



Postgraduate Diploma Business Strategy in Veterinary Centers

» Modality: online

» Duration: 6t months

» Certificate: TECH Technological University

» Dedication: 16h/week

» Schedule: at your own pace

» Exams: online

Website: www.techtitute.com/in/school-of-business/postgraduate-diploma/postgraduate-diploma-business-strategy-veterinary-centers

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01 **Welcome**

For a veterinary center, it is crucial to outline a good business strategy, as its own particularities make it a unique type of business that requires special tailor-made planning. Therefore, professionals and managers seeking to focus their careers on the management of veterinary centers must first understand the main fundamentals of this economic sector. To this end, TECH has developed the following program, which compiles the economic knowledge specific to this field, as well as the innovative tools necessary to distinguish oneself in the workplace and succeed at the forefront of veterinary management.







tech 08 | Why Study at TECH?

At TECH Technological University



Innovation

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

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



The Highest Standards

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

95%

of TECH students successfully complete their studies



Networking

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

100,000+

200+

executives trained each year

different nationalities



Empowerment

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

500+

collaborative agreements with leading companies



Talent

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

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



Multicultural Context

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

TECH students represent more than 200 different nationalities



Learn with the best

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

Teachers representing 20 different nationalities



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

Why Study at TECH? | 09 tech

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



Analysis

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



Academic Excellence

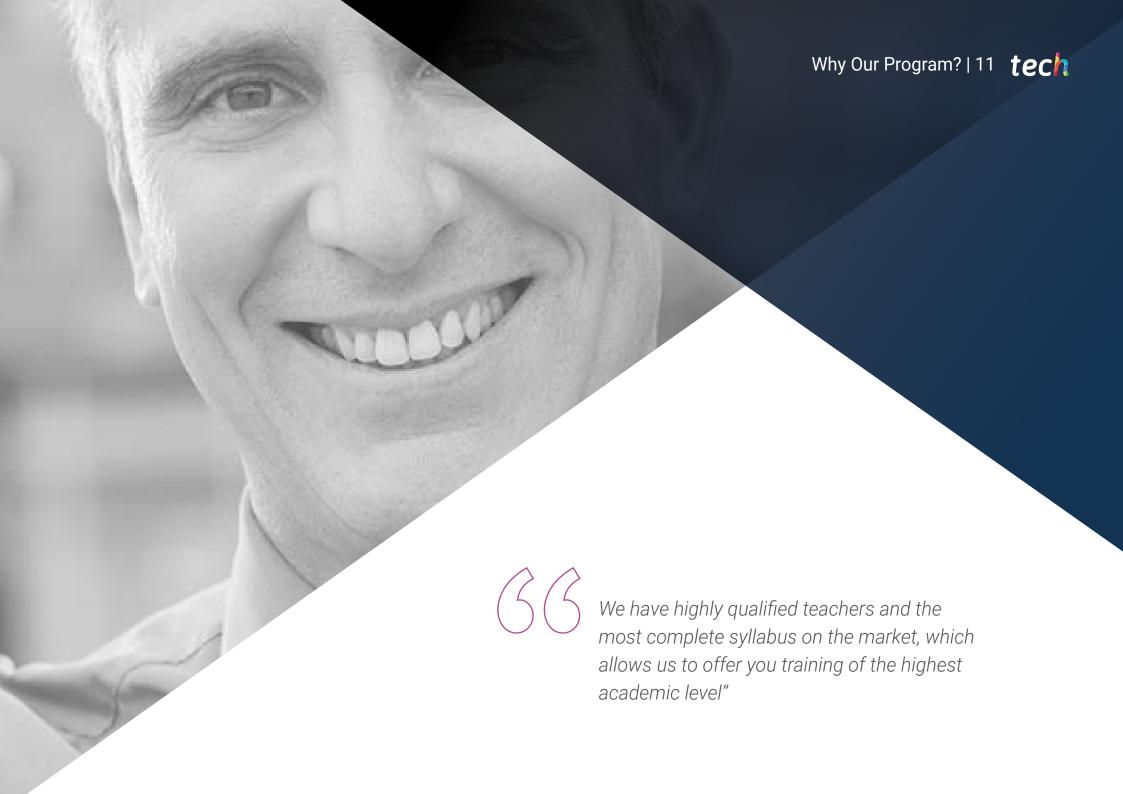
TECH offers students the best online learning methodology. The university combines the Relearning method (a postgraduate learning methodology with the highest international rating) with the Case Study. A complex balance between tradition and state-of-the-art, within the context of the most demanding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



Economy of Scale

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





tech 12 | Why Our Program?

