

# Advanced Master's Degree MBA in Management and Administration of Veterinary Centers

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## Advanced Master's Degree MBA in Management and Administration of Veterinary Centers

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

Website: [www.techtitute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-mba-veterinary-center-management-administrationadministration](http://www.techtitute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-mba-veterinary-center-management-administrationadministration)

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# 01 Welcome

Correct business management is the first step towards the success of a veterinary center. It is therefore necessary to have professionals with a high level of knowledge in this field, who are capable of developing the necessary skills to manage their center with a global business vision. In this program TECH offers the most complete and relevant information on Veterinary Center Management and Administration, from the hand of the main experts in the field, with the main objective of increasing the training of students and making them fully effective in their daily practice.



Advanced Master's Degree MBA in Management and Administration of Veterinary Centers.  
TECH Global University



“

*Business management applied to veterinary centers is very useful to improve the competitiveness of the business and its success in the sector”*

02

# Why Study at TECH?

TECH is the world's largest 100% online business school. It is an elite business school, with a model based on the highest academic standards. A world-class centre for intensive managerial skills training



“

*TECH is a university at the forefront of technology, and puts all its resources at the student's disposal to help them achieve entrepreneurial success”*



## At TECH Global University



### Innovation

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

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



### The Highest Standards

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

**95%** | of TECH students successfully complete their studies



### Networking

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

**100,000+**  
executives trained each year

**200+**  
different nationalities



### Empowerment

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

**500+** | collaborative agreements with leading companies



### Talent

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

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



### Multicultural Context

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

TECH students represent more than 200 different nationalities





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



### Learn with the best

---

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

Teachers representing 20 different nationalities



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



### Analysis

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



### Academic Excellence

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



### Economy of Scale

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

03

# Why Our Program?

Studying this TECH program means increasing the chances of achieving professional success in senior business management

It is a challenge that demands effort and dedication, but it opens the door to a promising future. Students will learn from the best teaching staff and with the most flexible and innovative educational methodology



“

*We have highly qualified teachers and the most complete syllabus on the market, which allows us to offer you training of the highest academic level”*

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

**01**

### A significant career boost

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

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

**02**

### Develop a strategic and global vision of companies

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

*Our global vision of companies will improve your strategic vision*

**03**

### Consolidate the student's senior management skills

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

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

**04**

### Take on new responsibilities

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

*45% of graduates are promoted internally*

05

### Access to a powerful network of contacts

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

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

06

### Thoroughly develop business projects

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

*20% of our students develop their own business idea*

07

### Improve soft skills and management skills

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

*Improve your communication and leadership skills and enhance your career*

08

### Be part of an exclusive community

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

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

# 04 Objectives

This program is designed to strengthen students' management and leadership skills, as well as to develop new competencies and skills that will be essential in their professional development. After completing the program, they will be able to make global decisions, with an innovative perspective and an international vision, thus achieving an improvement at a personal and professional level, but also a positive change in their company that will allow them to stand out in the sector.



“

*Achieve your academic goals thanks to the completion of this high-level Advanced Master's Degree”*



TECH makes the goals of their students their own goals too.  
We work together in order to achieve them.

The Advanced Master's Degree MBA in Management and Administration of Veterinary Centers will enable students to:

01

Define the latest trends and developments in business management

04

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

02

Build a plan for the development and improvement of personal and managerial skills

03

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

05

Develop the skills required to manage business activities strategically

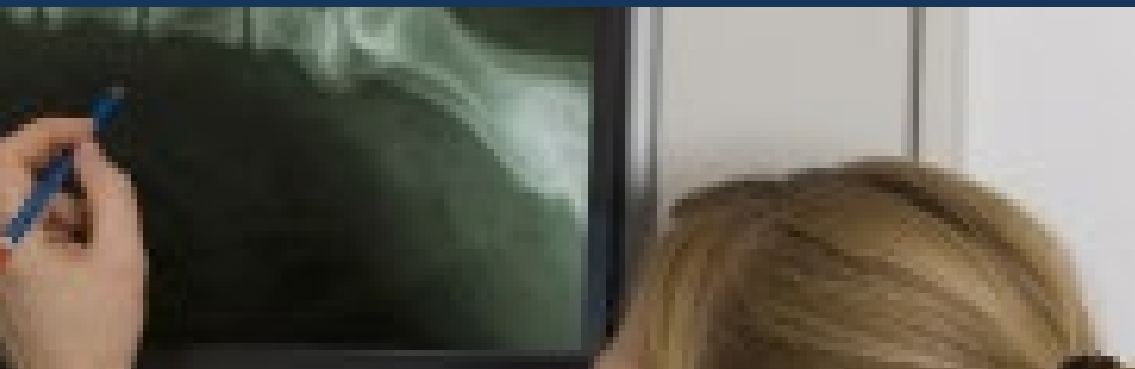


06

Explain the company from a global point of view, as well as the responsibility developed by each area of the company

08

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



09

Generate specialized knowledge on the veterinary services sector: environment, challenges and trends

07

Design innovative strategies and policies to improve management and business efficiency

10

Identify educational needs in the veterinary services sector in a changing environment

11

Establish a methodology for the preparation of an annual business plan

14

Develop the financial tools to manage a veterinary practice

12

Assimilate that it is a dynamic document that must accompany us throughout the year



13

Examine the financial concepts necessary to successfully run a veterinary center

15

Compile the data necessary to generate a financial scorecard

16

Establish an effective and systematic methodology to formulate a dynamic and innovative business strategy in a veterinary center

18

Propose a methodology to effectively deal with clients with distorted emotions



19

Develop loyalty processes

17

Build specialized knowledge on innovation as a means of creating a differentiated value proposition for users

20

Establish how to set and price a veterinary service

21

Assimilate the importance of cross-selling

22

Analyze merchandising tools

23

Study coherence between online and offline marketing

24

Develop the skills necessary for good personnel management



25

Train managers to successfully deal with conflicts within professional teams

27

Create a culture of continuous improvement in business management

28

Specify the legal form of company to be created, with the particularities of each one, from partnerships to cooperatives of partners

26

Develop and implement lean business management in a veterinary center



# 05 Skills

After passing the assessments of the Advanced Master's Degree MBA in Management and Administration of Veterinary Centers, the professional will have acquired the necessary skills for a quality and up-to-date practice based on the most innovative educational methodology. It will undoubtedly be a unique opportunity to develop in a field that demands a high level of qualification from the professionals who work in it, for whom it is important to continue updating their knowledge throughout their careers.







“

*An interesting program that will allow you to develop successfully in the management of veterinary centers”*

01

Manage a company as a whole, applying leadership techniques that influence the employees' performance, in such a way that the company's objectives are achieved

04

Correctly manage teams to improve productivity and, therefore, the company's profits

02

Be part of and lead the company's corporate and competitive strategy



03

Resolve business conflicts and problems between workers

05

Control the company's logistics processes, as well as purchasing and procurement

06

Delve into the new business models associated with information systems

08

Focus on innovation in all processes and areas of the company



09

Lead the different projects in a company

07

Apply the most appropriate strategies to support e-commerce of the company's products

10

Manage the veterinary sector companies in the most effective and efficient way, obtaining the expected results at the end

11

Design, develop, implement, monitor and improve their own business plan

12

Understand the new challenges in public health, following the guidelines of green and sustainable economies

13

Perform a SWOT analysis to know the particularities of the business and the environment and to be able to take advantage of the benefits it offers

14

Perform the economic-financial management of the veterinary center

15

Design and implement an appropriate business model to attract potential customers



16

Know how to communicate appropriately with the client to improve their experience in the veterinary center

18

Know in depth the profile of the company's employees in order to place them in the most appropriate positions and evaluate their performance

19

Lead the company, having the ability to resolve internal company conflicts

17

Design and implement marketing strategies that improve company performance

20

In-depth knowledge of the legal aspects affecting veterinary centers



06

# Structure and Content

This Advanced Master's Degree MBA in Management and Administration of Veterinary Centers is a program designed to meet the needs of students, which is taught in a 100% online format so that they can choose the time and place that best suits their availability, schedules and interests. A program that takes place over 2 years and is intended to be a unique and stimulating experience that lays the foundations for success as a manager and entrepreneur.



“

*Develops the skills and competencies needed to excel in a highly competitive industry”*



## Syllabus

This Advanced Master's Degree MBA in Management and Administration of Veterinary Centers at TECH Global University is an intensive program that prepares students to face business challenges and decisions globally. Its content is designed to promote the development of managerial skills that enable more rigorous decision-making in uncertain environments.

Throughout 3,000 hours of study, the student will analyze a multitude of practical cases through individual work, achieving a contextual learning that can later be applied to their daily work. It is, therefore, an authentic immersion in real business situations.

This Advanced Master's Degree MBA in Veterinary Centers Management and Administration deals in depth with different areas of the company, and is designed for managers to understand veterinary management from a strategic, international and innovative perspective.

