

Advanced Master's Degree Senior Management of Marketing and Sales

A M D S M M S



Advanced Master's Degree Senior Management of Marketing and Sales

- » 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-marketing-sales

Index

01

Introduction

p. 4

02

Why Study at TECH?

p. 8

03

Syllabus

p. 12

04

Teaching Objectives

pág.42

05

Career Opportunities

p. 50

06

Study Methodology

p. 54

07

Teaching Staff

p. 64

08

Certificate

p. 86

01

Introduction

Senior Management of Marketing and Sales plays a crucial role in the adaptation of organizations to an increasingly dynamic and competitive business environment. According to an article in GESTION, this important area must focus on transformational initiatives that are company-wide, strategic, cross-functional and bottom-line oriented. In this context, TECH has developed this comprehensive 100% online program. In addition, to enrich their skills in this area, graduates will have access to the most cutting-edge content through an electronic device with an Internet connection, including a set of exclusive complementary Masterclasses designed by prestigious experts of great international renown.



A hand holding a silver pen is positioned over a blue smartphone. The background is a blurred outdoor scene with greenery. The image is overlaid with a dark blue diagonal shape on the right side and a white diagonal shape on the bottom right.

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With this 100% online Advanced Master's Degree, you will develop the most cutting-edge Marketing and Sales strategies to significantly maximize companies' return on investment”

The field of Senior Manager of Marketing and Sales faces an increasingly challenging environment, where speed of decision making and the ability to adapt to market changes are essential for long-term survival and success. Globalization, changing consumer expectations and technological evolution have transformed the landscape of this sector. Therefore, specialists need to acquire advanced skills to make the most of emerging trends and lead organizations to success.

With this in mind, TECH has developed an innovative Advanced Master's Degree in Senior Management of Marketing and Sales. Designed by experts in the field, the educational program will delve into subjects ranging from logistics operations management to the most sophisticated inbound marketing strategies for designing advertising campaigns that connect with consumers' minds, as well as various search engine optimization techniques for optimizing brands' presence in the main search engines. Graduates will therefore lead impactful projects that will capture the attention of diverse audiences.

In addition, this university program will be taught 100% online, without fixed schedules or continuous assessment timetables. Graduates will have the opportunity to access the contents freely, according to their own availability and at any time of the 24 hours of the day. Likewise, for the assimilation of the more complex contents of this educational proposal, it will be able to rely on disruptive and original methods such as Relearning. This teaching strategy will enhance the assimilation of theoretical knowledge and the development of practical skills in a more efficient way. In addition, prestigious International Guest Directors will provide rigorous Masterclasses.

This **Advanced Master's Degree in Senior Management of Marketing and Sales** contains the most complete and up-to-date program on the market. The most important features include:

- ♦ The development of case studies presented by experts in Senior Management of Marketing and Sales
- ♦ Graphic, schematic, and practical contents which provide scientific and practical information on the disciplines that are essential for professional practice
- ♦ Practical exercises where the process of self-assessment can be used to improve learning
- ♦ Special emphasis on innovative methodologies in financial practice
- ♦ 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



Thanks to TECH, you will be able to access a series of unique and additional Masterclasses, created by internationally renowned experts in the field of Digital Marketing and Sales"

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You will implement processes that guarantee a coherent and positive experience for customers in all interactions with brands"

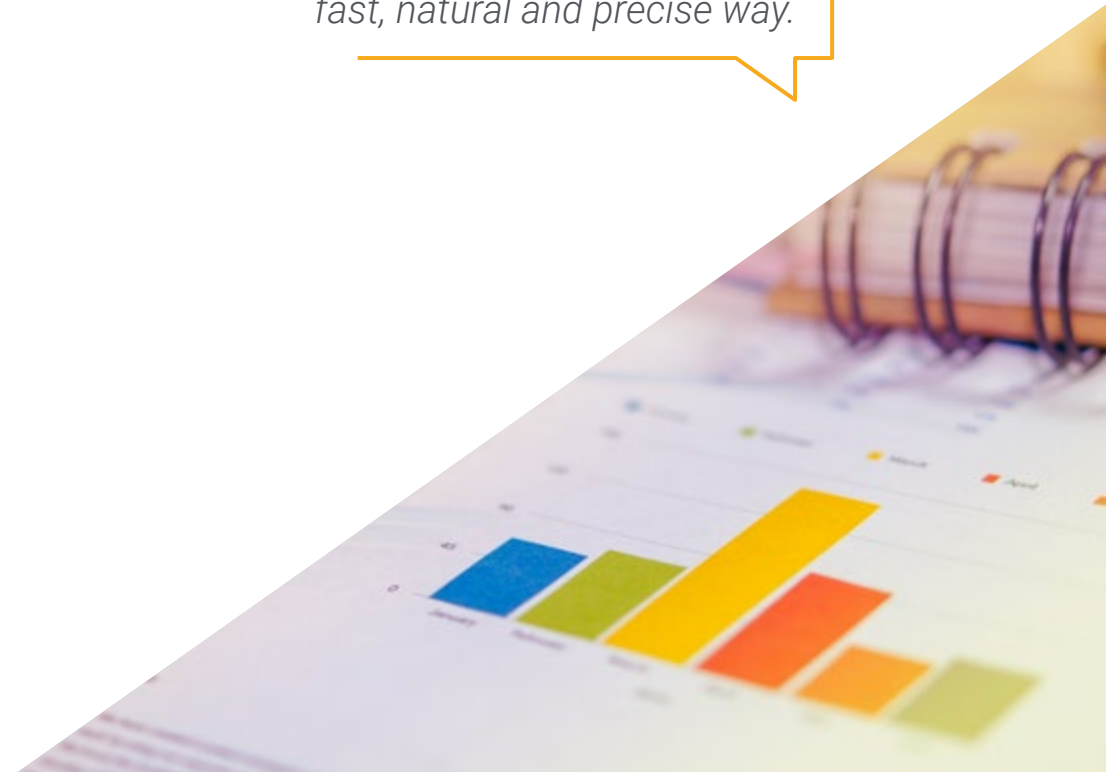
Its teaching staff includes professionals from the field of Senior Marketing and Sales Management, who bring their work experience to this program, as well as renowned specialists from leading companies and prestigious universities.

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 design commercial strategies that maximize sales and long-term customer loyalty.

Thanks to TECH's relearning, you will be able assimilate the essential concepts in a fast, natural and precise way.



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

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.

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

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 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 largest in the world.

nº1
Mundial
Mayor universidad
online del mundo

The official online university of the NBA

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

Leaders in employability

TECH has 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 syllabus has been designed to prepare professionals with a comprehensive and strategic vision, capable of leading in a globalized and constantly evolving environment. Therefore, it will cover everything from the latest trends in business management to the development of essential management skills, such as leadership, decision making in complex and unstable contexts, and human resources management to maximize performance. In addition, international sustainability criteria applied to the design of business plans will be explored in depth and solid expertise in the economic and financial management of the company will be provided.



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You will integrate corporate objectives into innovative strategies, both traditional and digital, including the design of Digital Marketing plans, e-commerce and brand strengthening”

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: The Corporate Social Responsibility
 - 1.8.2. Essential Aspects for Implementing a Responsible Management Strategy
 - 1.8.3. Steps for the Implementation of a Corporate Social Responsibility Management System
 - 1.8.4. CSR Tools and Standards
- 1.9. Multinationals and Human Rights
 - 1.9.1. Globalization, Multinational 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 Management and Executive Management

- 2.1. Organizational Analysis and Design
 - 2.1.1. Conceptual Framework
 - 2.1.2. Key Elements in Organizational Design
 - 2.1.3. Basic Organizational Models
 - 2.1.4. Organizational Design: Typology
- 2.2. Corporate Strategy
 - 2.2.1. Competitive Corporate Strategy
 - 2.2.2. Growth Strategies: Typology
 - 2.2.3. Conceptual Framework
- 2.3. Strategic Planning and Strategy Formulation
 - 2.3.1. Conceptual Framework
 - 2.3.2. Elements of Strategic Planning
 - 2.3.3. 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
 - 2.9.1. The Concept of Strategy
 - 2.9.2. The Process of Strategic Management
 - 2.9.3. Approaches in Strategic Management
- 2.10. Strategy Implementation
 - 2.10.1. Indicator Systems and Process Approach
 - 2.10.2. Strategic Map
 - 2.10.3. Strategic Alignment
- 2.11. Executive Management
 - 2.11.1. Conceptual Framework of Executive Management
 - 2.11.2. Executive Management. The Role of the Board of Directors and Corporate Management Tools
- 2.12. Strategic Communication
 - 2.12.1. Interpersonal Communication
 - 2.12.2. Communication Skills and Influence
 - 2.12.3. Internal Communication
 - 2.12.4. Barriers to Business Communication

Module 3. People and Talent Management

- 3.1. Organizational Behavior
 - 3.1.1. Organizational Behavior. Conceptual Framework
 - 3.1.2. Main Factors of Organizational Behavior
- 3.2. People in Organizations
 - 3.2.1. Quality of Work Life and Psychological Well-Being
 - 3.2.2. Work Teams and Meeting Management
 - 3.2.3. Coaching and Team Management
 - 3.2.4. Managing Equality and Diversity
- 3.3. Strategic People Management
 - 3.3.1. Strategic Management and Human Resources
 - 3.3.2. Strategic People Management
- 3.4. Evolution of Resources. An Integrated Vision
 - 3.4.1. The Importance of HR
 - 3.4.2. A New Environment for People Management and Leadership
 - 3.4.3. Strategic HR Management
- 3.5. Selection, Group Dynamics and HR Recruitment
 - 3.5.1. Approach to Recruitment and Selection
 - 3.5.2. Recruitment
 - 3.5.3. The Selection Process
- 3.6. Human Resources Management by Competencies
 - 3.6.1. Analysis of the Potential
 - 3.6.2. Remuneration Policy
 - 3.6.3. Career/Succession Planning
- 3.7. Performance Evaluation and Performance Management
 - 3.7.1. Performance Management
 - 3.7.2. Performance Management: Objectives and Process
- 3.8. 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 HR
 - 3.12.2. Personal Branding for HR Professionals
- 3.13. Developing High-Performance Teams
 - 3.13.1. High-Performance Teams: Self-Managed Teams
 - 3.13.2. Methodologies for the Management of High-Performance Self-Managed Teams
- 3.14. Management Skills Development
 - 3.14.1. What are Manager Competencies?
 - 3.14.2. Elements of Competencies
 - 3.14.3. Knowledge
 - 3.14.4. Management Skills
 - 3.14.5. Attitudes and Values in Managers
 - 3.14.6. Managerial Skills
- 3.15. Time Management
 - 3.15.1. Benefits
 - 3.15.2. What Can be the Causes of Poor Time Management?
 - 3.15.3. Time
 - 3.15.4. Time Illusions
 - 3.15.5. Attention and Memory
 - 3.15.6. State of Mind
 - 3.15.7. Time Management
 - 3.15.8. Being Proactive
 - 3.15.9. 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. Human Resources Management and Occupational Hazard 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. The Capital Budget
 - 4.6.3. The Operating Budget
 - 4.6.4. Treasury Budget
 - 4.6.5. Budget Monitoring
- 4.7. Treasury Management
 - 4.7.1. Accounting Working Capital and Necessary 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. Analysis of the Balance Sheet
 - 4.16.2. Analysis of the Income Statement
 - 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. Operations Management
- 5.2. Industrial Organization and Logistics
 - 5.2.1. Industrial Organization Department
 - 5.2.2. Logistics Department
- 5.3. Structure and Types of Production (MTS, MTO, ATO, ETO...)
 - 5.3.1. Production System
 - 5.3.2. Production Strategy
 - 5.3.3. Inventory Management System
 - 5.3.4. Production Indicators
- 5.4. Structure and Types of Procurement
 - 5.4.1. Function of Procurement
 - 5.4.2. Procurement Management
 - 5.4.3. Types of Purchases
 - 5.4.4. Efficient Purchasing Management of a Company
 - 5.4.5. Stages of the Purchase Decision Process