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



A significant career boost

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

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



Develop a strategic and global vision of companies

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

Our global vision of companies will improve your strategic vision



Consolidate the student's senior management skills

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

You will work on more than 100 real senior management cases



Take on new responsibilities

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

45% of graduates are promoted internally



Access to a powerful network of contacts

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

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



Thoroughly develop business projects

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

20% of our students develop their own business idea



Improve soft skills and management skills

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

Improve your communication and leadership skills and enhance your career



Be part of an exclusive community

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

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





tech 16 | Objectives

Your goals are our goals.

We work together to help you achieve them.

The Postgraduate Diploma in Business Strategy in Veterinary Centers will enable students to:



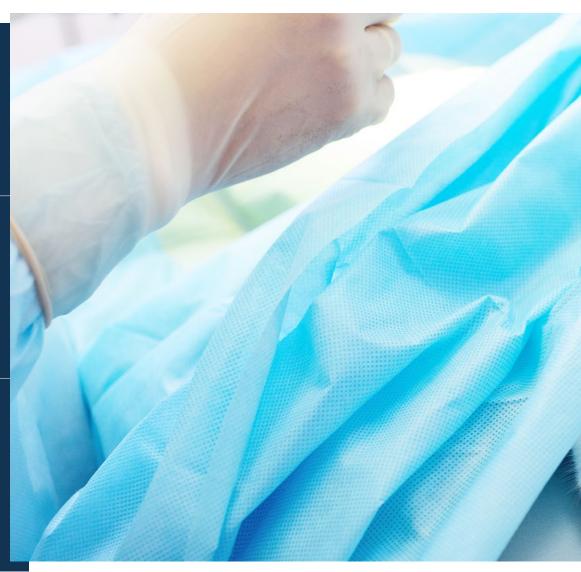
Learn how to perform a SWOT analysis and the corresponding CAME analysis

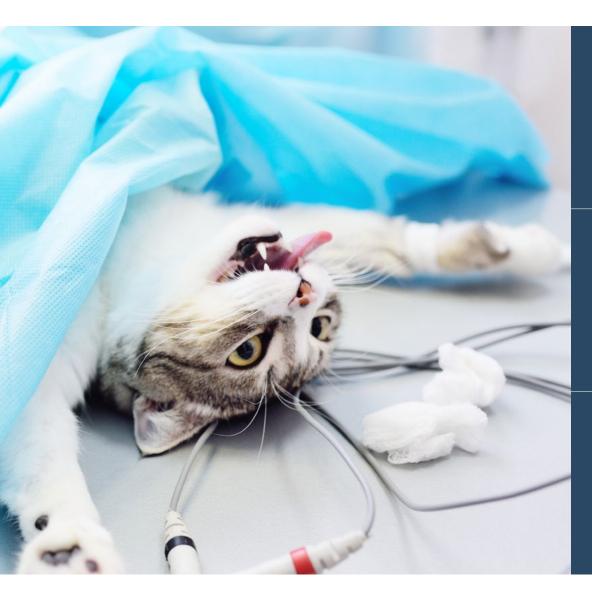


Establish a methodology for assigning SMART type objectives



Examine a methodology for setting a strategy and for converting each strategy into at least one specific action







