

# Advanced Master's Degree

## Senior Marketing Management, Business Intelligence Expert



## Advanced Master's Degree Senior Marketing Management, Business Intelligence Expert

- » 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-masters-degree-senior-marketing-management-business-intelligence-expert](http://www.techtute.com/us/school-of-business/advanced-master-degree/advanced-masters-degree-senior-marketing-management-business-intelligence-expert)

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01

# Introduction to the Program

In an increasingly competitive and digitized business environment, organizations need managers with exceptional strategic marketing skills and a deep understanding of data. In this sense, the combination of senior marketing management and Business Intelligence enables informed decisions based on the analysis of large volumes of data, optimizing business strategies. Faced with this, specialists need to have a comprehensive knowledge of the latest trends in this field to optimize their campaigns and build long-term customer loyalty. For this reason, TECH has launched an innovative online university program focused on Senior Marketing Management, Business Intelligence Expert.



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*With this 100% online Advanced Master's Degree, you will master the most innovative Marketing and Business Intelligence strategies to create impactful campaigns that connect with the minds of consumers”*

The rise of data analysis has revolutionized the field of marketing, positioning Business Intelligence as a key tool for senior management. In this sense, its ability to integrate accurate, real-time data into strategic planning allows marketers to anticipate trends, optimize resources and maximize ROI. Therefore, it is essential for professionals to manage the most sophisticated strategies to efficiently use this tool and optimize highly informed strategic decision making.

Within this framework, TECH presents an avant-garde online university program focused on Senior Marketing Management, Business Intelligence Expert. Conceived by references in this sector, the academic itinerary will delve into subjects ranging from the fundamentals of executive management or the implementation in organizations of emerging technological tools such as information systems to the most modern Blended Marketing strategies to maximize business performance. Thanks to this, students will gain advanced skills in data management, the analysis of large volumes of information and the use of cutting-edge technologies to automate complex routine tasks.

To consolidate all this content, TECH employs its unique Relearning method, which consists of the progressive reiteration of key concepts for their correct implementation. In addition, the university program provides professionals with a variety of real case studies, allowing them to practice in simulated environments to bring them closer to the reality of Marketing Management and Business Intelligence. In this sense, to access the educational resources, professionals will only require an electronic device capable of connecting to the Internet. In addition, the curriculum includes rigorous Masterclasses given by 2 renowned International Guest Directors.

This **Advanced Master's Degree in Senior Marketing Management, Business Intelligence Expert** contains the most complete and up-to-date educational program on the market. Its most notable features are:

- ◆ Practical cases presented by experts in Marketing and Business Intelligence
- ◆ The graphic, schematic, and practical contents with which they are created, provide scientific and practical information on the disciplines that are essential for professional practice
- ◆ Practical exercises where self-assessment can be used to improve learning
- ◆ Its special emphasis on innovative methodologies in Business Management
- ◆ 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



*Prestigious International Guest Directors will offer intensive Masterclasses on the latest trends in Senior Marketing Management and Business Intelligence”*

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*You will design integral Marketing plans based on data analysis, which will optimize the positioning and competitiveness of brands”*

It includes in its teaching staff professionals belonging to the field of Senior Marketing Management and Business Intelligence, who pour into this program the experience of their work, as well as recognized specialists from leading companies and prestigious universities.

Its multimedia content, developed with the latest educational technology, will provide professionals with situated and contextualized learning, that is, a simulated environment that will provide immersive study set up to prepare them in 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 lead Digital Transformation in organizations, aligning marketing strategies with emerging technologies and market trends”*

*Thanks to the Relearning system used by TECH, you will reduce the long hours of study and memorization. You will enjoy a progressive learning process!”*



02

# Why Study at TECH?

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





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

**The world's best online university, according to FORBES**

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

**Forbes**

The best online university in the world

The most complete syllabus

**The most complete syllabuses on the university scene**

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

**The best top international faculty**

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

**TOP**  
international faculty



The most effective methodology

**A unique learning method**

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

**The world's largest online university**

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

**World's No.1**  
The World's largest online university

### The official online university of the NBA

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

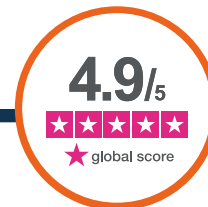
### Leaders in employability

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



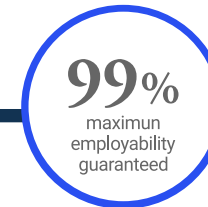
### Google Premier Partner

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



### The top-rated university by its students

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



# 03 Syllabus

The teaching materials that are part of this Advanced Master's Degree have been developed by real experts in Senior Marketing Management and Business Intelligence. The curriculum will delve into factors ranging from data visualization techniques or analysis of results to the applications of market research. As a result, graduates will develop advanced skills to design data-driven marketing strategies that optimize brand positioning and maximize business results.





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*You will manage advertising resources and budgets efficiently, ensuring maximum return on investment”*



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

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





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

## Module 2. Strategic Direction and Executive Management

- 2.1. Organizational Analysis and Design
  - 2.1.1. Conceptual Framework
  - 2.1.2. Key Elements in Organizational Design
  - 2.1.3. Basic Organizational Models
  - 2.1.4. Organizational Design: Typology
- 2.2. Corporate Strategy
  - 2.2.1. Competitive Corporate Strategy
  - 2.2.2. Growth Strategies: Typology
  - 2.2.3. Conceptual Framework
- 2.3. Strategic Planning and Strategy Formulation
  - 2.3.1. Conceptual Framework
  - 2.3.2. Elements of Strategic Planning
  - 2.3.3. Strategic Formulation: Process of Strategic Planning
- 2.4. Strategic Thinking
  - 2.4.1. The Company as a System
  - 2.4.2. Organization Concept
- 2.5. Financial Diagnosis
  - 2.5.1. Concept of Financial Diagnosis
  - 2.5.2. Stages of Financial Diagnosis
  - 2.5.3. Assessment Methods for Financial Diagnosis
- 2.6. Planning and Strategy
  - 2.6.1. The Plan from a Strategy
  - 2.6.2. Strategic Positioning
  - 2.6.3. Strategy in Companies
- 2.7. Strategy Models and Patterns
  - 2.7.1. Conceptual Framework
  - 2.7.2. Strategic Models
  - 2.7.3. Strategic Patterns: The Five P's of Strategy
- 2.8. Competitive Strategy
  - 2.8.1. Competitive Advantage
  - 2.8.2. Choosing a Competitive Strategy
  - 2.8.3. Strategies Based on the Strategic Clock Model
  - 2.8.4. Types of Strategies according to the Industrial Sector Life Cycle
- 2.9. Strategic Management
  - 2.9.1. The Concept of Strategy
  - 2.9.2. The Process of Strategic Management
  - 2.9.3. Approaches in Strategic Management
- 2.10. Strategy Implementation
  - 2.10.1. Indicator Systems and Process Approach
  - 2.10.2. Strategic Map
  - 2.10.3. Strategic Alignment
- 2.11. Executive Management
  - 2.11.1. Conceptual Framework of Executive Management
  - 2.11.2. Executive Management. The Role of the Board of Directors and Corporate Management Tools
- 2.12. Strategic Communication
  - 2.12.1. Interpersonal Communication
  - 2.12.2. Communication Skills and Influence
  - 2.12.3. Internal Communication
  - 2.12.4. Barriers to Business Communication

### Module 3. People and Talent Management

- 3.1. Organizational Behavior
  - 3.1.1. Organizational Behavior. Conceptual Framework
  - 3.1.2. Main Factors of Organizational Behavior
- 3.2. People in Organizations
  - 3.2.1. Quality of Work Life and Psychological Well-Being
  - 3.2.2. Work Teams and Meeting Management
  - 3.2.3. Coaching and Team Management
  - 3.2.4. Managing Equality and Diversity
- 3.3. Strategic People Management
  - 3.3.1. Strategic Management and Human Resources
  - 3.3.2. Strategic People Management
- 3.4. Evolution of Resources. An Integrated Vision
  - 3.4.1. The Importance of Human Resources
  - 3.4.2. A New Environment for People Management and Leadership
  - 3.4.3. Strategic Human Resources Management
- 3.5. Selection, Group Dynamics and Human Resources Recruitment
  - 3.5.1. Approach to Recruitment and Selection
  - 3.5.2. Recruitment
  - 3.5.3. The Selection Process
- 3.6. Human Resources Management by Competencies
  - 3.6.1. Analysis of the Potential
  - 3.6.2. Remuneration Policy
  - 3.6.3. Career/Succession Planning
- 3.7. Performance Evaluation and Performance Management
  - 3.7.1. Performance Management
  - 3.7.2. Performance Management: Objectives and Process
- 3.8. Management of Training
  - 3.8.1. Learning Theories
  - 3.8.2. Talent Detection and Retention
  - 3.8.3. Gamification and Talent Management
  - 3.8.4. Training and Professional Obsolescence
- 3.9. Talent Management
  - 3.9.1. Keys for Positive Management
  - 3.9.2. Conceptual Origin of Talent and Its Implication in the Company
  - 3.9.3. Map of Talent in the Organization
  - 3.9.4. Cost and Added Value
- 3.10. Innovation in Talent and People Management
  - 3.10.1. Strategic Talent Management Models
  - 3.10.2. Talent Identification, Training and Development
  - 3.10.3. Loyalty and Retention
  - 3.10.4. Proactivity and Innovation
- 3.11. Motivation
  - 3.11.1. The Nature of Motivation
  - 3.11.2. Expectations Theory
  - 3.11.3. Needs Theory
  - 3.11.4. Motivation and Financial Compensation
- 3.12. Employer Branding
  - 3.12.1. Employer Branding in Human Resources
  - 3.12.2. Personal Branding for Human Resources Professionals
- 3.13. Developing High-Performance Teams
  - 3.13.1. High-Performance Teams: Self-Managed Teams
  - 3.13.2. Methodologies for the Management of High-Performance Self-Managed Teams
- 3.14. Management Skills Development
  - 3.14.1. What Are Manager Competencies?
  - 3.14.2. Elements of Competencies
  - 3.14.3. Knowledge
  - 3.14.4. Management Skills
  - 3.14.5. Attitudes and Values in Managers
  - 3.14.6. Managerial Skills



- 3.15. Time Management
  - 3.15.1. Benefits
  - 3.15.2. What Can Be the Causes of Poor Time Management?
  - 3.15.3. Time
  - 3.15.4. Time Illusions
  - 3.15.5. Attention and Memory
  - 3.15.6. State of Mind
  - 3.15.7. Time Management
  - 3.15.8. Being Proactive
  - 3.15.9. Being Clear About the Objective
  - 3.15.10. Order
  - 3.15.11. Planning
- 3.16. Change Management
  - 3.16.1. Change Management
  - 3.16.2. Type of Change Management Processes
  - 3.16.3. Stages or Phases in the Change Management Process
- 3.17. Negotiation and Conflict Management
  - 3.17.1. Negotiation
  - 3.17.2. Conflict Management
  - 3.17.3. Crisis Management
- 3.18. Executive Communication
  - 3.18.1. Internal and External Communication in the Corporate Environment
  - 3.18.2. Communication Departments
  - 3.18.3. The Person in Charge of Communication of the Company. The Profile of the Dircom
- 3.19. Human Resources Management and Occupational Health and Safety Teams
  - 3.19.1. Management of Human Resources and Teams
  - 3.19.2. Occupational Risk Prevention
- 3.20. Productivity, Attraction, Retention and Activation of Talent
  - 3.20.1. Productivity
  - 3.20.2. Talent Attraction and Retention Levers

- 3.21. Monetary Compensation vs. Non-Cash
  - 3.21.1. Monetary Compensation vs. Non-Cash
  - 3.21.2. Wage Band Models
  - 3.21.3. Non-Cash Compensation Models
  - 3.21.4. Working Model
  - 3.21.5. Corporate Community
  - 3.21.6. Company Image
  - 3.21.7. Emotional Salary
- 3.22. Innovation in Talent and People Management
  - 3.22.1. Innovation in Organizations
  - 3.22.2. New Challenges in the Human Resources Department
  - 3.22.3. Innovation Management
  - 3.22.4. Tools for Innovation
- 3.23. Knowledge and Talent Management
  - 3.23.1. Knowledge and Talent Management
  - 3.23.2. Knowledge Management Implementation
- 3.24. Transforming Human Resources in the Digital Era
  - 3.24.1. The Socioeconomic Context
  - 3.24.2. New Forms of Corporate Organization
  - 3.24.3. New Methodologies