A plan designed for students, focused on their professional improvement and that prepares them to achieve excellence in the field of management and administration of veterinary centers. A program that understands your needs and those of your company through innovative content based on the latest trends, and supported by the best educational methodology and an exceptional faculty, which will provide you with the competencies to solve critical situations in a creative and efficient way.

This program is developed over 2 years and is divided into 17 modules:

<b>Module 1</b>	Leadership, Ethics, and CSR
<b>Module 2</b>	Strategic Direction and Executive Management
<b>Module 3</b>	People and Talent Management
<b>Module 4</b>	Economic and Financial Management
<b>Module 5</b>	Operations and Logistics Management
<b>Module 6</b>	Information Systems Management
<b>Module 7</b>	Commercial Management, Marketing, and Corporate Communications
<b>Module 8</b>	Innovation and Project Management
<b>Module 9</b>	The Economic Sector of Veterinary Health Centers
<b>Module 10</b>	The Business Plan Applied to Veterinarian Centers

<b>Module 11</b>	Finance Applied to Veterinary Centers
<b>Module 12</b>	Business Strategy and Innovation in Veterinary Centers
<b>Module 13</b>	The Customer/User of Veterinary Centers
<b>Module 14</b>	Marketing Applied in Veterinary Centers
<b>Module 15</b>	Human Resources Management in Veterinary Centers
<b>Module 16</b>	Leadership and Management Skills Applied in Veterinary Centers
<b>Module 17</b>	Production Processes in Veterinary Centers

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

TECH offers its students the possibility of taking this program completely online. During the 2 years of the program, they will be able to access all the contents of this program at any time, which will allow them to self-manage their study time.

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

**Module 1. Leadership, Ethics, and CSR**

**1.1. Globalization and Governance**

- 1.1.1. Globalization and Trends: Internationalization of Markets
- 1.1.2. Economic Environment and Corporate Governance
- 1.1.3. Accountability

**1.2. Leadership**

- 1.2.1. Intercultural Environment
- 1.2.2. Leadership and Business Management
- 1.2.3. Management Roles and Responsibilities

**1.3. Business ethics**

- 1.3.1. Ethics and Integrity
- 1.3.2. Ethical Behavior in Companies
- 1.3.3. Deontology, Codes of Ethics and Codes of Conduct
- 1.3.4. Fraud and Corruption Prevention

**1.4. Sustainability**

- 1.4.1. Business and Sustainable Development
- 1.4.2. Social, Environmental, and Economic Impact
- 1.4.3. The 2030 Agenda and the SDGs

**1.5. Corporate Social Responsibility**

- 1.5.1. Corporate Social Responsibility
- 1.5.2. Roles and Responsibilities
- 1.5.3. Implementing Corporate Social Responsibility

**Module 2. Strategic Direction and Executive Management**

**2.1. Organizational Analysis and Design**

- 2.1.1. Organizational Culture
- 2.1.2. Organizational Analysis
- 2.1.3. Organizational Structure Design

**2.2. Corporate Strategy**

- 2.2.1. Corporate-Level Strategy
- 2.2.2. Types of Corporate-Level Strategies
- 2.2.3. Corporate Strategy Determination
- 2.2.4. Corporate Strategy and Reputational Image

**2.3. Strategic Planning and Strategy Formulation**

- 2.3.1. Strategic Thinking
- 2.3.2. Strategic Planning and Formulation
- 2.3.3. Sustainability and Corporate Strategy

**2.4. Strategy Models and Patterns**

- 2.4.1. Wealth, Value, and Return on Investments
- 2.4.2. Corporate Strategy: Methodologies
- 2.4.3. Corporate Strategy Growth and Consolidation

**2.5. Strategic Management**

- 2.5.1. Strategic Mission, Vision, and Values
- 2.5.2. The Balanced Scorecard
- 2.5.3. Corporate Strategy Analysis, Monitoring and Evaluation
- 2.5.4. Strategic Management and Reporting

**2.6. Strategic Implementation and Execution**

- 2.6.1. Strategic Implementation: Objectives, Actions and Impacts
- 2.6.2. Supervision and Strategic Alignment
- 2.6.3. Continuous Improvement Approach

**2.7. Executive Management**

- 2.7.1. Functional Strategies Integration into Global Business Strategies
- 2.7.2. Management Policy and Processes
- 2.7.3. Knowledge Management

**2.8. Case/Problem Analysis and Solving**

- 2.8.1. Problem Solving Methodology
- 2.8.2. Case Method
- 2.8.3. Positioning and Decision-Making

**Module 3. People and Talent Management**
**3.1. Organizational Behavior**

- 3.1.1. Organizational Theory
- 3.1.2. Key Factors for Change in Organizations
- 3.1.3. Corporate Strategies, Types, and Knowledge Management

**3.2. Strategic People Management**

- 3.2.1. Job Design, Recruitment, and Selection
- 3.2.2. Human Resources Strategic Plan: Design and Implementation
- 3.2.3. Job Analysis: Design and Selection of People
- 3.2.4. Training and Professional Development

**3.3. Management and Leadership Development**

- 3.3.1. Management Skills: 21st Century Competencies and Skills
- 3.3.2. Non-Managerial Skills
- 3.3.3. Map of Skills and Abilities
- 3.3.4. Leadership and People Management

**3.4. Change Management**

- 3.4.1. Performance Analysis
- 3.4.2. Strategic Approach
- 3.4.3. Change Management: Key Factors, Process Design and Management
- 3.4.4. Continuous Improvement Approach

**3.5. Negotiation and Conflict Management**

- 3.5.1. Negotiation Objectives: Differentiating Elements
- 3.5.2. Effective Negotiation Techniques
- 3.5.3. Conflicts: Factors and Types
- 3.5.4. Efficient Conflict Management: Negotiation and Communication

**3.6. Executive Communication**

- 3.6.1. Performance Analysis
- 3.6.2. Leading Change. Resistance to Change
- 3.6.3. Managing Change Processes
- 3.6.4. Managing Multicultural Teams

**3.7. Team Management and People Performance**

- 3.7.1. Multicultural and Multidisciplinary Environment
- 3.7.2. Team and People Management
- 3.7.3. Coaching and People Performance
- 3.7.4. Executive Meetings: Planning and Time Management

**3.8. Knowledge and Talent Management**

- 3.8.1. Identifying Knowledge and Talent in Organizations
- 3.8.2. Corporate Knowledge and Talent Management Models
- 3.8.3. Creativity and Innovation

**Module 4. Economic and Financial Management**
**4.1. Economic Environment**

- 4.1.1. Organizational Theory
- 4.1.2. Key Factors for Change in Organizations
- 4.1.3. Corporate Strategies, Types, and Knowledge Management

**4.2. Executive Accounting**

- 4.2.1. International Accounting Framework
- 4.2.2. Introduction to the Accounting Cycle
- 4.2.3. Company Financial Statements
- 4.2.4. Analysis of Financial Statements: Decision-Making

**4.3. Budget and Management Control**

- 4.3.1. Budgetary Planning
- 4.3.2. Management Control: Design and Objectives
- 4.3.3. Supervision and Reporting

**4.4. Corporate Tax Liability**

- 4.4.1. Corporate Tax Liability
- 4.4.2. Tax Procedure: A Case-Country Approach

**4.5. Corporate Control Systems**

- 4.5.1. Types of Control
- 4.5.2. Regulatory Compliance
- 4.5.3. Internal Auditing
- 4.5.4. External Auditing

**4.6. Financial Management**

- 4.6.1. Introduction to Financial Management
- 4.6.2. Financial Management and Corporate Strategy
- 4.6.3. Chief Financial Officer (CFO): Managerial Skills

**4.7. Financial Planning**

- 4.7.1. Business Models and Financing Needs
- 4.7.2. Financial Analysis Tools
- 4.7.3. Short-Term Financial Planning
- 4.7.4. Long-Term Financial Planning

**4.8. Corporate Financial Strategy**

- 4.8.1. Corporate Financial Investments
- 4.8.2. Strategic Growth: Types

**4.9. Macroeconomic Context**

- 4.9.1. Macroeconomic Analysis
- 4.9.2. Economic Indicators
- 4.9.3. Economic Cycle

**4.10. Strategic Financing**

- 4.10.1. The Banking Business: Current Environment
- 4.10.2. Risk Analysis and Management

**4.11. Money and Capital Markets**

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

**4.12. Case/Problem Analysis and Resolution**

- 4.12.1. Problem Solving Methodology
- 4.12.2. Case Method

**Module 5. Operations and Logistics Management**

**5.1. Operations Management**

- 5.1.1. Define the Operations Strategy
- 5.1.2. Supply Chain Planning and Control
- 5.1.3. Indicator Systems

**5.2. Purchasing Management**

- 5.2.1. Stock Management
- 5.2.2. Warehouse Management
- 5.2.3. Purchasing and Procurement Management