Schedule actions based on business-related priority



Analyze the different production processes of veterinary centers



Identify and evaluate bottlenecks in the production processes



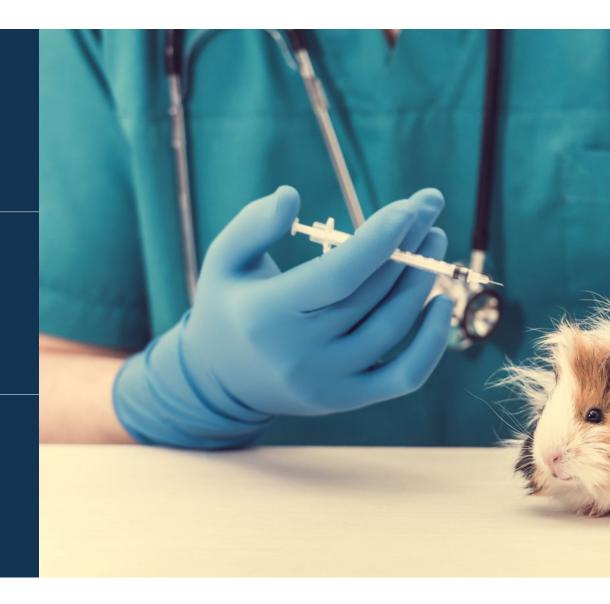
Expand knowledge of the business models of a veterinary center



Present the Lean Management Model applied to a veterinary center



Propose a methodology for the implementation of the Lean Management Model







Present practical examples of control and continuous improvement of business management according to the Lean Management Model



Define the mission, vision and values of a company in the veterinary health center sector



Develop and implement Design Thinking as a complementary technique to creative and innovative thinking





tech 22 | Structure and Content

Syllabus

The teaching methodology employed by TECH guarantees that its students acquire all the complementary and essential knowledge on business strategy in veterinary centers. This is a great opportunity for all professionals who want to run businesses of this kind, as they are gaining access to high quality and elaborate teaching material.

Throughout the course, the student analyzes a multitude of practical cases through individual and teamwork. It is, therefore, an authentic immersion in real veterinary business situations.

The student will be able to elaborate complete business plans applied to veterinary centers, analyze all the productive processes of these centers and be an innovative member of the veterinary business by applying the most recent and effective methodologies in the business field.

This program takes place over 6 months and is delivered entirely online. It is composed of 3 teaching modules.

| Module 1 | The Business Plan Applied to Veterinary Centers |
|----------|--|
| Module 2 | Production Processes in Veterinary Centers |
| Module 3 | Business Strategy and Innovation in Veterinary Centers |



Where, When and How is it Taught?

TECH offers its students the possibility of taking the entire program completely online, without the need to attend classes or physical centers. The student has access to the complete teaching material during the course and can download it from any device with an internet connection.

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

tech 24 | Structure and Content

| Mod | ule 1. The Business Plan Applied to Vet | erinary | [,] Centers | | | | |
|--------------------------------------|---|--------------------------------------|---|--------------------------------------|--|--------------------------------------|---|
| 1.1.1. | The Business Plan in Veterinary Centers Planning and Control: Two Sides of the Same Coin Why and Why Have a Plan? | 1.1.4. 1.1.5. | Who Should Do It? When to Do It How to Do It Does It Have to Be in Writing? Questions That Need to Be Answered Sections of the Business Plan | 1.2.1. 1.2.2. 1.2.3. | External Analysis I: The Veterinary Center Environment What Should It Contain? Political Environment Economic Environment Social Environment | 1.2.6. | Technological Environment Ecological Environment Legal Environment |
| 1.3.1. 1.3.2. 1.3.3. 1.3.4. | Suppliers | 1.4.2. 1.4.3. | Internal Analysis of a Veterinary Center Facilities and Equipment Personal Income/Expenses Customers | 1.4.6. 1.4.7. 1.4.8. 1.4.9. | Prices Services Communication with Customers Training Suppliers Competition | 1.5.1. 1.5.2. | SWOT and CAME Analysis Applied to Veterinary Centers Weaknesses Strengths Threats |
| 1.5.5. | | 1.6.2. | Objectives of Veterinary Centers as Companies What Are They? Features: SMART Types | 1.7.1. 1.7.2. 1.7.3. | Business Strategies in Veterinary Centers The 7 P's of Service Marketing Product-Service Price Distribution | 1.7.5. 1.7.6. 1.7.7. 1.7.8. | Communication Person Current Procedures Test |
| 1.8.1. 1.8.2. 1.8.3. 1.8.4. | Action Plan for the Strategy of a Veterinary Center What Does it Consist of? How to Develop a Strategy What Should Be Taken into Consideration for Each Action? Prioritization of Actions Based on Business Importance Calendar | 1.9.1. 1.9.2. 1.9.3. 1.9.4. | Control and Follow-Up Plan for the Business Plan of a Veterinary Center Planning and Control What Does It Consist Of and Why It Is Important? Who and How to Control Indicator Based Control Decision Making | 1.10.1. 1.10.2. | Contingency Plan Applied to a Veterinary Center's Business Plan What Is It and What Is It For? How to Do It How to Use It | | |