#### Module 4. Economic and Financial Management

- 4.1. Economic Environment
  - 4.1.1. Macroeconomic Environment and the National Financial System
  - 4.1.2. Financial Institutions
  - 4.1.3. Financial Markets
  - 4.1.4. Financial Assets
  - 4.1.5. Other Financial Sector Entities
- 4.2. Company Financing
  - 4.2.1. Sources of Financing
  - 4.2.2. Types of Financing Costs







- 4.3. Executive Accounting
  - 4.3.1. Basic Concepts
  - 4.3.2. The Company's Assets
  - 4.3.3. The Company's Liabilities
  - 4.3.4. The Company's Net Worth
  - 4.3.5. Results Research
- 4.4. Management Accounting to Cost Accounting
  - 4.4.1. Elements of Cost Calculation
  - 4.4.2. Expenses in General Accounting and Cost Accounting
  - 4.4.3. Costs Classification
- 4.5. Information Systems and Business Intelligence
  - 4.5.1. Fundamentals and Classification
  - 4.5.2. Cost Allocation Phases and Methods
  - 4.5.3. Choice of Cost Center and Impact
- 4.6. Budget and Management Control
  - 4.6.1. The Budget Model
  - 4.6.2. Capital Budget
  - 4.6.3. The Operating Budget
  - 4.6.5. The Treasury's Budget
  - 4.6.6. Budget Monitoring
- 4.7. Treasury Management
  - 4.7.1. Accounting Working Capital and Required Working Capital
  - 4.7.2. Calculation of Operating Cash Requirements
  - 4.7.3. Credit Management
- 4.8. Corporate Tax Responsibility
  - 4.8.1. Basic Tax Concepts
  - 4.8.2. Corporate Income Tax
  - 4.8.3. Value Added Tax
  - 4.8.4. Other Taxes Related to Commercial Activity
  - 4.8.5. The Company as a Facilitator of the Work of the State

- 4.9. Corporate Control Systems
  - 4.9.1. Analysis of Financial Statements
  - 4.9.2. The Company's Balance Sheet
  - 4.9.3. The Profit and Loss Statement
  - 4.9.4. The Statement of Cash Flows
  - 4.9.5. Ratio Analysis
- 4.10. Financial Management
  - 4.10.1. The Company's Financial Decisions
  - 4.10.2. Financial Department
  - 4.10.3. Cash Surpluses
  - 4.10.4. Risks Associated with Financial Management
  - 4.10.5. Financial Administration Risk Management
- 4.11. Financial Planning
  - 4.11.1. Definition of Financial Planning
  - 4.11.2. Actions to Be Taken in Financial Planning
  - 4.11.3. Creation and Establishment of the Business Strategy
  - 4.11.4. The Cash Flow Table
  - 4.11.5. The Working Capital Table
- 4.12. Corporate Financial Strategy
  - 4.12.1. Corporate Strategy and Sources of Financing
  - 4.21.2. 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. Money Market
  - 4.15.2. Fixed Income Market
  - 4.15.3. Equity Markets
  - 4.15.4. The Foreign Exchange Market
  - 4.15.5. The Derivatives Market
- 4.16. Financial Analysis and Planning
  - 4.16.1. Analysis of the Balance Sheet
  - 4.16.2. Income Statement Analysis
  - 4.16.3. Profitability Analysis
- 4.17. Analyzing and Solving Cases/Problems
  - 4.17.1. Financial Information on Industria de Diseño y Textil, S.A. (INDITEX)

## Module 5. Operations and Logistics Management

- 5.1. Operations Direction and Management
  - 5.1.1. The Role of Operations
  - 5.1.2. The Impact of Operations on the Management of Companies
  - 5.1.3. Introduction to Operations Strategy
  - 5.1.4. 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 Supply Chain Management (SCM)
  - 5.9.2. Costs and Efficiency of the Operations Chain
  - 5.9.3. Demand Patterns
  - 5.9.4. Operations Strategy and Change
- 5.10. Interactions Between the SCM and All Other Departments
  - 5.10.1. Interaction of the Supply Chain
  - 5.10.2. Interaction of the Supply Chain. Integration by Parts
  - 5.10.3. Supply Chain Integration Problems
  - 5.10.4. Supply Chain
- 5.11. Logistics Costs
  - 5.11.1. Logistics Costs
  - 5.11.2. Problems with Logistics Costs
  - 5.11.3. Optimizing Logistic Costs
- 5.12. Profitability and Efficiency of Logistics Chains: KPIs
  - 5.12.1. Logistics Chain
  - 5.12.2. Profitability and Efficiency of the Logistics Chain
  - 5.12.3. Indicators of Profitability and Efficiency of the Supply Chain
- 5.13. Process Management
  - 5.13.1. Process Management
  - 5.13.2. Process Based 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 (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 and Tableau
  - 6.10.3. SAP BI, SAS BI and Qlikview
  - 6.10.4. Prometheus
- 6.11. BI Project Planning and Management
  - 6.11.1. First Steps to Define a BI Project
  - 6.11.2. BI Solution for the Company
  - 6.11.3. Requirements and Objectives
- 6.12. Corporate Management Applications
  - 6.12.1. Information Systems and Corporate Management
  - 6.12.2. Applications for Corporate Management
  - 6.12.3. Enterprise Resource Planning Systems or ERP
- 6.13. Digital Transformation
  - 6.13.1. Conceptual Framework of Digital Transformation
  - 6.13.2. Digital Transformation; Key Elements, Benefits and Drawbacks
  - 6.13.3. Digital Transformation in Companies
- 6.14. Technology and Trends
  - 6.14.1. Main Trends in the Field of Technology that are Changing Business Models
  - 6.14.2. Analysis of the Main Emerging Technologies

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

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

- 7.1. Commercial Management
  - 7.1.1. Conceptual Framework of Commercial Management
  - 7.1.2. Business Strategy and Planning
  - 7.1.3. The Role of Sales Managers
- 7.2. Marketing
  - 7.2.1. The Concept of Marketing
  - 7.2.2. The Basic Elements of Marketing
  - 7.2.3. Marketing Activities in Companies
- 7.3. Strategic Marketing Management
  - 7.3.1. The Concept of Strategic Marketing
  - 7.3.2. Concept of Strategic Marketing Planning
  - 7.3.3. Stages in the Process of Strategic Marketing Planning
- 7.4. Digital Marketing and E-Commerce
  - 7.4.1. Digital Marketing and E-Commerce Objectives
  - 7.4.2. Digital Marketing and Media Used
  - 7.4.3. E-Commerce. General Context
  - 7.4.4. Categories of E-Commerce
  - 7.4.5. Advantages and Disadvantages of E-Commerce versus Traditional Commerce
- 7.5. Managing Digital Business
  - 7.5.1. Competitive Strategy in the Face of the Growing Digitalization of the Media
  - 7.5.2. Designing and Creating a Digital Marketing Plan
  - 7.5.3. ROI Analysis in a Digital Marketing Plan
- 7.6. Digital Marketing to Reinforce a Brand
  - 7.6.1. Online Strategies to Improve Your Brand's Reputation
  - 7.6.2. Branded Content and Storytelling
- 7.7. Digital Marketing Strategy
  - 7.7.1. Defining the Digital Marketing Strategy
  - 7.7.2. Digital Marketing Strategy Tools
- 7.8. Digital Marketing to Attract and Retain Customers
  - 7.8.1. Loyalty and Engagement Strategies through the Internet
  - 7.8.2. Visitor Relationship Management
  - 7.8.3. Hypersegmentation
- 7.9. Managing Digital Campaigns
  - 7.9.1. What Is a Digital Advertising Campaign?
  - 7.9.2. Steps in Launching an Online Marketing Campaign
  - 7.9.3. Mistakes in Digital Advertising Campaigns
- 7.10. Online Marketing Plan
  - 7.10.1. What Is an Online Marketing Plan?
  - 7.10.2. Steps in Creating an Online Marketing Plan
  - 7.10.3. Advantages of Having an Online Marketing Plan
- 7.11. Blended Marketing
  - 7.11.1. What Is Blended Marketing?
  - 7.11.2. Differences Between Online and Offline Marketing
  - 7.11.3. Aspects to Be Taken into Account in the Blended Marketing Strategy
  - 7.11.4. Features 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. Publicity
  - 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. Controlling Commercial Activity
  - 8.16.3. The Code of Ethics of Sales Personnel
  - 8.16.4. Compliance with Legislation
  - 8.16.5. Generally Accepted Standards of Business Conduct
- 8.17. Key Account Management
  - 8.17.1. Concept of Key Account Management
  - 8.17.2. The Key Account Manager
  - 8.17.3. Key Account Management Strategy

- 8.18. Financial and Budgetary Management
  - 8.18.1. The Break-Even Point
  - 8.18.2. The Sales Budget. Control of Management and of the Annual Sales Plan
  - 8.18.3. Financial Impact of Strategic Sales Decisions
  - 8.18.4. Cycle Management, Turnover, Profitability and Liquidity
  - 8.18.5. Income Statement

## Module 9. Innovation and Project Management

- 9.1. Innovation
  - 9.1.1. Introduction to Innovation
  - 9.1.2. Innovation in the Entrepreneurial Ecosystem
  - 9.1.3. Instruments and Tools for the Business Innovation Process
- 9.2. Innovation 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 Direction and Management
  - 9.5.1. Project Direction and Management: Identification of Opportunities to Develop Corporate Innovation Projects
  - 9.5.2. Main Stages or Phases in the Direction and Management of Innovation Projects
- 9.6. Change Management in Projects: Management of Training
  - 9.6.1. Concept of Change Management
  - 9.6.2. The Change Management Process
  - 9.6.3. Change Implementation

- 9.7. Project Communication Management
  - 9.7.1. Project Communications Management
  - 9.7.2. Key Concepts for Project Communications Management
  - 9.7.3. Emerging Trends
  - 9.7.4. Adaptations to Equipment
  - 9.7.5. Planning Communications Management
  - 9.7.6. Managing Communications
  - 9.7.7. Monitoring Communications
- 9.8. Traditional and Innovative Methodologies
  - 9.8.1. Innovative Methodologies
  - 9.8.2. Basic Principles of Scrum
  - 9.8.3. Differences between the Main Aspects of Scrum and Traditional Methodologies
- 9.9. Creation of a Startup
  - 9.9.1. 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 Role of the CEO
  - 10.1.3. The CEO and Their Responsibilities
  - 10.1.4. Transforming the Work of Management
- 10.2. Manager Functions: Organizational Culture and Approaches
  - 10.2.1. Manager Functions: Organizational Culture and Approaches

- 10.3. Operations Management
  - 10.3.1. The Importance of Management
  - 10.3.2. Value Chain
  - 10.3.3. Quality Management
- 10.4. Public Speaking and Spokesperson 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. Customer Relationship Management

- 11.1. Knowing the Market and the Consumer
  - 11.1.1. Open Innovation
  - 11.1.2. Competitive Intelligence
  - 11.1.3. Sharing Economy
- 11.2. CRM and Business Philosophy
  - 11.2.1. Business Philosophy or Strategic Orientation
  - 11.2.2. Customer Identification and Differentiation
  - 11.2.3. The Company and Its Stakeholders
  - 11.2.4. Clienting
- 11.3. Database Marketing and Customer Relationship Management
  - 11.3.1. Database Marketing Applications
  - 11.3.2. Information Sources, Storage, and Processing
- 11.4. Consumer Psychology and Behavior
  - 11.4.1. The Study of Consumer Behavior
  - 11.4.2. Internal and External Consumer Factors
  - 11.4.3. Consumer Decision Process
  - 11.4.4. Consumerism, Society, Marketing, and Ethics
- 11.5. Areas of CRM Management
  - 11.5.1. Customer Service
  - 11.5.2. Managing the Sales Force
  - 11.5.3. Customer Service
- 11.6. Consumer Centric Marketing
  - 11.6.1. Segmentation
  - 11.6.2. Profitability Analysis
  - 11.6.3. Customer Loyalty Strategies

- 11.7. CRM Management Techniques
  - 11.7.1. Direct Marketing
  - 11.7.2. Multichannel Integration
  - 11.7.3. Viral Marketing
- 11.8. Advantages and Risks of Implementing CRM
  - 11.8.1. CRM, Sales and Costs
  - 11.8.2. Customer Satisfaction and Loyalty
  - 11.8.3. Technology Implementation
  - 11.8.4. Strategic and Management Errors

