

# Advanced Master's Degree Senior Management of Creative Industries





## Advanced Master's Degree Senior Management of Creative Industries

- » 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-senior-management-creative-industries](http://www.techtute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-senior-management-creative-industries)

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01

# Introduction to the Program

In the current context, the Senior Management of Creative Industries faces the challenge of balancing creativity with operational efficiency in order to maintain competitiveness in a saturated market. In view of this, professionals must develop strategies that not only promote innovation, but also ensure the financial sustainability and scalability of their projects. For this reason, it is essential that experts have the most modern strategies at their disposal to effectively lead multidisciplinary teams and integrate emerging technologies. With this idea in mind, TECH presents an innovative online university degree focused on the latest trends in Senior Management of Creative Industries.



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*Through this Advanced Master's Degree, 100% online, you will manage multidisciplinary teams in creative environments and promote innovation to achieve organizational objectives”*

The world of the creative industries is constantly evolving, driven by technological advances, changes in consumer habits and new forms of content distribution. In view of this, professionals must be able to lead with a strategic vision, promoting innovation and managing the risks associated with such a dynamic environment. To do this, specialists need to develop advanced skills to make key decisions that allow their organizations to prosper, addressing aspects such as innovation management, adaptation to change and leadership in times of digital transformation.

In this context, TECH has developed a cutting-edge Advanced Master's Degree in Senior Management of Creative Industries. Designed by renowned experts in the sector, the syllabus will analyze issues ranging from the protection of intangible products and the financial management of organizations to the implementation of cutting-edge technology tools. In this way, students will be highly skilled to successfully lead in the dynamic and competitive field of the Creative Industries, developing abilities that will allow them to make strategic decisions based on an innovative approach adapted to the new demands of the market.

Regarding the methodology of the university program, TECH is based on the revolutionary Relearning teaching system. This method consists of the progressive reiteration of key concepts to ensure that graduates achieve a full understanding of the content. In addition, for access to all the teaching resources, the only thing they will need is an electronic device with an Internet connection (such as their cell phone, tablet or computer). Therefore, they will enter the Virtual Campus and will enjoy a highly dynamic learning experience. In addition, the academic itinerary includes rigorous *Masterclasses* delivered by two prestigious International Guest Directors.

This **Advanced Master's Degree in Senior Management of Creative Industries** 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 Senior Management of Creative Industries
- ♦ 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 the Senior Management of Creative Industries
- ♦ 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



*Renowned International Guest Directors will give exclusive Masterclasses on the latest innovations in Senior Management of Creative Industries”*

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*You will develop creative solutions that transform products, services and processes to differentiate organizations in the market”*

Its teaching staff includes professionals from the field of Senior Management of Creative Industries, who bring their work experience to the program, as well as renowned 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 gain a solid understanding of the needs of consumers in the creative field and develop strategies for building loyalty.*

*TECH's unique Relearning system will allow you to learn at your own pace without depending on external teaching constraints.*



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 relies on an enormous faculty of more than 6,000 professors of the highest international renown.





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*Study at the world's largest online university and guarantee your professional success. The future starts 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 world's best online university" 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 aimed at educating the professionals of the future".

**Forbes**  
Mejor universidad  
online del mundo

**A world-class teaching staff**

TECH's teaching staff is made up of more than 6,000 professors with the highest international recognition. 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

**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 online educational catalog, one hundred percent online and covering the vast majority of areas of knowledge. We offer a large selection of our own degrees and accredited online undergraduate and postgraduate degrees. In total, more than 14,000 university degrees, in eleven different languages, make us the largest educational institution in the world.

**nº1**  
**Mundial**  
Mayor universidad  
online del mundo

**Plan**  
de estudios  
más completo

**The most complete study plans on the university scene**

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

La metodología  
más eficaz

**A unique learning method**

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

**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.

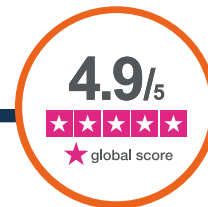
**Leaders in employability**

TECH has managed to become the leading university in employability. 99% 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 to 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 as a Google Premier Partner 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 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.



# 03 Syllabus

The teaching materials that make up this Advanced Master's Degree have been developed by a group made up of specialists in Senior Management of Creative Industries. The academic itinerary will delve into subjects ranging from the management of information systems or the protection of creative products in the market to the fundamentals of digital transformation. In this way, graduates will gain advanced skills to efficiently manage creative organizations, adapting to changing market dynamics and fostering a culture of excellence.



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*You will develop creative solutions that transform products, services and processes to differentiate organizations in the market”*

## 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. CSR: 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. Tools and Standards of the Corporate Social Responsibility
- 1.9. Multinationals and Human Rights
  - 1.9.1. Globalization, Multinational Companies 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 Direction 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. Strategy 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
  - 9.1. The Concept of Strategy
  - 9.2. The Process of Strategic Management
  - 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 Human Resources Management
  - 3.3.2. Strategic People Management
- 3.4. Evolution of Resources. An Integrated Vision
  - 3.4.1. The Human Resources Importance
  - 3.4.2. A New Environment for People Management and Leadership
  - 3.4.3. Strategic Human Resources Management
- 3.5. Selection, Group Dynamics and Human Resources 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. Training Management
  - 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 Human Resources
  - 3.12.2. Personal Branding for Human Resources Professionals
- 3.13. High-Performance Teams Development
  - 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. Be 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. Management of Human Resources 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-Monetary
  - 3.21.1. Monetary Compensation Vs. Non-Monetary
  - 3.21.2. Wage Band Models
  - 3.21.3. Non-Monetary 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. The Income Statement
- 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
  - 4.21.2. 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. The Money Market
  - 4.15.2. The Fixed Income Market
  - 4.15.3. The Equity Market
  - 4.15.4. The Foreign Exchange Market
  - 4.15.5. The Derivatives Market
- 4.16. Financial Analysis and Planning
  - 4.16.1. Balance Sheet Analysis
  - 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
  - 5.1.4. Introduction to Operations Strategy
- 5.2. Industrial Organization and Logistics
  - 5.2.1. Industrial Organization Department
  - 5.2.2. 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 Management (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. Logistic Costs Optimization
- 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 Planning (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 Technology Strategic Planning
  - 6.5.2. Strategic Planning of Information Systems
  - 6.5.3. 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. BSC or Balanced Scorecard
- 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 Models
  - 6.7.4. Strategic System: OLAP, Multidimensional Model and Graphical Dashboards
  - 6.7.5. Strategic DB Analysis and Report Composition
- 6.8. Enterprise 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. Obtaining Information
  - 6.9.4. 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 y 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 Systems or ERP
- 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 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 Vs. Traditional Commerce
- 7.5. Managing Digital Business
  - 7.5.1. Competitive Strategy given 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 using 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 to Launch 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 to Create 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. Market 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. Advertising
  - 8.8.1. Historical Background of Advertising
  - 8.8.2. Conceptual Framework of Advertising: Principles, Briefing Concept 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. 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. Commercial Activity Control
  - 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 Management
  - 9.5.1. Project Management: Identification of Opportunities to Develop Corporate Innovation Projects
  - 9.5.2. Main Stages or Phases in Innovation Projects Management
- 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 the Team
  - 9.7.5. Planning Communications Management
  - 9.7.6. Communications Management
  - 9.7.7. Communications Monitoring
- 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. Legal Aspects
- 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 Role of the CEO
  - 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 Training
  - 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. New Creative Industries

