6. Information Systems Management**
- 6.1. Technological Environment
 - 6.1.1. Technology and Globalization
 - 6.1.2. Economic Environment and Technology
 - 6.1.3. Technological Environment and Its Impact on Companies
 - 6.2. Information Systems in Companies
 - 6.2.1. The Evolution of the IT Model
 - 6.2.2. Organization and IT Departments
 - 6.2.3. Information Technology and Economic Environment

- 6.3. Corporate Strategy and Technology Strategy
 - 6.3.1. Creating Value for Customers and Shareholders
 - 6.3.2. Strategic IS/IT Decisions
 - 6.3.3. Corporate Strategy vs. Technological and Digital Strategy
 - 6.4. Information Systems Management
 - 6.4.1. Corporate Governance of Technology and Information Systems
 - 6.4.2. Management of Information Systems in Companies
 - 6.4.3. Expert Managers in Information Systems: Roles and Functions
 - 6.5. Information Technology Strategic Planning
 - 6.5.1. Information Systems and Corporate Strategy
 - 6.5.2. Phases of Information Systems Strategic Planning
 - 6.6. Information Systems for Decision-Making
 - 6.6.1. *Business Intelligence*
 - 6.6.2. *Data Warehouse*
 - 6.6.3. Balanced Scorecard (BSC)
 - 6.7. Exploring the Information
 - 6.7.1. SQL: Relational Databases. Basic Concepts
 - 6.7.2. Networks and Communications
 - 6.7.3. Operational System: Standardized Data Templates
 - 6.7.4. Strategic System: OLAP, Multidimensional Model and Graphical Dashboards
 - 6.7.5. Strategic DB Analysis and Report Composition
 - 6.8. Corporate Business Intelligence
 - 6.8.1. The World of Data
 - 6.8.2. Relevant Concepts
 - 6.8.3. Main Characteristics
 - 6.8.4. Solutions in Today's Market
 - 6.8.5. Overall Architecture of a BI Solution
 - 6.8.6. Cybersecurity in BI and Data Science
 - 6.9. New Business Concept
 - 6.9.1. Why BI?
 - 6.9.2. Obtaining Information
 - 6.9.3. Reasons to Invest in BI
 - 6.10. BI Tools and Solutions
 - 6.10.1. How to Choose the Best Tool?
 - 6.10.2. Microsoft Power BI, MicroStrategy and Tableau
 - 6.10.3. SAP BI, SAS BI and Qlikview
 - 6.10.4. Prometheus
 - 6.11. BI Project Planning and Management
 - 6.11.1. First Steps to Define a BI Project
 - 6.11.2. BI Solution for the Company
 - 6.11.3. Requirements and Objectives
 - 6.12. Corporate Management Applications
 - 6.12.1. Information Systems and Corporate Management
 - 6.12.2. Applications for Corporate Management
 - 6.12.3. Enterprise Resource Planning or ERP Systems
 - 6.13. Digital Transformation
 - 6.13.1. Conceptual Framework of Digital Transformation
 - 6.13.2. Digital Transformation; Key Elements, Benefits and Drawbacks
 - 6.13.3. Digital Transformation in Companies
 - 6.14. Technology and Trends
 - 6.14.1. Main Trends in the Field of Technology that Are Changing Business Models
 - 6.14.2. Analysis of the Main Emerging Technologies
 - 6.15. IT Outsourcing
 - 6.15.1. Conceptual Framework of Outsourcing
 - 6.15.2. IT Outsourcing and Its Impact on the Business
 - 6.15.3. Keys to Implement Corporate IT Outsourcing Projects
- Module 7. Commercial Management, Strategic Marketing and Corporate Communications**
- 7.1. Commercial Management
 - 7.1.1. Conceptual Framework of Commercial Management
 - 7.1.2. Business Strategy and Planning
 - 7.1.3. The Role of Sales Managers

- 7.2. Marketing
 - 7.2.1. The Concept of Marketing
 - 7.2.2. The Basic Elements of Marketing
 - 7.2.3. Marketing Activities in Companies
- 7.3. Strategic Marketing Management
 - 7.3.1. The Concept of Strategic Marketing
 - 7.3.2. Concept of Strategic Marketing Planning
 - 7.3.3. Stages in the Process of Strategic Marketing Planning
- 7.4. Digital Marketing and E-Commerce
 - 7.4.1. Digital Marketing and E-Commerce Objectives
 - 7.4.2. Digital Marketing and Media Used
 - 7.4.3. E-Commerce. General Context
 - 7.4.4. Categories of E-Commerce
 - 7.4.5. Advantages and Disadvantages of E-Commerce versus Traditional Commerce
- 7.5. *Managing Digital Business*
 - 7.5.1. Competitive Strategy in the Face of the Growing Digitalization of the Media
 - 7.5.2. Designing and Creating a Digital Marketing Plan
 - 7.5.3. ROI Analysis in a Digital Marketing Plan
- 7.6. Digital Marketing to Reinforce a Brand
 - 7.6.1. Online Strategies to Improve Your Brand's Reputation
 - 7.6.2. *Branded Content and Storytelling*
- 7.7. Digital Marketing Strategy
 - 7.7.1. Defining the Digital Marketing Strategy
 - 7.7.2. Digital Marketing Strategy Tools
- 7.8. Digital Marketing to Attract and Retain Customers
 - 7.8.1. Loyalty and Engagement Strategies through the Internet
 - 7.8.2. *Visitor Relationship Management*
 - 7.8.3. Hypersegmentation
- 7.9. Managing Digital Campaigns
 - 7.9.1. What Is a Digital Advertising Campaign?
 - 7.9.2. Steps in Launching an Online Marketing Campaign
 - 7.9.3. Mistakes in Digital Advertising Campaigns
- 7.10. Online Marketing Plan
 - 7.10.1. What Is an Online Marketing Plan?
 - 7.10.2. Steps in Creating an Online Marketing Plan
 - 7.10.3. Advantages of Having an Online Marketing Plan
- 7.11. Blended Marketing
 - 7.11.1. What Is Blended Marketing?
 - 7.11.2. Differences Between Online and Offline Marketing
 - 7.11.3. Aspects to Be Taken into Account in the Blended Marketing Strategy
 - 7.11.4. Characteristics of a Blended Marketing Strategy
 - 7.11.5. Recommendations in Blended Marketing
 - 7.11.6. Benefits of Blended Marketing
- 7.12. Sales Strategy
 - 7.12.1. Sales Strategy
 - 7.12.2. Sales Methods
- 7.13. Corporate Communication
 - 7.13.1. Concept
 - 7.13.2. The Importance of Communication in the Organization
 - 7.13.3. Type of Communication in the Organization
 - 7.13.4. Functions of Communication in the Organization
 - 7.13.5. Elements of Communication
 - 7.13.6. Communication Problems
 - 7.13.7. Communication Scenarios
- 7.14. Corporate Communication Strategy
 - 7.14.1. Motivational Programs, Social Action, Participation and Training with HR
 - 7.14.2. Internal Communication Support and Tools
 - 7.14.3. Internal Communication Plan
- 7.15. Digital Communication and Reputation
 - 7.15.1. Online Reputation
 - 7.15.2. How to Measure Digital Reputation?
 - 7.15.3. Online Reputation Tools
 - 7.15.4. Online Reputation Report
 - 7.15.5. Online Branding