## Module 12. Operational Marketing

- 12.1. Marketing Mix
  - 12.1.1. The Marketing Value Proposition
  - 12.1.2. Marketing Mix Policies, Strategies and Tactics
  - 12.1.3. Elements of the Marketing Mix
  - 12.1.4. Customer Satisfaction and Marketing Mix
- 12.2. Product Management
  - 12.2.1. Consumption Distribution and Product Life Cycle
  - 12.2.2. Obsolescence, Expiration, Periodic Campaigns
  - 12.2.3. Order Management and Inventory Control Ratios
- 12.3. Pricing Principles
  - 12.3.1. Analysis of the Environment
  - 12.3.2. Production Costs and Discount Margins
  - 12.3.3. Final Price and Positioning Map
- 12.4. Distribution Channel Management
  - 12.4.1. Trade Marketing
  - 12.4.2. Distribution Culture and Competition
  - 12.4.3. Designing and Managing Channels
  - 12.4.4. Functions of Distribution Channels
  - 12.4.5. Route to Market

- 12.5. Promotion and Sales Channels
  - 12.5.1. Corporate Branding
  - 12.5.2. Publicity
  - 12.5.3. Sales Promotion
  - 12.5.4. Public Relations and Personal Selling
  - 12.5.5. Street Marketing
- 12.6. Branding
  - 12.6.1. Brand Evolution
  - 12.6.2. Creating and Developing a Successful Brand
  - 12.6.3. Brand Equity
  - 12.6.4. Category Management
- 12.7. Managing Marketing Groups
  - 12.7.1. Work Teams and Meeting Management
  - 12.7.2. Coaching and Team Management
  - 12.7.3. Managing Equality and Diversity
- 12.8. Communication and Marketing
  - 12.8.1. Communication Integrated into Marketing
  - 12.8.2. Designing a Marketing Communication Program
  - 12.8.3. Communication Skills and Influence
  - 12.8.4. Barriers to Business Communication

## Module 13. Sectorial Marketing

- 13.1. Services Marketing
  - 13.1.1. Evolution and Growth of the Service Sector
  - 13.1.2. Function of Services Marketing
  - 13.1.3. Marketing Strategy in the Service Sector
- 13.2. Tourism Marketing
  - 13.2.1. Features of the Tourism Sector
  - 13.2.2. Tourist Product
  - 13.2.3. The Customer in Tourism Marketing

- 13.3. Political and Electoral Marketing
  - 13.3.1. Political vs. Electoral Marketing
  - 13.3.2. Political Market Segmentation
  - 13.3.3. Electoral Campaign
- 13.4. Social Marketing and Responsible Marketing
  - 13.4.1. Social Cause Marketing and CSR
  - 13.4.2. Environmental Marketing
  - 13.4.3. Segmentation in Social Marketing
- 13.5. Retail Management
  - 13.5.1. Relevance
  - 13.5.2. Reward
  - 13.5.3. Cost Reduction
  - 13.5.4. Relationship with the Customer
- 13.6. Banking Marketing
  - 13.6.1. State Regulation
  - 13.6.2. Branches and Segmentation
  - 13.6.3. Inbound Marketing in the Banking Sector
- 13.7. Health Services Marketing
  - 13.7.1. Internal Marketing
  - 13.7.2. User Satisfaction Studies
  - 13.7.3. Market-Oriented Quality Management
- 13.8. Sensory Marketing
  - 13.8.1. Shopping Experience as a Sensory Experience
  - 13.8.2. Neuromarketing and Sensory Marketing
  - 13.8.3. Arrangement and Presentation of the Point of Sale

**Module 14. International Marketing**

- 14.1. International Market Research
  - 14.1.1. Emerging Markets Marketing
  - 14.1.2. PES Analysis
  - 14.1.3. What, How and Where to Export
  - 14.1.4. International Marketing Mix Strategies
- 14.2. International Segmentation
  - 14.2.1. Criteria for Market Segmentation at the International Level
  - 14.2.2. Market Niches
  - 14.2.3. International Segmentation Strategies
- 14.3. International Positioning
  - 14.3.1. Branding in International Markets
  - 14.3.2. Positioning Strategies in International Markets
- 14.4. Product Strategies in International Markets
  - 14.4.1. Product Modification, Adaptation and Diversification
  - 14.4.2. Global Standardized Products
  - 14.4.3. The Product Portfolio
- 14.5. Prices and Exports
  - 14.5.1. Export Prices Calculation
  - 14.5.2. Incoterms
  - 14.5.3. International Price Strategy
- 14.6. Quality in International Marketing
  - 14.6.1. Quality and International Marketing
  - 14.6.2. Standards and Certifications
  - 14.6.3. CE Marking
- 14.7. International Promotion
  - 14.7.1. The International Promotion Mix
  - 14.7.2. Advertising and Publicity
  - 14.7.3. International Fairs
  - 14.7.4. Country Branding
- 14.8. Distribution through International Channels
  - 14.8.1. Channel and Trade Marketing
  - 14.8.2. Export Consortiums
  - 14.8.3. Types of Exports and Foreign Trade

**Module 15. Digital Marketing and e-Commerce**

- 15.1. Digital Marketing and e-Commerce
  - 15.1.1. The Digital Economy and the Sharing Economy
  - 15.1.2. Trends and Social Changes in Consumers
  - 15.1.3. Digital Transformation of Traditional Companies
  - 15.1.4. The Roles of the Chief Digital Officer
- 15.2. Digital Strategy
  - 15.2.1. Segmentation and Positioning in the Competitive Context
  - 15.2.2. New Marketing Strategies for Products and Services
  - 15.2.3. From Innovation to Cash Flow
- 15.3. Technology Strategy
  - 15.3.1. Web Development
  - 15.3.2. Hosting and Cloud Computing
  - 15.3.3. Content Management Systems (CMS)
  - 15.3.4. Formats and Digital Media
  - 15.3.5. Technological e-Commerce Platforms
- 15.4. Digital Regulation
  - 15.4.1. Privacy Policy and Personal Data Protection Act
  - 15.4.2. Fake Profiles and Fake Followers
- 15.5. Online Market Research
  - 15.5.1. Quantitative Research Tools in Online Markets
  - 15.5.2. Dynamic Qualitative Customer Research Tools
- 15.6. Online Agencies, Media and Channels
  - 15.6.1. Integral, Creative and Online Agencies
  - 15.6.2. Traditional and New Media
  - 15.6.3. Online Channels
  - 15.6.4. Other Digital Players

## Module 16. E-Commerce and Shopify

- 16.1. Digital e-Commerce Management
  - 16.1.1. New e-Commerce Business Models.
  - 16.1.2. Planning and Developing an E-Commerce Strategic Plan
  - 16.1.3. Technological Structure in e-Commerce
- 16.2. e-Commerce Operations and Logistics
  - 16.2.1. How to Manage Fulfillment
  - 16.2.2. Digital Point-of-Sale Management
  - 16.2.3. Contact Center Management
  - 16.2.4. Automation in Management and Monitoring Processes
- 16.3. Implementing e-Commerce Techniques
  - 16.3.1. Social Media and Integration in the E-Commerce Plan
  - 16.3.2. Multichannel Strategy
  - 16.3.3. Personalizing Dashboards
- 16.4. Digital Pricing
  - 16.4.1. Online Payment Methods and Payment Gateways
  - 16.4.2. Electronic Promotions
  - 16.4.3. Digital Price Timing
  - 16.4.4. e-Auctions
- 16.5. From e-Commerce to m-Commerce and s-Commerce
  - 16.5.1. e-Marketplace Business Models
  - 16.5.2. s-Commerce and Brand Experience
  - 16.5.3. Purchase via Mobile Devices
- 16.6. Customer Intelligence: from e-CRM to s-CRM
  - 16.6.1. Integrating the Consumer in the Value Chain
  - 16.6.2. Online Research and Loyalty Techniques
  - 16.6.3. Planning a Customer Relationship Management Strategy
- 16.7. Digital Marketing Trade
  - 16.7.1. Cross Merchandising
  - 16.7.2. Designing and Managing Facebook Ads Campaigns
  - 16.7.3. Designing and Managing Google Ad Campaigns

- 16.8. Online Marketing for e-Commerce
  - 16.8.1. Inbound Marketing
  - 16.8.2. Display and Programmatic Purchasing
  - 16.8.3. Communication Plan

## Module 17. Social Media and Community Management

- 17.1. Web 2.0 or the Social Web
  - 17.1.1. Organization in the Age of Conversation
  - 17.1.2. Web 2.0 Is All About People
  - 17.1.3. New Environments, New Content
- 17.2. Digital Communication and Reputation
  - 17.2.1. Crisis Management and Online Corporate Reputation
  - 17.2.2. Online Reputation Report
  - 17.2.3. Netiquette and Good Practices on Social Media
  - 17.2.4. Branding and Networking 2.0
- 17.3. General, Professional and Microblogging Platforms
  - 17.3.1. Facebook
  - 17.3.2. LinkedIn
  - 17.3.3. Google+
  - 17.3.4. Twitter
- 17.4. Video, Image and Mobility Platforms
  - 17.4.1. YouTube
  - 17.4.2. Instagram
  - 17.4.3. Flickr
  - 17.4.4. Vimeo
  - 17.4.5. Pinterest
- 17.5. Corporate Blogging
  - 17.5.1. How to Create a Blog
  - 17.5.2. Content Marketing Strategy
  - 17.5.3. How to Create a Content Plan for Your Blog
  - 17.5.4. Content Curation Strategy

- 17.6. Social Media Strategies
  - 17.6.1. Corporate Communication Plan 2.0
  - 17.6.2. Corporate PR and Social Media
  - 17.6.3. Analysis and Evaluation of Results
- 17.7. Community Management
  - 17.7.1. Functions, Duties and Responsibilities of the Community Manager
  - 17.7.2. Social Media Manager
  - 17.7.3. Social Media Strategist
- 17.8. Social Media Plan
  - 17.8.1. Designing a Social Media Plan
  - 17.8.2. Defining the Strategy to Be Followed in Each Medium
  - 17.8.3. Contingency Protocol in Case of Crisis

## Module 18. Introduction to Market Research

- 18.1. Fundamentals of Marketing Research
  - 18.1.1. Concept of Market Research and Marketing
  - 18.1.2. Utility of Market Research
  - 18.1.3. Market Research Ethics
- 18.2. Market Research Applications
  - 18.2.1. The Value of Research for Managers
  - 18.2.2. Factors in the Decision to Investigate the Market
  - 18.2.3. Main Objectives of Market Research
- 18.3. Types of Market Research
  - 18.3.1. Exploratory Research
  - 18.3.2. Descriptive Research
  - 18.3.3. Causal Investigations
- 18.4. Types of Information
  - 18.4.1. Production: Primary and Secondary
  - 18.4.2. Qualitative Nature
  - 18.4.3. Quantitative Nature
- 18.5. Organization of Market Research
  - 18.5.1. Internal Market Research Department
  - 18.5.2. Research Outsourcing
  - 18.5.3. Decision Factors: Internal vs. External

- 18.6. Research Project Management
  - 18.6.1. Market Research as a Process
  - 18.6.2. Planning Stages in Market Research
  - 18.6.3. Execution Stages in Marketing Research
  - 18.6.4. Managing a Research Project
- 18.7. Cabinet Studies
  - 18.7.1. Objectives of Desk Studies
  - 18.7.2. Sources of Secondary Information
  - 18.7.3. Results of the Desk Studies
- 18.8. Field Work
  - 18.8.1. Obtaining Primary Information
  - 18.8.2. Organization of Information Gathering
  - 18.8.3. Interviewer Control
- 18.9. Online Market Research
  - 18.9.1. Quantitative Research Tools in Online Markets
  - 18.9.2. Dynamic Qualitative Customer Research Tools
- 18.10. The Market Research Proposal
  - 18.10.1. Objectives and Methodology
  - 18.10.2. Completion Deadlines
  - 18.10.3. Budget

## Module 19. Qualitative Research Techniques

- 19.1. Introduction to Qualitative Research
  - 19.1.1. Objectives of Qualitative Research
  - 19.1.2. Sources of Qualitative Information
  - 19.1.3. Characteristics of Qualitative Information
- 19.2. Group Dynamics
  - 19.2.1. Concepts and Objectives
  - 19.2.2. Organization and Implementation
  - 19.2.3. Group Dynamics Results
- 19.3. The In-Depth Interview
  - 19.3.1. Concepts and Objectives
  - 19.3.2. The In-Depth Interview Process
  - 19.3.3. Application of the In-Depth Interviews