- 11.1. New Creative Industries
  - 11.1.1. From the Cultural Industry to the Creative Industry
  - 11.1.2. Today's Creative Industries
  - 11.1.3. Activities and Sectors that Make up the Creative Industries
- 11.2. Economic Importance of the Creative Industries Today
  - 11.2.1. Contribution
  - 11.2.2. Drivers of Growth and Change
  - 11.2.3. Job outlook in the Creative Industries
- 11.3. New Global Context of the Creative Industries
  - 11.3.1. Radiography of the Creative Industries in the World
  - 11.3.2. Sources of Financing for the Creative Industries in each Country
  - 11.3.3. Case Studies: Management Models and Public Policies
- 11.4. Natural and Cultural Heritage
  - 11.4.1. Historical and Cultural Heritage
  - 11.4.2. By-products and Services for Museum, Archaeological and Historical Sites and Cultural Landscapes
  - 11.4.3. Intangible Cultural Heritage
- 11.5. Visual Arts
  - 11.5.1. Plastic Arts
  - 11.5.2. Photography
  - 11.5.3. Crafts

- 11.6. Performing Arts
  - 11.6.1. Theater and Dance
  - 11.6.2. Music and Festivals
  - 11.6.3. Fairs and Circuses
- 11.7. Audiovisual Media
  - 11.7.1. Movies, TV and Audiovisual Content
  - 11.7.2. Radio, Podcasts and Audio Content
  - 11.7.3. Video Games
- 11.8. Current Publications
  - 11.8.1. Literature, Essays and Poetry
  - 11.8.2. Publishers
  - 11.8.3. Press
- 11.9. Creative Services
  - 11.9.1. Design and Fashion
  - 11.9.2. Architecture and Landscaping
  - 11.9.3. Advertising
- 11.10. Connections of the Creative Economy or Orange Economy
  - 11.10.1. Cascade Model - Concentric Circles
  - 11.10.2. Spillovers Creative, Production and Knowledge
  - 11.10.3. Culture at the Service of the Creative Economy

## Module 12. Protection of Creative and Intangible Products

- 12.1. Legal Protection of Intangible Assets
- 12.2. Intellectual Property I
- 12.3. Intellectual Property II
- 12.4. Intellectual Property III
- 12.5. Industrial Property I: Brands
- 12.6. Industrial Property II: Industrial Designs
- 12.7. Industrial Property III: Patents and Utility Models
- 12.8. Intellectual and Industrial Property: Practice
- 12.9. Advertising Law I
- 12.10. Advertising Law II

**Module 13. Economic and Financial Management of Creative Companies**

- 13.1. The Necessary Economic Sustainability
  - 13.1.1. The Financial Structure of a Creative Company
  - 13.1.2. Accounting in a Creative Company
  - 13.1.3. Triple Balance
- 13.2. Revenues and Expenses of today's Creative Businesses
  - 13.2.1. Accounting of Costs
  - 13.2.2. Type of Costs
  - 13.2.3. Cost Allocation
- 13.3. Types of Profit in the Company
  - 13.3.1. Contribution Margin
  - 13.3.2. Break-even Point
  - 13.3.3. Evaluation of Alternatives
- 13.4. Investment in the Creative Sector
  - 13.4.1. Investment in the Creative Industry
  - 13.4.2. Investment Appraisal
  - 13.4.3. The VAN Method: Net Present Value
- 13.5. Profitability in the Creative Industry
  - 13.5.1. Economic Profitability
  - 13.5.2. Time Profitability
  - 13.5.3. Financial Profitability
- 13.6. Cash Flow: Liquidity and Solvency
  - 13.6.1. Cash Flow
  - 13.6.2. Balance Sheet and Income Statement
  - 13.6.3. Settlement and Leverage
- 13.7. Financing Formulas currently on the Creative Market
  - 13.7.1. Venture Capital Funds
  - 13.7.2. Business Angels.
  - 13.7.3. Calls for Proposals and Grants
- 13.8. Product Pricing in the Creative Industry
  - 13.8.1. Pricing
  - 13.8.2. Profit vs. Competition
  - 13.8.3. Pricing Strategy

- 13.9. Pricing Strategy in the Creative Sector
  - 13.9.1. Types of Pricing Strategies
  - 13.9.2. Advantages
  - 13.9.3. Disadvantages
- 13.10. Operational Budgets
  - 13.10.1. Tools of Strategic Planning
  - 13.10.2. Elements Included in the Operational Budget
  - 13.10.3. Development and Execution of the Operational Budget

**Module 14. Future Thinking: How to Transform Today from Tomorrow**

- 14.1. Futures Thinking Methodology
  - 14.1.1. Future Thinking
  - 14.1.2. Benefits of using this Methodology
  - 14.1.3. The Role of the "Futurist" in the Creative Enterprise
- 14.2. Signs of Change
  - 14.2.1. The Sign of Change
  - 14.2.2. Identification of the Signs of Change
  - 14.2.3. Interpretation of the Signs
- 14.3. Types of Futures
  - 14.3.1. Journey to the Past
  - 14.3.2. The Four Types of Futures
  - 14.3.3. Application of the Futures Thinking Methodology in the Workplace
- 14.4. Future Forecasting
  - 14.4.1. Searching for Drivers
  - 14.4.2. How to Create a Forecast for the Future
  - 14.4.3. How to Design a Future Scenario
- 14.5. Mental Stimulation Techniques
  - 14.5.1. Past, Future and Empathy
  - 14.5.2. Facts Vs Experience
  - 14.5.3. Alternative Routes
- 14.6. Collaborative Forecasting
  - 14.6.1. The Future as a Game
  - 14.6.2. Future Wheel
  - 14.6.3. The Future from Different Approaches