Module 8. Market Research, Advertising and Commercial Management

- 8.1. Market Research
 - 8.1.1. Marketing Research: Historical Origin
 - 8.1.2. Analysis and Evolution of the Conceptual Framework of Marketing Research
 - 8.1.3. Key Elements and Value Contribution of Market Research
- 8.2. Quantitative Research Methods and Techniques
 - 8.2.1. Sample Size
 - 8.2.2. Sampling
 - 8.2.3. Types of Quantitative Techniques
- 8.3. Qualitative Research Methods and Techniques
 - 8.3.1. Types of Qualitative Research
 - 8.3.2. Qualitative Research Techniques
- 8.4. Market Segmentation
 - 8.4.1. Market Segmentation Concept
 - 8.4.2. Utility and Segmentation Requirements
 - 8.4.3. Consumer Market Segmentation
 - 8.4.4. Industrial Market Segmentation
 - 8.4.5. Segmentation Strategies
 - 8.4.6. Segmentation Based on Marketing Mix Criteria
 - 8.4.7. Market Segmentation Methodology
- 8.5. Research Project Management
 - 8.5.1. Market Research as a Process
 - 8.5.2. Planning Stages in Market Research
 - 8.5.3. Execution Stages in Marketing Research
 - 8.5.4. Managing a Research Project
- 8.6. International Market Research
 - 8.6.1. International Market Research
 - 8.6.2. International Market Research Process
 - 8.6.3. The Importance of Secondary Sources in International Market Research
- 8.7. Feasibility Studies
 - 8.7.1. Concept and Usefulness
 - 8.7.2. Outline of a Feasibility Study
 - 8.7.3. Development of a Feasibility Study



- 8.8. Publicity
 - 8.8.1. Historical Background of Advertising
 - 8.8.2. Conceptual Framework of Advertising: Principles, Concept of Briefing and Positioning
 - 8.8.3. Advertising Agencies, Media Agencies and Advertising Professionals
 - 8.8.4. Importance of Advertising in Business
 - 8.8.5. Advertising Trends and Challenges
- 8.9. Developing the Marketing Plan
 - 8.9.1. Marketing Plan Concept
 - 8.9.2. Situation Analysis and Diagnosis
 - 8.9.3. Strategic Marketing Decisions
 - 8.9.4. Operating Marketing Decisions
- 8.10. Promotion and **Merchandising** Strategies
 - 8.10.1. Integrated Marketing Communication
 - 8.10.2. Advertising Communication Plan
 - 8.10.3. Merchandising as a Communication Technique
- 8.11. Media Planning
 - 8.11.1. Origin and Evolution of Media Planning
 - 8.11.2. Media
 - 8.11.3. Media Plan
- 8.12. Fundamentals of Commercial Management
 - 8.12.1. The Role of Commercial Management
 - 8.12.2. Systems of Analysis of the Company/Market Commercial Competitive Situation
 - 8.12.3. Commercial Planning Systems of the Company
 - 8.12.4. Main Competitive Strategies
- 8.13. Commercial Negotiation
 - 8.13.1. Commercial Negotiation
 - 8.13.2. Psychological Issues in Negotiation
 - 8.13.3. Main Negotiation Methods
 - 8.13.4. The Negotiation Process
- 8.14. Decision-Making in Commercial Management
 - 8.14.1. Commercial Strategy and Competitive Strategy
 - 8.14.2. Decision Making Models
 - 8.14.3. Decision-Making Analytics and Tools
 - 8.14.4. Human Behavior in Decision Making
- 8.15. Sales Network Management
 - 8.15.1. Sales Management.
 - 8.15.2. Networks Serving Commercial Activity
 - 8.15.3. Salesperson Recruitment and Training Policies
 - 8.15.4. Remuneration Systems for Own and External Commercial Networks
 - 8.15.5. Management of the Commercial Process. Control and Assistance to the Work of the Sales Representatives Based on the Information
- 8.16. Implementing the Commercial Function
 - 8.16.1. Recruitment of Own Sales Representatives and Sales Agents
 - 8.16.2. Controlling Commercial Activity
 - 8.16.3. The Code of Ethics of Sales Personnel
 - 8.16.4. Compliance with Legislation
 - 8.16.5. Generally Accepted Standards of Business Conduct
- 8.17. Key Account Management
 - 8.17.1. Concept of Key Account Management
 - 8.17.2. The Key Account Manager
 - 8.17.3. Key Account Management Strategy
- 8.18. Financial and Budgetary Management
 - 8.18.1. The Break-Even Point
 - 8.18.2. The Sales Budget. Control of Management and of the Annual Sales Plan
 - 8.18.3. Financial Impact of Strategic Sales Decisions
 - 8.18.4. Cycle Management, Turnover, Profitability and Liquidity
 - 8.18.5. Income Statement

Module 9. Innovation and Project Management

- 9.1. Innovation
 - 9.1.1. Introduction to Innovation
 - 9.1.2. Innovation in the Entrepreneurial Ecosystem
 - 9.1.3. Instruments and Tools for the Business Innovation Process
- 9.2. Innovation Strategy
 - 9.2.1. Strategic Intelligence and Innovation
 - 9.2.2. Innovation from Strategy
- 9.3. Project Management for Startups
 - 9.3.1. Startup Concept
 - 9.3.2. Lean Startup Philosophy
 - 9.3.3. Stages of Startup Development
 - 9.3.4. The Role of a Project Manager in a Startup
- 9.4. Business Model Design and Validation
 - 9.4.1. Conceptual Framework of a Business Model
 - 9.4.2. Business Model Design and Validation
- 9.5. Project Direction and Management
 - 9.5.1. Project Management and Direction: Identification of Opportunities to Develop Corporate Innovation Projects
 - 9.5.2. Main Stages or Phases in the Direction and Management of Innovation Projects
- 9.6. Project Change Management: Training Management
 - 9.6.1. Concept of Change Management
 - 9.6.2. The Change Management Process
 - 9.6.3. Change Implementation
- 9.7. Project Communication Management
 - 9.7.1. Project Communications Management
 - 9.7.2. Key Concepts for Project Communications Management
 - 9.7.3. Emerging Trends
 - 9.7.4. Adaptations to Equipment
 - 9.7.5. Planning Communications Management
 - 9.7.6. Managing Communications
 - 9.7.7. Monitoring Communications

- 9.8. Traditional and Innovative Methodologies
 - 9.8.1. Innovative Methodologies
 - 9.8.2. Basic Principles of Scrum
 - 9.8.3. Differences between the Main Aspects of Scrum and Traditional Methodologies
- 9.9. Creation of a **Startup**
 - 9.3.1. Creation of a Startup
 - 9.3.2. Organization and Culture
 - 9.3.3. Top Ten Reasons Why Startups Fail
 - 9.3.4. BORRAR
- 9.10. Project Risk Management Planning
 - 9.10.1. Risk Planning
 - 9.10.2. Elements for Creating a Risk Management Plan
 - 9.10.3. Tools for Creating a Risk Management Plan
 - 9.10.4. Content of the Risk Management Plan

Module 10. Executive Management

- 10.1. *General Management*
 - 10.1.1. The Concept of General Management
 - 10.1.2. The General Manager's Action
 - 10.1.3. The CEO and Their Responsibilities
 - 10.1.4. Transforming the Work of Management
- 10.2. Manager Functions: Organizational Culture and Approaches
 - 10.2.1. Manager Functions: Organizational Culture and Approaches
- 10.3. Operations Management
 - 10.3.1. The Importance of Management
 - 10.3.2. Value Chain
 - 10.3.3. Quality Management
- 10.4. Public Speaking and Spokesperson Education
 - 10.4.1. Interpersonal Communication
 - 10.4.2. Communication Skills and Influence
 - 10.4.3. Communication Barriers