- 5.5. Economic Control of Purchasing
 - 5.5.1. Economic Influence of Purchases
 - 5.5.2. Cost Centers
 - 5.5.3. Budget
 - 5.5.4. Budgeting vs. Actual Expenditure
 - 5.5.5. Budgetary Control Tools
- 5.6. Warehouse Operations Control
 - 5.6.1. Inventory Control
 - 5.6.2. Location Systems
 - 5.6.3. Stock Management Techniques
 - 5.6.4. Storage Systems
- 5.7. Strategic Purchasing Management
 - 5.7.1. Business Strategy
 - 5.7.2. Strategic Planning
 - 5.7.3. Purchasing Strategies
- 5.8. Typologies of the Supply Chain (SCM)
 - 5.8.1. Supply Chain
 - 5.8.2. Benefits of Supply Chain Management
 - 5.8.3. Logistical Management in the Supply Chain
- 5.9. *Supply Chain Management*
 - 5.9.1. The Concept of Management of the Supply Chain (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 4.0
- 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 Focus: Business 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 to 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 Systems and Corporate Strategy
 - 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. Balanced Scorecard (BSC)
- 6.7. Exploring the Information
 - 6.7.1. SQL: Relational Databases. Basic Concepts
 - 6.7.2. Networks and Communications
 - 6.7.3. Operational System: Standardized Data 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. BI in the Different Departments of the Company
 - 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 or ERP Systems
- 6.13. Digital Transformation
 - 6.13.1. Conceptual Framework of Digital Transformation
 - 6.13.2. Digital Transformation; Key Elements, Benefits and Drawbacks
 - 6.13.3. Digital Transformation in Companies
- 6.14. Technology and Trends
 - 6.14.1. Main Trends in the Field of Technology that are Changing Business Models.
 - 6.14.2. Analysis of the Main Emerging Technologies

- 6.15. IT Outsourcing
 - 6.15.1. Conceptual Framework of Outsourcing
 - 6.15.2. IT Outsourcing and its Impact on the Business.
 - 6.15.3. Keys to Implement Corporate IT Outsourcing Projects

Module 7. Commercial Management, Strategic Marketing and Corporate Communication

- 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 through the Internet
 - 7.8.2. *Visitor Relationship Management*
 - 7.8.3. Hypersegmentation
- 7.9. Managing Digital Campaigns
 - 7.9.1. What is a Digital Advertising Campaign?
 - 7.9.2. Steps 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 from 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
 - 9.9.1. Creation of a Startup
 - 9.9.2. Organization and Culture
 - 9.9.3. Top Ten Reasons Why Startups Fail
 - 9.9.4. 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 General Manager's Action
 - 10.1.3. The CEO and their Responsibilities
 - 10.1.4. Transformation of the Management's Role
- 10.2. Manager Functions. Organizational Culture and Approaches
 - 10.2.1. Manager Functions. Organizational Culture and Approaches
- 10.3. Operations Management
 - 10.3.1. The Importance of Management
 - 10.3.2. Value Chain
 - 10.3.3. Quality Management
- 10.4. Public Speaking and Spokesperson Education
 - 10.4.1. Interpersonal Communication
 - 10.4.2. Communication Skills and Influence
 - 10.4.3. Communication Barriers
- 10.5. Personal and Organizational Communications Tools
 - 10.5.1. Interpersonal Communication
 - 10.5.2. Interpersonal Communication Tools
 - 10.5.3. Communication in the Organization
 - 10.5.4. Tools in the Organization
- 10.6. Communication in Crisis Situations
 - 10.6.1. Crisis
 - 10.6.2. Phases of the Crisis
 - 10.6.3. Messages: Contents and Moments
- 10.7. Preparation of a Crisis Plan
 - 10.7.1. Analysis of Possible Problems
 - 10.7.2. Planning
 - 10.7.3. Adequacy of Personnel
- 10.8. Emotional Intelligence
 - 10.8.1. Emotional Intelligence and Communication
 - 10.8.2. Assertiveness, Empathy, and Active Listening
 - 10.8.3. Self-Esteem and Emotional Communication

- 10.9. Personal Branding
 - 10.9.1. Strategies for Personal Brand Development
 - 10.9.2. Personal Branding Laws
 - 10.9.3. Tools for Creating Personal Brands
- 10.10. Leadership and Team Management
 - 10.10.1. Leadership and Leadership Styles
 - 10.10.2. Leader Capabilities and Challenges
 - 10.10.3. Managing Change Processes
 - 10.10.4. Managing Multicultural Teams

Module 11. Management and Leadership

- 11.1. General Management
 - 11.1.1. Integrating Functional Strategies into the Global Business Strategies
 - 11.1.2. Management Policy and Processes
 - 11.1.3. Society and Enterprise
- 11.2. Strategic Management
 - 11.2.1. Establishing the Strategic Position: Mission, Vision, and Values
 - 11.2.2. Developing New Businesses
 - 11.2.3. Growing and Consolidating Companies
- 11.3. Competitive Strategy
 - 11.3.1. Market Analysis
 - 11.3.2. Sustainable Competitive Advantage
 - 11.3.3. Return on Investment
- 11.4. Corporate Strategy
 - 11.4.1. Driving Corporate Strategy
 - 11.4.2. Pacing Corporate Strategy
 - 11.4.3. Framing Corporate Strategy
- 11.5. Planning and Strategy
 - 11.5.1. The Relevance of Strategic Direction in the Management Control Process
 - 11.5.2. Analysis of the Environment and the Organization
 - 11.5.3. Lean Management

- 11.6. Talent Management
 - 11.6.1. Managing Human Capital
 - 11.6.2. Environment, Strategy, and Metrics
 - 11.6.3. Innovation in People Management
- 11.7. Management and Leadership Development
 - 11.7.1. Leadership and Leadership Styles
 - 11.7.2. Motivation
 - 11.7.3. Emotional Intelligence
 - 11.7.4. Skills and Abilities of the Leader 2.0
 - 11.7.5. Efficient Meetings
- 11.8. Change Management
 - 11.8.1. Performance Analysis
 - 11.8.2. Leading Change. Resistance to Change
 - 11.8.3. Managing Change Processes
 - 11.8.4. Managing Multicultural Teams

Module 12. Logistics and Economic Management

- 12.1. Financial Diagnosis
 - 12.1.1. Indicators for Analyzing Financial Statements
 - 12.1.2. Profitability Analysis
 - 12.1.3. Economic and Financial Profitability of a Company
- 12.2. Economic Analysis of Decisions
 - 12.2.1. Budget Control
 - 12.2.2. Competitive Analysis. Comparative Analysis
 - 12.2.3. Decision Making. Business Investment or Divestment
- 12.3. Investment Valuation and Portfolio Management
 - 12.3.1. Profitability of Investment Projects and Value Creation
 - 12.3.2. Models for Evaluating Investment Projects
 - 12.3.3. Sensitivity Analysis, Scenario Development and Decision Trees
- 12.4. Purchasing Logistics Management
 - 12.4.1. Stocks Management
 - 12.4.2. Warehouse Management
 - 12.4.3. Purchasing and Procurement Management

- 12.5. Supply Chain Management
 - 12.5.1. Costs and Efficiency of the Operations Chain
 - 12.5.2. Change in Demand Patterns
 - 12.5.3. Change in Operations Strategy
- 12.6. Logistical Processes
 - 12.6.1. Organization and Management by Processes
 - 12.6.2. Procurement, Production, Distribution
 - 12.6.3. Quality, Quality Costs and Tools
 - 12.6.4. After-Sales Service
- 12.7. Logistics and Customers
 - 12.7.1. Demand Analysis and Forecasting
 - 12.7.2. Sales Forecasting and Planning
 - 12.7.3. Collaborative Planning, Forecasting and Replacement
- 12.8. International Logistics
 - 12.8.1. Customs, Export and Import Processes
 - 12.8.2. Methods and Means of International Payment
 - 12.8.3. International Logistics Platforms

Module 13. Operational Marketing

- 13.1. Marketing Mix
 - 13.1.1. The Marketing Value Proposition
 - 13.1.2. Marketing Mix Policies, Strategies and Tactics
 - 13.1.3. Elements of the Marketing Mix
 - 13.1.4. Customer Satisfaction and Marketing Mix
- 13.2. Product Management
 - 13.2.1. Consumption Distribution and Product Life Cycle
 - 13.2.2. Obsolescence, Expiration, Periodic Campaigns
 - 13.2.3. Order Management and Inventory Control Ratios
- 13.3. Pricing Principles
 - 13.3.1. Analysis of the Environment
 - 13.3.2. Production Costs and Discount Margins
 - 13.3.3. Final Price and Positioning Map

- 13.4. Distribution Channel Management
 - 13.4.1. Trade Marketing
 - 13.4.2. Distribution Culture and Competition
 - 13.4.3. Designing and Managing Channels
 - 13.4.4. Functions of Distribution Channels
 - 13.4.5. Route to Market
- 13.5. Promotion and Sales Channels
 - 13.5.1. Corporate Branding
 - 13.5.2. Advertising
 - 13.5.3. Sales Promotion
 - 13.5.4. Public Relations and Personal Selling
 - 13.5.5. Street Marketing
- 13.6. Branding
 - 13.6.1. Brand Evolution
 - 13.6.2. Creating and Developing a Successful Brand
 - 13.6.3. Brand Equity
 - 13.6.4. Category Management
- 13.7. Managing Marketing Groups
 - 13.7.1. Work Teams and Meeting Management
 - 13.7.2. Coaching and Team Management
 - 13.7.3. Managing Equality and Diversity
- 13.8. Communication and Marketing
 - 13.8.1. Communication Integrated into Marketing
 - 13.8.2. Designing a Marketing Communication Program
 - 13.8.3. Communication Skills and Influence
 - 13.8.4. Barriers to Business Communication

Module 14. Customer Relationship Management

- 14.1. Knowing the Market and the Consumer
 - 14.1.1. Open Innovation
 - 14.1.2. Competitive Intelligence
 - 14.1.3. Sharing Economy