- 14.7. Epic Victories
  - 14.7.1. From Discovery to the Innovation Proposal
  - 14.7.2. The Epic Victory
  - 14.7.3. Fairness in the Game of the Future
- 14.8. Preferred Futures
  - 14.8.1. The Preferred Future
  - 14.8.2. Techniques
  - 14.8.3. Working Backwards from the Future
- 14.9. From Prediction to Action
  - 14.9.1. Images of the Future
  - 14.9.2. Artifacts of the Future
  - 14.9.3. Roadmap
- 14.10. ODS. A Global and Multidisciplinary Vision of the Future ODS
  - 14.10.1. Sustainable Development as a Global Goal
  - 14.10.2. Human Management in Nature
  - 14.10.3. Social Sustainability

## Module 15. Consumer or User Management in Creative Businesses

- 15.1. The User in the Current Context
  - 15.1.1. Consumer Change in Recent Times
  - 15.1.2. The Importance of Research
  - 15.1.3. Trend Analysis
- 15.2. Strategy with the Focus on the Individual
  - 15.2.1. Human Centric Strategy
  - 15.2.2. Keys and Benefits of Being Human Centric
  - 15.2.3. Success Stories
- 15.3. Data on the Human Centric Strategy
  - 15.3.1. Data on the Human Centric Strategy
  - 15.3.2. The Value of the Data
  - 15.3.3. 360° View of the Customer

- 15.4. Implementation of the Human Centric Strategy in the Creative Industry
  - 15.4.1. Transformation of Dispersed Information into Customer Knowledge
  - 15.4.2. Opportunity Analysis
  - 15.4.3. Maximization Strategies and Initiatives
- 15.5. Human Centric Methodology
  - 15.5.1. From Research to Prototyping
  - 15.5.2. Double Diamond Model: Process and Phases
  - 15.5.3. Tools
- 15.6. Design Thinking
  - 15.6.1. Design Thinking
  - 15.6.2. Methodology
  - 15.6.3. The Techniques and Tools of Design Thinking
- 15.7. Brand Positioning in the User's Mind
  - 15.7.1. Positioning Analysis
  - 15.7.2. Typology
  - 15.7.3. Methodology and Tools
- 15.8. User Insights in Creative Businesses
  - 15.8.1. Insights and their Importance
  - 15.8.2. Customer Journey and the Relevance of the Journey Map
  - 15.8.3. Research Techniques
- 15.9. User Profiling (Archetypes and Buyer Persona)
  - 15.9.1. Archetypes
  - 15.9.2. Buyer persona
  - 15.9.3. Methodology of Analysis
- 15.10. Research Resources and Techniques
  - 15.10.1. Techniques in Context
  - 15.10.2. Visualization and Creation Techniques
  - 15.10.3. Voice Contrast Techniques

## Module 16. Creative Branding: Communication and Management of Creative Brands

- 16.1. Brands and Branding
  - 16.1.1. The Brands
  - 16.1.2. The Evolution of Branding
  - 16.1.3. Positioning, Brand Personality, Notoriety
- 16.2. Brand Building
  - 16.2.1. Marketing Mix
  - 16.2.2. Brand Architecture
  - 16.2.3. Brand Identity
- 16.3. Brand Expression
  - 16.3.1. Graphic Identity
  - 16.3.2. Visual Expression
  - 16.3.3. Other Elements that Reflect the Brand
- 16.4. Communication
  - 16.4.1. Focuses
  - 16.4.2. Brand Touchpoints
  - 16.4.3. Communication Techniques and Tools
- 16.5. Branded Content
  - 16.5.1. From Brands to Entertainment Platforms
  - 16.5.2. The Rise of Branded Content
  - 16.5.3. Connecting with the Audience through Unique Storytelling
- 16.6. Visual Storytelling
  - 16.6.1. Brand Analysis
  - 16.6.2. Creative Advertising Concepts
  - 16.6.3. The Creative Fan
- 16.7. Customer Experience
  - 16.7.1. Customer Experience (CX)
  - 16.7.2. Customer Journey
  - 16.7.3. Brand Alignment and CX

- 16.8. Strategic Planning
  - 16.8.1. Objectives
  - 16.8.2. Identification of Audiences and Insights
  - 16.8.3. Designing the Corporate Strategy:
- 16.9. Performance
  - 16.9.1. Briefing
  - 16.9.2. Tactics
  - 16.9.3. Production plan
- 16.10. Assessment
  - 16.10.1. What to Evaluate?
  - 16.10.2. How to Evaluate (Measurement Tools)
  - 16.10.3. Results Reports

## Module 17. Leadership and Innovation in Creative Industries

- 17.1. Creativity Applied to Industry
  - 17.1.1. Creative Expression
  - 17.1.2. Creative Resources
  - 17.1.3. Creative Techniques
- 17.2. The New Innovative Culture
  - 17.2.1. The Context of the Innovation
  - 17.2.2. Why does Innovation Fail?
  - 17.2.3. Academic Theories
- 17.3. Innovation Dimensions and Levers
  - 17.3.1. The Plans or Dimensions of Innovation
  - 17.3.2. Attitudes for Innovation
  - 17.3.3. Intrapreneurship and Technology
- 17.4. Constraints and Obstacles to Innovation in the Creative Industry
  - 17.4.1. Personal and Group Constraints
  - 17.4.2. Social Constraints and Organizations
  - 17.4.3. Industrial and Technological Constraints

- 17.5. Closed Innovation and Open Innovation
  - 17.5.1. From Closed Innovation to Open Innovation
  - 17.5.2. Practical Classes to Implement Open Innovation
  - 17.5.3. Experiences of Open Innovation in Companies
- 17.6. Innovative Business Models in Creative Industries
  - 17.6.1. Business Trends in the Creative Economy
  - 17.6.2. Study Cases
  - 17.6.3. Sector Revolution
- 17.7. Leading and Managing an Innovation Strategy
  - 17.7.1. Boosting Adoption
  - 17.7.2. Leading the Process
  - 17.7.3. Portfolio Maps
- 17.8. Financing Innovation
  - 17.8.1. CFO: Venture Capital Investor
  - 17.8.2. Dynamic Financing
  - 17.8.3. Response to the Challenges
- 17.9. Hybridization: Innovation in the Creative Economy
  - 17.9.1. Intersection of Sectors
  - 17.9.2. Generation of Disruptive Solutions
  - 17.9.3. The Medici Effect
- 17.10. New Creative and Innovative Ecosystems
  - 17.10.1. Generation of Innovative Environments
  - 17.10.2. Creativity as a Lifestyle
  - 17.10.3. Icosystems

## Module 18. Digital Transformation in the Creative Industry

- 18.1. Digital Future of the Creative Industry
  - 18.1.1. Digital Transformation
  - 18.1.2. Situation of the Sector and its Comparison
  - 18.1.3. Future Challenges
- 18.2. Forth Industrial Revolution
  - 18.2.1. Industrial Revolution
  - 18.2.2. Application
  - 18.2.3. Impacts