**5.3. Supply Chain Management (1)**

- 5.3.1. Costs and Efficiency of the Operations Chain
- 5.3.2. Change in Demand Patterns
- 5.3.3. Change in Operations Strategy

**5.4. Supply Chain Management (2). Implementation**

- 5.4.1. Lean Manufacturing/Lean Thinking
- 5.4.2. Logistics Management
- 5.4.3. Purchasing

**5.5. Logistical Processes**

- 5.5.1. Organization and Management by Processes
- 5.5.2. Procurement, Production, Distribution
- 5.5.3. Quality, Quality Costs, and Tools
- 5.5.4. After-Sales Service

**5.6. Logistics and Customers**

- 5.6.1. Demand Analysis and Forecasting
- 5.6.2. Sales Forecasting and Planning
- 5.6.3. Collaborative Planning, Forecasting, and Replacement

**5.7. International Logistics**

- 5.7.1. Customs, Export and Import processes
- 5.7.2. Methods and Means of International Payment
- 5.7.3. International Logistics Platforms

**5.8. Competing through Operations**

- 5.8.1. Innovation in Operations as a Competitive Advantage in the Company
- 5.8.2. Emerging Technologies and Sciences
- 5.8.3. Information Systems in Operations

**Module 6. Information Systems Management**

**6.1. Information Systems Management**

- 6.1.1. Business Information Systems
- 6.1.2. Strategic Decisions
- 6.1.3. The Role of the CIO

**6.2. Information Technology and Business Strategy**

- 6.2.1. Company and Industry Sector Analysis
- 6.2.2. Online Business Models
- 6.2.3. The Value of IT in a Company

**6.3. IS Strategic Planning**

- 6.3.1. The Process of Strategic Planning
- 6.3.2. Formulating the IS Strategy
- 6.3.3. Strategy Implementation Plan

**6.4. Information Systems and Business Intelligence**

- 6.4.1. CRM and Business Intelligence
- 6.4.2. Business Intelligence Project Management
- 6.4.3. Business Intelligence Architecture

**6.5. New ICT-Based Business Models**

- 6.5.1. Technology-Based Business Models
- 6.5.2. Innovation Abilities
- 6.5.3. Redesigning the Value Chain Processes

**6.6. E-Commerce**

- 6.6.1. E-Commerce Strategic Plan
- 6.6.2. Logistics Management and Customer Service in e-Commerce
- 6.6.3. E-Commerce as an Opportunity for Internationalization

**6.7. E-Business Strategies**

- 6.7.1. Social Media Strategies
- 6.7.2. Optimization of Service Channels and Customer Support
- 6.7.3. Digital Regulation

**6.8. Digital Business**

- 6.8.1. Mobile e-Commerce
- 6.8.2. Design and Usability
- 6.8.3. E-Commerce Operations

**Module 7. Commercial Management, Marketing, and Corporate Communications****7.1. Commercial Management**

- 7.1.1. Sales Management
- 7.1.2. Commercial Strategy
- 7.1.3. Sales and Negotiation Techniques
- 7.1.4. Management of Sales Teams

**7.2. Marketing**

- 7.2.1. Marketing and the Impact on the Company
- 7.2.2. Basic Marketing Variables
- 7.2.3. Marketing Plan

**7.3. Strategic Marketing Management**

- 7.3.1. Sources of Innovation
- 7.3.2. Current Trends in Marketing
- 7.3.3. Marketing Tools
- 7.3.4. Marketing Strategy and Communication with Customers

**7.4. Digital Marketing Strategy**

- 7.4.1. Approach to Digital Marketing
- 7.4.2. Digital Marketing Tools
- 7.4.3. Inbound Marketing and the Evolution of Digital Marketing

**7.5. Sales and Communication Strategy**

- 7.5.1. Positioning and Promotion
- 7.5.2. Public Relations
- 7.5.3. Sales and Communication Strategy

**7.6. Corporate Communication**

- 7.6.1. Internal and External Communication
- 7.6.2. Communication Departments
- 7.6.3. Communication Managers: Managerial Skills and Responsibilities

**7.7. Corporate Communication Strategy**

- 7.7.1. Corporate Communication Strategy
- 7.7.2. Communication Plan
- 7.7.3. Press Release/Clipping/Publicity Writing

**Module 8. Innovation and Project Management****8.1. Innovation**

- 8.1.1. Macro Concept of Innovation
- 8.1.2. Types of Innovation
- 8.1.3. Continuous and Discontinuous Innovation
- 8.1.4. Training and Innovation

**8.2. Innovation Strategy**

- 8.2.1. Innovation and Corporate Strategy
- 8.2.2. Global Innovation Project: Design and Management
- 8.2.3. Innovation Workshops

**8.3. Business Model Design and Validation**

- 8.3.1. The Lean Start-up Methodology
- 8.3.2. Innovative Business Initiative: Stages
- 8.3.3. Financing Modalities
- 8.3.4. Model Tools: Empathy Map, Canvas Model, and Metrics
- 8.3.5. Growth and Loyalty

**8.4. Project Management**

- 8.4.1. Innovation Opportunities
- 8.4.2. Feasibility Study and Proposal Specification
- 8.4.3. Project Definition and Design
- 8.4.4. Project Execution
- 8.4.5. Project Closure

**Module 9. The Economic Sector of Veterinary Health Centers**

**9.1. The Role of the Companion Animal in Today's Society**

- 9.1.1. Companion Animals and Their Benefits to People's Physical and Emotional Health
- 9.1.2. Pets and the Healthy Development of Minors
- 9.1.3. Pets and Healthy Aging
- 9.1.4. Pets and their Benefits for Community Coexistence
- 9.1.5. Animal Abuse and its Connection with Violence in the Family Environment
- 9.1.6. Animals in the Therapeutic and Assistance Context

**9.2. The Role of the Company in the Current Social Context**

- 9.2.1. Corporate Social Responsibility
- 9.2.2. Climate Change and the Green New Deal
- 9.2.3. The Sustainable Development Goals (SDGs) and Agenda 2030
- 9.2.4. Challenges for the Veterinary Services Company

**9.3. The Pet Market**

- 9.3.1. Industry, Retail and Distribution Services
- 9.3.2.
  - 9.3.2.1. Clinical Veterinary Services
  - 9.3.2.2. Dog Training Services
  - 9.3.2.3. Hairdressing Services
  - 9.3.2.4. Feral Animal Population Control
- 9.3.3. Sale of Veterinary Medicines
- 9.3.4. Breeding and Sale of Pets
- 9.3.5. NGO

**9.4. Typology of Veterinary Health Centers and Services**

- 9.4.1. Veterinary Health Centers
- 9.4.2. Veterinary Health Services
- 9.4.3. Public-private Collaboration

**9.5. Macroeconomic Situation of the Clinical Veterinary Sector**

- 9.5.1. Sectoral Socioeconomic Situation
- 9.5.2. Sectoral Labor Situation

**9.6. Digital Health in the Veterinary Sector**

- 9.6.1. Digitization of the Veterinary Sector
- 9.6.2. Factors and Digital Tools that will Favor Change
- 9.6.3. Factors Slowing Down Digital Development
- 9.6.4. Digital Differentiators
- 9.6.5. Current Situation and Digital Challenges in the Veterinary Sector

**9.7. The "One Health" Concept Applied to Veterinary Health Centers**

- 9.7.1. The General Concept of One Health - One Well-Being
- 9.7.2. The Role of the Clinical Veterinarian in "One Health"

**9.8. Training of Occupational Categories in Veterinary Health Care Centers**

- 9.8.1. Current Context of Training in the Sector and the Real Needs of Veterinary Health Care Centers
- 9.8.2. Ongoing Training
- 9.8.3. Dual Training

**9.9. Sectoral Business Strategy**

- 9.9.1. Business Associationism: What it is, How it is Implemented and What it is for
- 9.9.2. Proactive Intervention in the Creation of Regulations Affecting the Industry

**9.10. Time of Uncertainty, Time of Change and Market Trends**

- 9.10.1. Worker with New Concepts and Sensitivities
- 9.10.2. Customer with New Requests and Needs
- 9.10.3. New Challenges in Public Health
- 9.10.4. New Forms of Communication



**Module 10. The Business Plan Applied to Veterinarian Centers****10.1. The Business Plan for Veterinary Centers**

- 10.1.1. Planning and Control: Two Sides of the Same Coin
- 10.1.2. Why and Why Have a Plan?
- 10.1.3. Who Must Carry It Out?
- 10.1.4. When Should It Be Done?
- 10.1.5. How to Perform It?
- 10.1.6. Does it Have to Be in Writing?
- 10.1.7. Questions to Answer
- 10.1.8. Sections of the Business Plan

**10.2. External Analysis I: The Veterinary Center Environment**

- 10.2.1. What Should it Contain?
- 10.2.2. Political Environment
- 10.2.3. Economic Environment
- 10.2.4. Social Environment
- 10.2.5. Technological Environment
- 10.2.6. Ecological Environment
- 10.2.7. Legal Environment