- 10.5. Personal and Organizational Communications Tools
 - 10.5.1. Interpersonal Communication
 - 10.5.2. Interpersonal Communication Tools
 - 10.5.3. Communication in the Organization
 - 10.5.4. Tools in the Organization
 - 10.6. Communication in Crisis Situations
 - 10.6.1. Crisis
 - 10.6.2. Phases of the Crisis
 - 10.6.3. Messages: Contents and Moments
 - 10.7. Preparation of a Crisis Plan
 - 10.7.1. Analysis of Possible Problems
 - 10.7.2. Planning
 - 10.7.3. Adequacy of Personnel
 - 10.8. Emotional Intelligence
 - 10.8.1. Emotional Intelligence and Communication
 - 10.8.2. Assertiveness, Empathy and Active Listening
 - 10.8.3. Self-Esteem and Emotional Communication
 - 10.9. Personal Branding
 - 10.9.1. Strategies for Personal Brand Development
 - 10.9.2. Personal Branding Laws
 - 10.9.3. Tools for Creating Personal Brands
 - 10.10. Leadership and Team Management
 - 10.10.1. Leadership and Leadership Styles
 - 10.10.2. Leader Capabilities and Challenges
 - 10.10.3. Managing Change Processes
 - 10.10.4. Managing Multicultural Teams
- Module 11. Logistics and Economic Management**
- 11.1. Financial Diagnosis
 - 11.1.1. Indicators for Analyzing Financial Statements
 - 11.1.2. Profitability Analysis
 - 11.1.3. Economic and Financial Profitability of a Company
 - 11.2. Economic Analysis of Decisions
 - 11.2.1. Budget Control
 - 11.2.2. Competitive Analysis. Comparative Analysis
 - 11.2.3. Decision-Making. Business Investment or Divestment
 - 11.3. Investment Valuation and Portfolio Management
 - 11.3.1. Profitability of Investment Projects and Value Creation
 - 11.3.2. Models for Evaluating Investment Projects
 - 11.3.3. Sensitivity Analysis, Scenario Development and Decision Trees
 - 11.4. Purchasing Logistics Management
 - 11.4.1. Managing Stocks
 - 11.4.2. Warehouse Management
 - 11.4.3. Purchasing and Procurement Management
 - 11.5. *Supply Chain Management*
 - 11.5.1. Costs and Efficiency of the Operations Chain
 - 11.5.2. Change in Demand Patterns
 - 11.5.3. Change in Operations Strategy
 - 11.6. Logistical Processes
 - 11.6.1. Organization and Management by Processes
 - 11.6.2. Procurement, Production, Distribution
 - 11.6.3. Quality, Quality Costs and Tools
 - 11.6.4. After-Sales Service
 - 11.7. Logistics and Customers
 - 11.7.1. Demand Analysis and Forecasting
 - 11.7.2. Sales Forecasting and Planning
 - 11.7.3. *Collaborative Planning, Forecasting and Replacement*
 - 11.8. International Logistics
 - 11.8.1. Customs, Export and Import Processes
 - 11.8.2. Methods and Means of International Payment
 - 11.8.3. International Logistics Platforms

Module 12. Sales Campaign Planning

- 12.1. Customer Portfolio Analysis
 - 12.1.1. Customer Planning
 - 12.1.2. Client Classification
- 12.2. Commercial Segmentation
 - 12.2.1. Analysis of Distribution Channels, Sales Areas and Products
 - 12.2.2. Preparing Commercial Areas
 - 12.2.3. Implementing the Visiting Plan
- 12.3. Selecting Target Customers (CRM)
 - 12.3.1. Designing an e-CRM
 - 12.3.2. BORRAR
 - 12.3.3. Orientation towards the Consumer
 - 12.3.4. 1 to 1 Planning
- 12.4. Key Account Management
 - 12.4.1. Identifying Key Accounts
 - 12.4.2. Benefits and Risks of the Key Account Manager
 - 12.4.3. Sales and Key Account Management
 - 12.4.4. KAM Strategic Action Phases
- 12.5. Sales Projections
 - 12.5.1. Business Forecast and Sales Forecast
 - 12.5.2. Sales Forecasting Methods
 - 12.5.3. Practical Applications of Sales Forecasting
- 12.6. Setting Sales Objectives
 - 12.6.1. Coherence of Corporate, Commercial and Sales Objectives
 - 12.6.2. Programming Objectives and Detailed Budgets
 - 12.6.3. Distributing Objectives by Business Activity Units
 - 12.6.4. Sales and Participation Objectives
- 12.7. Sales Quota and Setting the Sales Quota
 - 12.7.1. Activity Quotas
 - 12.7.2. Volume and Profitability Quotas
 - 12.7.3. Participation Quotas
 - 12.7.4. Economic and Financial Quotas
 - 12.7.5. Seasonality and Quotas

- 12.8. Contingency Plan
 - 12.8.1. Information Systems and Sales Control
 - 12.8.2. Control Panels
 - 12.8.3. Corrective Measures and Contingency Plans

Module 13. Commercial and Sales Team Organization

- 13.1. Commercial Organization
 - 13.1.1. Introduction to Commercial Organization
 - 13.1.2. Typical Commercial Structures
 - 13.1.3. Delegations Organization
 - 13.1.4. Developing Commercial Organizational Models
- 13.2. Sales Network Organization
 - 13.2.1. Department Organization Chart
 - 13.2.2. Designing Sales Networks
 - 13.2.3. Multichannel Reality
- 13.3. Internal Market Analysis
 - 13.3.1. Service Chain Definition
 - 13.3.2. Quality of Service Analysis
 - 13.3.3. Product Benchmarking
 - 13.3.4. Key Business Success Factors
- 13.4. Sales Strategy
 - 13.4.1. Sales Methods
 - 13.4.2. Acquisition Strategies
 - 13.4.3. Service Strategies
- 13.5. *Go-To-Market Strategy*
 - 13.5.1. *Channel Management*
 - 13.5.2. *Competitive Advantage*
 - 13.5.3. *Sales Force*
- 13.6. Controlling Commercial Activity
 - 13.6.1. Main Ratios and Control Methods
 - 13.6.2. Supervision Tools
 - 13.6.3. Balanced Scorecard Methodology

- 13.7. After-Sales Service Organization
 - 13.7.1. After-Sales Actions
 - 13.7.2. Relationships with the Customer
 - 13.7.3. Self-Analysis and Improvement
- 13.8. Commercial Audit
 - 13.8.1. Possible Lines of Intervention
 - 13.8.2. Express Commercial Auditing
 - 13.8.3. Strategic Team Assessment
 - 13.8.4. Marketing Policy Assessment