- 19.4. Projective Techniques
  - 19.4.1. Concepts and Objectives
  - 19.4.2. Main Projective Techniques
- 19.5. Creativity Techniques
  - 19.5.1. Concepts and Objectives
  - 19.5.2. Intuitive Techniques: Brainstorming
  - 19.5.3. Formal Techniques: Delphi Method
  - 19.5.4. Other Creativity Techniques
- 19.6. Observation as a Qualitative Technique
  - 19.6.1. Concept and Applications
  - 19.6.2. Observation Scenarios
  - 19.6.3. Technical Resources
  - 19.6.4. Assessment of the Observation
- 19.7. Neuromarketing: Brain Responses
  - 19.7.1. Concept and Applications
  - 19.7.2. Observation Scenarios in Neuromarketing
  - 19.7.3. Neuromarketing Techniques
- 19.8. Pseudo-Purchase
  - 19.8.1. Concept and Applications
  - 19.8.2. Pseudo-Purchase Scenarios
  - 19.8.3. Mystery Shopper
- 19.9. Digital Qualitative Research
  - 19.9.1. Description and Characteristics
  - 19.9.2. Main Online Qualitative Techniques
- 19.10. Application of Qualitative Research
  - 19.10.1. Structure of Qualitative Research Results
  - 19.10.2. Projection of Qualitative Research Results
  - 19.10.3. Decision-Making Applications

## Module 20. Quantitative Research Techniques

- 20.1. Introduction to Quantitative Research
  - 20.1.1. Quantitative Research Objectives
  - 20.1.2. Sources of Quantitative Information
  - 20.1.3. Characteristics of Quantitative Information
- 20.2. Personal Survey
  - 20.2.1. The Survey: Concept and Characteristics
  - 20.2.2. Personal Survey: Features and Types
    - 20.2.2.1. Personal Survey Characteristics
    - 20.2.2.2. Types of Personal Survey
  - 20.2.3. Advantages and Disadvantages of the Personal Survey
- 20.3. Telephone Survey
  - 20.3.1. Concept and Characteristics
    - 20.3.1.1. Concept of Telephone Survey
    - 20.3.1.2. Telephone Survey Characteristics
    - 20.3.1.3. Data Bases
  - 20.3.2. Types of Telephone Survey
  - 20.3.3. Advantages and Disadvantages of the Telephone Survey
    - 20.3.3.1. Advantages of the Telephone Survey
    - 20.3.3.2. Disadvantages of the Telephone Survey
- 20.4. Self-Administered Survey
  - 20.4.1. Concept and Characteristics
  - 20.4.2. Self-Administered Online Survey
    - 20.4.2.1. Online Surveys
    - 20.4.2.2. Survey by E-mail
  - 20.4.3. Online Questionnaires
  - 20.4.4. Self-Administered Survey by Personal Delivery
- 20.5. The Omnibus
  - 20.5.1. Concept and Characteristics
  - 20.5.2. Omnibus Results
  - 20.5.3. Types of Omnibus



- 20.6. The Panel
  - 20.6.1. Concept and Characteristics
  - 20.6.2. Panel Results
  - 20.6.3. Panel Types
- 20.7. Tracking
  - 20.7.1. Concept and Characteristics
  - 20.7.2. Tracking Results
  - 20.7.3. Types of Tracking
- 20.8. Observation as a Quantitative Technique
  - 20.8.1. Concept and Usefulness
  - 20.8.2. Features of Quantitative Observation
  - 20.8.3. Features of Qualitative Observation
- 20.9. Experimentation
  - 20.9.1. Concept and Characteristics
  - 20.9.2. Product Testing
  - 20.9.3. Market Test
- 20.10. Application of Quantitative Research
  - 20.10.1. Structure of Quantitative Research Results
  - 20.10.2. Projection of Quantitative Research Results
  - 20.10.3. Decision-Making Applications

## Module 21. Market Research Production

- 21.1. The Quantitative Questionnaire
  - 21.1.1. Concept, Functions and Type I:
  - 21.1.2. Phases of the Questionnaire Design
  - 21.1.3. Structure of the Questionnaire
- 21.2. Formulation of Questions
  - 21.2.1. Types of Questions
  - 21.2.2. Hierarchization of Questions
  - 21.2.3. Pretest of the Questionnaire
- 21.3. Measuring Scales
  - 21.3.1. Purpose and Types of Scales
  - 21.3.2. Basic, Comparative and Non-Comparative Scales
  - 21.3.3. Creation and Evaluation of Scales
  - 21.3.4. Standardized Scales
- 21.4. Internet Questionnaire Design
  - 21.4.1. Characteristics of the Online Questionnaire
  - 21.4.2. Online Questionnaire Structure
  - 21.4.3. Main Online Survey Supports
- 21.5. Scripts and Qualitative Interviews
  - 21.5.1. Concept and Types
  - 21.5.2. Structure of Scripts and Interviews
  - 21.5.3. Formulation of Questions
- 21.6. Sampling
  - 21.6.1. Sampling Concept and Process
  - 21.6.2. Quantitative Sampling Methods
  - 21.6.3. Sample Selection in Qualitative Research
- 21.7. Probability Sampling
  - 21.7.1. Simple Sampling
  - 21.7.2. Stratified Sampling
  - 21.7.3. Cluster Sampling
- 21.8. Non-Probability Sampling
  - 21.8.1. Random Route
  - 21.8.2. Fees
  - 21.8.3. Availability
  - 21.8.4. Other Non-Probabilistic Methods
- 21.9. Sample Size
  - 21.9.1. Sample Size Determining Factors
  - 21.9.2. Sample Size Calculation
  - 21.9.3. Sample Size in Industrial Markets

- 21.10. Fieldwork Process
  - 21.10.1. Interviewer Training
  - 21.10.2. Coordination of Information Gathering
  - 21.10.3. Evaluation and Incidents

## Module 22. Analysis of Results and Market Research Applications

- 22.1. Information Analysis Plan
  - 22.1.1. Data Preparation
  - 22.1.2. Stages of the Analysis Plan
  - 22.1.3. Outline of the Analysis Plan
- 22.2. Descriptive Analysis of Information
  - 22.2.1. Concept of Descriptive Analysis
  - 22.2.2. Types of Descriptive Analysis
  - 22.2.3. Statistical Programs in Descriptive Analysis
- 22.3. Bivariate Analysis
  - 22.3.1. Hypothesis Contrast
  - 22.3.2. Types of Bivariate Analysis
  - 22.3.3. Statistical Programs in Bivariate Analysis
- 22.4. Multivariate Dependency Analysis
  - 22.4.1. Concept and Characteristics
  - 22.4.2. Types of Multivariate Dependency Analyses
- 22.5. Multivariate Analysis of Interdependence
  - 22.5.1. Concept and Characteristics
  - 22.5.2. Types of Multivariate Interdependence Analyses
- 22.6. Market Research Findings
  - 22.6.1. Differentiation of Information Analysis
  - 22.6.2. Joint Interpretation of Information
  - 22.6.3. Application of the Conclusions to the Object of the Research
- 22.7. Creating a Report
  - 22.7.1. Concept, Utility and Types
  - 22.7.2. Structure of the Report
  - 22.7.3. Editorial Standards

- 22.8. International Market Research
  - 22.8.1. Introduction to International Market Research
  - 22.8.2. International Market Research Process
  - 22.8.3. The Importance of Secondary Sources in International Research
- 22.9. Feasibility Studies
  - 22.9.1. Obtaining Information on Purchasing Behavior and Motives
  - 22.9.2. Analysis and Evaluation of the Competitive Offer
  - 22.9.3. Market Structure and Potential
  - 22.9.4. Purchase Intention
  - 22.9.5. Feasibility Results
- 22.10. Voting Intention Studies
  - 22.10.1. Pre-Election Studies
  - 22.10.2. Exit Polls
  - 22.10.3. Vote Estimates

## Module 23. Enterprise Business Intelligence

- 23.1. Enterprise Business Intelligence
  - 23.1.1. The World of Data
  - 23.1.2. Relevant Concepts
  - 23.1.3. Main Characteristics
  - 23.1.4. Solutions in Today's Market
  - 23.1.5. Overall Architecture of a BI Solution
  - 23.1.6. Cybersecurity in BI and Data Science
- 23.2. New Business Concept
  - 23.2.1. Why BI
  - 23.2.2. Obtaining Information
  - 23.2.3. BI in the Different Departments of the Company
  - 23.2.4. Reasons to Invest in BI
- 23.3. Data Warehouse
  - 23.3.1. Definition and Objectives: Data Warehouse and Data Mart
  - 23.3.2. Architecture
  - 23.3.3. Dimensional Modeling and Its Types of Diagrams
  - 23.3.4. Extraction, Transformation and Loading Process (ETL)
  - 23.3.5. Metadata

- 23.4. Big Data and Data Capture
  - 23.4.1. Capture
  - 23.4.2. Transformation
  - 23.4.3. Storage
- 23.5. Reporting Business Intelligence (BI)
  - 23.5.1. Database Structures
  - 23.5.2. OLTP and OLAP Databases
  - 23.5.3. Examples
- 23.6. Dashboards or Balanced Scorecards
  - 23.6.1. Control Panels
  - 23.6.2. Decision Support Systems
  - 23.6.3. Executive Information Systems
- 23.7. Deep Learning
  - 23.7.1. Deep Learning
  - 23.7.2. Deep Learning Applications
- 23.8. Machine Learning
  - 23.8.1. Machine Learning
  - 23.8.2. Utilities of Machine Learning
  - 23.8.3. Deep Learning vs. Machine Learning
- 23.9. BI Tools and Solutions
  - 23.9.1. Choosing the Best Tool
  - 23.9.2. Microsoft Power BI, MicroStrategy and Tableau
  - 23.9.3. SAP BI, SAS BI and Qlikview
  - 23.9.4. Prometheus
- 23.10. BI Project Planning and Management
  - 23.10.1. First Steps to Define a BI Project
  - 23.10.2. BI Solution for Your Company
  - 23.10.3. Requirements and Objectives

## Module 24. Business Perspective

- 24.1. The Company
  - 24.1.1. Venture Capital Theory
  - 24.1.2. Morphology of Organizations: Size, Shape, Activity and Sectors
  - 24.1.3. Organization and Resources
  - 24.1.4. Management and Their Needs
- 24.2. Company: Market and Customer
  - 24.2.1. Market and Customer
  - 24.2.2. Market Analysis and Segmentation
    - 24.2.2.1. Direct and Indirect Competition
    - 24.2.2.2. Competitive Advantage
- 24.3. SWOT Analysis
  - 24.3.1. Business Strategy
  - 24.3.2. DAFO Analysis
  - 24.3.3. Objectives and Deadlines (SMART, C/M/L/P, Cascading)
  - 24.3.4. Measuring Results: Knowing the Reality
  - 24.3.5. Key Performance Indicators(KPI).
- 24.4. Information as an Asset
  - 24.4.1. Information and Management
  - 24.4.2. Life Cycle Information
  - 24.4.3. Operational System and Strategic System
- 24.5. Integral Control Panel
  - 24.5.1. Control Panels: Operational, Tactical and Strategic
  - 24.5.2. CMI Definition
  - 24.5.3. Financial Perspective
  - 24.5.4. Customer Perspective
  - 24.5.5. Internal Processes Perspective
  - 24.5.6. Learning and Growth Perspective
- 24.6. Productivity Analysis
  - 24.6.1. Income, Expenditures, Investment and Consumption
  - 24.6.2. Cost Analysis and Allocation
  - 24.6.3. ROI and Others Ratios of Interest

- 24.7. Distribution and Sales
  - 24.7.1. Relevance of the Department
  - 24.7.2. Channels and Equipment
  - 24.7.3. Types of Sales and Consumption
- 24.8. Other Common Areas
  - 24.8.1. Production and Service Delivery
  - 24.8.2. Distribution and Logistics
  - 24.8.3. Commercial Communication
  - 24.8.4. Inbound Marketing
- 24.9. Data Management
  - 24.9.1. Roles and Responsibilities (Managerial Roles and Technical Roles)
  - 24.9.2. Stakeholder Identification
  - 24.9.3. Information Management Systems (Intro and Types, without Technology Details)
  - 24.9.4. Type of Operating Systems
  - 24.9.5. Strategic or Decision Support Systems
  - 24.9.6. Platforms for Information: Cloud Computing vs. On Premise
- 24.10. Exploring the Information
  - 24.10.1. Intro SQL: Relational Databases Basic Concepts (DDL and DML, PK, FK, JOINS)
  - 24.10.2. Networks and Communications: Public/Private Networks, Network/Subnet/Router Address and DNS. VPN Tunnel and SSH
  - 24.10.3. Operational System: Standardized Data Models
  - 24.10.4. Strategic System: Multidimensional Modeling, OLAP and Graphic Dashboards
  - 24.10.5. Strategic Analysis of Databases and Report Composition