**10.3. External Analysis II: Competitive Environment Applied to the Veterinary Center Sector**

- 10.3.1. Customers
- 10.3.2. Competition
- 10.3.3. Suppliers
- 10.3.4. Others

**10.4. Internal Analysis of a Veterinary Center**

- 10.4.1. Facilities and Equipment
- 10.4.2. Personal
- 10.4.3. Income/Expenses
- 10.4.4. Customers
- 10.4.5. Prices
- 10.4.6. Services
- 10.4.7. Communication With Customers
- 10.4.8. Training
- 10.4.9. Suppliers
- 10.4.10. Competition

**10.5. SWOT Analysis and CAME Applied to Veterinary Centers**

- 10.5.1. Weaknesses
- 10.5.2. Strengths
- 10.5.3. Threats
- 10.5.4. Opportunities
- 10.5.5. Correction
- 10.5.6. Facing
- 10.5.7. Maintain
- 10.5.8. Exploit

**10.6. Objectives of Veterinary Centers as Enterprises**

- 10.6.1. What Are They?
- 10.6.2. Features: SMART
- 10.6.3. Types

**10.7. Business Strategies in Veterinary Centers**

- 10.7.1. The 7 P's of Service Marketing
- 10.7.2. Product- Service
- 10.7.3. Price
- 10.7.4. Distribution
- 10.7.5. Communication
- 10.7.6. Person
- 10.7.7. Procedures
- 10.7.8. Test

**10.8. Action Plan for the Strategy of a Veterinary Center**

- 10.8.1. What Does It Consist Of?
- 10.8.2. How to Develop a Strategy?
- 10.8.3. What to Consider for Each Action?
- 10.8.4. Prioritization of Actions Based on Their Importance to the Business
- 10.8.5. Calendar

**10.9. Control Plan and Follow-up of the Business Plan of a Veterinary Center**

- 10.9.1. Planning and Control
- 10.9.2. What it Consists of and Why It Is Necessary
- 10.9.3. Who and How to Control
- 10.9.4. Indicator-Based Control
- 10.9.5. Decision-Making

**10.10. Contingency Plan Applied to the Business Plan of a Veterinary Center**

- 10.10.1. What is It and What is It For?
- 10.10.2. How to Do It?
- 10.10.3. How to Use It?

**Module 11. Finance Applied to Veterinary Centers**

**11.1. Expenses and Income at a Veterinary Center**

- 11.1.1. Fixed Costs
- 11.1.2. Variable Costs
- 11.1.3. Direct Costs
- 11.1.4. Indirect Costs
- 11.1.5. Income from Services
- 11.1.6. Revenues from Product Sales
- 11.1.7. Gross Margins
- 11.1.8. Net Profit Margin
- 11.1.9. Purchase Margin
- 11.1.10. Margin on Sales

**11.2. The Income Statement of a Veterinary Center**

- 11.2.1. EBITDA
- 11.2.2. EBIT or BAI
- 11.2.3. Profitability
- 11.2.4. Productivity
- 11.2.5. Net Income

**11.3. Warehouse Stock Management in a Veterinary Center**

- 11.3.1. Cost of Sales
- 11.3.2. Characteristics of a Stock Management System
- 11.3.3. Procurement and Stock Control
- 11.3.4. Stock Alert Point
- 11.3.5. Safety Stock
- 11.3.6. Ordering Point
- 11.3.7. Inventory Turnover

**11.4. Sales Ratios in a Veterinary Center. The Break-Even Point**

- 11.4.1. Main Practical Key Figures in a Veterinary Center
  - 11.4.1.1. Transaction Frequency
  - 11.4.1.2. Average Transaction Amount
  - 11.4.1.3. Average Spending per Customer
  - 11.4.1.4. Number of Daily Transactions
  - 11.4.1.5. Number of Transactions per Year
- 11.4.2. Break-Even Point Concept
- 11.4.3. Prospective Break-Even Calculation
- 11.4.4. Retrospective Break-Even Calculation

**11.5. Analysis of the Cost of Services in a Veterinary Center. Technological Investments**

- 11.5.1. Fundamentals of Cost Analysis in Veterinary Centers
  - 11.5.1.1. Veterinary Practice Cost Analysis
  - 11.5.1.2. Cost Analysis of Other Professional Services
- 11.5.2. Calculating the Profitability of a Technology Investment

**11.6. Treasury Control and Budget Management in Veterinary Centers**

- 11.6.1. Basics of Treasury Control
- 11.6.2. Treasury Control Tools
- 11.6.3. Fundamentals of Budget Management
- 11.6.4. Budget Management Tools

**11.7. Economic Valuation of a Veterinary Center**

- 11.7.1. Fundamentals for the Economic Valuation of a Veterinary Center
- 11.7.2. Methodology for the Valuation of a Veterinary Center
- 11.7.3. The Goodwill

**11.8. Key Management Indicators in Veterinary Centers**

- 11.8.1. Concepts
- 11.8.2. Basic Information
- 11.8.3. Most Frequent Indicators in Veterinary Centers
- 11.8.4. Basic Human Resources Indicators
- 11.8.5. Basic Indicators of Customer Service Quality
- 11.8.6. Selection of Key Management Indicators

**11.9. The Financial Scorecard Applied to Veterinary Centers**

- 11.9.1. Financial Scorecard Fundamentals
- 11.9.2. Trend Analysis and Comparisons between Periods
- 11.9.3. Control Panel Operation
- 11.9.4. Interpretation of Scorecard Results

**11.10. The Balance Sheet of a Veterinary Center**

- 11.10.1. Concept
- 11.10.2. Structure of a Balance Sheet
- 11.10.3. Structure of the Balance Sheet
- 11.10.4. Asset Valuation
- 11.10.5. Balance Sheet and Income Statement Diagnosis
- 11.10.6. Balance Sheet Analysis
- 11.10.7. Study of the Most Interesting Ratios of a Balance Sheet
- 11.10.8. Dynamic Equity Analysis
- 11.10.9. Income Statement Analysis
- 11.10.10. Income Statement Indicators

**Module 12. Business Strategy and Innovation in Veterinary Centers**

<b>12.1. The Role of the Manager of a Veterinary Center</b> 12.1.1. General Management 12.1.2. Human Resources Management 12.1.3. Financial Management 12.1.4. Occupational Health Management 12.1.5. Information Technology Management 12.1.6. Marketing and Sales Management 12.1.7. Customer Service and Public Relations Management 12.1.8. Change Management	<b>12.2. Strategic Planning in Veterinary Centers</b> 12.2.1. Definitions 12.2.2. Sense of Business Strategy 12.2.3. Strategic Plan for a Veterinary Center	<b>12.3. The Philosophical Stage of Strategic Planning for a Veterinary Center</b> 12.3.1. Definition 12.3.2. Components 12.3.2.1. Mission 12.3.2.2. Vision 12.3.2.3. Values 12.3.2.4. Tools 12.3.2.5. Strategic Goals 12.3.3. Practical Examples	<b>12.4. Business Models in Traditional Veterinary Centers</b> 12.4.1. Introduction 12.4.2. Structure of Veterinary Centers 12.4.3. Services 12.4.4. Staff of a Veterinary Center
<b>12.5. Research for Innovation in Veterinary Centers</b> 12.5.1. Concept of Innovation in the Veterinary Sector 12.5.2. The Blue Ocean Strategy Applied to Veterinary Centers 12.5.2.1. Concept 12.5.2.2. Analytical Tools 12.5.3. Canvas Methodology for Innovation in Veterinary Centers 12.5.3.1. Description 12.5.3.2. Operations 12.5.4. Strategy Formulation for Innovation in Veterinary Centers 12.5.4.1. Generation of New Ideas and Synthesis 12.5.4.2. Innovation Epicenters	<b>12.6. Design of the Value Proposition for Veterinary Center Clients</b> 12.6.1. The Profile of the Customer/User of Veterinary Centers 12.6.2. The Value Map 12.6.3. Fit Between the Value Proposition and the Customer Profile Applied to Veterinary Centers	<b>12.7. Innovation Prototyping Applied to Veterinary Centers</b> 12.7.1. The Minimum Viable Innovation System 12.7.2. Global Innovation Scorecard 12.7.3. Operational Innovation Plan	<b>12.8. Patterns of Business Models in the Veterinary Health Care Industry</b> 12.8.1. Disaggregation of Business Models 12.8.2. Long Tail 12.8.3. Multilateral Platforms 12.8.4. The Free Business Model (Freemium) 12.8.5. Open Business Models
<b>12.9. Design Thinking and Application in Veterinary Centers</b> 12.9.1. Concept 12.9.2. Guidelines and Keys 12.9.3. Tools	<b>12.10. Research for Continuous Improvement in the Business Strategy of Veterinary Centers</b> 12.10.1. Monitoring the Strategic Plan of a Veterinary Center 12.10.2. Implementation of Improvements in the Strategy of a Veterinary Center		