Module 14. Selecting, Training, and Coaching the Sales Network

- 14.1. Managing Human Capital
 - 14.1.1. Intellectual Capital. The Intangible Asset of Knowledge
 - 14.1.2. *Talent Acquisition*
 - 14.1.3. Preventing the Loss of Human Resources
- 14.2. Selecting Sales Teams
 - 14.2.1. Recruitment Actions
 - 14.2.2. Salesperson Profiles
 - 14.2.3. Interview
 - 14.2.4. Welcome Plan
- 14.3. Training High-Level Salespeople
 - 14.3.1. Training Plan
 - 14.3.2. Salesperson Characteristics and Duties
 - 14.3.3. Training and Managing High-Performing Teams
- 14.4. Management of Training
 - 14.4.1. Learning Theories
 - 14.4.2. Talent Detection and Retention
 - 14.4.3. Gamification and Talent Management
 - 14.4.4. Training and Professional Obsolescence
- 14.5. Personal Coaching and Emotional Intelligence
 - 14.5.1. Emotional Intelligence Applied to Sales Techniques
 - 14.5.2. Assertiveness, Empathy and Active Listening
 - 14.5.3. Self-Esteem and Emotional Language
 - 14.5.4. Multiple Intelligences

- 14.6. Motivation
 - 14.6.1. The Nature of Motivation
 - 14.6.2. Expectations Theory
 - 14.6.3. Needs Theory
 - 14.6.4. Motivation and Financial Compensation
- 14.7. Compensation of Sales Networks
 - 14.7.1. Compensation Systems
 - 14.7.2. Incentive and Compensation Systems
 - 14.7.3. Distribution of Salary Concepts
- 14.8. Compensation and Non-Economic Benefits
 - 14.8.1. Quality of Life in the Workplace Programs
 - 14.8.2. Expansion and Enrichment of the Job
 - 14.8.3. Flexible Schedules and Job Sharing

Module 15. Commercial Activity Process

- 15.1. Development of the Sales Process
 - 15.1.1. Methodology in the Sales Process
 - 15.1.2. Attracting Attention and Argumentation
 - 15.1.3. Objections and Demonstration
- 15.2. Preparing the Commercial Visit
 - 15.2.1. Studying the Customers File
 - 15.2.2. Setting Customer Sales Targets
 - 15.2.3. Preparing the Interview
- 15.3. Conducting the Commercial Visit
 - 15.3.1. Customer Presentation
 - 15.3.2. Determining Needs
 - 15.3.3. Argumentation
- 15.4. Psychology and Sales Techniques
 - 15.4.1. Notions of Psychology Applied to Sales
 - 15.4.2. Techniques to Improve Verbal and Non-Verbal Communication
 - 15.4.3. Factors that Influence Consumer Behavior

- 15.5. Negotiation and Closing the Sale
 - 15.5.1. Negotiation Phases
 - 15.5.2. Negotiation Tactics
 - 15.5.3. Closing and Customer Commitment
 - 15.5.4. Commercial Visit Analysis
- 15.6. The Loyalty Process
 - 15.6.1. In-depth Knowledge of the Client
 - 15.6.2. The Commercial Process to be Carried Out with the Customer
 - 15.6.3. The Value that the Customer Has for the Company

Module 16. Customer Relationship Management

- 16.1. Knowing the Market and the Consumer
 - 16.1.1. *Open Innovation*
 - 16.1.2. Competitive Intelligence
 - 16.1.3. *Sharing Economy*
- 16.2. CRM and Relational Marketing
 - 16.2.1. Business Philosophy or Strategic Orientation
 - 16.2.2. Customer Identification and Differentiation
 - 16.2.3. The Company and Its Stakeholders
 - 16.2.4. *Clienting*
- 16.3. Database Marketing and Customer Relationship Management
 - 16.3.1. Database Marketing Applications
 - 16.3.2. BORRAR
 - 16.3.3. Information Sources, Storage, and Processing
- 16.4. Consumer Psychology and Behavior
 - 16.4.1. The Study of Consumer Behavior
 - 16.4.2. Internal and External Consumer Factors
 - 16.4.3. Consumer Decision Process
 - 16.4.4. Consumerism, Society, Marketing, and Ethics
- 16.5. Areas of CRM Management
 - 16.5.1. *Customer Service*
 - 16.5.2. Managing the Sales Force
 - 16.5.3. Customer Service

- 16.6. Consumer Centric Marketing
 - 16.6.1. Segmentation
 - 16.6.2. Profitability Analysis
 - 16.6.3. Customer Loyalty Strategies
- 16.7. CRM Management Techniques
 - 16.7.1. Direct Marketing
 - 16.7.2. Multichannel Integration
 - 16.7.3. Viral Marketing
- 16.8. Advantages and Risks of Implementing CRM
 - 16.8.1. CRM, Sales and Costs
 - 16.8.2. Customer Satisfaction and Loyalty
 - 16.8.3. Technology Implementation
 - 16.8.4. Strategic and Management Errors

Module 17. Integration of Digital Channels in the Commercial Strategy

- 17.1. Digital e-Commerce Management
 - 17.1.1. New e-Commerce Business Models
 - 17.1.2. Planning and Developing an e-Commerce Strategic Plan
 - 17.1.3. Technological Structure in e-Commerce
- 17.2. Implementing **e-Commerce** Techniques
 - 17.2.1. Social Media and Integration in the E-Commerce Plan
 - 17.2.2. Multichannel Strategy
 - 17.2.3. Personalizing Dashboards
- 17.3. *Digital Pricing*
 - 17.3.1. Online Payment Methods and Payment Gateways
 - 17.3.2. Electronic Promotions
 - 17.3.3. Digital Price Timing
 - 17.3.4. e-Auctions
- 17.4. From e-Commerce to m-Commerce and s-Commerce
 - 17.4.1. e-Marketplace Business Models
 - 17.4.2. s-Commerce and Brand Experience
 - 17.4.3. Purchase via Mobile Devices

- 17.5. Customer Intelligence: from e-CRM to s-CRM
 - 17.5.1. Integrating the Consumer in the Value Chain
 - 17.5.2. Online Research and Loyalty Techniques
 - 17.5.3. Planning a Customer Relationship Management Strategy
- 17.6. Managing Virtual Communities: *Community Management*
 - 17.6.1. Changes in Communication Paradigms
 - 17.6.2. Business Intelligence and Consumers 2.0
 - 17.6.3. Managing Networks and Communities
 - 17.6.4. Social Media Content Management
 - 17.6.5. Monitoring, Analytics, and Results in Social Media
- 17.7. Social Media Plan
 - 17.7.1. Designing a Social Media Plan
 - 17.7.2. Defining the Strategy to Be Followed in Each Medium
 - 17.7.3. Contingency Protocol in Case of Crisis
- 17.8. Web Analytics and Social Media Intelligence
 - 17.8.1. Setting Objectives and KPIs
 - 17.8.2. Digital Marketing ROI
 - 17.8.3. Viewing and Interpreting Dashboards

Module 18. Commerce and International Marketing

- 18.1. International Market Research
 - 18.1.1. *Emerging Markets Marketing*
 - 18.1.2. PEST Analysis
 - 18.1.3. What, How and Where to Export
 - 18.1.4. International Marketing-Mix Strategies
- 18.2. International Segmentation
 - 18.2.1. Criteria for Market Segmentation at the International Level
 - 18.2.2. Market Niches
 - 18.2.3. International Segmentation Strategies
- 18.3. International Positioning
 - 18.3.1. Branding in International Markets
 - 18.3.2. Positioning Strategies in International Markets
 - 18.3.3. BORRAR

- 18.4. Product Strategies in International Markets
 - 18.4.1. Product Modification, Adaptation and Diversification
 - 18.4.2. Global Standardized Products
 - 18.4.3. The Product Portfolio
- 18.5. Prices and Exports
 - 18.5.1. Export Prices Calculation
 - 18.5.2. Incoterms
 - 18.5.3. International Price Strategy
- 18.6. Quality in International Commerce
 - 18.6.1. Quality and International Commerce
 - 18.6.2. Standards and Certifications
 - 18.6.3. CE Marking
- 18.7. International Promotion
 - 18.7.1. The International Promotion MIX
 - 18.7.2. Advertising and Publicity
 - 18.7.3. International Fairs
 - 18.7.4. Country Branding
- 18.8. Distribution through International Channels
 - 18.8.1. *Channel and Trade Marketing*
 - 18.8.2. Export Consortiums
 - 18.8.3. Types of Exports and Foreign Trade



You will develop effective decision-making strategies, analyze and solve complex problems, and lead organizations in times of change. What are you waiting for to enroll?"