- 18.3. Digital Enablers for Growth
  - 18.3.1. Operational Effectiveness, Acceleration and Improvement
  - 18.3.2. Continuous Digital Transformation
  - 18.3.3. Solutions and Services for the Creative Industries
- 18.4. The Application of Big Data to the Enterprise
  - 18.4.1. Data Value
  - 18.4.2. Data in Decision-Making.
  - 18.4.3. Data Driven Company
- 18.5. Cognitive Technology
  - 18.5.1. AI and Digital Interaction
  - 18.5.2. IoT and Robotics
  - 18.5.3. Other Digital Training
- 18.6. Uses and Applications of Blockchain Technology
  - 18.6.1. Blockchain
  - 18.6.2. Value for the Creative Industry Sector
  - 18.6.3. Transaction Versatility
- 18.7. Omnichannel and Transmedia Development
  - 18.7.1. Impacts in the Sector
  - 18.7.2. Challenge Analysis
  - 18.7.3. Evolution
- 18.8. Entrepreneurship Ecosystems
  - 18.8.1. The Role of Innovation and Venture Capital
  - 18.8.2. The Startup Ecosystem and the Agents that Comprise It
  - 18.8.3. How to Maximize the Relations between the Creative Agent and the Startup
- 18.9. New Disruptive Business Models
  - 18.9.1. Marketing-Based (Platforms and Marketplaces)
  - 18.9.2. Service-Based (Freemium, Premium or Subscription models)
  - 18.9.3. Community-Based (from Crowdfunding, Social Networking or Blogging)
- 18.10. Methodologies to Promote a Culture of Innovation in the Creative Industries
  - 18.10.1. Blue Ocean Innovation Strategy
  - 18.10.2. Lean Startup Innovation Strategy
  - 18.10.3. Agile Innovation Strategy

## Module 19. New Digital Marketing Strategy

- 19.1. Technology and Audiences
  - 19.1.1. Digital Strategy and Differences between User Types
  - 19.1.2. Target Audience, Exclusionary Factors and Generations
  - 19.1.3. The Ideal Customer Profile (ICP) and Buyer Persona
- 19.2. Digital Analytics for Diagnostics
  - 19.2.1. Analytics prior to the Digital Strategy
  - 19.2.2. Moment 0
  - 19.2.3. KPIs and Metrics, Typologies, Classification according to Methodologies
- 19.3. E-entertainment: The impact of E-Commerce on the Entertainment Industry
  - 19.3.1. E-commerce, Typologies and Platforms
  - 19.3.2. The Importance of Web Design: UX and UI
  - 19.3.3. Optimization of Online Space: Minimum Requirements
- 19.4. Social Media and E-Influencer Marketing
  - 19.4.1. Impact and Evolution of Network Marketing
  - 19.4.2. Persuasion, Keys to Content and Viral Actions
  - 19.4.3. Planning Social Marketing and Influencer Marketing Campaigns
- 19.5. Mobile Marketing
  - 19.5.1. Mobile User
  - 19.5.2. Mobile Web and Apps
  - 19.5.3. Mobile Marketing Actions
- 19.6. Advertising in Online Environments
  - 19.6.1. Advertising in Social Media and Objectives of the Social Ads
  - 19.6.2. The Conversion Funnel or Purchase Funnel: Categories
  - 19.6.3. Social Ads Platforms
- 19.7. The Inbound Marketing Methodology
  - 19.7.1. Social Selling, Key Pillars and Strategy
  - 19.7.2. The CRM Platform in a Digital Strategy
  - 19.7.3. Inbound Marketing or Attraction Marketing: Actions and SEO

- 19.8. Automization of Marketing
  - 19.8.1. Email Marketing and Email Typology
  - 19.8.2. Email Marketing Automation, Applications, Platforms and Advantages
  - 19.8.3. The Emergence of Bot & Chatbot Marketing: Typology and Platforms
- 19.9. Data Management Tools
  - 19.9.1. CRM in Digital Strategy, Typologies and Applications, Platforms and Trends
  - 19.9.2. Big Data: Big Data, Business Analytics and Business Intelligence
  - 19.9.3. Big Data, Artificial Intelligence and Data Science
- 19.10. Measuring Profitability
  - 19.10.1. ROI: the Definition of Return on Investment and ROI vs. ROAS
  - 19.10.2. ROI Optimization
  - 19.10.3. Key Metrics

## Module 20. Entrepreneurship in the Creative Industries

- 20.1. The Entrepreneurial Project
  - 20.1.1. Entrepreneurship, Types and Life Cycle
  - 20.1.2. Entrepreneur Profile
  - 20.1.3. Topics of Interest for Entrepreneurship
- 20.2. Personal Leadership
  - 20.2.1. Self-Knowledge
  - 20.2.2. Entrepreneurial Skills
  - 20.2.3. Development of Entrepreneurial Leadership Skills and Abilities
- 20.3. Identification of Innovative and Entrepreneurial Opportunities
  - 20.3.1. Analysis of Megatrends and Competitive Forces
  - 20.3.2. Consumer Behavior and Demand Estimation
  - 20.3.3. Evaluation of Business Opportunities
- 20.4. Business Idea Generation in the Creative Industry
  - 20.4.1. Tools for the Generation of Ideas: Brainstorming, Mind Maps, Drawstorming, etc.
  - 20.4.2. Value Proposition Design: Canvas, 5W
  - 20.4.3. Development of the Value Proposition



- 20.5. Prototyping and Validation
  - 20.5.1. Prototype Development
  - 20.5.2. Validation
  - 20.5.3. Prototyping Adjustments
- 20.6. Business Model Design
  - 20.6.1. The Business Model
  - 20.6.2. Methodologies for the Creation of Business Models
  - 20.6.3. Business Model Design for Proposed Idea
- 20.7. Team Leadership
  - 20.7.1. Team Profiles according to Temperaments and Personality
  - 20.7.2. Team Leadership Skills
  - 20.7.3. Teamwork Methods
- 20.8. Cultural Markets
  - 20.8.1. Nature of Cultural Markets
  - 20.8.2. Types of Cultural Markets
  - 20.8.3. Identification of Local Cultural Markets
- 20.9. Marketing Plan and Personal Branding
  - 20.9.1. Projection of the Personal and Entrepreneurial Project
  - 20.9.2. Short- and Medium-Term Strategic Plan
  - 20.9.3. Variables for Measuring Success
- 20.10. Sales Pitch
  - 20.10.1. Project Presentation for Investors
  - 20.10.2. Development of Attractive Presentations
  - 20.10.3. Development of Effective Communication Skills



*TECH provides you with an interactive video system that will make it easier for you to study this university program"*

04

# Teaching Objectives

The main priority of the Advanced Master's Degree in Senior Management of Creative Industries is to provide students with advanced knowledge and strategic skills to successfully lead companies in the creative sector. In this way, graduates will develop skills in innovative project management, leadership of multidisciplinary teams, digital marketing and business strategies. In addition, they will acquire the ability to implement efficient creative processes and foster innovation, enabling them to stand out in a highly competitive environment.