**Module 13.** The Customer/User of Veterinary Centers

**13.1. Customer Service in Veterinary Centers**

- 13.1.1. Excellence in Customer Service
- 13.1.2. Customer Service Management
- 13.1.3. Compliance in Veterinary Centers as a Loyalty Tool

**13.2. Face-to-Face Communication in Veterinary Centers**

- 13.2.1. Practical Advantages of Communication with Customers
- 13.2.2. Current Paradigm
- 13.2.3. Customer Needs
- 13.2.4. Customer Service Quality Management
  - 13.2.4.1. Communication Channels with Customers
  - 13.2.4.2. Computer Systems/ Databases (CRM)
  - 13.2.4.3. Quality Assessment Surveys

**13.3. Essential Communication Skills for Veterinary Facility Professionals**

- 13.3.1. The Question in Professional Communication
- 13.3.2. Listening in Professional Communication
- 13.3.3. Non-Verbal Communication
- 13.3.4. Verbal Communication
- 13.3.5. Proxemia in Veterinary Centers

**13.4. Empathy as a Fundamental Skill in the 21st Century in the Relationship with Customers in Veterinary Centers**

- 13.4.1. Definition and Description
- 13.4.2. Expressions of Empathy
- 13.4.3. Tools for Working on Empathy with Customers of Veterinary Centers

**13.5. Methodology for Successfully Dealing with Difficult Situations with Customers in a Veterinary Center**

- 13.5.1. The Four Essential Habits of Highly Effective Clinicians
- 13.5.2. Characteristics of Conflict between Professionals and their Customers
- 13.5.3. Methodology for Dealing with Difficult Situations with Customers of Veterinary Centers
  - 13.5.3.1. Identify the Problem
  - 13.5.3.2. Discovering the Meaning
  - 13.5.3.3. Seizing Opportunities
  - 13.5.3.4. Establish the Limits of the Relationship
  - 13.5.3.5. Extend Help to Solve the Problem
- 13.5.4. Tool for the Improvement of Professional Communication Skills

**13.6. Communication within the Veterinary Practice**

- 13.6.1. Introduction
- 13.6.2. The Calgary-Cambridge Model Applied to the Veterinary Practice
  - 13.6.2.1. Preparation Phase
  - 13.6.2.2. Start of Consultation
  - 13.6.2.3. Collection of Information
  - 13.6.2.4. Results and Planning
  - 13.6.2.5. Providing Adequate Information
  - 13.6.2.6. Mutual Understanding
  - 13.6.2.7. Completion of the Consultation
- 13.6.3. Communicating Bad News to Customers of Veterinary Centers

**13.7. Strategies for Customer Relations in a Veterinary Practice**

- 13.7.1. Relationship Marketing
- 13.7.2. Key Expectations of Customers and Users of Veterinary Centers
- 13.7.3. Long-Term Customer Relationship Management
  - 13.7.3.1. MSMC Model (Best Service for the Best Customers)
  - 13.7.3.2. The New CRM Paradigm

**13.8. Customer Segmentation and Portfolio Segmentation in a Veterinary Practice**

- 13.8.1. Customer Segments and Portfolios
  - 13.8.1.1. Business Portfolio Design Process in Veterinary Centers
- 13.8.2. Strategic Advantages of Business Portfolio Design
- 13.8.3. Most Valuable Customers (MVC)

**13.9. Customer Experience (CX) and User Experience (UX) in Veterinary Centers**

- 13.9.1. The Moment of Truth
- 13.9.2. Elements that Make up Customer Experience
- 13.9.3. User Experience

**13.10. Practical Application of Customer and User Experience in Veterinary Centers**

- 13.10.1. Phases
  - 13.10.1.1. Study and Analysis of User Experiences
  - 13.10.1.2. Definition of the Experiential Platform
  - 13.10.1.3. Design and Planning of Experiences
  - 13.10.1.4. Structuring the Contact or Meeting with Customers
  - 13.10.1.5. Practical Methodology

**Module 14. Marketing Applied in Veterinary Centers**
**14.1. Marketing in Veterinary Centers**

- 14.1.1. Definitions
- 14.1.2. Needs-Motives for Purchase
- 14.1.3. Supply and Demand
- 14.1.4. Evolution of Marketing
- 14.1.5. Today's Companies
- 14.1.6. Today's Customer
- 14.1.7. Loyalty: 21st Century Marketing

**14.2. What is Sold in Veterinary Centers?**

- 14.2.1. Products
- 14.2.2. Services
- 14.2.3. Differences between Products and Services
- 14.2.4. The 4Ps of Products
- 14.2.5. The 7 Ps of Services

**14.3. Services-Products in Veterinary Centers**

- 14.3.1. Portfolio of Services
- 14.3.2. Product Portfolio
- 14.3.3. How to Sell Products?
- 14.3.4. How to Sell Services?
- 14.3.5. Differentiation-Added Value
- 14.3.6. CAGE Technique
- 14.3.7. Neuromarketing and Its Application to Sales

**14.4. The Price of Services and Products in Veterinary Centers**

- 14.4.1. The Importance of Price in a Company
- 14.4.2. The Relativity of Price in Services
- 14.4.3. How to Price a Service?
- 14.4.4. How to Price a Product?
- 14.4.5. Price List
- 14.4.6. How to Price a Service to Customers?
- 14.4.7. How to Refute High Price Comments?
- 14.4.8. Demand-Price Elasticity Curve
- 14.4.9. Pricing Business Models in Veterinary Centers
- 14.4.10. How to Collect Everything? And What to Do Otherwise?

**14.5. Communication with the Customer in Veterinary Centers**

- 14.5.1. Communication with the Internal Customer: Employees
- 14.5.2. Need: Message Coordination
- 14.5.3. Multichannel and Omni-Channel
- 14.5.4. In the Waiting Room
- 14.5.5. Telephone Service
- 14.5.6. In the Office
- 14.5.7. Reminders
- 14.5.8. Preventive Health Campaigns
- 14.5.9. Dr. Google Vet. and Its Management by the Veterinarian
- 14.5.10. Reasons for a Client to Change Veterinarian
- 14.5.11. Satisfaction Surveys
- 14.5.12. Complaints in a Veterinary Center

**14.6. Advertising in Veterinary Centers**

- 14.6.1. What Kind of Customers do I Want to Reach?
- 14.6.2. Waiting Room
- 14.6.3. Promotional Items
- 14.6.4. Written Media
- 14.6.5. Digital Media
- 14.6.6. Others

**14.7. Cross-Selling in Veterinary Centers**

- 14.7.1. What is It and What Is It For?
- 14.7.2. Types of Cross-Selling
- 14.7.3. How to Carry it Out?
- 14.7.4. Service + Service
- 14.7.5. Service + Product
- 14.7.6. Product + Product
- 14.7.7. Teamwork

**14.8. Merchandising**

- 14.8.1. Definitions
- 14.8.2. The Pillars
- 14.8.3. Objectives
- 14.8.4. The Purchase Decision Process and Types of Purchases
- 14.8.5. Outside
  - 14.8.5.1. Facade
  - 14.8.5.2. Identity
  - 14.8.5.3. Door
  - 14.8.5.4. Showcase
- 14.8.6. Inside
  - 14.8.6.1. Assortment
  - 14.8.6.2. Space Layout
- 14.8.7. Inventory Management
- 14.8.8. Animation at the Point of Sale
  - 14.8.8.1. External
  - 14.8.8.2. Internal
  - 14.8.8.3. POS Advertising
  - 14.8.8.4. Promotions

**14.9. Digital Marketing in Veterinary Centers**

- 14.9.1. General aspects
- 14.9.2. ROPO Effect
- 14.9.3. Blending Marketing: Offline and Online
- 14.9.4. Web Pages for a Veterinary Center
- 14.9.5. Social Networks Applied to Veterinary Centers
  - 14.9.5.1. Facebook
  - 14.9.5.2. Twitter
  - 14.9.5.3. Instagram
  - 14.9.5.4. YouTube Channel
- 14.9.6. e-Mail Marketing
- 14.9.7. Instant Messaging Tools

**14.10. Loyalty Tools for Veterinary Center Customers**

- 14.10.1. Not All Customers Have the Same Value
- 14.10.2. Health Plan
- 14.10.3. Preventive Health Campaigns
- 14.10.4. Veterinary Insurance
- 14.10.5. Point Accumulation Systems
- 14.10.6. Discount Coupons
- 14.10.7. Others

**Module 15. Human Resources Management in Veterinary Centers**

**15.1. Strategic Planning of the Staff of a Veterinary Center I**

- 15.1.1. Equipment Size
- 15.1.2. Competencies and Talent
- 15.1.3. Roles, Responsibilities and Tasks