04

Teaching Objectives

The main objective of this Advanced Master's Degree will be to prepare entrepreneurs and senior managers in the strategic skills necessary to successfully lead the areas of sales and revenue generation in a highly competitive and globalized business environment. Therefore, this program will seek to develop key skills, such as the design of innovative business strategies, decision making in complex environments, the implementation of sustainable policies and the effective management of sales teams. In addition, you will integrate digital tools and emerging technologies into your business processes, improving efficiency and competitiveness.





“

You will be able to select, train, incentivize and develop commercial forces, creating personalized and customer-focused value propositions, thanks to a vast library of multimedia resources”



General Objectives

- ♦ Define the latest trends in business management, taking into account the globalized environment that governs senior management criteria
- ♦ Develop the key leadership skills that should define working professionals
- ♦ Follow the sustainability criteria set by international standards when developing a business plan
- ♦ Develop strategies for making decisions in a complex and unstable environment
- ♦ 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
- ♦ Design innovative strategies and policies to improve management and business efficiency
- ♦ 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
- ♦ Understand the economic environment in which the company operates and develop appropriate strategies to anticipate changes
- ♦ Be able to manage the company's economic and financial plan
- ♦ Understand the logistic operations that are necessary in the business environment in order to develop an adequate management of these operations
- ♦ Be able to apply information and communication technologies to the different areas within a company
- ♦ Be able to develop all the phases of a business idea: design, feasibility plan, execution, monitoring...
- ♦ Create innovative strategies in line with our projects
- ♦ Develop, lead and execute more effective, customer-focused sales strategies that offer personalized value propositions.
- ♦ Develop strategies to make decisions in complex and unstable environments, evaluating their impact on the company
- ♦ Develop strategies to lead organizations and sales teams in times of change
- ♦ Establish the most appropriate programs to select, train, incentivize, control and develop the Sales Force
- ♦ Develop the ability to detect, analyze and problem solving
- ♦ 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.
- ♦ Design innovative strategies and policies to improve commercial management and efficiency.
- ♦ Formulate and implement commercial policies as growth strategies that adapt the company to changes in the national and international environment
- ♦ Acquire leadership skills to lead sales and marketing teams successfully



Specific Objectives

Module 1. Leadership, Ethics and Social Responsibility in Companies

- ◆ Develop ethical leadership skills that integrate social responsibility and sustainability practices into business strategy
- ◆ Make decisions that promote social well-being, respect for the environment and long-term value creation for all stakeholders

Module 2. Strategic Management and Executive Management

- ◆ Specialize in the formulation and execution of business strategies that guarantee sustainable growth and competitiveness in dynamic markets
- ◆ Acquire skills in the management of executive teams, leading the transformation of the organization to adapt to the challenges of the global environment

Module 3. People and Talent Management

- ◆ Provide tools for human talent management, from attracting to retaining the best professionals
- ◆ Design human resources strategies that align personnel competencies with the company's strategic objectives

Module 4. Economic and Financial Management

- ◆ Delve into strategic financial decision making to maximize profitability and minimize risks in the company
- ◆ Develop skills in financial planning, budget control and investment management at the organizational level

Module 5. Operations and Logistics Management

- ♦ Delve into the efficient management of operations and logistics, optimizing the supply chain to reduce costs and improve productivity
- ♦ Specialize in the implementation of operational processes that align business strategy with market demand

Module 6. Information Systems Management

- ♦ Delve into the integration and management of information systems within the company, improving operational efficiency and data-driven decision making
- ♦ Develop skills to apply technological solutions that optimize processes and ensure market competitiveness

Module 7. Commercial Management, Strategic Marketing and Corporate Communications

- ♦ Delve into the creation of commercial and marketing strategies that increase brand visibility and optimize customer relations
- ♦ Examine the management of corporate communication to strengthen the company's identity and reputation in the marketplace

Module 8. Market Research, Advertising and Commercial Management

- ♦ Master market research techniques to identify business opportunities and develop effective advertising strategies
- ♦ Obtain skills to manage commercial activity, optimizing advertising campaigns and ensuring the achievement of objectives

Module 9. Innovation and Project Management

- ♦ Develop skills in the management of innovative projects, managing change and continuous adaptation to new trends and technologies
- ♦ Specialize in the planning, execution and evaluation of innovation projects that generate long-term value for the organization

Module 10. Executive Management

- ♦ Specialize in the development of management skills to lead teams, make strategic decisions and manage organizational performance
- ♦ Be able to create a culture of innovation, responsibility and commitment that optimizes the company's results

Module 11. Logistics and Economic Management

- ♦ Develop skills in the efficient management of logistics resources, optimizing operating costs and improving efficiency in the supply chain
- ♦ Train in the planning and control of the economic aspects of logistics, ensuring profitability in logistics and distribution processes

Module 12. Sales Campaign Planning

- ♦ Obtain skills to define goals, segment markets and design communication strategies that optimize customer acquisition and retention
- ♦ Delve into the creation of timelines and budgets to ensure the successful execution of sales campaigns

Module 13. Commercial and Sales Team Organization

- ♦ Analyze the creation of incentives and motivation to improve the productivity and efficiency of sales teams
- ♦ Optimize the management of commercial processes, from customer acquisition to sales closure, ensuring the optimization of resources

Module 14. Selecting, Training, and Coaching the Sales Network

- ♦ Train in sales personnel selection techniques, ensuring that candidates have the skills and competencies necessary for success
- ♦ Develop skills in the ongoing training of the sales network, providing training on products, sales techniques, and interpersonal skills

Module 15. Commercial Activity Process

- ♦ Delve into the management of the complete cycle of the sales activity, from prospecting to customer loyalty
- ♦ Develop skills to analyze sales performance and make strategic decisions to optimize the sales process

Module 16. Customer Relationship Management

- ♦ Develop skills in the use of CRM tools to manage and analyze customer relationships, improving satisfaction and retention
- ♦ Train in customer segmentation and in the design of personalized marketing and sales strategies based on CRM data

Module 17. Integration of Digital Channels in the Commercial Strategy

- ♦ Delve into the implementation of multichannel strategies, integrating digital channels such as social media, email marketing and e-commerce with traditional channels
- ♦ Develop skills to create a consistent and seamless customer experience across all touch points in the enterprise

Module 18. Commerce and International Marketing

- ♦ Train in the management of the entry of products or services in foreign markets, considering legal, fiscal and international logistics aspects
- ♦ Be able to identify global business opportunities, managing international business relationships and optimizing transnational operations



*You have at your disposal
a wide range of learning
resources, accessible 24
hours a day, 7 days a week”*

05

Career Opportunities

Graduates will be qualified to occupy key positions as Chief Revenue Officer, commercial director, sales manager or strategic consultant in companies in various sectors. In addition, they will be able to lead multidisciplinary teams, design and implement innovative commercial strategies and manage international expansion projects. This program will also prepare professionals to successfully start their own businesses, lead digital transformations and promote the sustainable growth of their companies, ensuring competitiveness in a globalized and constantly changing environment.