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*You will efficiently manage the financial resources of organizations to ensure the economic sustainability of creative projects.*



## General Objectives

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- ♦ 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
- ♦ Delve into the sustainability criteria set by international standards when developing a business plan
- ♦ Encourage the creation of corporate strategies that set the script for the company to follow in order to be more competitive and achieve its own objectives
- ♦ Differentiate the skills required to manage business activities strategically
- ♦ Work more effectively, more agile and more aligned with today's new technologies and tools
- ♦ Design innovative strategies and policies to improve management and business efficiency
- ♦ Understand the best way to manage the company's human resources, getting greater performance from employees that, in turn, increases the company's profits
- ♦ 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
- ♦ Clarify the economic environment in which the company operates and develop appropriate strategies to anticipate changes.





## Specific Objectives

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### **Module 1. Leadership, Ethics and Social Responsibility in Companies**

- ♦ Develop ethical leadership skills that integrate principles of social responsibility into business decision making
- ♦ Gain skills in the implementation of social responsibility policies that generate a positive impact on the community and the environment

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

- ♦ Delve into the formulation and execution of effective business strategies
- ♦ Acquire skills in the management of executive teams to improve organizational performance

### **Module 3. People and Talent Management**

- ♦ Delve into the effective management of human talent, focusing on the attraction, development and retention of key employees
- ♦ Be able to create and manage high-performance teams aligned with organizational objectives

### **Module 4. Economic and Financial Management**

- ♦ Handle innovative tools for strategic financial decision making that optimizes resources and ensures the profitability of the company
- ♦ Learn to prepare and manage budgets, financial reports and the feasibility analysis of projects

### **Module 5. Operations and Logistics Management**

- ♦ Develop skills in the planning, coordination and control of logistical operations within the supply chain
- ♦ Optimize operational processes and reduce costs associated with business logistics

### **Module 6. Information Systems Management**

- ♦ Optimize the management of information systems to improve organizational efficiency
- ♦ Develop skills to make decisions about the implementation of information systems aligned with business objectives

### **Module 7. Commercial Management, Strategic Marketing and Corporate Communications**

- ♦ Learn how to create and execute commercial and marketing strategies that align the business offer with market demands
- ♦ Develop skills in the management of corporate communication to strengthen brand image

### **Module 8. Market Research, Advertising and Commercial Management**

- ♦ Master the use of tools and methodologies to carry out market research that identifies business opportunities
- ♦ Manage effective advertising campaigns and make strategic decisions in commercial management

### **Module 9. Innovation and Project Management**

- ♦ Foster the ability to manage innovative projects that add value and differentiate the company in the market
- ♦ Develop skills in the planning, execution and control of projects with a focus on innovation and sustainability

### **Module 10. Executive Management**

- ♦ Acquire skills to lead management teams in dynamic and globalized business environments
- ♦ Learn to make strategic decisions that optimize resources and improve organizational performance

### **Module 11. New Creative Industries**

- ♦ Analyze emerging trends in the creative industries and their impact on global markets
- ♦ Explore business opportunities in sectors such as music, film, video games and digital arts

### **Module 12. Protection of Creative and Intangible Products**

- ♦ Understand the legal frameworks that protect intellectual property, including copyright, patents and trademarks
- ♦ Apply strategies to protect creativity and intangible assets in a business context

### **Module 13. Economic and Financial Management of Creative Companies**

- ♦ Develop skills in financial planning and resource management in creative companies
- ♦ Manage costs, income and budgets in creative projects efficiently

### **Module 14. Future Thinking: How to Transform Today from Tomorrow**

- ♦ Apply forecasting tools to design innovative strategies that can transform the future of creative companies
- ♦ Promote a proactive and adaptable mindset when faced with disruptive market changes

### **Module 15. Consumer or User Management in Creative Businesses**

- ♦ Analyze consumer behavior in the creative industries in order to adapt products and services to their needs
- ♦ Implement market research techniques to identify trends and user preferences

### **Module 16. Creative Branding: Communication and Management of Creative Brands**

- ♦ Design and manage branding strategies to position brands in the creative industries market
- ♦ Manage tactics for managing brand reputation and perception in the creative sector

### **Module 17. Leadership and Innovation in Creative Industries**

- ♦ Acquire leadership skills adapted to the dynamic and collaborative environment of the Creative Industries
- ♦ Apply management practices that encourage a culture of innovation and continuous creativity

### **Module 18. Digital Transformation in the Creative Industry**

- ♦ Analyze the impact of digitalization on business models and creative production
- ♦ Develop digital strategies to improve operational efficiency and customer experience in creative companies



### Module 19. New Digital Marketing Strategy

- ♦ Explore the latest trends in digital marketing and their application in the creative industries
- ♦ Implement digital marketing strategies to increase the visibility and engagement of creative brands

### Module 20. Entrepreneurship in the Creative Industries

- ♦ Promote entrepreneurship in the creative sector, exploring business opportunities and innovative
- ♦ Apply financing and scalability strategies to entrepreneurial projects in the creative field

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*Die von diesen Fachleuten ausgearbeiteten didaktischen Materialien dieses Studiengangs haben vollständig auf Ihre Berufserfahrung anwendbare Inhalte”*

05

# Career Opportunities

Upon completing this Advanced Master's Degree in Senior Management of Creative Industries, professionals will acquire an advanced understanding of the business and strategic dynamics specific to the creative sector. Graduates will therefore be qualified to lead innovative projects, manage multidisciplinary teams and optimize creative processes. In addition, specialists will develop skills in digital marketing, talent management and business development, enabling them to take on strategic leadership roles in cultural enterprises, advertising agencies, design studios and other creative organizations.



“

*You will lead the process of developing new products within the Creative Industries, from conception to market launch”*

### Graduate Profile

Graduates of this university degree are highly qualified professionals to lead and manage companies in the creative sector. In line with this, they have a deep knowledge of business strategies, innovation and business development specific to cultural industries, advertising, design and digital media. In addition, they are prepared to lead multidisciplinary teams, implement effective marketing campaigns, optimize creative processes and foster a collaborative work environment. They can also manage innovative projects, develop strategic solutions and take on leadership roles in creative organizations, boosting the growth and competitiveness of the sector.