## Module 25. Data-Driven Business Transformation

- 25.1. Big Data
  - 25.1.1. Big Data in Business
  - 25.1.2. Concept of Value
  - 25.1.3. Value Project Management
- 25.2. Customer Journey
  - 25.2.1. Customer Life Cycle
  - 25.2.2. Association of Campaigns to the Life Cycle
  - 25.2.3. Campaign Metrics
- 25.3. Data Management for Campaigns
  - 25.3.1. Datawarehouse and Datalab
  - 25.3.2. Campaign Creation Tools
  - 25.3.3. Drive Methods
- 25.4. GDPR in Digital Marketing
  - 25.4.1. Data Anonymization and Manipulation of Personal Data
  - 25.4.2. Robinson Concept
  - 25.4.3. Exclusion Lists
- 25.5. Control Panels
  - 25.5.1. KPIs
  - 25.5.2. Audience
  - 25.5.3. Tools
  - 25.5.4. Storytelling
- 25.6. Customer Analysis and Characterization
  - 25.6.1. 360° Customer Vision
  - 25.6.2. Relation of Analysis to Tactical Actions
  - 25.6.3. Analysis Tools
- 25.7. Business Examples Applying Big Data Techniques
  - 25.7.1. Upselling/Cross-Selling
  - 25.7.2. Propensity Models
  - 25.7.3. Risk Models
  - 25.7.4. Predictions
  - 25.7.5. Image Processing

## Module 26. Data Visualization

- 26.1. Data Visualization
  - 26.1.1. Data visualization
  - 26.1.2. Importance of Data Analysis and Visualization
  - 26.1.3. Evolution
- 26.2. The Design
  - 26.2.1. Use of Color
  - 26.2.2. Composition and Typography
  - 26.2.3. Recommendations
- 26.3. Types of Data
  - 26.3.1. Qualitative
  - 26.3.2. Quantitative
  - 26.3.3. Temporary Data
- 26.4. Data Sets
  - 26.4.1. Files
  - 26.4.2. Databases
  - 26.4.3. Open Data
  - 26.4.4. Streaming Data
- 26.5. Common Types of Representation
  - 26.5.1. Columns
  - 26.5.2. Bars
  - 26.5.3. Lines
  - 26.5.4. Areas
  - 26.5.5. Dispersion
- 26.6. Advanced Types of Representation
  - 26.6.1. Circulars
  - 26.6.2. Rings
  - 26.6.3. Bubbles
  - 26.6.4. Maps

- 26.7. Application by Area
  - 26.7.1. Political Science and Sociology
  - 26.7.2. Science
  - 26.7.3. Marketing
  - 26.7.4. Health and Well-being
  - 26.7.5. Meteorology
  - 26.7.6. Business and Finance
- 26.8. Storytelling
  - 26.8.1. Importance of Storytelling
  - 26.8.2. History of Storytelling
  - 26.8.3. Application of Storytelling
- 26.9. Visualization Software
  - 26.9.1. Commercials
  - 26.9.2. Free
  - 26.9.3. Online
  - 26.9.4. Free Software
- 26.10. The Future of Data Visualization
  - 26.10.1. Virtual Reality
  - 26.10.2. Augmented Reality
  - 26.10.3. Artificial Intelligence

## Module 27. Programming for Data Analysis

- 27.1. Programming for Data Analysis
  - 27.1.1. Language for Data Analysis
  - 27.1.2. Evolution and Characteristics of the Main Tools
  - 27.1.3. Installation and Configuration
- 27.2. Types of Data
  - 27.2.1. Basic Types
  - 27.2.2. Complex Types
  - 27.2.3. Other Structures
- 27.3. Structures and Operations
  - 27.3.1. Data Operations
  - 27.3.2. Control Structures
  - 27.3.3. File Operations

- 27.4. Data Extraction and Analysis
  - 27.4.1. Statistical Summaries
  - 27.4.2. Univariate Analysis
  - 27.4.3. Multivariate Analysis
- 27.5. Visualization
  - 27.5.1. Univariate Graphs
  - 27.5.2. Multivariable Graphs
  - 27.5.3. Other Charts of Interest
- 27.6. Pre-Processing
  - 27.6.1. The Importance of Data Quality
  - 27.6.2. Outlier Detection and Analysis
  - 27.6.3. Other Dataset Quality Factors
- 27.7. Advanced Pre-Processing
  - 27.7.1. Subsampling
  - 27.7.2. Resampling
  - 27.7.3. Dimensionality Reduction
- 27.8. Data Modeling
  - 27.8.1. Modeling Phases
  - 27.8.2. Division of the Data Set
  - 27.8.3. Metrics for Prediction
- 27.9. Advanced Data Modeling
  - 27.9.1. Unsupervised Models
  - 27.9.2. Supervised Models
  - 27.9.3. Libraries for Modeling
- 27.10. Tools and Good Practices
  - 27.10.1. Best Practices for Modeling
  - 27.10.2. The Tools of a Data Analyst
  - 27.10.3. Conclusion and Bookstores of Interest

## Module 28. Data Management

- 28.1. Statistics
  - 28.1.1. Statistics: Descriptive Statistics, Statistical Inferences
  - 28.1.2. Population, Sample, Individual
  - 28.1.3. Variables: Definition, Measurement Scales
- 28.2. Types of Data Statistics
  - 28.2.1. According to Type
    - 28.2.1.1. Quantitative: Continuous Data and Discrete Data
    - 28.2.1.2. Qualitative: Binomial Data, Nominal Data and Ordinal Data
  - 28.2.2. According to Its Form: Numeric, Text, Logical
  - 28.2.3. According to Its Source: Primary, Secondary
- 28.3. Data Management Planning
  - 28.3.1. Definition of Objectives
  - 28.3.2. Determination of Available Resources
  - 28.3.3. Establishment of Time Lapses
  - 28.3.4. Data Structure
- 28.4. Data Collection
  - 28.4.1. Methodology of Data Collection
  - 28.4.2. Data Collection Tools
  - 28.4.3. Data Collection Channels
- 28.5. Data Cleaning
  - 28.5.1. Phases of Data Cleansing
  - 28.5.2. Data Quality
  - 28.5.3. Data Manipulation (with R)
- 28.6. Data Analysis, Interpretation and Evaluation of Results
  - 28.6.1. Statistical Measures
  - 28.6.2. Relationship Indexes
  - 28.6.3. Data Mining
- 28.7. Data Visualization
  - 28.7.1. Suitable Display According to Data Type
  - 28.7.2. End-User Considerations
  - 28.7.3. Executive Models of Results Presentation

- 28.8. Data Warehouse (Datawarehouse)
  - 28.8.1. Elements that Comprise It
  - 28.8.2. Design
  - 28.8.3. Aspects to Consider
- 28.9. Data Availability
  - 28.9.1. Access
  - 28.9.2. Uses
  - 28.9.3. Security
- 28.10. Practical Applications
  - 28.10.1. Data Exploration
  - 28.10.2. Manipulation and Adjustment of Patterns and Structures
  - 28.10.3. Test Application and Modeling
- 29.4. Basis of Lawfulness or Legitimacy and Authorizations for the Processing, Including, if Applicable, the Communication of the Data
  - 29.4.1. Consent
  - 29.4.2. Contractual Relationship or Pre-Contractual Measures
  - 29.4.3. Fulfillment of a Legal Obligation
  - 29.4.4. Protection of Vital Interests of the Data Subject or Another Person
  - 29.4.5. Public Interest or Exercise of Public Powers
  - 29.4.6. Legitimate Interests: Interest Weighting
- 29.5. Rights of Individuals
  - 29.5.1. Transparency and Information
  - 29.5.2. Access
  - 29.5.3. Rectification and Deletion (Right to Be Forgotten), Limitation and Portability
  - 29.5.4. Opposition and Automated Individual Decisions
  - 29.5.5. Limits to Rights

## Module 29. Data Protection

- 29.1. Data Protection Regulation
  - 29.1.1. Definitions
  - 29.1.2. Subjects Obligated to Comply with the Regulations
    - 29.1.2.1. Differences between Controllers, Co-Responsible Parties and Data Processors
  - 29.1.3. The Data Protection Officer
- 29.2. Harmonized Regulation of Artificial Intelligence: European Regulation Proposal
  - 29.2.1. Prohibited Practices
  - 29.2.2. High-Risk Artificial Intelligence Systems
  - 29.2.3. Innovation Support Measures
- 29.3. Principles Relating to the Processing of Personal Data
  - 29.3.1. Fairness, Loyalty and Transparency
  - 29.3.2. Purpose Limitation
  - 29.3.3. Data Minimization, Accuracy and Retention Time Limitation
  - 29.3.4. Integrity and Confidentiality
  - 29.3.5. Proactive Responsibility
- 29.6. Data Protection by Design: Risk Analysis and Management of Personal Data Processing
  - 29.6.1. Identification of Risks and Threats to Individuals' Rights and Freedoms
  - 29.6.2. Risk Assessment
  - 29.6.3. Risk Treatment Plan
- 29.7. Techniques for Ensuring Compliance with Data Protection Regulations
  - 29.7.1. Identification of Proactive Accountability Measures
  - 29.7.2. Organizational Measures
  - 29.7.3. Technical Measures
  - 29.7.4. The Register of Processing Activities
  - 29.7.5. Security Breach Management
  - 29.7.6. Codes of Conduct and Certifications
- 29.8. The Personal Data Protection Impact Assessment (PIA or DPIA)
  - 29.8.1. EIPD Needs Assessment
  - 29.8.2. Evaluation Methodology
  - 29.8.3. Identification of Risks and Threats
  - 29.8.4. Prior Consultation with the Supervisory Authority

- 29.9. Contractual Regulation between Those Responsible, Those in Charge and, Where Applicable, Other Subjects. International Data Transfers
  - 29.9.1. Data Access or Data Processing Contract
  - 29.9.2. Contracts between Co-Responsible Parties
  - 29.9.3. Responsibilities of the Parties
  - 29.9.4. Definition and Safeguards to Be Adopted in International Transfers
- 29.10. Control Authorities. Infractions and Penalties
  - 29.10.1. Infractions
  - 29.10.2. Penalties
  - 29.10.3. Penalty Procedure
  - 29.10.4. Control Authorities and Cooperation Mechanisms

## Module 30. Business Intelligence and Artificial Intelligence: Strategies and Applications

- 30.1. Financial Services
  - 30.1.1. The Implications of Artificial Intelligence (AI) in Financial Services. Opportunities and Challenges
  - 30.1.2. Case Studies
  - 30.1.3. Potential Risks Related to the Use of AI
  - 30.1.4. Potential Future Developments/Uses of AI
- 30.2. Implications of Artificial Intelligence in Healthcare Service
  - 30.2.1. Implications of AI in the Healthcare Sector. Opportunities and Challenges
  - 30.2.2. Case Studies
- 30.3. Risks Related to the Use of AI in the Health Service
  - 30.3.1. Potential Risks Related to the Use of AI
  - 30.3.2. Potential Future Developments/Uses of AI
- 30.4. Retail
  - 30.4.1. Implications of AI in Retail. Opportunities and Challenges
  - 30.4.2. Case Studies
  - 30.4.3. Potential Risks Related to the Use of AI
  - 30.4.4. Potential Future Developments/Uses of AI
- 30.5. Industry 4.0
  - 30.5.1. Implications of AI in the 4.0 Industry. Opportunities and Challenges
  - 30.5.2. Case Studies

- 30.6. Potential Risks Related to the Use of AI in Industry 4.0
  - 30.6.1. Case Studies
  - 30.6.2. Potential Risks Related to the Use of AI
  - 30.6.3. Potential Future Developments/Uses of AI
- 30.7. Public Administration
  - 30.7.1. Implications of AI in Public Administration: Opportunities and Challenges
  - 30.7.2. Case Studies
  - 30.7.3. Potential Risks Related to the Use of AI
  - 30.7.4. Potential Future Developments/Uses of AI
- 30.8. Educational
  - 30.8.1. Implications of AI in Education: Opportunities and Challenges
  - 30.8.2. Case Studies
  - 30.8.3. Potential Risks Related to the Use of AI
  - 30.8.4. Potential Future Developments/Uses of AI
- 30.9. Forestry and Agriculture
  - 30.9.1. Implications of AI in Forestry and Agriculture. Opportunities and Challenges
  - 30.9.2. Case Studies
  - 30.9.3. Potential Risks Related to the Use of AI
  - 30.9.4. Potential Future Developments/Uses of AI
- 30.10. Human Resources
  - 30.10.1. Implications of AI in Human Resources. Opportunities and Challenges
  - 30.10.2. Case Studies
  - 30.10.3. Potential Risks Related to the Use of AI
  - 30.10.4. Potential Future Developments/Uses of AI