**15.2. Strategic Planning of the Staff of a Veterinary Center II**

- 15.2.1. Job Analysis and Description
- 15.2.2. Job Objectives
- 15.2.3. Organization Chart

**15.3. Selection Process in a Veterinary Center I**

- 15.3.1. Profiles
- 15.3.2. Job Offer Design
- 15.3.3. Receipt and Selection of Résumés

**15.4. Selection Process in a Veterinary Center II**

- 15.4.1. Résumé Reading: Detection of Competencies, References, etc
- 15.4.2. Sample Job Interview, Key Questions
- 15.4.3. Communication with Candidates

**15.5. Recruiting and Hiring Employees in a Veterinary Center**

- 15.5.1. Recruitment, Professional Categories
- 15.5.2. Payroll
- 15.5.3. Welcoming Process

**15.6. Training of a Veterinary Center Team**

- 15.6.1. Training Objectives
- 15.6.2. Internal and External Training
- 15.6.3. Evaluation and Economic Aspects of Training
- 15.6.4. Career Plans

**15.7. Internal Communication in a Veterinary Center**

- 15.7.1. Effective Communication
- 15.7.2. Internal Communication Tools
- 15.7.3. Effective Meetings

**15.8. Performance Evaluation of the Employees of a Veterinary Center**

- 15.8.1. Important Concepts
- 15.8.2. Establishment of Indicators
- 15.8.3. Evaluation Models
- 15.8.4. Implementation
- 15.8.5. Relationship with Incentives

**15.9. Retention of Valuable Employees in Veterinary Centers**

- 15.9.1. Job Satisfaction
- 15.9.2. Motivation
- 15.9.3. Recognition and Rewards
- 15.9.4. Promotion and Advancement

**15.10. Remuneration of Employees in Veterinary Centers**

- 15.10.1. Salaries by Category
- 15.10.2. Fixed and Variable
- 15.10.3. Criteria for the Establishment of Incentives
- 15.10.4. Types of Incentives: Economic and Non-Economic
- 15.10.5. Emotional Salary

**Module 16. Leadership and Management Skills Applied in Veterinary Centers**
**16.1. Essential Management Skills in a Veterinary Center Manager and/or Owner**

- 16.1.1. Management
- 16.1.2. Decision-Making
- 16.1.3. Resolving Capacity
- 16.1.4. Flexibility
- 16.1.5. Self-Knowledge
- 16.1.6. Assertiveness
- 16.1.7. Communication
- 16.1.8. Emotional Intelligence

**16.2. Leadership Applied to Veterinary Centers**

- 16.2.1. Characteristics of the Leader
- 16.2.2. Benefits of Leadership
- 16.2.3. Leader Exercises
- 16.2.4. Delegation
  - 16.2.4.1. Delegation Strategy
  - 16.2.4.2. Task Selection
  - 16.2.4.3. Qualification Process
- 16.2.5. Motivational Interviews with Employees
  - 16.2.5.1. GROW/MAPA Method

**16.3. Negotiation for the Veterinary Center Manager**

- 16.3.1. Negotiator Skills
- 16.3.2. Types and Styles of Negotiation
- 16.3.3. Negotiation Stages
  - 16.3.3.1. Preparation
  - 16.3.3.2. Discussion and Argumentation
  - 16.3.3.3. Proposal
  - 16.3.3.4. Exchange
  - 16.3.3.5. Closure
  - 16.3.3.6. Monitoring
- 16.3.4. Negotiation Tactics and Techniques
- 16.3.5. Strategies

**16.4. The Time Management of a Veterinary Center Manager**

- 16.4.1. Slow Down, Reflect, Analyze and Decide
- 16.4.2. Inner Knowledge
- 16.4.3. How to Prioritize
- 16.4.4. Act
- 16.4.5. Planning and Organizing
- 16.4.6. Time thieves

**16.5. How to Build Trust in the Staff of a Veterinary Center?**

- 16.5.1. Self-Confidence
- 16.5.2. Trusting Others
- 16.5.3. Constructive Self-Criticism
- 16.5.4. Respect and Responsibility
- 16.5.5. Honesty
- 16.5.6. Trial and Error

**16.6. Productivity Management for Veterinary Center Managers**

- 16.6.1. Productivity Thieves
- 16.6.2. The Getting Things Done® Method (GTD)
  - 16.6.2.1. Fundamentals
  - 16.6.2.2. Collect or Capture
  - 16.6.2.3. Process or Clarify
  - 16.6.2.4. Organize
  - 16.6.2.5. Check
  - 16.6.2.6. Do

**16.7. High-Performance Professional Teams in Veterinary Centers**

- 16.7.1. Working Groups
- 16.7.2. Characteristics of Professional Equipment
- 16.7.3. Benefits of High-Performance Professional Teams
- 16.7.4. Practical Examples

**16.8. Identification and Resolution of Internal Conflicts in Veterinary Centers**

- 16.8.1. The Method of the Five Dysfunctions of Professional Teams
  - 16.8.1.1. Lack of Trust
  - 16.8.1.2. Fear of Conflict
  - 16.8.1.3. Lack of Commitment
  - 16.8.1.4. Avoidance of Liability
  - 16.8.1.5. Disinterest in Results
- 16.8.2. Causes of Failure in Professional Teams

**16.9. Prevention of Internal Toxicity in Veterinary Centers**

- 16.9.1. Organizational Health
- 16.9.2. Preventive Measures
  - 16.9.2.1. Creating a Cohesive Leadership Team
  - 16.9.2.2. Creating Clarity within the Organization
  - 16.9.2.3. Overcommunicating Clarity
  - 16.9.2.4. Reinforcing Clarity

**16.10. Change Management in the Management of Veterinary Centers**

- 16.10.1. Belief Audit
- 16.10.2. Character Development
- 16.10.3. Actions for Change

**Module 17. Production Processes in Veterinary Centers**

**17.1. Introduction to Production Processes in Veterinary Centers**

- 17.1.1. Concept of Business Process
- 17.1.2. Introduction to Business Processes
- 17.1.3. Graphical Representation of Processes
- 17.1.4. Standardization of Processes
- 17.1.5. Practical Examples of Processes in Veterinary Centers

**17.2. Analysis of the Production Processes of Veterinary Centers**

- 17.2.1. Process Management System
- 17.2.2. Measurement, Analysis and Improvement of Business Processes
- 17.2.3. Characteristics of a Well-Directed and Managed Process

**17.3. Business Productivity in the Veterinary Health Care Industry**

- 17.3.1. Focus on Key Objectives
- 17.3.2. Added Value Generated for the Customer
- 17.3.3. Analysis of the Value Provided by the Processes
- 17.3.4. Competitiveness
- 17.3.5. Productivity, Loss and Improvement Analysis

**17.4. Business Management Models Applied to the Veterinary Health Care Center Sector**

- 17.4.1. Traditional Mass Management
- 17.4.2. Management Based on the Lean Model
- 17.4.3. Management Based on an Improved Traditional Model

**17.5. Introduction to the Lean Management Model Applied to Veterinary Centers**

- 17.5.1. Basic Principles and Characteristics
- 17.5.2. Flow of Activities
- 17.5.3. Pulling System
- 17.5.4. Flow- Pull
- 17.5.5. Continuous Improvement

**17.6. Waste in a Production Model Applied to Veterinary Centers**

- 17.6.1. Waste or Change
- 17.6.2. Types of Waste
- 17.6.3. Causes of Waste
- 17.6.4. Waste Disposal

**17.7. Implementation of the Lean Management Model in Veterinary Centers I**

- 17.7.1. Process Conditioning
- 17.7.2. Balanced and Flexible Pull Flow
- 17.7.3. Transition from a Traditional Model to Lean Implementation
- 17.7.4. First Stage: Establishment of Regular and Uninterrupted Flow

**17.8. Implementation of the Lean Management Model in Veterinary Centers II**

- 17.8.1. Second Stage: Consolidating the Flow, Eliminating Waste, Ensuring Quality and Standardizing Operations
- 17.8.2. Third Stage: Establishment of the Pull Flow
- 17.8.3. Fourth Stage: Production Rate Flexibility

**17.9. Implementation of the Lean Management Model in Veterinary Centers III**

- 17.9.1. Fifth Stage: Flexibility in the Type of Product
- 17.9.2. Sixth Stage: Complete Implementation of Balanced, Level and Multi-Product Pull Flow
- 17.9.3. Stage Seven: Simple Management and Control

**17.10. Lean Implementation Tools for Veterinary Centers**

- 17.10.1. The Value Stream Map
- 17.10.2. A3: Analysis of New Approaches or Problems to be Solved





07

# Methodology

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

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







“

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



## TECH Business School uses the Case Study to contextualize all content

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

“

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



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



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

### A learning method that is different and innovative

This TECH program is an intensive educational program, created from scratch to present executives with challenges and business decisions at the highest level, whether at the national or international level. This methodology promotes personal and professional growth, representing a significant step towards success. The case method, a technique that lays the foundation for this content, ensures that the most current economic, social and business reality is taken into account