*You will design communication strategies to strengthen the image and reputation of companies in the creative sector.*

- ♦ **Creative Leadership:** Graduates develop the ability to inspire and guide multidisciplinary teams, fostering an environment of innovation and creativity that drives the development of disruptive and competitive projects in the creative sector.
- ♦ **Innovative Project Management:** Professionals acquire skills to plan, execute and supervise creative projects, using agile methodologies and advanced management tools that ensure efficiency and the fulfillment of strategic objectives.
- ♦ **Strategic Thinking and Problem Solving:** Specialists develop a global vision of the creative market, applying critical thinking to identify opportunities, anticipate trends and solve complex challenges in an effective and sustainable way.
- ♦ **Competence in Innovation and Technology:** Graduates are trained to integrate emerging technologies and innovative practices into creative processes, optimizing production and improving the competitiveness of organizations in the sector.



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

1. **Advertising Director:** Leader in charge of planning and executing innovative advertising campaigns, managing creative teams and coordinating strategies for various clients
2. **Creative Project Manager:** Professional responsible for coordinating and supervising creative development projects, ensuring the fulfillment of established objectives, deadlines and budgets
3. **Art Director:** Expert in the visual direction of creative projects, guiding design teams to ensure the aesthetic coherence and visual quality of the final products
4. **Digital Marketing Executive:** Specialist in online marketing strategies, using digital tools to increase the visibility and reach of brands in the digital context
5. **Multimedia Content Producer:** Professional in charge of the creation and management of audiovisual content for various platforms, ensuring its quality and relevance for the target audience
6. **Innovation Consultant Creative:** Professional responsible for identifying opportunities for growth and expansion in the creative sector, establishing strategic alliances and managing commercial relationships
7. **Creative Business Development Director:** Professional responsible for identifying opportunities for growth and expansion in the creative sector, establishing strategic alliances and managing commercial relationships
8. **Event Production Manager:** Specialist in the planning and execution of creative events, coordinating all the logistical and creative aspects to guarantee the success of productions
9. **Brand Strategy Director:** Responsible for defining and managing the brand identity of organizations, developing strategies to position the brand in the market
10. **Director of Innovation and Creative Technology:** Expert in integrating emerging technologies into creative processes, optimizing production and improving the competitiveness of creative organizations
11. **Corporate Communication Manager:** Responsible for designing and executing internal and external communication strategies, strengthening the company's image and reputation in the creative sector
12. **Creative Product Development Manager:** Professional in charge of leading the process of creation and development of new products within the creative industries, from conception to market launch.



*You will be able to identify opportunities for growth and expansion in the creative sector, establishing strategic alliances”*

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.



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*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

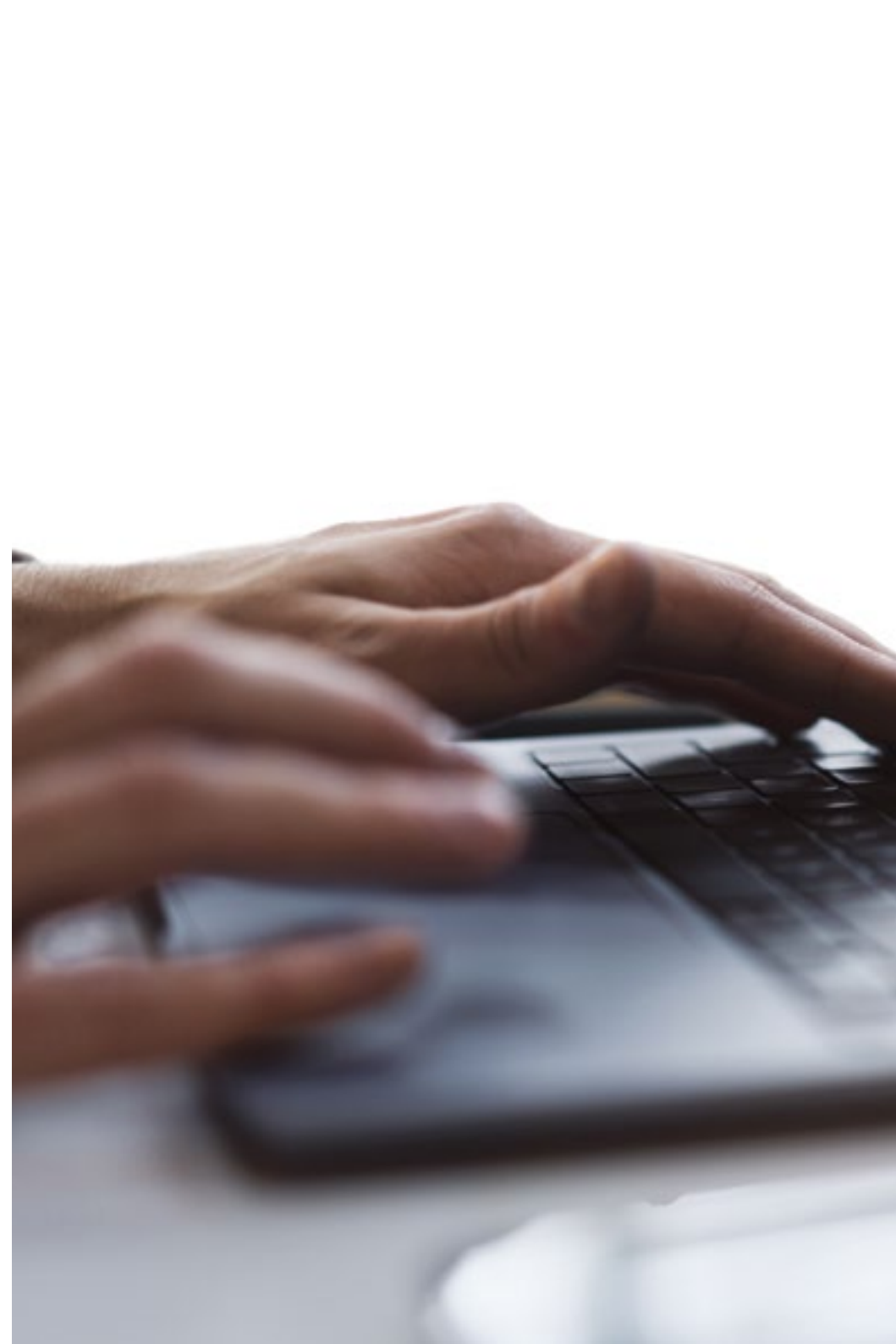
In TECH's study methodology, the student is the main protagonist.