- 14.2. CRM and Business Philosophy
 - 14.2.1. Business Philosophy or Strategic Orientation
 - 14.2.2. Customer Identification and Differentiation
 - 14.2.3. The Company and its Stakeholders
 - 14.2.4. Clienting
- 14.3. Database Marketing and Customer Relationship Management
 - 14.3.1. Database Marketing Applications
 - 14.3.2. Laws and Regulations
 - 14.3.3. Information Sources, Storage, and Processing
- 14.4. Consumer Psychology and Behavior
 - 14.4.1. The Study of Consumer Behavior
 - 14.4.2. Internal and External Consumer Factors
 - 14.4.3. Consumer Decision Process
 - 14.4.4. Consumerism, Society, Marketing, and Ethics
- 14.5. Areas of CRM Management
 - 14.5.1. Customer Service
 - 14.5.2. Managing the Sales Force
 - 14.5.3. Customer Service
- 14.6. Consumer Centric Marketing
 - 14.6.1. Segmentation
 - 14.6.2. Profitability Analysis
 - 14.6.3. Customer Loyalty Strategies
- 14.7. CRM Management Techniques
 - 14.7.1. Direct Marketing
 - 14.7.2. Multichannel Integration
 - 14.7.3. Viral Marketing
- 14.8. Advantages and Risks of Implementing CRM
 - 14.8.1. CRM, Sales and Costs
 - 14.8.2. Customer Satisfaction and Loyalty
 - 14.8.3. Technology Implementation
 - 14.8.4. Strategic and Management Errors

Module 15. Sectorial Marketing

- 15.1. Services Marketing
 - 15.1.1. Evolution and Growth of the Service Sector
 - 15.1.2. Function of Services Marketing
 - 15.1.3. Marketing Strategy in the Service Sector
- 15.2. Touristic Marketing
 - 15.2.1. Features of the Tourism Sector
 - 15.2.2. Tourism Product
 - 15.2.3. The Customer in Tourism Marketing
- 15.3. Political and Electoral Marketing
 - 15.3.1. Political vs Electoral Marketing
 - 15.3.2. Political Market Segmentation
 - 15.3.3. Electoral Campaign
- 15.4. Social Marketing and Responsible Marketing
 - 15.4.1. Social Cause Marketing and CSR
 - 15.4.2. Environmental Marketing
 - 15.4.3. Segmentation in Social Marketing
- 15.5. *Retail Management*
 - 15.5.1. Relevance
 - 15.5.2. Reward
 - 15.5.3. Cost Reduction
 - 15.5.4. Relationship with the Customer
- 15.6. Banking Marketing
 - 15.6.1. State Regulation
 - 15.6.2. Branches and Segmentation
 - 15.6.3. Inbound Marketing in the Banking Sector
- 15.7. Health Services Marketing
 - 15.7.1. Internal Marketing
 - 15.7.2. User Satisfaction Studies
 - 15.7.3. Market-Oriented Quality Management.
- 15.8. Sensory Marketing
 - 15.8.1. Shopping Experience as a Sensory Experience
 - 15.8.2. Neuromarketing and Sensory Marketing
 - 15.8.3. Arrangement and Presentation of the Point of Sale

Module 16. Digital Marketing and E-Commerce

- 16.1. Digital Marketing and E-commerce
 - 16.1.1. The Digital Economy and the Sharing Economy
 - 16.1.2. Trends and Social Changes in Consumers
 - 16.1.3. Digital Transformation of Traditional Companies
 - 16.1.4. The Roles of the Chief Digital Officer
- 16.2. Digital Strategy
 - 16.2.1. Segmentation and Positioning in the Competitive Context
 - 16.2.2. New Marketing Strategies for Products and Services
 - 16.2.3. From Innovation to Cash Flow
- 16.3. Technology Strategy
 - 16.3.1. Basic Concepts of Web Development
 - 16.3.2. Hosting and Cloud Computing
 - 16.3.3. Content Management Systems (CMS)
 - 16.3.4. Formats and Digital Media
 - 16.3.5. Technological e-Commerce Platforms
- 16.4. Digital Regulation
 - 16.4.1. Privacy Policy and Personal Data Protection Act
 - 16.4.2. Fake Profiles and Fake Followers
 - 16.4.3. Legal Aspects of Marketing, Advertising and Digital Content
- 16.5. Online Market Research
 - 16.5.1. Quantitative Research Tools in Online Markets
 - 16.5.2. Dynamic Qualitative Customer Research Tools
- 16.6. Online Agencies, Media and Channels
 - 16.6.1. Integral, Creative and Online Agencies
 - 16.6.2. Traditional and New Media
 - 16.6.3. Online Channels
 - 16.6.4. Other Digital Players

Module 17. Inbound Marketing

- 17.1. Definition of Inbound Marketing
 - 17.1.1. Effective Inbound Marketing
 - 17.1.2. Benefits of Inbound Marketing
 - 17.1.3. Measuring the Success of Inbound Marketing

- 17.2. Target Research
 - 17.2.1. Consumer Intent Modelling and Buyer Personas
 - 17.2.2. Customer Journey Mapping
 - 17.2.3. Content Strategy
- 17.3. Content Optimization
 - 17.3.1. Content Optimization for Search Engines
 - 17.3.2. Recycling and Content Improvement
- 17.4. Content Creation
 - 17.4.1. User and Brand Generated Content
 - 17.4.2. Blogging Opportunities
 - 17.4.3. Video and Other Formats
- 17.5. Content Dynamization
 - 17.5.1. Influencers
 - 17.5.2. Blogger Outreach
 - 17.5.3. Paid Content Seeding
- 17.6. Conversion
 - 17.6.1. Lead Capturing and CRO
 - 17.6.2. Lead Nurturing and Marketing Automation

Module 18. Entrepreneurship

- 18.1. Innovation Methodology and Knowledge Society
 - 18.1.1. Design Thinking
 - 18.1.2. The Blue Ocean Strategy
 - 18.1.3. Collaborative Innovation
 - 18.1.4. Open Innovation
- 18.2. Strategic Innovation Intelligence
 - 18.2.1. Technology Monitoring
 - 18.2.2. Technology Foresight
 - 18.2.3. Coolhunting
- 18.3. Entrepreneurship and Innovation
 - 18.3.1. Strategies to Search for Business Opportunities
 - 18.3.2. Assessing the Feasibility of New Projects
 - 18.3.3. Innovation Management Systems
 - 18.3.4. Entrepreneur Soft Skills

- 18.4. Project Management
 - 18.4.1. Agile Development
 - 18.4.2. Lean Management in Startups
 - 18.4.3. Project Tracking and Project Steering
- 18.5. Business Plan
 - 18.5.1. Business Plan in the Digital Era
 - 18.5.2. Value Proposition Model
- 18.6. Financing Startups
 - 18.6.1. Seed Phase: Financial Funds and Subsidies
 - 18.6.2. Startup Phase: Business Angels
 - 18.6.3. Growth Phase: Venture Capital
 - 18.6.4. Consolidation Phase: IPO

Module 19. Performance Marketing

- 19.1. Permission Marketing
 - 19.1.1. How to Obtain a Users Permission?
 - 19.1.2. Personalizing the Message
 - 19.1.3. Mail Confirmation or Double Opt-in
- 19.2. Strategy and Performance Techniques
 - 19.2.1. Performance Marketing: Results
 - 19.2.2. Digital Media Mix
 - 19.2.3. The Importance of the Funnel
- 19.3. Programmatic Marketing and RTB
 - 19.3.1. RTB: Real-Time Planning and Purchasing
 - 19.3.2. Programmatic Purchasing Ecosystem
 - 19.3.3. How to Integrate RTB into the Media Mix
 - 19.3.4. Keys to RTB on Different Devices
- 19.4. Affiliate Campaign Development
 - 19.4.1. Agencies and Affiliate Programs
 - 19.4.2. Postview
 - 19.4.3. Defining Affiliate Programs

- 19.5. Launching an Affiliate Program
 - 19.5.1. Affiliation and Direct Affiliation Networks
 - 19.5.2. Results Analysis and Monitoring
 - 19.5.3. Fraud Control
- 19.6. E-Mail Campaigns Development
 - 19.6.1. Designing E-Mail Marketing Campaigns
 - 19.6.2. E-mail Marketing
 - 19.6.3. Lists of Subscribers, Leads, and Customers
- 19.7. E-Mail Marketing Tools and Resources
 - 19.7.1. Acumbamail
 - 19.7.2. Mailchimp
 - 19.7.3. Templates
 - 19.7.4. Inbox Inspection
- 19.8. Online Writing for E-Mail Marketing Campaigns
 - 19.8.1. How to Create Good Headlines
 - 19.8.2. Writing Content for Newsletters
 - 19.8.3. Calls to Action in Newsletters
- 19.9. Display and Campaign Optimization
 - 19.9.1. Advertising, Persuasive Communication
 - 19.9.2. Behavioral Targeting, Re-Targeting, Re-Messaging
 - 19.9.3. Affiliation
 - 19.9.4. Campaign Preparation
- 19.10. E-Mail Marketing Metrics
 - 19.10.1. List Metrics
 - 19.10.2. Newsletter Delivery Metrics
 - 19.10.3. Conversion Metrics

Module 20. Search Engine Marketing and Search Engine Optimization (SEO)

- 20.1. How Search Engines Work
 - 20.1.1. Indicators and Indexes
 - 20.1.2. Algorithms
 - 20.1.3. SEO and Corporate Branding

- 20.2. Fundamental Variables of SEO
 - 20.2.1. Indexability
 - 20.2.2. Content
 - 20.2.3. Popularity
- 20.3. SEO Analysis
 - 20.3.1. Determining KPIs
 - 20.3.2. Generating Scripts and Alerts
 - 20.3.3. Optimization of Images, Videos and Other Elements
- 20.4. Linkbuilding
 - 20.4.1. Ways of Carrying Out Effective Link Building
 - 20.4.2. Link Baiting
 - 20.4.3. Link Audits
 - 20.4.4. Penalties
- 20.5. App Store Optimization
 - 20.5.1. App Indexing
 - 20.5.2. Apps Visibility on Search Engines
 - 20.5.3. Measuring the Visibility of Search Engine Apps
- 20.6. Technical SEO
 - 20.6.1. Web Performance Optimization
 - 20.6.2. Real Time and Content
 - 20.6.3. Relevant Tagging and Headers
 - 20.6.4. Advanced WPO Techniques
- 20.7. SEO and E-Commerce
 - 20.7.1. Conversion Rate Optimization
 - 20.7.2. Google Search Console
 - 20.7.3. Social Proof and Viralization
 - 20.7.4. Navigation and Indexability
- 20.8. Integration in an Online Marketing Plan
 - 20.8.1. Metrics and Impact
 - 20.8.2. Web Analytics
 - 20.8.3. Other Monitoring Tools

Module 21. Search Engine Marketing (SEM)