“

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

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

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



## Relearning Methodology

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

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

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

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

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



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

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

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

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

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



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



### Study Material

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

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



### Classes

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

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



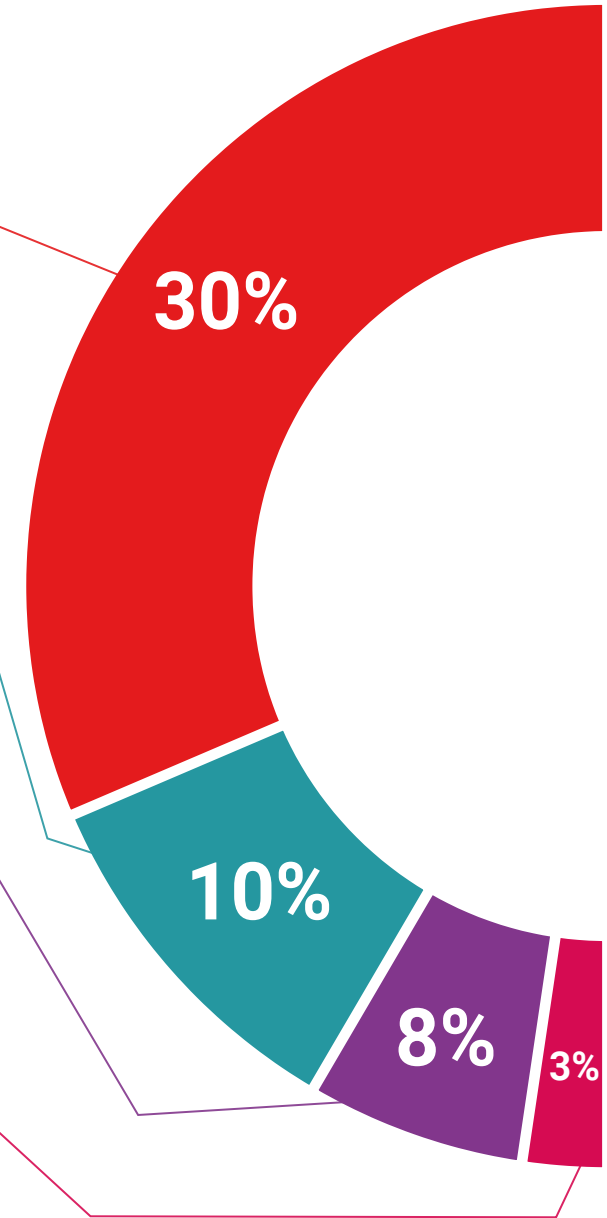
### Management Skills Exercises

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



### Additional Reading

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







### Case Studies

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



### Interactive Summaries

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

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



### Testing & Retesting

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



08

# Our Students' Profiles

This Advanced Master's Degree MBA in Management and Administration of Veterinary Centers is a program aimed at professionals with extensive experience, who want to update their knowledge and advance in their professional careers. The diversity of participants with different academic profiles and from multiple nationalities makes up the multidisciplinary approach of this program, which is a plus of quality in these times, where internationalization marks the way forward for all sectors.





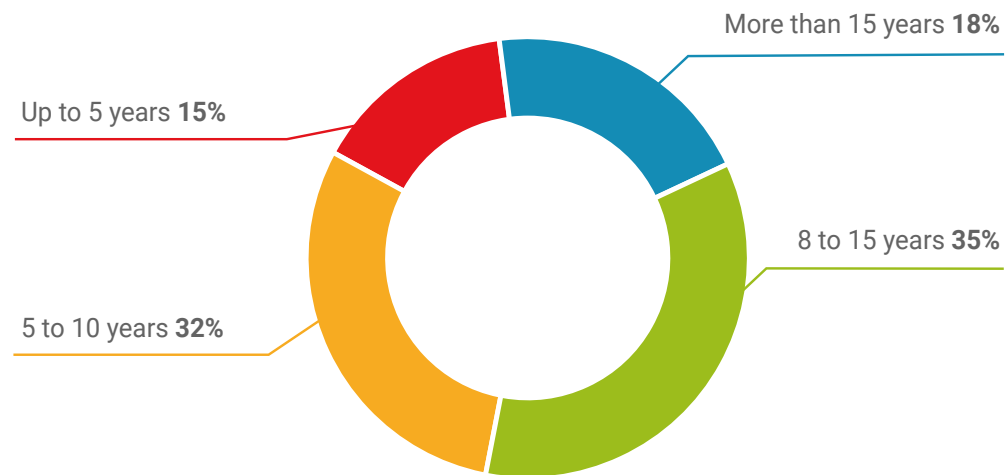
“

*If you want to improve your professional career, don't miss the opportunity to study this Advanced Master's Degree”*

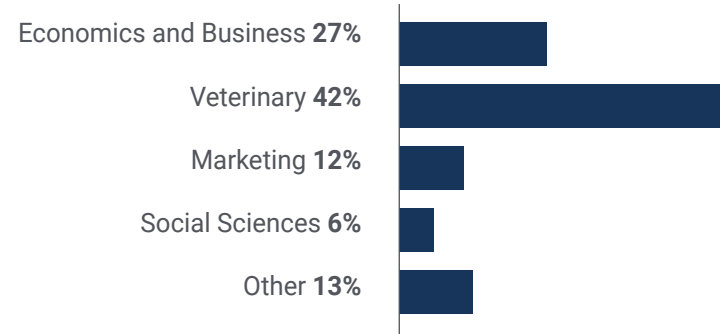
### Average Age

Between **35** and **45** years old

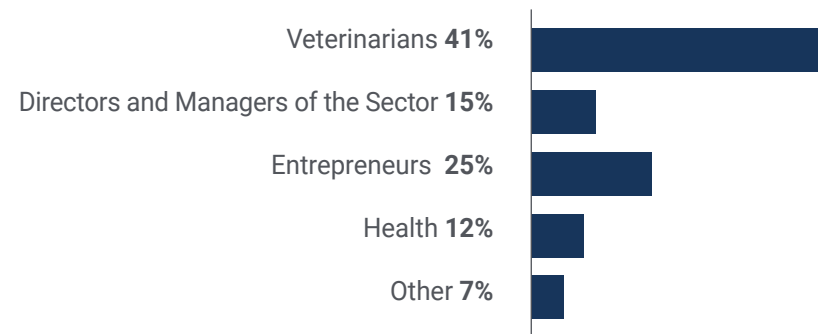
### Years of Experience



### Training

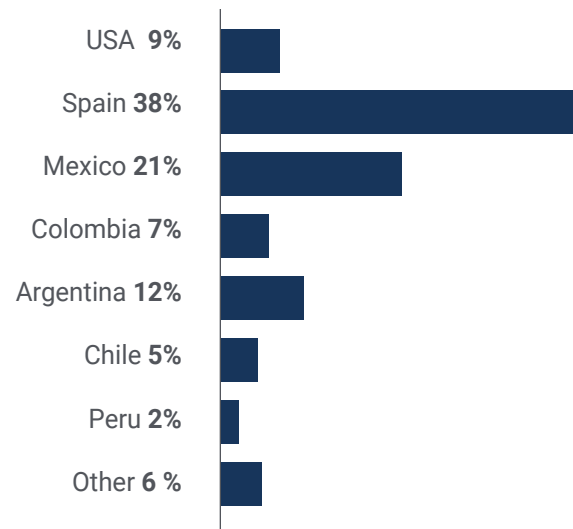


### Academic Profile



## Geographical Distribution

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## Ms. Amelia López

Director of a veterinary center

*"I had always wanted to run my own veterinary center. However, although I had a lot of experience in the field of animal care, I felt that I lacked the necessary knowledge to set up my own business. Luckily, thanks to this program I have gained the confidence I needed to be able to be entrepreneurial and today I run my own veterinary clinic."*

09

# Course Management

The program includes in its teaching staff reference experts in management and administration of veterinary centers, who bring to this program the experience of their years of work. Furthermore, other renowned specialists in related disciplines participate in designing and preparing the course, making it a unique and highly nourishing academic experience for the student.