**Module 31. Optimization of the Company's Human Capital**

- 31.1. Human Capital in the Company
  - 31.1.1. Value of Human Capital in the Technological World
  - 31.1.2. Managerial Skills
  - 31.1.3. Paradigm Shift in Management Models
- 31.2. Manager's Skills
  - 31.2.1. Management Process
  - 31.2.2. Management Functions
  - 31.2.3. Group Leadership Management in Companies Group Relations
- 31.3. Communication in the Company
  - 31.3.1. The Company's Communication Process
  - 31.3.2. Interpersonal Relations in the Company
  - 31.3.3. Communication Techniques for Change
    - 31.3.3.1. Storytelling
    - 31.3.3.2. Assertive Communication Techniques. Feedback, Consensus
- 31.4. Business Coaching
  - 31.4.1. Business Coaching
  - 31.4.2. The Practice of Coaching
  - 31.4.3. Types of Coaching and Coaching in Organizations
    - 31.4.3.1. Coaching as a Leadership Style
- 31.5. Business Mentoring
  - 31.5.1. Mentoring in the Company
  - 31.5.2. The 4 Processes of a Mentoring Program
  - 31.5.3. Benefits of this Business Tool
- 31.6. Mediation and Conflict Resolution in the Company
  - 31.6.1. The Conflicts
  - 31.6.2. Preventing, Addressing and Resolving Conflict
  - 31.6.3. Stress and Work Motivation
- 31.7. Negotiation Techniques
  - 31.7.1. Negotiation at the Managerial Level in Technology Companies
  - 31.7.2. Strategies and Main Types of Negotiation
  - 31.7.3. The Figure of the Negotiating Subject
- 31.8. Enterprise Change Management
  - 31.8.1. Factors of Organizational Change
  - 31.8.2. Strategic Planning
  - 31.8.2. Organizational Change Management
    - 31.8.2.1. For Intangible Change: Teams, Communication, Culture, Leadership
    - 31.8.2.2. For the Basic or Tangible Change: Goal Setting, Performance Measurement, Learning, Recognition and Rewards
- 31.9. Techniques for Improving Equipment Performance
  - 31.9.1. Teamwork Techniques
  - 31.9.2. Delegating in work Equipment
- 31.10. Group Dynamics. Classification
  - 31.10.1. The Role of the Dynamizer
  - 31.10.2. Group Dynamics Techniques
    - 31.10.2.1. Brainstorming
    - 31.10.2.2. Philips 6/6
    - 31.10.2.3. Hot Air Balloon D



*With TECH you have the comfort in your hands by having the flexibility to complete your sessions at any time of the day”*

04

# Teaching Objectives

The main objective of TECH's Advanced Master's Degree in Senior Marketing Management, Business Intelligence Expert is to provide students with the most complete and up-to-date knowledge on data-driven strategic marketing management. Students will learn, first-hand, to interpret key metrics, design innovative strategies and optimize business decisions, preparing them to successfully lead projects in a dynamic and highly competitive industry.



“

*You will be prepared to adapt to market changes and lead transformation processes in marketing strategies”*



## General Objectives

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- ♦ Develop strategic skills in senior marketing management to design, implement and evaluate comprehensive strategies in global markets
- ♦ Master advanced Business Intelligence (BI) tools to analyze data and predict market trends
- ♦ Promote a comprehensive and analytical view of the market, with emphasis on consumer behavior and market evolution
- ♦ Promote data-driven decision making through the use of advanced technologies and intelligent analytics
- ♦ Enhance leadership and management of high-performance teams focused on innovation and digital transformation
- ♦ Train in the adaptation and management of business change, leading organizational transformation processes in competitive and digital environments
- ♦ Integrate digital marketing strategies and omnichannel communication to maximize the reach and effectiveness of advertising campaigns
- ♦ Develop ethical and sustainable skills in senior marketing management, fostering responsible and socially committed business practices
- ♦ Strengthen the ability to design innovative business models based on data analysis and global trends.
- ♦ Ensure a solid understanding of emerging technologies, such as artificial intelligence and big data, applying them to the optimization of marketing strategies and business decisions







## Specific Objectives

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

- ♦ Develop leadership skills, promoting ethical principles in business decision making
- ♦ Promote the integration of corporate social responsibility as an integral part of business strategies.

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

- ♦ Acquire skills in strategic decision making in competitive and changing environments
- ♦ Train in the formulation and implementation of long-term business strategies that favor the sustainable growth of the organization

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

- ♦ Manage innovative tools to design and execute effective talent management strategies aligned with organizational objectives
- ♦ Create positive organizational cultures that promote personal and professional development

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

- ♦ Develop skills to effectively manage the company's financial resources, maximizing profitability and efficiency
- ♦ Delve into the optimization of financial resources and control of company budgets

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

- ♦ Delve into the planning, organization and control of business operations to ensure the efficiency and effectiveness of processes
- ♦ Be able to manage the supply chain, optimizing time and costs in the delivery of products and services

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

- ♦ Build the capacity to manage information systems that support business decision making
- ♦ Address the implementation of emerging technologies that improve organizational efficiency and competitiveness

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

- ♦ Develop skills to design and implement commercial and marketing strategies that favor penetration and consolidation in key markets
- ♦ Develop corporate communication plans to improve the image and reputation of the organization

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

- ♦ Develop skills in creating effective advertising campaigns that maximize impact on target audiences
- ♦ Lead sales teams effectively, managing customer relationships and sales performance

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

- ♦ Obtain skills in the planning, execution and follow-up of projects that optimize resources and time
- ♦ Delve into the management of multidisciplinary teams to ensure the success of innovation projects

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

- ♦ Analyze the management of organizational structure, internal communication and the development of strategic plans
- ♦ Encourage adaptation to organizational change and decision making based on strategic analysis

#### **Module 11. Customer Relationship Management**

- ♦ Develop skills in the implementation of CRM strategies, using information technologies to optimize the customer experience
- ♦ Train in the analysis of customer data to personalize offers and optimize communication with consumers

#### **Module 12. Operational Marketing**

- ♦ Develop skills to manage marketing campaigns, monitor results and adjust strategies according to the results obtained
- ♦ Promote the integration of digital and traditional tools in the execution of Marketing operational actions

#### **Module 13. Sectorial Marketing**

- ♦ Analyze the design and execution of sectorial marketing plans that increase the company's competitiveness in specific niches
- ♦ Be able to adapt marketing strategies to different market sectors, identifying their particularities and needs

#### **Module 14. International Marketing**

- ♦ Promote knowledge of global regulations and trends that affect both marketing and international operations
- ♦ Adapt advertising campaigns to diverse cultures and international markets

#### **Module 15. Digital Marketing and e-Commerce**

- ♦ Develop digital strategies to optimize marketing and e-commerce
- ♦ Manage digital presence and technological tools to improve online competitiveness

#### **Module 16. E-Commerce and Shopify**

- ♦ Develop effective strategies to manage and optimize e-commerce using tools such as Shopify
- ♦ Implement logistics and automation solutions to improve operational efficiency and customer satisfaction in e-commerce platforms

#### **Module 17. Social Media and Community Management**

- ♦ Create and execute communication and digital reputation strategies in social networks to improve the brand's online presence
- ♦ Manage communities and social platforms effectively, using social media management tools and techniques

#### **Module 18. Introduction to Market Research**

- ♦ Apply marketing research methodologies and techniques to obtain key information for business decision making
- ♦ Manage marketing research projects, from planning to execution and analysis of results



#### **Module 19. Qualitative Research Techniques**

- ◆ Apply qualitative research techniques, such as in-depth interviews and group dynamics, to gain insights into consumer behaviors and perceptions
- ◆ Integrate neuromarketing techniques and qualitative observation to better understand users' emotional and cognitive responses

#### **Module 20. Quantitative Research Techniques**

- ◆ Use quantitative techniques such as surveys, panels, and tracking to collect accurate and relevant market and consumer data
- ◆ Analyze and project quantitative research results to facilitate data-driven decisions

#### **Module 21. Market Research Production**

- ◆ Understand and apply the techniques of questionnaire design, measurement scales, and sampling
- ◆ Develop skills to create effective questionnaires on online platforms, and understand the sampling processes and methods needed to select representative samples in marketing research

#### **Module 22. Analysis of Results and Market Research Applications**

- ◆ Develop the ability to analyze and interpret market research data through descriptive, bivariate and multivariate analysis
- ◆ Prepare clear and structured research reports based on the results obtained

#### **Module 23. Enterprise Business Intelligence**

- ◆ Understand the key concepts of Business Intelligence and its application in business decision making
- ◆ Implement BI solutions in key areas of the company, such as dashboard creation and project planning

#### **Module 24. Business Perspective**

- ♦ Apply strategic analysis and techniques such as SWOT analysis and market segmentation in decision making
- ♦ Use the Balanced Scorecard and productivity analysis to evaluate business performance

#### **Module 25. Data-Driven Business Transformation**

- ♦ Apply Big Data and analytical tools to improve digital marketing campaigns
- ♦ Manage data privacy and use customer analytics and KPIs to optimize campaign effectiveness

#### **Module 26. Data Visualization**

- ♦ Understand the importance of data visualization and its application in different areas such as marketing, science and business
- ♦ Apply visualization design techniques, including the use of color, typography, and types of representations to enhance understanding of data

#### **Module 27. Programming for Data Analysis**

- ♦ Use programming languages and tools for data mining, analysis and visualization
- ♦ Apply preprocessing techniques, data modeling, and best practices to optimize data quality and analysis results

#### **Module 28. Data Management**

- ♦ Manage the complete data cycle, from data collection to data cleansing and analysis, to ensure data quality and usability
- ♦ Apply visualization techniques and storage tools (such as the Data Warehouse) to facilitate interpretation and access to the data





**Module 29. Data Protection**

- ♦ Understand the regulatory framework for the protection of personal data and the obligations of the entities responsible for data processing, including the figure of the Data Protection Officer
- ♦ Apply the principles and rights related to the processing of personal data, including security measures, risk assessment and contractual regulations on data protection

**Module 30. Business Intelligence and Artificial Intelligence: Strategies and Applications**

- ♦ Analyze the implications of artificial intelligence (AI) in various sectors such as healthcare, financial services, and public administration, identifying opportunities, challenges, and use cases
- ♦ Assess the risks associated with the use of AI in different domains, considering both the immediate benefits and future developments and impact on industries

**Module 31. Optimization of the Company's Human Capital**

- ♦ Develop management and leadership skills necessary to manage human capital in the technological context, including communication, coaching and business mentoring
- ♦ Apply strategies for organizational change management, negotiation and conflict resolution techniques, and improve team performance through effective group dynamics



*Are you ready to innovate in Senior Marketing Management and Business Intelligence? By enrolling in this postgraduate program, you will acquire the most advanced tools from the comfort of your home”*

05

# Career Opportunities

After completing this Advanced Master's Degree in Senior Marketing Management, Business Intelligence Expert, professionals will acquire in-depth knowledge of advanced marketing strategies and data analysis for business decision making. In addition, they will be able to implement business intelligence systems that optimize management processes and enhance brand positioning. In this way, graduates will improve their career prospects and will be able to assume strategic roles as Marketing Director or Business Intelligence Analyst.



“

*You will offer holistic advice to institutions on the implementation of marketing strategies that improve business performance”*

### Graduate Profile

Graduates of this program are highly qualified professionals who are able to design marketing strategies based on data analysis. At the same time, professionals possess a deep knowledge in business intelligence and advanced digital tools. In addition, experts are highly prepared to lead teams, optimize business processes and make informed strategic decisions that drive organizational success.