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”*





## 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 teaching quality, the quality of the materials, the structure of the program and its objectives is excellent. Not surprisingly, the institution became the top-rated university by its students according to the global score index, 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

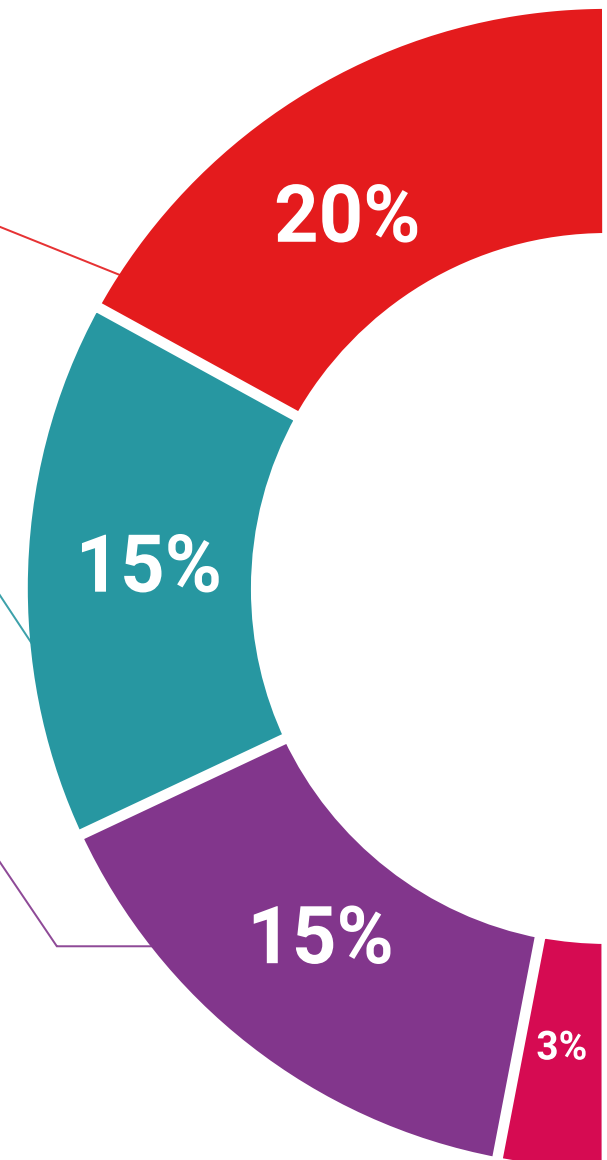
We present the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

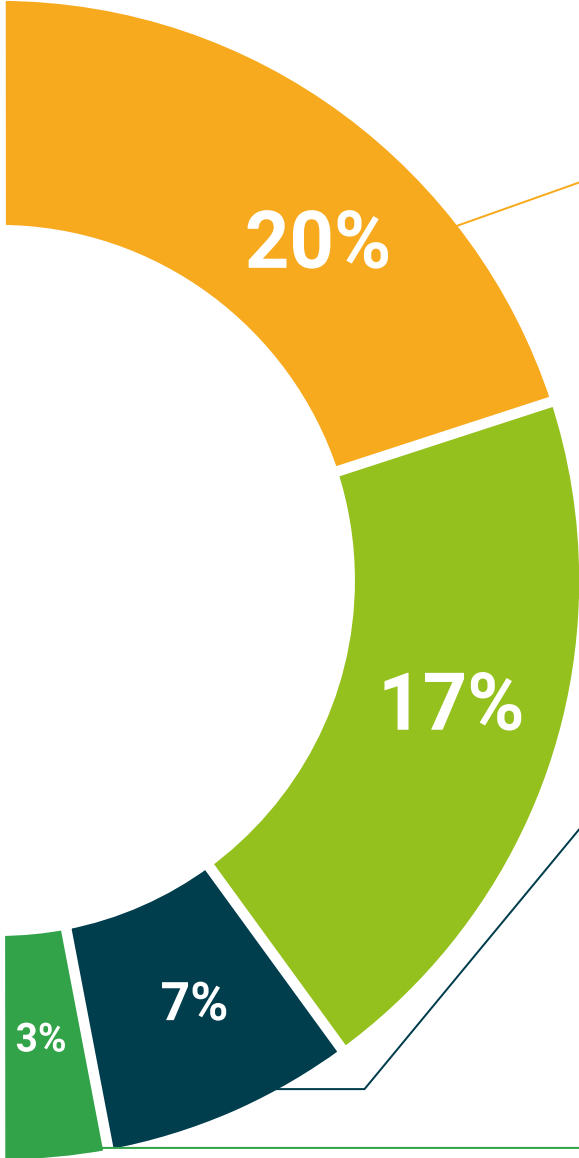
This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



### 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

TECH's philosophy is based on offering the most comprehensive and up-to-date university programs on the academic scene, which is why it carefully selects its teaching staff. As a result of this process, this Advanced Master's Degree has the participation of true references in the field of Senior Management of Creative Industries. These professionals have extensive work experience, where they have developed numerous solutions that have stood out for their innovation and originality. In this way, students will enjoy an immersive experience that will allow them to take a significant leap in quality in their career paths.





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*You will have the support of a teaching staff made up of distinguished professionals from the Senior Management of Creative Industries”*

## 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 **HR** 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 senior recruiting positions at companies in a variety of fields.

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





## Ms. Dove, Jennifer

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- Vice President of Talent Acquisition at Mastercard, New York, United States
- Director of Talent Acquisition, NBCUniversal Media, New York, USA
- Head of Recruitment at Comcast
- Director of Recruiting at Rite Hire Advisory, New York, United States
- 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

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*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 clouds services and end-to-end process improvement. He has been recognized as a leader and manager of highly efficient teams, showing a natural talent for ensuring a high level of engagement among his employees.

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

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



## Mr. Gauthier, Rick

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- Regional IT Director at Amazon, Seattle, USA
- 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

“

*Thanks to TECH you will be able to learn with the best professionals in the 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**. As such, 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

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- ♦ 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 London Business School
- ♦ CCXP Customer Experience Professional Certification
- ♦ IMD Executive Digital Transformation Course



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

## 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**, 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

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

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## 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 this, linked to prestigious brands such as Giorgio Armani, Dolce&Gabbana, Calvin Klein, among others.

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

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

On the other hand, in companies such as Calvin Klein or Gruppo Coin, he has undertaken projects to boost the structure, and development of different collections. 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

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- ♦ 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
- ♦ Graduate of Business and Economics at Università degli Studi del Piemonte Orientale

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## International Guest Director

Mick Gram is synonymous with innovation and excellence in the field of **Business Intelligence** internationally. His successful career is linked to leadership positions in multinationals such as **Walmart** and **Red Bull**. Likewise, this expert stands out for his vision to **identify emerging technologies** that, in the long term, achieve an everlasting impact in the corporate environment. On the other hand, the executive is considered a **pioneer** in the **use of data visualization techniques** that simplified complex sets, making them accessible and facilitating decision making. This ability became the pillar of his professional profile, transforming him into a desired asset for many organizations that bet on gathering information and generating concrete actions from them.