- 21.1. Keyword Hunting for SEM
 - 21.1.1. Adwords Keyword Tool
 - 21.1.2. Google Suggest
 - 21.1.3. Insights for Search
 - 21.1.4. GoogleTrends
- 21.2. SEM and Google Ads
 - 21.2.1. Google Shopping
 - 21.2.2. Google Display Network
 - 21.2.3. Google Ads Mobile
 - 21.2.4. YouTube Advertising
- 21.3. Google Products
 - 21.3.1. Google Products Integrated in Adwords
 - 21.3.2. Product Extensions vs Product Ads
 - 21.3.3. Google Shopping and Local
 - 21.3.4. Google Merchant
- 21.4. Pay-Per-Click and SEM
 - 21.4.1. Search and Display
 - 21.4.2. Creating PPC Campaigns
 - 21.4.3. Tracking Conversions
- 21.5. Facebook Ads
 - 21.5.1. PPC/PPF (Pay-Per-Fan) Adverts
 - 21.5.2. Creating Facebook Ads
 - 21.5.3. Facebook Power Editor
 - 21.5.4. Campaign Optimization
- 21.6. Other PPC Platforms
 - 21.6.1. Twitter Ads
 - 21.6.2. LinkedIn
 - 21.6.3. Baldu
 - 21.6.4. Yandex
- 21.7. Strategy in SEM
 - 21.7.1. Quality Score
 - 21.7.2. CPC Bidding
 - 21.7.3. Site Links

- 21.8. Measurement in SEM
 - 21.8.1. KPIs
 - 21.8.2. Impressions, Clicks, Conversions
 - 21.8.3. Revenue, ROI, CPA

Module 22. Conversion Optimization

- 22.1. Introduction to Conversion Rate Optimization
 - 22.3.1. Purchase Cycle and Elements of Online Behavior
 - 22.3.2. Fundamentals of Neuromarketing
 - 22.3.3. Usability vs. Persuasion
- 22.2. CRO Methodology
 - 22.2.1. Scientific Method
 - 22.2.2. Conversion Pyramid
 - 22.2.3. The CRO Process
- 22.3. Web Analytics and CRO
 - 22.3.1. Qualitative Analysis
 - 22.3.2. Behavior Analysis
 - 22.3.3. Business and User Objectives
- 22.4. *User Experience and Conversion Rate Optimization*
 - 22.4.1. Lean and User Experience
 - 22.4.2. *Wireframing*
 - 22.4.3. Persuasive Copy
- 22.5. CRO and Psychology
 - 22.5.1. Neuromarketing
 - 22.5.2. Web Design and Neuromarketing
 - 22.5.3. Learning, Memory and Emotions
- 22.6. Behavioral Economics
 - 22.6.1. Decision Factors
 - 22.6.2. Motivation and Anchoring
 - 22.6.3. The Role of the Unconscious
- 22.7. Experimentation in CRO
 - 22.7.1. A/B vs Multivariates
 - 22.7.2. Testing Tools
 - 22.7.3. Implementation and Execution

- 22.8. CRO in E-Commerce
 - 22.8.1. E-Commerce and CRO
 - 22.8.2. The E-Commerce Funnel
 - 22.8.3. Processes to Optimize

Module 23. Social Media and Community Management

- 23.1. Web 2.0 or the Social Web
 - 23.1.1. Organization in the Age of Conversation
 - 23.1.2. Web 2.0 Is All About People
 - 23.1.3. New Environments, New Content
- 23.2. Digital Communication and Reputation
 - 23.2.1. Crisis Management and Online Corporate Reputation
 - 23.2.2. Online Reputation Report
 - 23.2.3. Etiquette and Good Practices on Social Networks
 - 23.2.4. Branding and Networking 2.0
- 23.3. General, Professional, and Microblogging Platforms
 - 23.3.1. Facebook
 - 23.3.2. LinkedIn
 - 23.3.4. Twitter
- 23.4. Video, Image, and Mobility Platforms
 - 23.4.1. YouTube
 - 23.4.2. Instagram
 - 23.4.3. Flickr
 - 23.4.4. Vimeo
 - 23.4.5. Pinterest
- 23.5. Corporate Blogging
 - 23.5.1. How to Create a Blog
 - 23.5.2. Content Marketing Strategy
 - 23.5.3. How to Create a Content Plan for Your Blog
 - 23.5.4. Content Curation Strategy
- 23.6. Social Media Strategies
 - 23.6.1. Corporate Communication Plan 2.0
 - 23.6.2. Corporate PR and Social Media
 - 23.6.3. Analysis and Evaluation of Results

- 23.7. Community Management
 - 23.7.1. Functions, Duties, and Responsibilities of the Community Manager
 - 23.7.2. Social Media Manager
 - 23.7.3. Social Media Strategist
- 23.8. Social Media Plan
 - 23.8.1. Designing a Social Media Plan
 - 23.8.2. Defining the Strategy to Be Followed in Each Medium
 - 23.8.3. Contingency Protocol in Case of Crisis

Module 24. Design, Usability and User Experience

- 24.1. UX Design
 - 24.1.1. Information Architecture
 - 24.1.2. SEO and Analytics for UX
 - 24.1.3. Landing Pages
- 24.2. Technical Terms in UX Design
 - 24.2.1. Wireframe and Components
 - 24.2.2. Interaction Pattern and Navigation Flow
 - 24.2.3. User Profile
 - 24.2.4. Process and Process Funnel
- 24.3. Research
 - 24.3.1. Research in Interface Design Projects
 - 24.3.2. Qualitative and Quantitative Approach
 - 24.3.3. Announce the Results of the Research
- 24.4. Digital Design
 - 24.4.1. Digital Prototype
 - 24.4.2. Axure and Responsive
 - 24.4.3. Interaction Design and Visual Design
- 24.5. User Experience
 - 24.5.1. User Focused Design Methodology
 - 24.5.2. User Research Techniques
 - 24.5.3. Involve the Customer in the Process
 - 24.5.4. Shopping Experience Management

- 24.6. Designing the User Experience Strategy
 - 24.6.1. Content Trees
 - 24.6.2. High-Fidelity Wireframes
 - 24.6.3. Component Maps
 - 24.6.4. Usability Guides
- 24.7. Usability Evaluation
 - 24.7.1. Usability Evaluation Techniques
 - 24.7.2. Data Visualization
 - 24.7.3. Presenting Data
- 24.8. Customer Value and Customer Experience Management
 - 24.8.1. Use of Narratives and Storytelling
 - 24.8.2. Co-Marketing as a Strategy
 - 24.8.3. Content Marketing Management
 - 24.8.4. The ROI of Customer Experience Management

Module 25. Mobile E-Commerce

- 25.1. Mobile Marketing
 - 25.1.1. New Consumption and Mobility Habits
 - 25.1.2. The SoLoMo Model
 - 25.1.3. The 4 Ps of the Marketing Mix in Mobility
- 25.2. Mobile Technology
 - 25.2.1. Mobile Operators
 - 25.2.2. Mobile Devices and Operating Systems
 - 25.2.3. Mobile Applications and WebApps
 - 25.2.4. Sensors and Integration with the Physical World
- 25.3. Trends in Mobile Marketing
 - 25.3.1. Mobile Publishing
 - 25.3.2. Advergaming and Gamification
 - 25.3.3. Mobile Geolocalization
 - 25.3.4. Augmented Reality

- 25.4. Mobile User Behavior
 - 25.4.1. New Search Habits on Mobile Devices
 - 25.4.2. Multi-Screen
 - 25.4.3. Mobile as a Purchasing Driver
 - 25.4.4. ASO, Mobile User Acquisition and Loyalty
- 25.5. User Interface and Shopping Experience
 - 25.5.1. M-Commerce Rules and Platforms
 - 25.5.2. Omnichannel
 - 25.5.3. Mobile & Proximity Marketing
 - 25.5.4. Gap between Consumer and Advertiser
 - 25.5.5. Mobile Commerce Content Managers
- 25.6. Apps and Purchases
 - 25.6.1. Designing Mobile Commerce Apps
 - 25.6.2. App Stores
 - 25.6.3. App Marketing for Customer Loyalty
 - 25.6.4. App Marketing for E-Commerce
- 25.7. Mobile Payments
 - 25.7.1. Value Chain and Business Models of Mobile Payment Methods
 - 25.7.2. Keys to Improve UX in Mobile Payment
 - 25.7.3. Positioning Strategies in the Mobile Payments Market
 - 25.7.4. Fraud Management
- 25.8. Mobile Analytics
 - 25.8.1. Mobile Measurement and Analysis Methodologies
 - 25.8.2. Mobile Metrics: Main KPIs
 - 25.8.3. Profitability Analysis
 - 25.8.4. Mobile Analytics
- 25.9. Mobile Commerce
 - 25.9.1. Services
 - 25.9.2. Applications
 - 25.9.3. Mobile Social Shopping

- 25.10. Mobile Social Media Applications
 - 25.10.1. Integrating Cell Phones into Social Networks
 - 25.10.2. Mobility, Relationship, Ubiquity and Publicity
 - 25.10.3. Facebook Places
 - 25.10.4. Geolocation, Mobile Directories, Online Recommendations and Shopping

Module 26. Web Analytics and Marketing Analytics

- 26.1. Web Analysis
 - 26.1.1. The Fundamentals of Web Analytics
 - 26.1.2. Classic Media vs Digital Media
 - 26.1.3. The Web Analyst's Basic Methodology
- 26.2. Google Analytics
 - 26.2.1. Configuring an Account
 - 26.2.2. Javascript Tracking API
 - 26.2.3. Customized Reports and Segments
- 26.3. Qualitative Analysis
 - 26.3.1. Research Techniques Applied in Web Analytics
 - 26.3.2. Customer Journey
 - 26.3.3. Purchase Funnel
- 26.4. Digital Metrics
 - 26.4.1. Basic Metrics
 - 26.4.2. Ratios
 - 26.4.3. Setting Objectives and KPIs
- 26.5. Acquisition and Marketing Analytics
 - 26.5.1. ROI
 - 26.5.2. ROAS
 - 26.5.3. CLV
- 26.6. Strategy Analysis Areas
 - 26.6.1. Web Traffic Acquisition
 - 26.6.2. Activation
 - 26.6.3. Conversion
 - 26.6.4. Loyalty

- 26.7. Data Science and Big Data
 - 26.7.1. Business Intelligence
 - 26.7.2. Methodology and Analysis of Large Volumes of Data
 - 26.7.3. Data Extraction, Processing and Loading
- 26.8. Application Programming Interface (API)
 - 26.8.1. APIs and Google Analytics
 - 26.8.2. Query Explorer
 - 26.8.3. Supermetrics Functions
- 26.9. Data Visualization
 - 26.9.1. Viewing and Interpreting Dashboards
 - 26.9.2. Converting Data into a Value
 - 26.9.3. Integrating Sources
 - 26.9.4. Presenting Reports
- 26.10. Web Analytics Tools
 - 26.10.1. Technological Basis of WA Tool
 - 26.10.2. Logs and Tags
 - 26.10.3. Basic and Ad-hoc Labeling

Module 27. Data Science and Big Data

- 27.1. Data Science and Big Data
 - 27.1.1. Impact of Big Data and Data Science on Business Strategy
 - 27.1.2. Introduction to Command Line
 - 27.1.3. Data Science Problems and Solutions
- 27.2. Data Hacking Languages
 - 27.2.1. SQL Databases
 - 27.2.2. Introduction to Python
 - 27.2.3. R Programming
- 27.3. Statistics
 - 27.3.1. Introduction to Statistics
 - 27.3.2. Linear and Logistic Regression
 - 27.3.3. PCA and Clustering