“

*A high-level teaching staff for professionals  
who strive for excellence”*

## Management



### Mr. Barreneche Martínez, Enrique

- ◆ Degree in Veterinary Medicine from the Complutense University of Madrid in 1990, with preferential dedication to Veterinary Center Management since 2009, and exclusively dedication since 2018
- ◆ Director of the consulting firm VetsPower.com, a business consulting firm dedicated exclusively to veterinary health centers for pets
- ◆ Trainer for managers of veterinary centers and veterinary professional teams

## Professors

### Ms. Saleno, Delia

- ◆ Degree in veterinary medicine, clinical veterinarian for companion animals
- ◆ Owner of a veterinary health care center in Palma de Mallorca
- ◆ Maximum representative of the Spanish veterinary economic sector
- ◆ Opinion, dissemination and research publications in animal reproduction and cytogenetics

### Mr. José Luis

- ◆ Biologist, Diploma in Marketing Management
- ◆ Master's Degree in Digital Marketing
- ◆ Master's Degree in Human Resources Management
- ◆ Associate Professor of the Veterinary Degree, UAX, Madrid
- ◆ CEO of Veterinary Profitability

### D. Muñoz Sevilla, Carlos

- ◆ Degree in Veterinary Medicine from the Complutense University of Madrid. Class of 1985-1990
- ◆ MBA at Jaime I-(UJI) University, 2017-18 academic year
- ◆ Professor of Anesthesiology and Veterinary Clinic Management at Cardenal Herrera CEU University, from November 2011 to the present
- ◆ Member of AGESVET since its foundation, until 2018
- ◆ Participant in the development and training of AGESVET's HR Module



**D. Martín González, Abel**

- ◆ Degree in Veterinary Medicine from the Complutense University of Madrid, (1989)
- ◆ Doctoral studies, without submitting the thesis
- ◆ Collaborating teacher with Castilla La Mancha Regional Government in courses on Livestock Farm Management
- ◆ Conferences on Ultrasound and Reproductive Control organized by AESLA (Lacaunne Breeders Association) in different locations in Spain
- ◆ Speaker at the Lecture Series on Fighting Bull Diseases organized by Madrid Veterinarian Association
- ◆ Conferences on the Management of Veterinary Centers organized by the AVEPA Management Group
- ◆ Speaker at several National Congresses organized by AVEPA (GTA-AVEPA, IVEE-AVEPA)
- ◆ INCUAL expert in the drafting of the professional qualification of Assistance and sanitary aid to the management of animals in Granada
- ◆ Veterinarian in free clinical practice as technical director of cattle, sheep, equine and swine farms
- ◆ Technical Director of AD SG in Castilla La Mancha (Spain): AD SG Bovino Castillo de Bayuela, AD SG Bovino La Jara, AD SG Extensivo Belvis, AD SG Bovino Los Navalmorales, AD SG Porcino La Jara
- ◆ Technical Manager of the Sierra de San Vicente Meat Quality Brand
- ◆ Director of the Talavera Veterinary Center and Veco Veterinary Clinic in Talavera de la Reina (Toledo)
- ◆ Director of the Hospital Clínico Veterinario de Talavera
- ◆ Founding member of CEVE (Spanish Veterinary Business Confederation), where he is currently vice-president
- ◆ Member of the Health Commission and Digital Commission of CEVE
- ◆ Member of several national and international professional associations such as AVEPA, ANEMBE, SEOC, AVETO
- ◆ Member of the Digital Commission of CEOE (Confederación de Organizaciones Empresariales de España)

**Mr. Rotger Campins, Sebastià**

- ◆ Telecommunications Engineer
- ◆ Degree in Nautical and Maritime Transport
- ◆ Merchant Marine Captain
- ◆ Professional Diving Instructor
- ◆ Secretary of the Spanish Confederation of Veterinary Businesses CEVE
- ◆ Head of the Labor, Organization and Training Department of CEVE
- ◆ Secretary of Empresaris Veterinaris de les Illes Balears EMVETIB
- ◆ Chairman of the Services Commission of the Balearic Islands Confederation of Business Associations CAEB
- ◆ CAEB Executive Committee Member
- ◆ President of the National Negotiating Committee of the Collective Bargaining Agreement for Veterinary Health Centers and Services
- ◆ Manager at the veterinary clinic Veterinari Son Dureta SLP

# 10

# Impact on Your Career

TECH Global University is aware that taking a program of these characteristics is a great economic, professional and, of course, personal investment for the students. The ultimate goal of this great effort should be to achieve professional growth. And, for this reason, it puts all its efforts and tools at the disposal of its students so that they acquire the necessary skills and abilities that will allow them to achieve this change.



“

*TECH will help you to generate a positive change in your profession”*

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

This Advanced Master's Degree MBA in Management and Administration of Veterinary Centers at TECH Global University is an intensive program that prepares students to face business challenges and decisions, both nationally and internationally. Its main objective is to promote your personal and professional growth Helping students achieve success.

Therefore, those who wish to improve themselves, achieve a positive change at a professional level and interact with the best, will find their place at TECH.

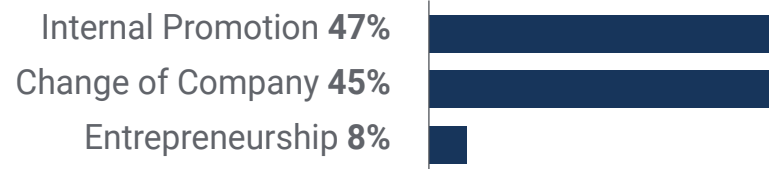
*Don't miss the opportunity to acquire the superior training and professional improvement you are looking for.*

*Achieve the professional change you desire by completing this comprehensive academic program.*

#### When the change occurs



#### Type of change



## Salary increase

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



11

# Benefits for Your Company

This Advanced Master's Degree MBA in Management and Administration of Veterinary Centers contributes to elevate the organization's talent to its maximum potential through the specialization of high-level leaders. Therefore, participating in this academic program will not only improve you on a personal level, but, above all, on a professional level, enhancing the training of the Students and improving your managerial skills. Additionally, joining TECH's educational community is a unique opportunity to access a powerful network of contacts in which to find future professional partners, clients, or suppliers.





“

*After completing this Advanced Master's Degree, you will bring to the company a new business vision”*



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

01

### **Intellectual Capital and Talent Growth**

The executive will introduce the company to new concepts, strategies, and perspectives that can bring about significant changes in the organization.

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02

### **Retaining high-potential executives to avoid talent drain**

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

03

### **Building agents of change**

The manager will be able to make decisions in times of uncertainty and crisis, helping the organization overcome obstacles.

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04

### **Increased international expansion possibilities**

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





05

### **Project Development**

The manager will be work on a current project or develop new projects in the field of R&D or Business Development within their company.

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06

### **Increased competitiveness**

This Professional Master's Degree will equip students with the skills to take on new challenges and drive the organization forward.

# 12 Certificate

This Advanced Master's Degree in MBA in Management and Administration of Veterinary Centers guarantees you, in addition to the most rigorous and updated training, access to a Advanced Master's Degree issued by TECH Global University.



“

*Successfully complete this program  
and receive your university degree  
without travel or laborious paperwork”*

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

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

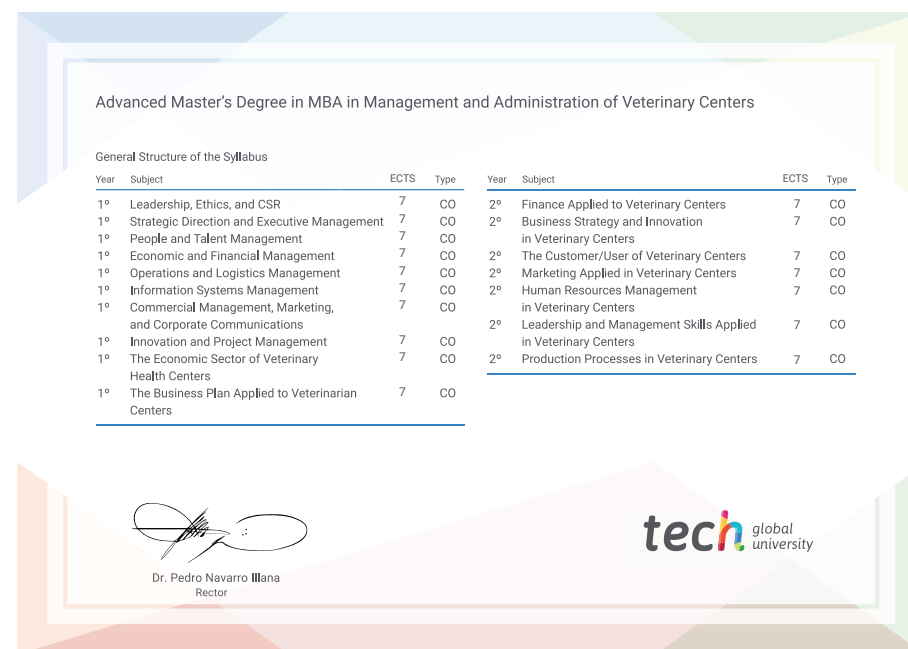
This **TECH Global University** title is a European program of continuing education and professional updating that guarantees the acquisition of competencies in its area of knowledge, providing a high curricular value to the student who completes the program.

Title: **Advanced Master's Degree in MBA in Management and Administration of Veterinary Centers**

Modality: **online**

Duration: **2 years**

Accreditation: **120 ECTS**



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



## Advanced Master's Degree

### MBA in Management and Administration of Veterinary Centers

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

# Advanced Master's Degree

## MBA in Management and Administration of Veterinary Centers