*You will analyze customer behavior using Business Intelligence tools, improving customer experience and fostering loyalty”*

- ♦ **Effective Communication Skills:** Professionals develop skills to convey clear and persuasive messages, adapting their content to different audiences, such as customers, work teams and managers, maximizing the understanding and impact of marketing strategies
- ♦ **Project and Resource Management:** A core competency is the ability to plan, coordinate and execute marketing and data analysis projects, optimizing resources, time and results, while aligning with the organization's strategic objectives
- ♦ **Strategic Thinking and Problem Solving:** Experts apply critical thinking to analyze complex data, identify market trends, and generate innovative solutions that drive brand positioning and business efficiency
- ♦ **Digital and Analytics Competency:** In today's context, it is critical to master digital tools and business intelligence systems, including data analytics software and digital Marketing platforms, to optimize decisions based on metrics



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

1. **Marketing Director:** Responsible for designing and overseeing comprehensive Marketing plans, aligning strategies with organizational objectives to maximize brand positioning and market capture
2. **Business Intelligence Manager:** Specialist in the collection, analysis and interpretation of data to provide key insights to support strategic decision making in the areas of marketing and sales
3. **Strategic Marketing Consultant:** Consultant who guides companies in the planning and implementation of data-driven marketing strategies, optimizing resources and improving business performance
4. **Digital Marketing Specialist:** Professional focused on designing and managing digital campaigns, using advanced analytics and advertising tools to effectively reach target audiences
5. **Marketing Data Analyst:** Responsible for interpreting metrics and market data to identify trends, evaluate the impact of campaigns and optimize future marketing strategies
6. **Brand Strategy Manager:** Expert in creating and managing strong brand identities, ensuring consistency and impact across all communication channels and consumer touch points
7. **Marketing Project Manager:** Specialist in leading complex marketing and advertising projects, ensuring that objectives, deadlines and budgets are met through efficient resource management
8. **Customer Relationship Manager:** Responsible for analyzing customer behavior through Business Intelligence tools, improving customer experience and fostering loyalty
9. **Advertising Campaign Coordinator:** Professional who oversees the planning, execution and evaluation of advertising campaigns, ensuring compliance with commercial objectives and maximum return on investment



06

# Study Methodology

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

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





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

## The student: the priority of all TECH programs

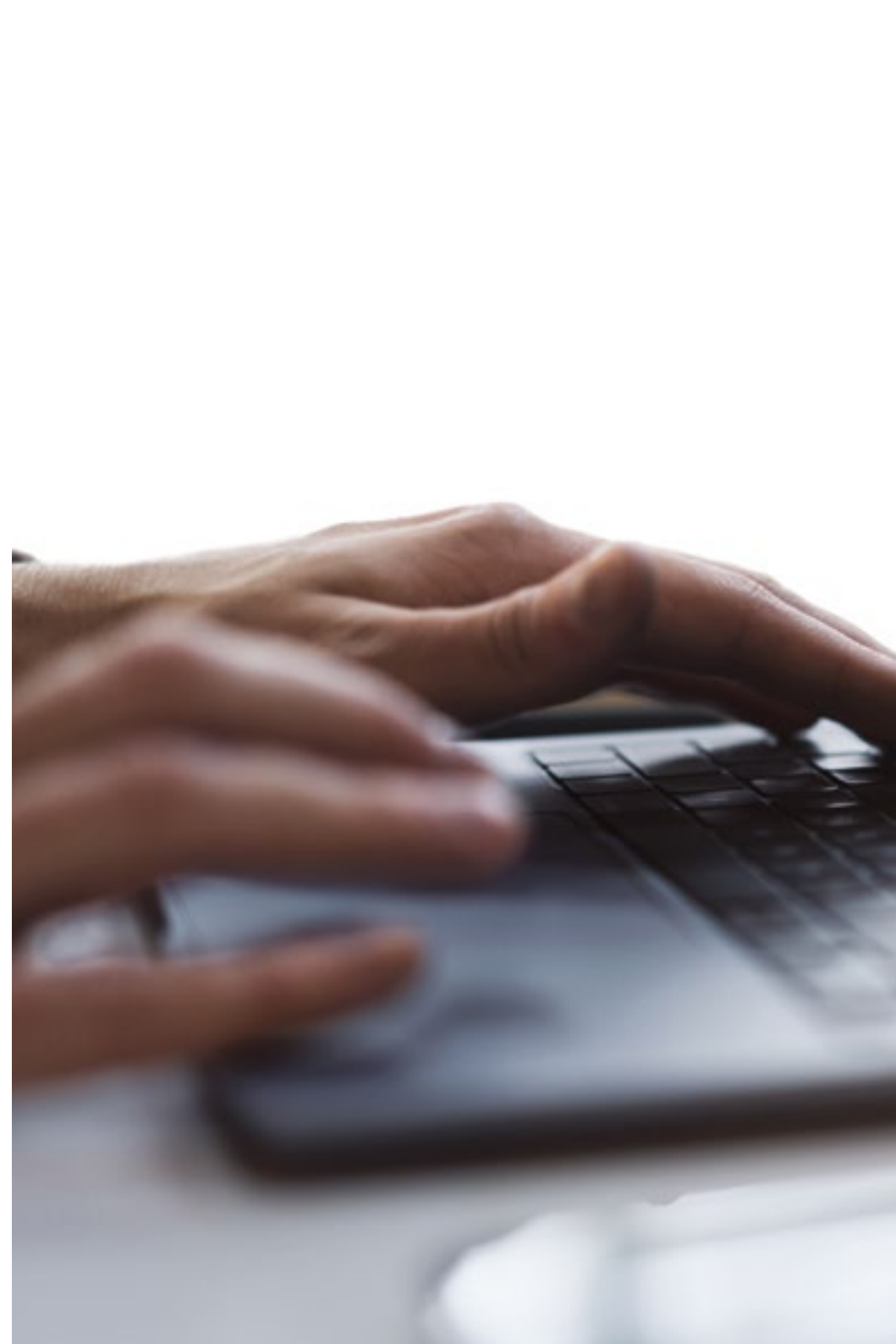
In TECH's study methodology, the student is the main protagonist.

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

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

“

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



### The most comprehensive study plans at the international level

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

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

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

“

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

## 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 teaching quality, the quality of the materials, the structure of the program and its objectives is excellent. Not surprisingly, the institution became the top-rated university by its students according to the global score index, obtaining a 4.9 out of 5.

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

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



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



### Study Material

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

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



### Practicing Skills and Abilities

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



### Interactive Summaries

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

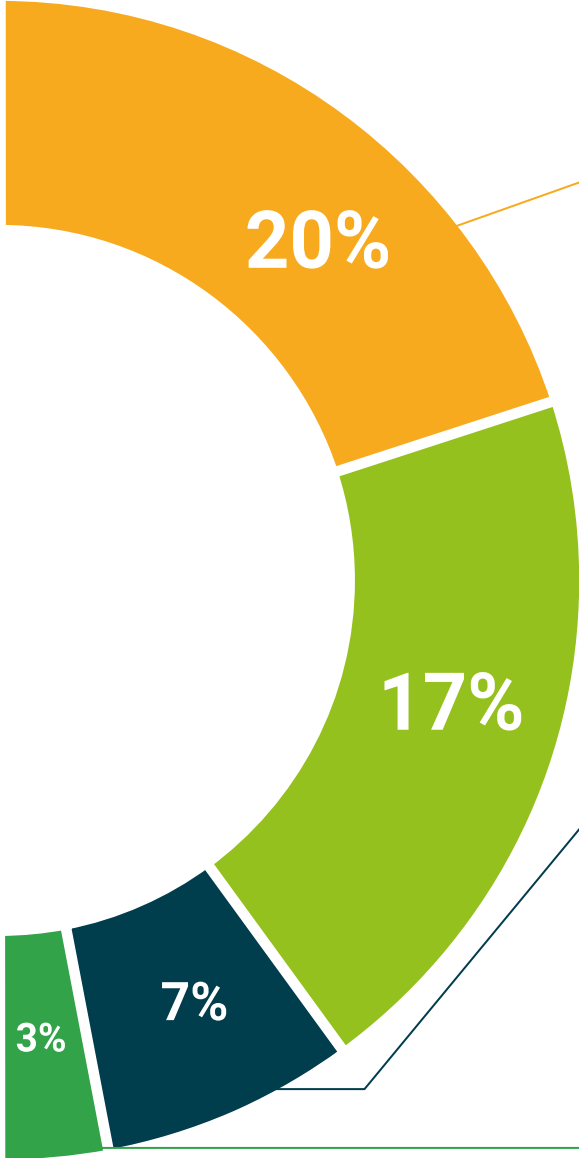
This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



### Additional Reading

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





**Case Studies**

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



**Testing & Retesting**

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



**Classes**

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



**Quick Action Guides**

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



07

# Teaching Staff

TECH's main premise is to offer the most complete and up-to-date university programs on the academic scene, which is why it carefully selects its respective teaching staff. For this Advanced Master's Degree, TECH has enlisted the services of authentic references in the field of Senior Marketing Management and Business Intelligence Expert. In this way, they have elaborated a diversity of didactic contents that stand out for their excellent quality and for adjusting to the demands of the current labor market. As a result, students will enjoy an immersive experience that will raise their professional horizons.







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*You will have the full support of the teaching team, made up of authentic references in Senior Marketing Management and Business Intelligence”*

## 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

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

“

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

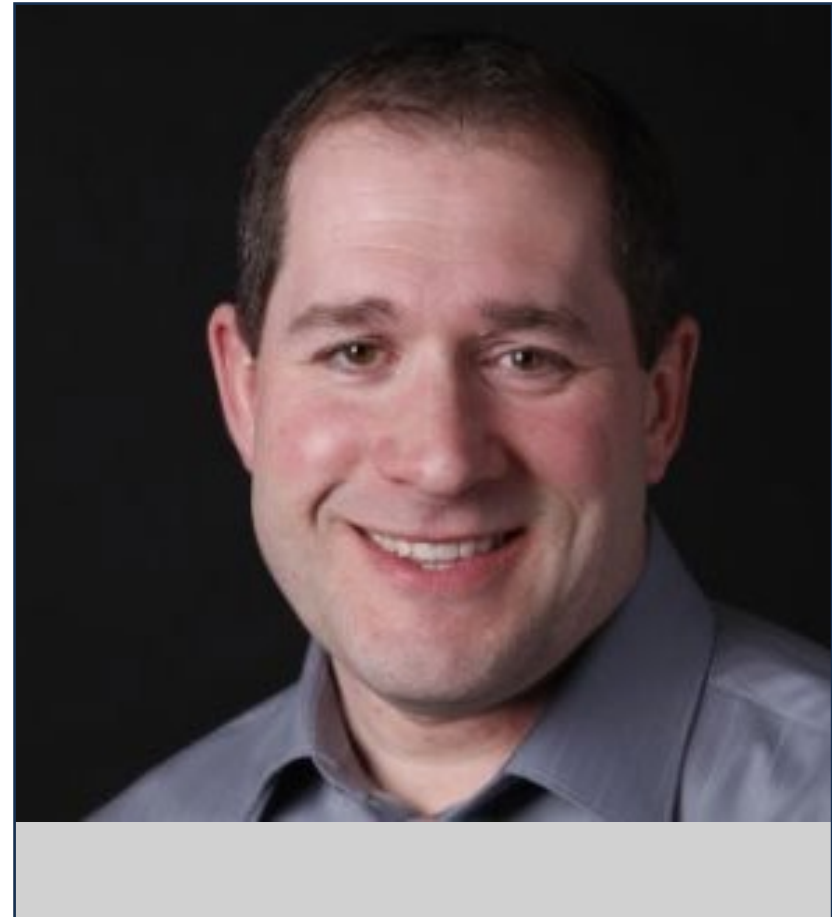


## International Guest Director

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

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

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



## Mr. Gauthier, Rick

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- Regional IT Director at Amazon, Seattle, United States
- Senior Program Manager at Amazon
- Vice President of Wimmer Solutions
- Senior Director of Productive Engineering Services at Microsoft
- Degree in Cybersecurity from Western Governors University
- Technical Certificate in Commercial Diving from Divers Institute of Technology
- Degree in Environmental Studies from The Evergreen State College

“

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## International Guest Director

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

The strategies designed by Arman have a latent impact, as they have enabled several corporations to **improve the experiences of consumers, staff and shareholders** alike. The success of this expert is quantifiable through tangible metrics such as **CSAT**, **employee engagement** in the institutions where he has practiced and the growth of the **EBITDA financial indicator** in each of them.

Also, in his professional career, he has nurtured and **led high-performance teams** that have even received awards for their **transformational potential**. With Shell, specifically, the executive has always set out to overcome three challenges: meeting **customers'** complex **decarbonization** demands **supporting** a “**cost-effective decarbonization**” and **overhauling** a fragmented **data, digital and technology** landscape. Therefore, his efforts have shown that in order to achieve sustainable success, it is essential to start from the needs of consumers and lay the foundations for the transformation of processes, data, technology and culture.