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

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. Thereby, 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

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- ♦ Director of Business Intelligence and Analytics at Red Bull, Los Angeles, United States
- ♦ Business Intelligence Solutions Architect for Walmart Data Cafe
- ♦ 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
- ♦ B.Sc. and M.Sc. in Mathematics and Statistics at the University of Copenhagen

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## 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

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- 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

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- ♦ 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's Degree in Political Science and Industrial Sociology from the University of KwaZulu-Natal
- ♦ Bachelor's Degree in Psychology from the University of South Africa

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## Management



### **Dr. Velar, Margarita**

- ♦ Communication Consultant and Fashion Expert
- ♦ CEO of Forefashion Lab
- ♦ Corporate Marketing Director at SGN Group
- ♦ Corporate Communications Consultant at LLYC
- ♦ Freelance Communication and Branding Consultant
- ♦ Head of Communication at Villanueva University
- ♦ Professor in university studies related to Marketing
- ♦ PhD in Communication from the Carlos III University of Madrid
- ♦ Degree in Audiovisual Communication from the Complutense University of Madrid
- ♦ MBA in Fashion Business Management by ISEM Fashion Business School





## Professors

### Ms. Eyzaguirre Vilanova, Carolina

- ◆ Legal Advisor and Designer Expert in the Creative Industry
- ◆ Legal Advisor to the Association for the Self-Regulation of Commercial Communication
- ◆ Legal Advisor to the Management of the company Eley Hawk
- ◆ Designer for National Geographic and El Mueble
- ◆ Lecturer in postgraduate university studies
- ◆ Degree in Law from Pompeu Fabra University
- ◆ Degree in Design from Pompeu Fabra University
- ◆ Master's Degree in Intellectual Property, Pontifical Comillas University
- ◆ Course in Advertising Law by the Association for the Self-Regulation of Commercial Communication Mr. Sanjosé, Carlos

### Mr. Sanjosé, Carlos

- ◆ Specialist in Digital Marketing
- ◆ Digital Marketing Manager at Designable
- ◆ Digital Marketing Manager at MURPH
- ◆ Digital Marketing Manager at 25 Gramos
- ◆ Content Manager at Unánime Creativos
- ◆ Degree in Advertising and Public Relations from CEU Cardenal Herrera University

**Dr. San Miguel, Patricia**

- ♦ Expert Researcher in Digital Marketing
- ♦ Founder and Director of Digital Fashion Brands
- ♦ Researcher and collaborator in Marketing studies
- ♦ Author of the book *Influencer Marketing*
- ♦ Author of academic publications in prestigious journals
- ♦ Regular speaker at national and international congresses and conferences on Communication and Marketing
- ♦ Professor in undergraduate and postgraduate university studies
- ♦ PhD in Digital Marketing for Fashion Companies by the University of Navarra
- ♦ Degree in Advertising and Public Relations from the Complutense University of Madrid
- ♦ MBA in Executive Fashion by ISEM

**Ms. Bravo, Sandra**

- ♦ CEO of UX at Myme
- ♦ CEO and founder of Ch2 Abroad & Events
- ♦ Sociologist at the Salamanca Tourist Observatory
- ♦ Digital consultant at Everis
- ♦ Researcher at Runroom
- ♦ Professor of the Master's Degree in Fashion and Luxury Marketing Management and the Master's Degree in Luxury Business Brand Management at MSMK at Madrid School of Marketing
- ♦ PhD in Applied Creativity from the University of Navarra
- ♦ Degree in Sociology from the University of Salamanca
- ♦ Degree in Economy from the University of Salamanca
- ♦ Executive Master's Degree in Fashion Business Management from the University of Navarra

**Mr. Justo, Rumén**

- ♦ Audiovisual Producer and Mentoring Expert for Startups
- ♦ Producer of documentaries and films
- ♦ Financial and Legal Advisor in Films
- ♦ Investor in Creative Startups
- ♦ Founder and Director of the International Independent and Auteur Film Festival of the Canary Islands
- ♦ Entrepreneurship Advisor at CEOE Tenerife
- ♦ Startup Mentor at Afedes Association
- ♦ Startup Mentor at *Bridge for Billions*
- ♦ Graduate in Business Administration and Management from the University of La Laguna
- ♦ Master's Degree in PRL by SGS
- ♦ Postgraduate in Technology Surveillance
- ♦ Expert in Human Resources Management by the University of Vigo

**Ms. Arroyo Villoria, Cristina**

- ♦ Technical Consultant and Coordinator of Educational Projects
- ♦ Partner and Director of Projects and Entrepreneurship at Factoría de Industrias Creativas
- ♦ Coordinator of Acerca Cultura Madrid
- ♦ Freelance e-Learning Content Editor for LIDlearning in LID Editorial
- ♦ Training Coordinator at Factoría Cultural Madrid
- ♦ Bachelor's Degree in Labor Sciences from the University of Valladolid.
- ♦ Master's Degree in HR Management from San Pablo CEU Business School
- ♦ Master's Degree in e-Learning and Educational Technology, e-Learning Training
- ♦ Higher Technician in Risk Prevention, Specialization in Occupational Hygiene at the Integral Training Institute
- ♦ Higher Technician in Occupational Risk Prevention, Specialty of Ergonomics and Occupational Psychosociology at the Integral Training Institute



**Dr. Paule Vianez, Jessica**

- ◆ Specialist in the Research Group in Business Management and Economics at the Rey Juan Carlos University
- ◆ Commercial Advisor at DKV Seguros y Reaseguros
- ◆ Administrative Assistant at the Foundation for Management Development of Cáceres
- ◆ PhD in Social and Legal Sciences from the Rey Juan Carlos University
- ◆ Master's Degree in Statistical Computational Information Processing from the Complutense University of Madrid.
- ◆ Degree in Finance and Accounting from the University of Extremadura
- ◆ Degree in Business Administration and Management from the University of Extremadura
- ◆ Member of: European Academy of Business Management and Economics

**Ms. Gallego Martínez, Ana Belén**

- ◆ Business Strategy Consultant
- ◆ Independent Consultant in Belén Galmar Acompañamiento Empresarial
- ◆ Law Degree from the Complutense University of Madrid
- ◆ MBA Master's Degree in Business Administration with specialisation in Financial Management from the Camilo José Cela University.
- ◆ Digital Transformation Executive Program by the School of Industrial Organization

08

# Certificate

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