“

A wide range of high-level professional opportunities will open up, aimed at entrepreneurs and executives seeking to lead the commercial and revenue-generating strategy in their organizations”

Graduate Profile

Graduates will be highly qualified professionals, with a strategic and results-oriented profile, prepared to successfully lead commercial and revenue generation areas in any type of organization. Therefore, this profile will combine advanced leadership skills, analytical capacity for decision making in complex and unstable environments, and a deep knowledge of global trends in sales and marketing. Likewise, you will have competencies in sustainability, digital transformation and financial management, which will allow you to design and implement innovative strategies that drive competitiveness and sustainable growth.

With a comprehensive vision of the business and the ability to align multidisciplinary teams towards common goals, you will be a reference in commercial management and a key asset for business success.

- ♦ **Strategic Leadership:** Lead teams and organizations, with the ability to inspire, motivate and guide employees towards the achievement of strategic objectives in dynamic and changing environments
- ♦ **Data-Driven Decision Making:** Analyze complex information and use advanced analytical tools, making informed decisions and minimizing risks in situations of high uncertainty
- ♦ **Innovation and Change Management:** Lead digital transformation processes and implementing innovative strategies that optimize resources and improve business efficiency, adapting quickly to market demands
- ♦ **Effective Communication and Negotiation:** Convey ideas clearly and persuasively, including negotiation techniques to establish strong business relationships and obtain favorable results in multicultural environments



After completing the Advanced Master's Degree, you will be able to apply your knowledge and skills in the following positions:

1. **Chief Revenue Officer (CRO):** As the top executive responsible for revenue generation, the entrepreneur will lead the overall sales, Marketing and business growth strategy, ensuring alignment of all areas to maximize the profitability and commercial success of the organization.
2. **Commercial Director:** The entrepreneur will design and implement commercial strategies to achieve sales objectives, manage commercial teams and establish key relationships with strategic customers and partners to expand market share.
3. **National Sales Manager:** Coordinates and oversees sales operations at the national level, setting goals and developing strategies to optimize market share and sales team performance.
4. **International Sales Manager:** In charge of coordinating and supervising sales operations in global markets, this position will require the ability to adapt commercial strategies to different cultural and economic contexts, driving the company's growth in the international arena.
5. **Strategic Sales and Marketing Consultant:** The entrepreneur will advise companies on the creation and implementation of innovative sales and marketing strategies, identifying opportunities for improvement and helping organizations overcome challenges in highly competitive markets.
6. **Director of Business Development:** Leads the identification and exploitation of new market opportunities, developing strategic alliances and designing expansion plans to ensure the sustainable growth of the company.
7. **Commercial Operations Manager:** In charge of overseeing the execution of commercial strategies, optimizing processes and resources to improve efficiency and achieve established objectives.
8. **Strategic Marketing Manager:** Leads the planning and execution of Marketing campaigns aligned with commercial objectives, ensuring that promotional strategies contribute to sales growth and brand awareness.
9. **Commercial Digital Transformation Leader:** In charge of integrating digital technologies and analytics tools in the Sales and Marketing areas, optimizing processes and boosting business competitiveness.
10. **Commercial Strategy Director:** Defines and oversees the implementation of long-term business plans, evaluating the impact of strategic decisions on the company's overall performance and its adaptation to market changes.



You will cover the integrated management of areas such as the design and development of business plans, the economic and financial management of the company, and the development of international marketing and sales strategies”

06

Study Methodology

TECH is the world's first university to combine the **case study** methodology with **Relearning**, a 100% online learning system based on guided repetition.

This disruptive pedagogical strategy has been conceived to offer professionals the opportunity to update their knowledge and develop their skills in an intensive and rigorous way. A learning model that places students at the center of the educational process giving them the leading role, adapting to their needs and leaving aside more conventional methodologies.



“

TECH will prepare you to face new challenges in uncertain environments and achieve success in your career”

The student: the priority of all TECH programs

In TECH's study methodology, the student is the main protagonist.

The teaching tools of each program have been selected taking into account the demands of time, availability and academic rigor that, today, not only students demand but also the most competitive positions in the market.

With TECH's asynchronous educational model, it is students who choose the time they dedicate to study, how they decide to establish their routines, and all this from the comfort of the electronic device of their choice. The student will not have to participate in live classes, which in many cases they will not be able to attend. The learning activities will be done when it is convenient for them. They can always decide when and from where they want to study.

“

*At TECH you will NOT have live classes
(which you might not be able to attend)”*



The most comprehensive study plans at the international level

TECH is distinguished by offering the most complete academic itineraries on the university scene. This comprehensiveness is achieved through the creation of syllabi that not only cover the essential knowledge, but also the most recent innovations in each area.

By being constantly up to date, these programs allow students to keep up with market changes and acquire the skills most valued by employers. In this way, those who complete their studies at TECH receive a comprehensive education that provides them with a notable competitive advantage to further their careers.

And what's more, they will be able to do so from any device, pc, tablet or smartphone.

“*TECH's model is asynchronous, so it allows you to study with your pc, tablet or your smartphone wherever you want, whenever you want and for as long as you want*”

Case Studies and Case Method

The case method has been the learning system most used by the world's best business schools. Developed in 1912 so that law students would not only learn the law based on theoretical content, its function was also to present them with real complex situations. In this way, they could make informed decisions and value judgments about how to resolve them. In 1924, Harvard adopted it as a standard teaching method.

With this teaching model, it is students themselves who build their professional competence through strategies such as Learning by Doing or Design Thinking, used by other renowned institutions such as Yale or Stanford.

This action-oriented method will be applied throughout the entire academic itinerary that the student undertakes with TECH. Students will be confronted with multiple real-life situations and will have to integrate knowledge, research, discuss and defend their ideas and decisions. All this with the premise of answering the question of how they would act when facing specific events of complexity in their daily work.



Relearning Methodology

At TECH, case studies are enhanced with the best 100% online teaching method: Relearning.

This method breaks with traditional teaching techniques to put the student at the center of the equation, providing the best content in different formats. In this way, it manages to review and reiterate the key concepts of each subject and learn to apply them in a real context.

In the same line, and according to multiple scientific researches, reiteration is the best way to learn. For this reason, TECH offers between 8 and 16 repetitions of each key concept within the same lesson, presented in a different way, with the objective of ensuring that the knowledge is completely consolidated during the study process.

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.



A 100% online Virtual Campus with the best teaching resources

In order to apply its methodology effectively, TECH focuses on providing graduates with teaching materials in different formats: texts, interactive videos, illustrations and knowledge maps, among others. All of them are designed by qualified teachers who focus their work on combining real cases with the resolution of complex situations through simulation, the study of contexts applied to each professional career and learning based on repetition, through audios, presentations, animations, images, etc.

The latest scientific evidence in the field of Neuroscience points to the importance of taking into account the place and context where the content is accessed before starting a new learning process. Being able to adjust these variables in a personalized way helps people to remember and store knowledge in the hippocampus to retain it in the long term. This is a model called Neurocognitive context-dependent e-learning that is consciously applied in this university qualification.