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



## Mr. Arman, Romi

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

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

## International Guest Director

Manuel Arens is an **experienced data management professional** and leader of a highly qualified team. In fact, Arens holds the position of **global purchasing manager** in Google's Technical Infrastructure and Data Center division, where he has spent most of his professional career. Based in Mountain View, California, he has provided solutions for the tech giant's operational challenges, such as master **data integrity, vendor data updates** and vendor **prioritization**. He has led data center supply chain planning and vendor risk assessment, generating 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**, in Hamburg, Germany, creating storylines for over 150 clients using internal and third party tools to support analysis. He developed and wrote in-depth reports to demonstrate his mastery of the subject matter, including understanding the **macroeconomic and political/regulatory factors** affecting technology adoption and diffusion.

He has also led teams at companies such as Eaton, Airbus and Siemens, where he gained valuable account management and supply chain experience. He is particularly noted for continually exceeding expectations by **building valuable customer relationships** and **working seamlessly with people at all levels of an organization**, including stakeholders, management, team members and customers. His data-driven approach and ability to develop innovative and scalable solutions to industry challenges have made him a prominent leader in his field.



## Mr. Arens, Manuel

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- Global Procurement Manager at Google, Mountain View, USA
- Senior Manager, B2B Analytics and Technology, Google, USA
- Sales Director at Google, Ireland
- Senior Industry Analyst at Google, Germany
- Accounts Manager at Google, Ireland
- Accounts Payable at Eaton, UK
- Supply Chain Manager at Airbus, Germany

“

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



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

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

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

Furthermore, in companies such as Calvin Klein or Gruppo Coin, he has undertaken projects to boost the structure, and development of different collections. In turn, he has been in charge of creating effective calendars for buying and selling campaigns. He has also been in charge of the terms, costs, processes and delivery times

of different operations.

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



## Mr. La Sala, Andrea

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- Global Brand & Merchandising Director of Armani Exchange at Giorgio Armani, Milan, Italy
- Merchandising Director at Calvin Klein
- Brand Manager at Gruppo Coin
- Brand Manager at Dolce&Gabbana
- Brand Manager at Sergio Tacchini S.p.A.
- Market Analyst at Fastweb
- Degree in Business and Economics from the University of Eastern Piedmont

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

As for his training, the executive has several Masters and postgraduate studies at prestigious centers such as the **University of Berkeley**, in the United States, and the **University of Copenhagen**, in Denmark. Through this continuous updating, the expert has attained cutting-edge skill. Because of this, he has come to be considered a **born leader of the new global economy**, centered on the drive for data and its infinite possibilities.



## Mr. Gram, Mick

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- ♦ Director of Business Intelligence and Analytics at Red Bull, Los Angeles, United States
- ♦ Business Intelligence Solutions Architect for Walmart Data Café
- ♦ Independent Business Intelligence and Data Science Consultant
- ♦ Director of Business Intelligence at Capgemini
- ♦ Chief Analyst at Nordea
- ♦ Senior Business Intelligence Consultant at SAS
- ♦ Executive Education in AI and Machine Learning at UC Berkeley College of Engineering
- ♦ Executive MBA in e-Commerce at the University of Copenhagen
- ♦ Bachelor's and Master's Degree in Mathematics and Statistics at the University of Copenhagen

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## International Guest Director

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

This executive's leadership has been crucial in driving in **production strategies** in **paid media**, resulting in a **marked improvement** which has resulted in **company's conversion rates**. At the same time, he has assumed other roles, such as Director of Marketing Services and Traffic Manager at the same multinational during his former management.

Stevenson has also been involved in the global distribution of video games and **digital property campaigns**. He was also responsible for introducing operational strategies related to the formation, completion and delivery of sound and image content for **television commercials** and **trailers**.

In addition, he holds a Bachelor's degree in Telecommunications from the University of Florida and a Master's Degree in Creative Writing from the University of California, which demonstrates his proficiency in **communication** and **storytelling**. In addition, he has participated at Harvard University's School of Professional Development in cutting-edge programs on the use of **Artificial Intelligence** in **business**. Therefore, his professional profile stands as one of the most relevant in the current field of **Marketing** and **Digital Media**.



## Mr. Stevenson, Scott

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

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## International Guest Director

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

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

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

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



## Ms. Thole-Muir, Wendy

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

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## International Guest Director

Mina Bastawros is a prestigious Aerospace Engineer with more than 13 years of professional experience driving **digital innovation, marketing and entrepreneurship** in recognized institutions. He is highly specialized in generating new innovative business opportunities and has demonstrated a visionary approach in **creating and executing strategic projects** that connect with diverse audiences and **stakeholders**. His passion for **aviation and technology** has led him to design campaigns that not only promote products, but also inspire his team and the market. Throughout his career, he has held positions of responsibility as Head of Creative and Digital Marketing and **Director of Strategic Marketing** at Airbus. In doing so, he has led the transformation of Advertising within companies, ensuring that tactics are not only more effective, but reflect an approach **aligned with industry trends**. In addition, he has overseen the execution of **high-impact campaigns** that have increased enthusiasm for aircraft sales, enhancing the corporation's presence in the marketplace.

In addition, he has been recognized internationally for his ability to lead advertising initiatives that have redefined the way **aerospace products** are promoted. In this sense, his innovative and results-oriented approach has earned him multiple recognitions in the industry, consolidating him as a key figure in this field. In addition, his ability to guide his team has made him a benchmark in promoting creativity in the industry.

On the other hand, he has also contributed to improving the understanding of these matters through various **innovation projects**. Therefore, his work has focused on the **integration of digital technologies** and the exploration of new forms of **intrapreneurship**.



## Mr. Bastawros, Mina

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- Vice President of Creative and Digital Marketing at Airbus, Toulouse, France
- Strategic Marketing Director at Airbus
- Corporate Founder - New Business Development at Airbus
- Supply Chain and Quality Lead Manager at Airbus
- Project Engineer at Airbus
- Stress Engineer at Airbus
- Aerospace Engineer at Air New Zealand
- Master's Degree in Aerospace, Aeronautical and Astronautical Engineering from Loughborough University
- Bachelor's Degree in Aerospace Engineering from the Polytechnic University of Turin

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## Director



### Dr. Peralta Martín-Palomino, Arturo

- ♦ CEO and CTO at Prometheus Global Solutions
- ♦ CTO at Korporate Technologies
- ♦ CTO at AI Shepherds GmbH
- ♦ Consultant and Strategic Business Advisor at Alliance Medical
- ♦ Director of Design and Development at DocPath
- ♦ Doctorate in Psychology from the University of Castilla La Mancha
- ♦ Doctorate in Economics, Business and Finance from the Camilo José Cela University
- ♦ Doctorate in Psychology from University of Castilla La Mancha
- ♦ Master's Degree in Executive MBA from the Isabel I University
- ♦ Master's Degree in Sales and Marketing Management from the Isabel I University
- ♦ Expert Master's Degree in Big Data by Hadoop Training
- ♦ Master's Degree in Advanced Information Technologies from the University of Castilla La Mancha
- ♦ Member of:
- ♦ SMILE Research Group

**Director****Mr. López Rausell, Adolfo**

- ♦ Independent Consultant at KMC  
Commercial and Research Technician at Investgroup
- ♦ Marketing Consultant at Alcoworking
- ♦ Manager of the Innovation Club of the Valencian Community
- ♦ Bachelor's 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, communication)
  - ♦ AINACE (member of the Board of Directors)
  - ♦ Club Marketing Valencia (former president)



## Professors

### Mr. Fondón Alcalde, Rubén

- ♦ Analyst EMEA at Amazon Web Services
- ♦ Business Analyst in Customer Value Management at Vodafone Spain
- ♦ Head of Service Integration at Entelgy for Telefónica Global Solutions
- ♦ Online Account Manager for Clone Servers at EDM Electronics
- ♦ International Services Implementation Manager at Vodafone Global Enterprise
- ♦ Solutions Consultant for Spain and Portugal at Telvent Global Services
- ♦ Business Analyst for Southern Europe at Vodafone Global Enterprise
- ♦ Telecommunications Engineer from the European University of Madrid
- ♦ Master's Degree in Big Data and Data Science from the International University of Valencia

### Ms. Martínez Cerrato, Yésica

- ♦ Responsible for Technical Training at Securitas Seguridad España
- ♦ Education, Business and Marketing Specialist
- ♦ Product Manager in Electronic Security at Securitas Direct
- ♦ Business Intelligence Analyst at Ricopia Technologies
- ♦ Computer Technician and Responsible for OTEC computer classrooms at the University of Alcalá de Henares
- ♦ Collaborator in the ASALUMA Association
- ♦ Degree in Electronic Communications Engineering at the Polytechnic School, University of Alcalá de Henares

### Ms. Pedrajas Parabás, Elena

- ♦ New Technologies and Digital Transformation Consultant en Management Solutions
- ♦ Researcher in the Department of Computer Science and Numerical Analysis at the University of Cordoba
- ♦ Researcher at the Singular Center for Research in Intelligent Technologies in Santiago de Compostela
- ♦ Degree in Computer Engineering from the University of Cordoba
- ♦ Master's Degree in Data Science and Computer Engineering from the University of Granada
- ♦ Master's Degree in Business Consulting at the Pontificia Comillas University

### Mr. Nafría Sanz, Alfonso

- ♦ Marketing and Business Development Consultant specializing in SMEs
- ♦ Business Intelligence Consultant at Korporate Technologies Group SL
- ♦ Degree in Marketing and Technical Market Research from CEU San Pablo University.
- ♦ Master's Degree in Business Intelligence and Big Data from the Universitat Oberta de Catalunya

### Ms. Palomino Dávila, Cristina

- ♦ Data Protection and Information Security Consultant in Grupo Oesía  
Deputy Director of Auditing in the General Secretariat of Compañía Logística de Hidrocarburos CLH
- ♦ Consultant in the Area of Corporate Legal Relations at Canal de Isabel II
- ♦ Consultant and Auditor at Helas Consultores S.L.
- ♦ Consultant and Auditor in Alaro Avant
- ♦ Lawyer in the area of New Technologies at Lorenzo Abogados.
- ♦ Degree in Law from the University of Castilla-La Mancha
- ♦ Master's Degree in Legal Consultancy for Businesses from the Instituto de Empresa
- ♦ Advanced Course in Digital Security and Crisis Management, University of Alcalá and the Spanish Security and Crisis Alliance (AESYC)
- ♦ Member of: Spanish Professional Privacy Association (APEP), ISMS Forum

**Ms. García La O, Marta**

- ♦ Specialist in Digital Marketing and Social Networks
- ♦ Management, Administration and Account management at Think Planning and SI Development
- ♦ Senior Management Training Instructor at Think Planning and Development SI Marketing Specialist at Versas Consultores
- ♦ Postgraduate Certificate in Business Studies from the University of Murcia
- ♦ Master's Degree in Sales and Marketing Management, Fundesem Business School

**Mr. García Niño, Pedro**

- ♦ Specialist in Web Positioning and SEO
- ♦ Sales Manager for IT services at Camuñase and Electrocamuñas
- ♦ Hardware and software technician at Camuñase and Electrocamuñas
- ♦ Specialist in e Google Ads(, PPC, and SEM)
- ♦ SEO On-Page and OffPage Specialist
- ♦ Specialist in Google Analytics/Digital Marketing Analytics and Performance Measurement

**Mr. Catalán Ramírez, Raúl Luis**

- ♦ Graphic Designer
- ♦ Interface Designer and Programmer at Prometheus Global Solutions
- ♦ Designer at Mille Cunti Association
- ♦ Graduate in Graphic Design at the EA

**Ms. Fernández Meléndez, Galina**

- ♦ Specialist's Degree in Big Data
- ♦ Data Analyst at Aresi Gestión de Fincas
- ♦ Data Analyst in ADN Mobile Solution
- ♦ Bachelor's Degree in Business Administration at the Bicentennial University of Aragua. Caracas, Venezuela
- ♦ Diploma in Planning and Public Finance from the Venezuelan School of Planning
- ♦ Master's Degree in Data Analysis and Business Intelligence from the University of Oviedo
- ♦ MBA in Business Administration and Management (Escuela De Negocios Europea De Barcelona
- ♦ Master's Degree in Big Data and Business Intelligence from the European Business School of Barcelona

08

# Certificate

The Advanced Master's Degree in Senior Marketing Management, Business Intelligence Expert guarantees students, in addition to the most rigorous and up-to-date education, access to a Postgraduate Certificate issued by TECH Global University.



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# Advanced Master's Degree

## Senior Marketing Management, Business Intelligence Expert