- 27.4. Machine Learning
 - 27.4.1. Model Selection and Regularization
 - 27.4.2. Random Trees and Forests
 - 27.4.3. Processing Natural Language
- 27.5. Big Data
 - 27.5.1. Hadoop
 - 27.5.2. Spark
 - 27.5.3. Collaborative Recommendation and Filtering Systems
- 27.6. Data Science Success Stories
 - 27.6.1. Customer Segmentation Using the RFM Model
 - 27.6.2. Experiment Design Application
 - 27.6.3. Supply Chain Value: Forecasting
 - 27.6.4. Business Intelligence
- 27.7. Hybrid Architectures in Big Data
 - 27.7.1. Lambda Architecture
 - 27.7.2. Kappa Architecture
 - 27.7.3. Apache Flink and Practical Implementations
 - 27.7.4. Amazon Web Services
- 27.8. Big Data in the Cloud
 - 27.8.1. AWS: Kinesis
 - 27.8.2. AWS: DynamosDB
 - 27.8.3. Google Cloud Computing
 - 27.8.4. Google BigQuery

Module 28. E-Commerce and Shopify

- 28.1. Digital E-Commerce Management
 - 28.1.1. New E-Commerce Business Models
 - 28.1.2. Planning and Developing an E-Commerce Strategic Plan
 - 28.1.3. Technological Structure in E-Commerce
- 28.2. E-Commerce Operations and Logistics E-Commerce
 - 28.2.1. How to Manage Fulfillment
 - 28.2.2. Digital Point-of-Sale Management
 - 28.2.3. Contact Center Management
 - 28.2.4. Automation in Management and Monitoring Processes

- 28.3. Implementing E-Commerce Techniques
 - 28.3.1. Social Media and Integration in the E-Commerce Plan
 - 28.3.2. Multichannel Strategy
 - 28.3.3. Personalizing Dashboards
- 28.4. Digital Pricing
 - 28.4.1. Online Payment Methods and Payment Gateways
 - 28.4.2. Electronic Promotions
 - 28.4.3. Digital Price Timing
 - 28.4.4. E-Auctions
- 28.5. From E-Commerce to M-Commerce and S-Commerce
 - 28.5.1. E-Marketplace Business Models
 - 28.5.2. S-Commerce and Brand Experience
 - 28.5.3. Purchase via Mobile Devices
- 28.6. Customer Intelligence: from E-CRM to S-CRM
 - 28.6.1. Integrating the Consumer in the Value Chain
 - 28.6.2. Online Research and Loyalty Techniques
 - 28.6.3. Planning a Customer Relationship Management Strategy
- 28.7. Digital Marketing Trade
 - 28.7.1. Cross Merchandising
 - 28.7.2. Designing and Managing Facebook Ads Campaigns
 - 28.7.3. Designing and Managing Google Ads Campaigns
- 28.8. Online Marketing for E-Commerce
 - 28.8.1. Inbound Marketing
 - 28.8.2. Display and Programmatic Purchasing
 - 28.8.3. Communication Plan

Module 29. Commercial Management

- 29.1. Commercial Negotiation
 - 29.1.1. Emotional Intelligence in Negotiation and Sales
 - 29.1.2. Self-Motivation and Empathy
 - 29.1.3. Developing Negotiation Abilities

- 29.2. Fundamentals of Commercial Management
 - 29.2.1. Internal and External Analysis. SWOT Analysis
 - 29.2.2. Sector and Competitive Analysis
 - 29.2.3. CANVAS Model
- 29.3. Decision-Making in Commercial Management
 - 29.3.1. Commercial Strategy and Competitive Strategy
 - 29.3.2. Decision-Making Models
 - 29.3.3. Analytical and Decision Making Tools
- 29.4. Sales Network Management
 - 29.4.1. Sales Campaign Planning
 - 29.4.2. Networks Serving Commercial Activity
 - 29.4.3. Salesperson Recruitment and Training Policies
 - 29.4.4. Sales Management
- 29.5. Implementing the Commercial Function
 - 29.5.1. Commercial Contract
 - 29.5.2. Commercial Activity Control
 - 29.5.3. The Commercial Agent's Code of Ethics
- 29.6. Key Account Management
 - 29.6.1. Identifying Key Accounts
 - 29.6.2. Benefits and Risks of the Key Account Manager
 - 29.6.3. Sales and Key Account Management
 - 29.6.4. KAM Strategic Action Phases
- 29.7. Commercial Forecast
 - 29.7.1. Business Forecast and Sales Forecast
 - 29.7.2. Sales Forecasting Methods
 - 29.7.3. Practical Applications of Sales Forecasting
- 29.8. Financial and Budgetary Management
 - 29.8.1. Marketing Balanced Scorecard
 - 29.8.2. Control of the Annual Marketing Plan
 - 29.8.3. Financial Impact of Strategic Decisions

Module 30. 1 to 1 Marketing

- 30.1. Emotional Intelligence in the Company
 - 30.1.1. Emotional Intelligence and Communication
 - 30.1.2. Assertiveness, Empathy, and Active Listening
 - 30.1.3. Self-Esteem and Emotional Language
- 30.2. Relational Capital: *Coworking*
 - 30.2.1. Managing Human Capital
 - 30.2.2. Performance Analysis
 - 30.2.3. Managing Equality and Diversity
 - 30.2.4. Innovation in People Management
- 30.3. Leadership and Team Management
 - 30.3.1. Leadership and Leadership Styles
 - 30.3.2. Skills and Abilities of the Leader 2.0
 - 30.3.3. Managing Change Processes
 - 30.3.4. Managing Multicultural Teams
 - 30.3.5. *Coaching*
- 30.4. Selection of Target Customers (CRM)
 - 30.4.1. Designing an e-CRM
 - 30.4.2. Implications and limitations of the LOPD BORRAR
 - 30.4.3. Orientation towards the Consumer
 - 30.4.4. 1 to 1 Planning
- 30.5. Key Account Management
 - 30.5.1. Identifying Key Accounts
 - 30.5.2. Benefits and Risks of the *Key Account Manager*
 - 30.5.3. Sales and *Key Account Management*
 - 30.5.4. KAM Strategic Action Phases
- 30.6. The Loyalty Process
 - 30.6.1. In-depth Knowledge of the Customer
 - 30.6.2. The Commercial Process to be Carried Out with the Customer
 - 30.6.3. The Value that the Customer Has for the Company

Module 31. Sales Campaign Planning

- 31.1. Customer Portfolio Analysis
 - 31.1.1. Customer Planning
 - 31.1.2. Client Classification
- 31.2. Commercial Segmentation
 - 31.2.1. Analysis of Distribution Channels, Sales Areas and Products
 - 31.2.2. Preparing Commercial Areas
 - 31.2.3. Implementing the Visiting Plan
- 31.3. Selecting Target Customers (CRM)
 - 31.3.1. Designing an e-CRM
 - 31.3.2. Implications and limitations of the LOPD BORRAR
 - 31.3.3. Orientation towards the Consumer
 - 31.3.4. 1 to 1 Planning
- 31.4. Key Account Management
 - 31.4.1. Identifying Key Accounts
 - 31.4.2. Benefits and Risks of the Key Account Manager
 - 31.4.3. Sales and Key Account Management
 - 31.4.4. KAM Strategic Action Phases
- 31.5. Sales Projections
 - 31.5.1. Business Forecast and Sales Forecast
 - 31.5.2. Sales Forecasting Methods
 - 31.5.3. Practical Applications of Sales Forecasting
- 31.6. Setting Sales Objectives
 - 31.6.1. Coherence of Corporate, Commercial and Sales Objectives
 - 31.6.2. Programming Objectives and Detailed Budgets
 - 31.6.3. Distributing Objectives by Business Activity Units
 - 31.6.4. Sales and Participation Objectives
- 31.7. Sales Quota and Setting the Sales Quota
 - 31.7.1. Activity Quotas
 - 31.7.2. Volume and Profitability Quotas
 - 31.7.3. Participation Quotas
 - 31.7.4. Economic and Financial Quotas
 - 31.7.5. Seasonality and Quotas

- 31.8. Contingency Plan
 - 31.8.1. Information Systems and Sales Control
 - 31.8.2. Control Panels
 - 31.8.3. Corrective Measures and Contingency Plans

Module 32. Commercial and Sales Team Organization

- 32.1. Commercial Organization
 - 32.1.1. Introduction to Commercial Organization
 - 32.1.2. Typical Commercial Structures
 - 32.1.3. Delegations Organization
 - 32.1.4. Developing Commercial Organizational Models
- 32.2. Sales Network Organization
 - 32.2.1. Department Organization Chart
 - 32.2.2. Designing Sales Networks
 - 32.2.3. Multichannel Reality
- 32.3. Internal Market Analysis
 - 32.3.1. Service Chain Definition
 - 32.3.2. Quality of Service Analysis
 - 32.3.3. Product Benchmarking
 - 32.3.4. Key Business Success Factors
- 32.4. Sales Strategy
 - 32.4.1. Sales Methods
 - 32.4.2. Acquisition Strategies
 - 32.4.3. Service Strategies
- 32.5. *Go-To-Market Strategy*
 - 32.5.1. *Channel Management*
 - 32.5.2. Competitive Advantage
 - 32.5.3. Sales Force
- 32.6. Commercial Activity Control
 - 32.6.1. Main Ratios and Control Methods
 - 32.6.2. Supervision Tools
 - 32.6.3. Balanced Scorecard Methodology

- 32.7. After-Sales Service Organization
 - 32.7.1. After-Sales Actions
 - 32.7.2. Relationships with the Customer
 - 32.7.3. Self-Analysis and Improvement
- 32.8. Commercial Audit
 - 32.8.1. Possible Lines of Intervention
 - 32.8.2. Express Commercial Audit
 - 32.8.3. Strategic Team Assessment
 - 32.8.4. Marketing Policy Assessment

Module 33. Selection, Education and Coaching of the Sales Network

- 33.1. Managing Human Capital
 - 33.1.1. Intellectual Capital. The Intangible Asset of Knowledge
 - 33.1.2. *Talent Acquisition*
 - 33.1.3. Preventing the Loss of Human Resources
- 33.2. Selecting Sales Teams
 - 33.2.1. Recruitment Actions
 - 33.2.2. Salesperson Profiles
 - 33.2.3. Interview
 - 33.2.4. Welcome Plan
- 33.3. Training High-Level Salespeople
 - 33.3.1. Training Plan
 - 33.3.2. Salesperson Characteristics and Duties
 - 33.3.3. Training and Managing High-Performing Teams
- 33.4. Training Management
 - 33.4.1. Learning Theories
 - 33.4.2. Talent Detection and Retention
 - 33.4.3. Gamification and Talent Management
 - 33.4.4. Training and Professional Obsolescence
- 33.5. Personal Coaching and Emotional Intelligence
 - 33.5.1. Emotional Intelligence Applied to Sales Techniques
 - 33.5.2. Assertiveness, Empathy, and Active Listening
 - 33.5.3. Self-Esteem and Emotional Language
 - 33.5.4. Multiple Intelligences