In order to facilitate tutor-student contact as much as possible, you will have a wide range of communication possibilities, both in real time and delayed (internal messaging, telephone answering service, email contact with the technical secretary, chat and videoconferences).

Likewise, this very complete Virtual Campus will allow TECH students to organize their study schedules according to their personal availability or work obligations. In this way, they will have global control of the academic content and teaching tools, based on their fast-paced professional update.



The online study mode of this program will allow you to organize your time and learning pace, adapting it to your schedule”

The effectiveness of the method is justified by four fundamental achievements:

1. Students who follow this method not only achieve the assimilation of concepts, but also a development of their mental capacity, through exercises that assess real situations and the application of knowledge.
2. Learning is solidly translated into practical skills that allow the student to better integrate into the real world.
3. Ideas and concepts are understood more efficiently, given that the example situations are based on real-life.
4. Students like to feel that the effort they put into their studies is worthwhile. This then translates into a greater interest in learning and more time dedicated to working on the course.

The university methodology top-rated by its students

The results of this innovative teaching model can be seen in the overall satisfaction levels of TECH graduates.

The students' assessment of the quality of teaching, quality of materials, course structure and objectives is excellent. Not surprisingly, the institution became the best rated university by its students on the Trustpilot review platform, obtaining a 4.9 out of 5.

Access the study contents from any device with an Internet connection (computer, tablet, smartphone) thanks to the fact that TECH is at the forefront of technology and teaching.

You will be able to learn with the advantages that come with having access to simulated learning environments and the learning by observation approach, that is, Learning from an expert.



As such, the best educational materials, thoroughly prepared, will be available in this program:



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.

This content is then adapted in an audiovisual format that will create our way of working online, with the latest techniques that allow us to offer you high quality in all of the material that we provide you with.



Practicing Skills and Abilities

You will carry out activities to develop specific competencies and skills in each thematic field. Exercises and activities to acquire and develop the skills and abilities that a specialist needs to develop within the framework of the globalization we live in.



Interactive Summaries

We present 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".



Additional Reading

Recent articles, consensus documents, international guides... In our virtual library you will have access to everything you need to complete your education.





Case Studies

Students will complete a selection of the best case studies in the field. Cases that are presented, analyzed, and supervised by the best specialists in the world.



Testing & Retesting

We periodically assess and re-assess your knowledge throughout the program. We do this on 3 of the 4 levels of Miller's Pyramid.



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 for future difficult decisions.



Quick Action Guides

TECH offers the most relevant contents of the course in the form of worksheets or quick action guides. A synthetic, practical and effective way to help students progress in their learning.

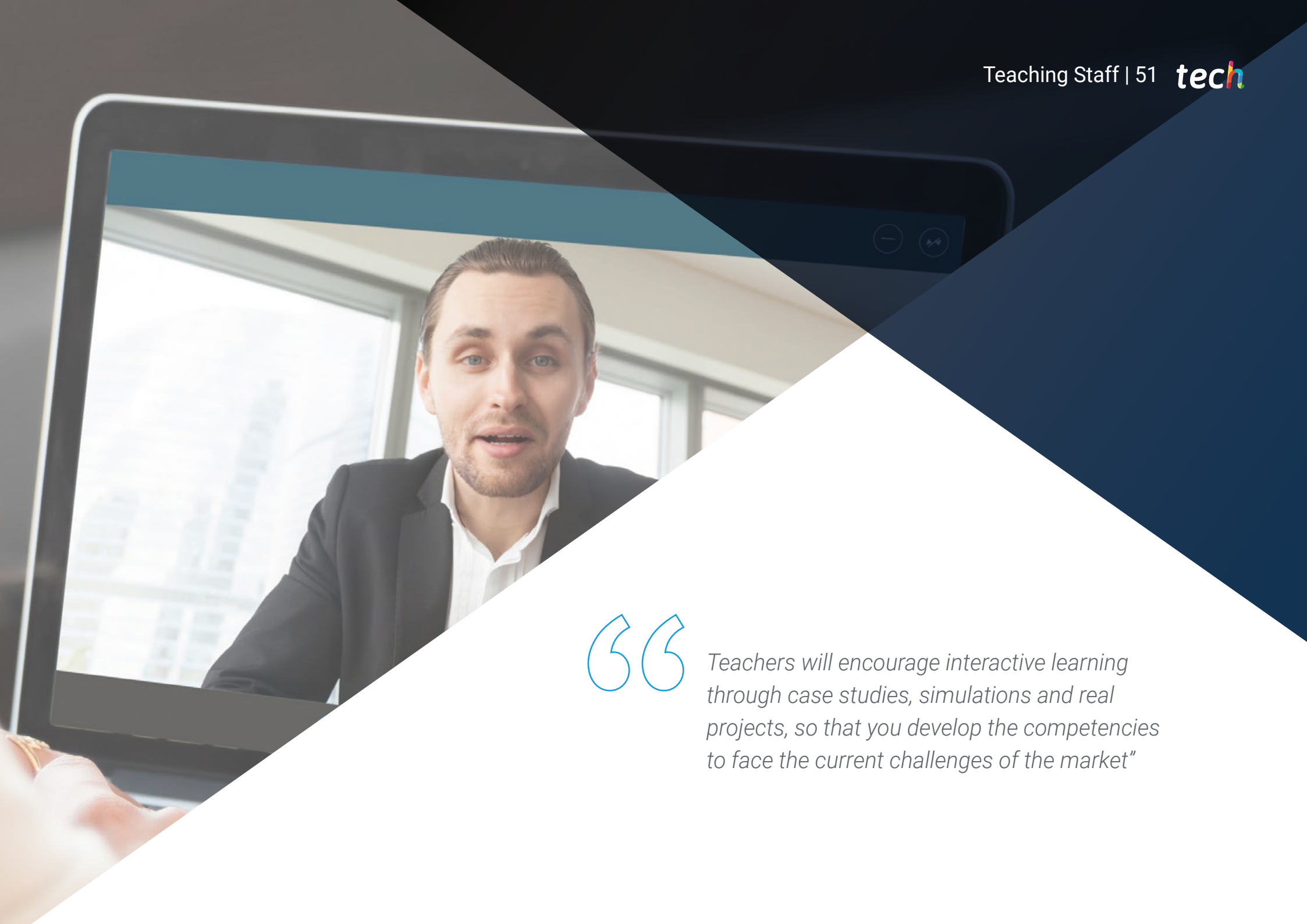


07

Teaching Staff

The teachers of this Advanced Master's Degree in Commercial Sales Management (CRO, Chief Revenue Officer) are high-level professionals with a solid background in business and academia. Indeed, these experts, who come from strategic sectors and international markets, will provide a practical and up-to-date perspective based on their direct experience in sales management, team leadership and revenue generation strategies. Furthermore, their profile combines academic excellence with a practical approach, enabling graduates to acquire knowledge that is directly applicable in their organizations.





“

Teachers will encourage interactive learning through case studies, simulations and real projects, so that you develop the competencies to face the current challenges of the market”

International Guest Director

Glen Lally is a leading **transformational executive** with an established career in **Silicon Valley**, where he has advised technology giants such as **Amazon, Cisco, Google, SAP and LinkedIn**. Specializing in **performance analytics, transformational leadership and digitalization**, he has been dedicated to empowering the ability of large organizations to adapt and excel in an ever-changing business environment. In addition, his expertise spans **sales enablement, competency modeling and performance consulting**, which has enabled him to guide companies towards innovation and success.