- 33.6. Motivation
 - 33.6.1. The Nature of Motivation
 - 33.6.2. Expectations Theory
 - 33.6.3. Needs Theory
 - 33.6.4. Motivation and Financial Compensation
- 33.7. Compensation of Sales Networks
 - 33.7.1. Compensation Systems
 - 33.7.2. Incentive and Compensation Systems
 - 33.7.3. Distribution of Salary Concepts
- 33.8. Compensation and Non-Economic Benefits
 - 33.8.1. Quality of Life in the Workplace Programs
 - 33.8.2. Expansion and Enrichment of the Job
 - 33.8.3. Flexible Schedules and Job Sharing

Module 34. Commercial Activity Process

- 34.1. Development of the Sales Process
 - 34.1.1. Methodology in the Sales Process
 - 34.1.2. Attracting Attention and Argumentation
 - 34.1.3. Objections and Demonstration
- 34.2. Preparing the Commercial Visit
 - 34.2.1. Studying the Customers File
 - 34.2.2. Setting Customer Sales Targets
 - 34.2.3. Preparing the Interview
- 34.3. Conducting the Commercial Visit
 - 34.3.1. Customer Presentation
 - 34.3.2. Determining Needs
 - 34.3.3. Argumentation
- 34.4. Psychology and Sales Techniques
 - 34.4.1. Notions of Psychology Applied to Sales
 - 34.4.2. Techniques to Improve Verbal and Non-Verbal Communication
 - 34.4.3. Factors that Influence Consumer Behavior

- 34.5. Negotiation and Closing the Sale
 - 34.5.1. Negotiation Phases
 - 34.5.2. Negotiation Tactics
 - 34.5.3. Closing and Customer Commitment
 - 34.5.4. Commercial Visit Analysis
- 34.6. The Loyalty Process
 - 34.6.1. In-depth Knowledge of the Client
 - 34.6.2. The Commercial Process to be Carried Out with the Customer
 - 34.6.3. The Value that the Customer Has for the Company

Module 35. Integration of Digital Channels in the Commercial Strategy

- 35.1. Digital E-Commerce Management
 - 35.1.1. New E-Commerce Business Models
 - 35.1.2. Planning and Developing an E-Commerce Strategic Plan
 - 35.1.3. Technological Structure in E-Commerce
- 35.2. Implementing E-Commerce Techniques
 - 35.2.1. Social Media and Integration in the E-Commerce Plan
 - 35.2.2. Multichannel Strategy
 - 35.2.3. Personalizing Dashboards
- 35.3. Digital Pricing
 - 35.3.1. Online Payment Methods and Payment Gateways
 - 35.3.2. Electronic Promotions
 - 35.3.3. Digital Price Timing
 - 35.3.4. E-Auctions
- 35.4. From E-Commerce to M-Commerce and S-Commerce
 - 35.4.1. E-Marketplace Business Models
 - 35.4.2. S-Commerce and Brand Experience
 - 35.4.3. Purchase via Mobile Devices
- 35.5. Customer Intelligence: From E-CRM to S-CRM
 - 35.5.1. Integrating the Consumer in the Value Chain
 - 35.5.2. Online Research and Loyalty Techniques
 - 35.5.3. Planning a Customer Relationship Management Strategy

- 35.6. Managing Virtual Communities: *Community Management*
 - 35.6.1. Changes in Communication Paradigms
 - 35.6.2. Business Intelligence and the Consumer 2.0
 - 35.6.3. Managing Networks and Communities
 - 35.6.4. Social Media Content Management
 - 35.6.5. Monitoring, Analytics and Results in Social Media
- 35.7. *Social Media Plan*
 - 35.7.1. Designing a Social Media Plan
 - 35.7.2. Defining the Strategy to Be Followed in Each Medium
 - 35.7.3. Contingency Protocol in Case of Crisis
- 35.8. Web Analytics and Social Media Intelligence
 - 35.8.1. Setting Objectives and KPIs
 - 35.8.2. Digital Marketing ROI
 - 35.8.3. Viewing and Interpreting Dashboards

Module 36. Commerce and International Marketing

- 36.1. International Market Research
 - 36.1.1. Emerging Markets Marketing
 - 36.1.2. SWOT Analysis
 - 36.1.3. What, How and Where to Export
 - 36.1.4. International Marketing Mix Strategies
- 36.2. International Segmentation
 - 36.2.1. Criteria for Market Segmentation at the International Level
 - 36.2.2. Market Niches
 - 36.2.3. International Segmentation Strategies
- 36.3. International Positioning
 - 36.3.1. Branding in International Markets
 - 36.3.2. Positioning Strategies in International Markets
 - 36.3.3. Global, Regional and Local Brands
- 36.4. Product Strategies in International Markets
 - 36.4.1. Product Modification, Adaptation and Diversification.
 - 36.4.2. Global Standardized Products
 - 36.4.3. The Product Portfolio



- 36.5. Prices and Exports
 - 36.5.1. Export Prices Calculation
 - 36.5.2. Incoterms
 - 36.5.3. International Price Strategy
- 36.6. Quality in International Commerce
 - 36.6.1. Quality and International Commerce
 - 36.6.2. Standards and Certifications
 - 36.6.3. CE Marking
- 36.7. International Promotion
 - 36.7.1. The International Promotion MIX
 - 36.7.2. Advertising and Publicity
 - 36.7.3. International Fairs
 - 36.7.4. Country Branding
- 36.8. Distribution through International Channels
 - 36.8.1. *Channel and Trade Marketing*
 - 36.8.2. Export Consortiums
 - 36.8.3. Types of Exports and Foreign Trade

“

You will acquire skills in designing marketing strategies, controlling logistical processes, managing high-performance sales teams and applying digital tools"

04

Teaching Objectives

Through this program, entrepreneurs will be able to define and apply the latest trends in business management, developing key leadership skills and strategic decision making in complex and unstable environments. In addition, responsible criteria will be integrated into the creation of business plans, delving into the efficient management of human resources, economic and financial planning, and logistical operations to optimize business performance. Professionals will also be trained to develop effective Digital Marketing strategies, integrating the Internet and digital tools to strengthen the brand and increase customer acquisition.





“

You will address advanced techniques for leading sales teams, managing relations with digital providers and designing innovative commercial policies, taking into account changes in the global and local environment”



General Objectives

- ♦ Define the latest trends in business management, taking into account the globalized environment that governs senior management criteria
- ♦ Develop the key leadership skills that should define working professionals
- ♦ Delve into the sustainability criteria set by international standards when developing a business plan
- ♦ Develop strategies for making decisions in a complex and unstable environment
- ♦ Define the best way to manage the company's Human Resources, achieving a better performance of the same
- ♦ Be able to manage the company's economic and financial plan
- ♦ Understand the logistic operations that are necessary in the business environment in order to develop an adequate management of these operations
- ♦ Be able to develop all the phases of a business idea: Design, feasibility plan, execution, follow-up
- ♦ Integrate corporate vision and objectives into the company's marketing strategies and policies
- ♦ Integrate the Internet into the organization's marketing strategy
- ♦ Develop techniques and strategies in the digital environment associated with Marketing, sales and communication
- ♦ Analyze the consumer's decision process in relation to marketing stimuli in detail
- ♦ Successfully lead partially or fully digitized sales and marketing teams
- ♦ Develop marketing, market research, and communication projects
- ♦ Develop a solid and complete digital marketing plan for the organization
- ♦ Structure a business model around e-commerce
- ♦ Discover new digital tools to acquire customers and strengthen a brand
- ♦ Develop techniques and strategies in the digital environment associated with Marketing, sales and communication



You will have access to a wide range of learning resources, available 24 hours a day, 7 days a week”



Specific Objectives

Module 1. Leadership, Ethics and Social Responsibility in Companies

- ◆ Develop ethical leadership skills, incorporating principles of social responsibility into business decision making
- ◆ Design and implement policies that promote social welfare and respect for the environment in the corporate context

Module 2. Strategic Management and Executive Management

- ◆ Be able to define and execute business strategies aimed at sustainability and long-term growth
- ◆ Acquire skills to make strategic decisions that optimize resources and guarantee competitiveness in a global market

Module 3. People and Talent Management

- ◆ Get qualified in the management of high-performance teams, focusing on the attraction, development and retention of human talent
- ◆ Acquire skills to design and execute strategies that foster a collaborative organizational environment aligned with the company's objectives

Module 4. Economic and Financial Management

- ◆ Learn to use modern tools for strategic financial decision making, optimizing the company's resources
- ◆ Gain skills in budgeting, profitability analysis and financial risk

Module 5. Operations and Logistics Management

- ◆ Delve into the planning, execution and supervision of efficient logistics operations
- ◆ Acquire skills to optimize the supply chain and improve operational processes to reduce costs and increase profitability

Module 6. Information Systems Management

- ♦ Delve into the management of information systems that support strategic decision making within the company
- ♦ Master the use of emerging technologies to optimize business processes and guarantee operational efficiency

Module 7. Commercial Management, Strategic Marketing and Corporate Communication

- ♦ Develop skills to design and execute commercial and marketing strategies aligned with organizational objectives
- ♦ Learn how to manage corporate communication to strengthen brand identity and reputation

Module 8. Market Research, Advertising and Commercial Management

- ♦ Use market research techniques to identify business opportunities and improve commercial decisions
- ♦ Design effective advertising campaigns that support the commercial management of the company

Module 9. Innovation and Project Management

- ♦ Foster the ability to lead innovative projects that improve competitiveness and organizational sustainability
- ♦ Analyze the planning, execution and management of projects that promote business transformation

Module 10. Executive Management

- ♦ Lead teams and organizations towards the fulfillment of long-term objectives
- ♦ Become skilled in key decision making, resource management and the implementation of effective solutions to business challenges

Module 11. Management and Leadership

- ♦ Develop skills in effective leadership, focusing on the motivation and management of work teams
- ♦ Apply management approaches that optimize the productivity and performance of collaborators

Module 12. Logistics and Economic Management

- ♦ Address the economic management of the supply chain, ensuring the optimization of resources and the reduction of costs
- ♦ Be able to efficiently manage logistical processes within the economic framework of the company

Module 13. Operational Marketing

- ♦ Delve into the implementation of marketing tactics that ensure the fulfillment of commercial and operational objectives
- ♦ Direct marketing campaigns that optimize visibility and customer conversion

Module 14. Customer Relationship Management

- ♦ Create strategies to manage customer relations, increasing their loyalty and satisfaction
- ♦ Develop skills in the implementation of CRM systems to optimize communication and customer retention

Module 15. Sectorial Marketing

- ♦ Delve into the creation of marketing strategies adapted to the needs and characteristics of specific sectors
- ♦ Become skilled in the analysis of sectoral markets and the personalization of marketing tactics to increase competitiveness

Module 16. Digital Marketing and E-Commerce

- ♦ Develop skills in the design and execution of digital marketing strategies that optimize the online presence of the brand
- ♦ Manage e-commerce platforms to maximize sales and improve the user experience

Module 17. Inbound Marketing

- ♦ Gain a deeper understanding of the implementation of inbound marketing strategies to attract, convert and retain customers through relevant content
- ♦ Develop skills in the use of digital tools to manage effective inbound marketing campaigns

Module 18. Entrepreneurship

- ♦ Foster an entrepreneurial spirit, training in the identification of business and innovation opportunities
- ♦ Acquire skills to launch business projects, from conception to execution

Module 19. Performance Marketing

- ♦ Investigate the analysis and optimization of results-oriented marketing campaigns, focusing on performance and conversion
- ♦ Develop skills in the use of metrics and analysis tools to improve the effectiveness of performance marketing campaigns

Module 20. Search Engine Marketing and Search Engine Optimization (SEO)

- ♦ Execute the best SEO practices to improve the brand's positioning in search engines
- ♦ Implement SEO tactics that increase online visibility and generate quality traffic

Module 21. Search Engine Marketing (SEM)

- ♦ Learn how to design and manage SEM (search engine marketing) campaigns that maximize return on investment

- ♦ Develop skills in the optimization of pay-per-click campaigns
- ♦ to obtain profitable positioning

Module 22. Conversion Optimization

- ♦ Analyze the identification and application of techniques to improve the conversion rate of visitors into customers
- ♦ Implement strategies to optimize the user experience and increase conversions

Module 23. Social Media and Community Management

- ♦ Gain a deeper understanding of social media management and the creation of active digital communities committed to the brand
- ♦ Develop skills in the planning and execution of social media strategies that generate engagement and loyalty

Module 24. Design, Usability and User Experience

- ♦ Design intuitive user interfaces that improve usability and the browsing experience
- ♦ Create attractive user experiences that optimize satisfaction and conversion

Module 25. Mobile E-Commerce

- ♦ Delve into the implementation of mobile e-commerce strategies that improve accessibility and conversion on mobile devices
- ♦ Learn how to design e-commerce platforms adapted to the needs and behaviors of mobile users

Module 26. Web Analytics and Marketing Analytics

- ♦ Use web analysis tools to measure and optimize the performance of websites and digital campaigns
- ♦ Develop skills in the interpretation of analytical data to adjust marketing strategies and improve results

Module 27. Data Science and Big Data

- ♦ Gain a deeper understanding of big data analysis to make strategic decisions based on data
- ♦ Master data science techniques to identify behavior patterns and market trends

Module 28. E-Commerce and Shopify

- ♦ Gain skills in the management of e-commerce platforms, especially Shopify, to create profitable and optimized online stores
- ♦ Become skilled in managing inventories, payments and marketing on e-commerce platforms such as Shopify

Module 29. Commercial Management

- ♦ Develop skills to lead the commercial area of the company, ensuring the alignment of commercial strategies with the overall objectives of the organization
- ♦ Delve into the creation of effective sales strategies and the management of high-performance sales teams

Module 30. 1 to 1 Marketing

- ♦ Gain a deeper understanding of the design of personalized marketing strategies that address the specific needs of each customer
- ♦ Create 1 to 1 marketing campaigns that maximize customer satisfaction and loyalty

Module 31. Sales Campaign Planning

- ♦ Gain a deeper understanding of the design of personalized marketing strategies that address the specific needs of each customer
- ♦ Create 1 to 1 marketing campaigns that maximize customer satisfaction and loyalty

Module 32. Commercial and Sales Team Organization

- ♦ Be able to organize sales teams and establish efficient commercial management processes
- ♦ Examine the creation of leadership strategies that promote the performance of commercial teams

Module 33. Selection, Education and Coaching of the Sales Network

- ♦ Focus on the selection of talent for the sales network and the continuous training of salespeople
- ♦ Develop coaching skills that improve the performance of sales teams

Module 34. Commercial Activity Process

- ♦ Investigate the design and implementation of efficient commercial processes that optimize customer conversion and retention
- ♦ Develop skills in the management of each stage of the commercial process, from customer acquisition to customer loyalty



Module 35. Integration of Digital Channels in the Commercial Strategy

- ◆ Acquire skills to effectively integrate digital channels into the business strategy
- ◆ Develop skills in the use of digital tools to improve the customer experience and increase sales

Module 36. Commerce and International Marketing

- ◆ Delve into the design of marketing and international trade strategies that facilitate the expansion of the company into global markets
- ◆ Develop skills in the adaptation of products, prices and communications for different cultures and international markets

05

Career Opportunities

This program will open up a wide range of professional opportunities, enabling entrepreneurs to successfully manage marketing and sales departments, develop innovative and adaptive strategies, and lead digital transformation processes in their organizations. In addition, they will be qualified to design customer-oriented business plans, optimize logistical operations and manage human and financial resources efficiently. They will therefore be able to work as general managers, strategic consultants, sales team leaders, experts in digital marketing and e-commerce, or even undertake new business projects with a solid strategic and operational base.



“

This Advanced Master's Degree has been designed for those entrepreneurs who seek to strengthen their leadership capacity and enhance the performance of their businesses in a global and competitive environment”

Graduate Profile

Graduates will be entrepreneurs with strategic vision, transformative leadership and multidisciplinary skills to face the challenges of dynamic and globalized markets. They will also be distinguished by their ability to design and implement innovative marketing and sales strategies, lead high-performance teams and make decisions based on a comprehensive analysis of the business environment. In addition, they will have a deep knowledge of digital tools, sustainability in business and the efficient management of human and financial resources.

You will develop your ability to structure business ideas, from conception to execution and follow-up, adapting commercial strategies to national and international changes.

- ♦ **Strategic Leadership:** Develop the ability to lead teams and projects with a comprehensive vision, inspiring and guiding collaborators towards the achievement of organizational objectives in competitive and changing environments.
- ♦ **Decision Making in Complex Environments:** Acquiring analytical and critical skills to evaluate challenging situations and make sound decisions that balance risks and opportunities, considering the short- and long-term impact
- ♦ **Adaptation to change and business resilience:** Strengthen the ability to anticipate and respond to market changes, taking advantage of emerging opportunities and minimizing threats in contexts of uncertainty
- ♦ **Ethical and Sustainable Management:** Incorporate principles of sustainability and social responsibility in the planning and execution of strategies, guaranteeing business development aligned with ethical and international standards



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

- 1. Chief Executive Officer (CEO):** Responsible for leading the organization, defining its strategic vision and supervising all functional areas to ensure the fulfillment of business objectives.
- 2. Chief Marketing Officer (CMO):** Designs and implements marketing strategies that boost brand growth, market positioning and the achievement of business objectives.
- 3. Sales Director:** Leads sales teams, sets sales targets, develops strategies to attract new customers and optimizes sales processes to maximize revenue.
- 4. Digital Transformation Director:** Responsible for leading the integration of digital technologies in business operations, improving efficiency, customer experience and competitiveness.
- 5. Strategy Consultant:** Offers specialized advice to companies to identify opportunities for improvement, solve operational challenges and define growth strategies in Marketing and Sales.
- 6. Business Development Manager:** Responsible for identifying new market opportunities, establishing strategic alliances and expanding the company's presence in new segments.
- 7. Digital Marketing Manager:** Designs and supervises campaigns on digital channels, optimizing the use of online tools to attract customers and strengthen the brand.
- 8. Commercial Operations Director:** Coordinates logistical and operational activities related to sales and marketing, ensuring efficient management of resources and processes.
- 9. Entrepreneur and Founder of New Businesses:** Applies knowledge to create, develop and lead start-ups or new business projects with an innovative and sustainable approach.
- 10. Researcher or Lecturer in Marketing and Sales:** Contributes to the development of knowledge in the field through research, teaching in academic institutions and the publication of specialized studies.



You will be equipped with the tools to lead applied research projects in companies and consultancies, analyzing innovative solutions that address contemporary challenges in global markets”

06

Study Methodology

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

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



“

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

The student: the priority of all TECH programs

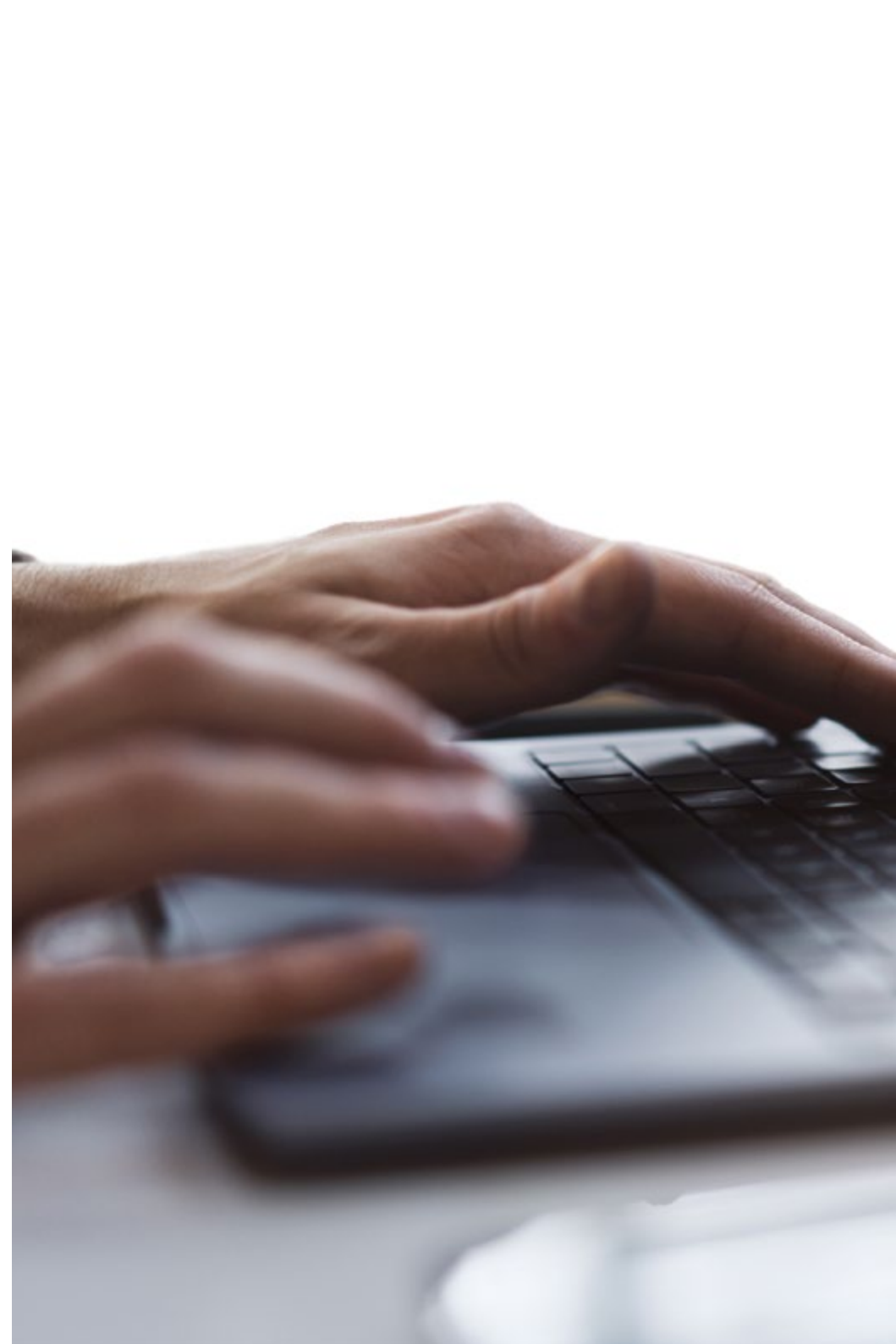
In TECH's study methodology, the student is the main protagonist.