Likewise, throughout his career, he has accumulated vast experience in more than 20 countries, performing in key areas such as **leadership, talent development, coaching, organizational and digital transformation**. He has also held the role of **General Director of Sales Enablement** at **AWS**, which has given him the opportunity to lead different techniques for more than 40,000 professionals in **cloud services and technologies**.

He has also been recognized internationally for his ability to drive business success through **digital transformation solutions**. In fact, his focus on leading organizational change and his ability to adapt to different business cultures have been instrumental in his ability to excel globally. In turn, his work has been essential in adapting companies to new **market demands**.

In this way, in his professional career, Glen Lally has contributed to numerous **investigations on transformational leadership, sales enablement and digital transformation**. His experience and expertise are reflected in his practical approach and the effective solutions he has implemented for world-class organizations, especially in the field of **talent development**, making a significant difference in the way companies address their challenges and opportunities.



Mr. Lally, Glen

- General Director of Sales Enablement at AWS, Seattle, United States
- Board Member at Brighter Children
- Advisor to the Executive Team at SalesDirector.ai
- Global Vice Chair - Sales Enablement at Cisco
- Master's Degree in Computer Science
- Executive Program in Leadership: The Effective Use of Power

“

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 **NBCUniversal** 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 by actively participating in networks of **Human Resources** professionals and contributing to the onboarding of numerous employees at different companies. After earning her bachelor's degree in **Organizational Communication** from the University of Miami, she has held management positions in recruitment for companies in various areas.

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



Ms. Dove, Jennifer

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

“

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

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 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 at Amazon, Seattle, United States
- Senior Program Manager at Amazon
- Vice President of 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
- Degree in Environmental Studies from The Evergreen State College

“

Internationally renowned experts will provide you with a holistic review of today's most important innovations in the management and business world”

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 latent 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.

Also, in his professional career, he has nurtured and **led high-performance teams** that have even received awards for their **transformational potential**. With Shell, specifically, the executive has always set out to overcome three challenges: meeting **customers'** complex **decarbonization** demands **supporting a "cost-effective decarbonization"** and **overhauling a fragmented data, digital and technology** landscape. Therefore, his efforts have shown 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.

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



Mr. Arman, Romi

- ♦ Digital Transformation Director (CDO) at Shell Energy Corporation, London, UK
- ♦ Global Director of E-Commerce and Customer Service at Shell Energy Corporation
- ♦ National Key Account Manager (OEM and automotive retailers) for Shell in Kuala Lumpur, Malaysia
- ♦ Senior Management Consultant (Financial Services Sector) for Accenture based in Singapore
- ♦ Bachelor's Degree from the University of Leeds
- ♦ Postgraduate Degree in Business Applications of AI for Senior Executives from the London Business School
- ♦ CCXP Customer Experience Professional Certification
- ♦ Executive Digital Transformation Course by IMD

“

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

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 purchasing 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 process and workflow management improvements 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**, the **Lead Generation Export Program Award** and the **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**, in 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 management and supply chain 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, Mountain View, USA
- Senior Manager, B2B Analytics and Technology, Google, USA
- Sales Director at Google, Ireland
- Senior Industry Analyst at Google, Germany
- Accounts Manager at Google, Ireland
- Accounts Payable at Eaton, UK
- Supply Chain Manager at Airbus, Germany

“

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

Andrea La Sala is an experienced Marketing executive whose projects have had a significant impact on the Fashion environment. Throughout his successful career he has developed different tasks related to Product, Merchandising and Communication. All of 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 adaptability 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 the retail environment and consumer needs and behavior. In this role, La Sala has also been responsible for shaping the commercialization of products in different markets, acting as team leader in the Design, Communication and Sales departments..

Furthermore, in companies such as Calvin Klein or Gruppo Coin, he has undertaken projects to boost the structure, and development 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 (KPIs).



Mr. La Sala, Andrea

- ♦ Global Brand & Merchandising Director Armani Exchange 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
- ♦ Degree in Business and Economics from the University of Eastern Piedmont

“

The most qualified and experienced professionals at international level are waiting for you at TECH to offer you a first class teaching, 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 Café 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.

As for his training, the executive has several Masters 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, the expert has attained cutting-edge competencies. Because of this, he has come to be considered a **born leader** of the **new global economy**, centered on the drive for 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
- ♦ Director of Business Intelligence at Capgemini
- ♦ Senior Analyst at Nordea
- ♦ Senior Business Intelligence Consultant at 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 and Master's Degree in Mathematics and Statistics at the University of Copenhagen

“

Study at the best online university in the world 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 expert in the **Digital Marketing** sector who, for more than 19 years, has been linked to one of the most powerful companies in the entertainment industry, **Warner Bros. Discovery**. In this role, he has played a fundamental role in **overseeing logistics** and **creative workflows** across various digital platforms, including social media, search, display and linear media.

This executive's leadership has been crucial in driving in **production strategies** in **paid media**, resulting in a **marked improvement** which has resulted in **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**.

In addition, he 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 proficiency in **communication** and **storytelling**. In addition, he has participated at Harvard University's School of Professional Development in cutting-edge programs on the use of **Artificial Intelligence** in **business**. Therefore, his professional profile stands as one of the most relevant in the current field of **Marketing** and **Digital Media**.



Mr. Stevenson, Scott

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

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International Guest Director

Awarded with the "International Content Marketing Awards" for her creativity, leadership and quality of her informative contents, Wendy Thole-Muir is a recognized **Communication Director** highly specialized in the field of **Reputation Management**.

In this sense, she has developed a solid professional career of more than two decades in this field, which has led her to be part of prestigious international reference entities such as **Coca-Cola**. Her role involves the supervision and management of corporate communication, as well as the control of the organizational image. Among her main contributions, she has led the implementation of the Yammer **internal interaction platform**. Thanks to this, employees increased their commitment to the brand and created a community that significantly improved the transmission of information.

On the other hand, she has been in charge of managing the communication of the companies' **strategic investments** in different African countries. An example of this is that she has managed dialogues around significant investments in Kenya, demonstrating the commitment of the entities to the economic and social development of the country. At the same time, she has achieved numerous **recognitions** for her ability to manage the perception of the firms in all the markets in which it operates. In this way, she has ensured that companies maintain a high profile and consumers associate them with high quality.

In addition, in her firm commitment to excellence, she has actively participated in renowned global **Congresses and Symposiums** with the objective of helping information professionals to stay at the forefront of the most sophisticated techniques to **develop successful strategic communication plans**. In this way, she has helped numerous experts to anticipate institutional crisis situations and to manage adverse events in an effective manner.



Ms. Thole-Muir, Wendy

- ♦ Director of Strategic Communications and Corporate Reputation at Coca-Cola, South Africa
- ♦ Head of Corporate Reputation and Communications at ABI at SABMiller de Lovania, Belgium
- ♦ Communications Consultant at ABI, Belgium
- ♦ Reputation and Communications Consultant at Third Door in Gauteng, South Africa
- ♦ Master's Degree in Social Behavioral Studies, University of South Africa
- ♦ Master's Degree in Sociology and Psychology, University of South Africa
- ♦ Bachelor of Arts in Political Science and Industrial Sociology from the University of KwaZulu-Natal, South Africa
- ♦ Bachelor of Arts in Psychology from the University of South Africa

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08

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