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

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

“

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



The most comprehensive study plans at the international level

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

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

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

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

Case Studies and Case Method

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

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

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



Relearning Methodology

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

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

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

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



A 100% online Virtual Campus with the best teaching resources

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

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

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

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



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

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

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

The university methodology top-rated by its students

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

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

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

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



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



Study Material

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

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



Practicing Skills and Abilities

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



Interactive Summaries

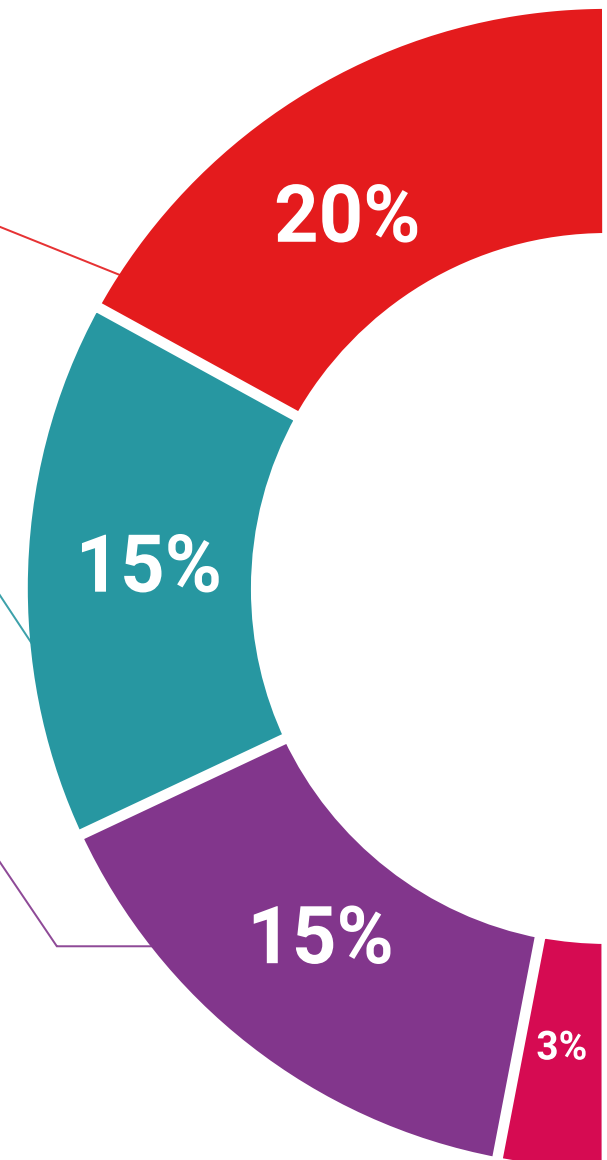
We present the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

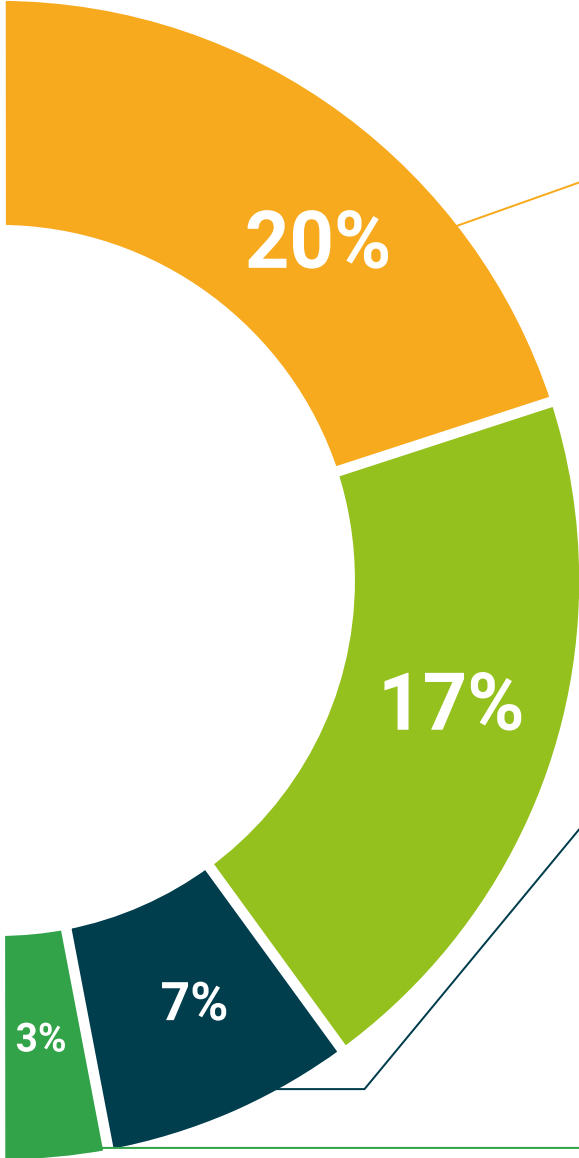
This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



Additional Reading

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





Case Studies

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



Testing & Retesting

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



Classes

There is scientific evidence suggesting that observing third-party experts can be useful.
Learning from an expert strengthens knowledge and memory, and generates confidence for future difficult decisions.



Quick Action Guides

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



07

Teaching Staff

The teachers are internationally renowned experts with extensive professional experience in the business and academic fields. In fact, they have experience in senior management positions, providing a practical and up-to-date vision of the most innovative trends in marketing, sales and business management. As such, their teaching approach will be based on real cases and active methodologies, allowing students to apply the knowledge acquired to specific situations in their work environment. In addition, they have a solid command of digital tools and business transformation processes, ensuring comprehensive training aligned with the global challenges of the market.





“

The extensive experience and ability of the faculty to transmit knowledge in a clear and effective way make this program a highly valuable educational experience for business people”

International Guest Director

Qiava Martinez is a prominent international figure in the sports industry, with an extensive background with Las Vegas Raiders Football Team, where she has served as Vice President and Chief Sales Officer. In this role, she has led and managed all sales and customer retention efforts, as well as Allegiant Stadium events, monetizing corporate partnerships, suites and premium season ticket sales. As such, her leadership has been key during the relocation period to Las Vegas, playing a pivotal role in the PSL, , suites and loge seating sales strategy.

Also with the Raiders, she has served as Director of Premium Seating and Service, , later being promoted to Vice President of Premium Service and Guest Experience.. Prior to her career in professional sports, Qiava Martinez was Publisher and Owner of *Culture Magazine*, a platform that has allowed teenage writers to express their life experiences. She has also held the position of Executive Director at *Youth Achieving Destiny*, a non-profit organization that has served underprivileged youth by teaching them entrepreneurship training and development. Notably, she has also published her first book, titled "*Sports Dream*", to inspire children to follow their passions despite challenges.

She has also been honored as one of the Bay Area's Powerful Women, a recognition that celebrates women who are passionate about educating, empowering and connecting with other women in business and the community. Additionally, she has been honored as an Inspirational Woman in Sports by *Women in Sports and Events (WISE)* Las Vegas. In addition, she has served on the boards of *Teach For America*, Las Vegas, and the *Icy Baby Foundation*, both focused on youth and sports.



Ms. Martinez, Qiava

- Vice President and Chief Sales Officer at Las Vegas Raiders, United States
- Vice President of Premium Service and Guest Experience at Las Vegas Raiders
- Director of Seating and Premium Service at Las Vegas Raiders
- Founder and Publisher of Culture Magazine
- Business Development and Public Relations at Harper Real Estate Investments
- Executive Director at Youth Achieving Destiny
- Master's Degree in Business Administration from University of Phoenix
- B.A. in Political Science from the University of California
- Awards: Bay Area's Power Women and Inspirational Woman in Sports by Women in Sports and Events (WISE), Las Vegas
- Member of: Teach For America, Las Vegas and Icy Baby Foundation



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

International Guest Director

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

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

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

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



Ms. Dove, Jennifer

- Vice President of Talent Acquisition at Mastercard, New York, United States
- Director of Talent Acquisition at NBCUniversal, New York, USA
- Head of Recruitment at Comcast
- Director of Recruiting at Rite Hire Advisory, New York, 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
- Graduated in Organizational Communication from the University of Miami.

“

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

International Guest Director

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

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

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



Mr. Gauthier, Rick

- Regional IT Director 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
- B.S. in Environmental Studies from The Evergreen State College

“

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

International Guest Director

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

The strategies designed by Arman have a 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

- ♦ 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
- ♦ Graduate of the University of Leeds
- ♦ Graduate Diploma in Business Applications of AI for Senior Executives from London Business School
- ♦ CCXP Customer Experience Professional Certification
- ♦ IMD Executive Digital Transformation Course

“

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

International Guest Director

Manuel Arens is an experienced data management professional and leader of a highly qualified team. In fact, Arens holds the position of **global 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 improvements in vendor risk assessment, resulting in process improvements and workflow management that have resulted in significant cost savings.

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

- Global Procurement Manager at Google, Mountain View, United States
- Senior Manager, B2B Analytics and Technology, 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

“

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

International Guest Director

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

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

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

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 campaings.

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

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



Mr. La Sala, Andrea

- ♦ Global Brand & Merchandising Director Armani Exchange at Giorgio Armani, Milan, Italy
- ♦ Merchandising Director at Calvin Klein
- ♦ Brand Manager at Gruppo Coin
- ♦ Brand Manager at Dolce&Gabbana
- ♦ Brand Manager at Sergio Tacchini S.p.A.
- ♦ Market Analyst at Fastweb
- ♦ 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

- ♦ 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

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

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International Guest Director

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

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

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

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



Ms. Thole-Muir, Wendy

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



Mr. López Rausell, Adolfo

- ♦ Independent consultant in KMC
- ♦ Commercial and Research Technician at Investgroup
- ♦ Marketing Consultant at Alcoworking
- ♦ Manager at Innovation Club of the Valencian Community
- ♦ Degree in Economics and Business Administration from the University of Valencia
- ♦ Diploma in Marketing from ESEM Business School
- ♦ Member of: AECTA (member of the Board of Directors for communication), AINACE (member of the Board of Directors), Marketing Club Valencia (Former President)



Mr. Galán, José

- ♦ Specialist in Online Marketing
- ♦ Director of E-Marketing at TECH Global University
- ♦ Blogger at "*Cosas sobre Marketing Online*" (Things about Online Marketing)
- ♦ Director of Corporate Marketing, Médica Panamericana
- ♦ Degree in Advertising and Public Relations from the Complutense University of Madrid
- ♦ European Higher Program in Digital Marketing by ESIC



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Certificate

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