| Mod | lule 2. Production Processes in Veterina | ary Cen | ters | | | | |
|--|---|--------------------------------------|---|--|---|----------------------------|--|
| 2.1.1. 2.1.2. 2.1.3. 2.1.4. 2.1.5. | Introduction to Productive Processes in Veterinary Centers Business Process Concept Introduction to Business Processes Graphic Representation of the Processes Normalization of Processes Practical Examples of Processes in Veterinary Centers | 2.2.1. 2.2.2. 2.2.3. | Business Processes | 2.3.1. 2.3.2. 2.3.3. 2.3.4. 2.3.5. | Veterinary Health Centers Sector | 2.4.1. 2.4.2. 2.4.3. | Applied to the Veterinary Health Center Sector Traditional Mass Management |
| 2.5.1. 2.5.2. 2.5.3. 2.5.4. 2.5.5. | Pulling System Flow-Pull | 2.6.1. 2.6.2. 2.6.3. 2.6.4. | Waste in a Production Model Applied to Veterinary Centers Litter, Waste or Moult Types of Waste Causes of waste Elimination of waste | 2.7.1. 2.7.2. 2.7.3. 2.7.4. | Management Model in Veterinary Centers I Process Conditioning | | Management Model in Veterinary Centers II Second Stage: Consolidating the Flow, Eliminating Waste, Ensuring Quality and Standardizing Operations |
| 2.9.1. 2.9.2. 2.9.3. | Implementation of the Lean Management Model in Veterinary Centers III Fifth Stage: Flexibility in the Type of Product Sixth Stage: Complete Implementation of Balanced, Leveled and Multiproduct Pull Flow Seventh Stage: Simple Management and Control | 2.10.1 | Tools for Lean Implementation Applied to Veterinary Centers Value Stream Map A3: Analysis of New Approaches or Problems to Be Solved | | | | |

tech 26 | Structure and Content

| Mod | ule 3. Business Strategy and Innovation | on in Ve | eterinary Centers | | | | |
|--|---|----------|--|----------------------------|--|------------------|--|
| 3.1.1 3.1.2 3.1.3 3.1.4 3.1.5 3.1.6 3.1.7. | Human Resources Management Financial Management Occupational Health Management Information Technology Management Marketing and Sales Management Customer Service and Public Relations Management | | Strategic Planning in Veterinary Centers Definitions Sense of Business Strategy Strategic Plan of a Veterinary Center | 3.3.1. 3.3.2. 3.3.3. | The Philosophical Stage of Strategic Planning for a Veterinary Center Definition Components 3.3.2.1. Mission 3.3.2.2. Vision 3.3.2.3. Values 3.3.2.4. Tools 3.3.2.5. Strategical Goals Practical Examples | 3.4.2. 3.4.3. | Business Models in Traditional Veterinary Centers Introduction Veterinary Center Structures Services Staff of a Veterinary Center |
| 3.5. 3.5.1. 3.5.2. | Research for Innovation in Veterinary Centers Innovation Concept in the Veterinary Sector The Blue Ocean Strategy Applied to Veterinary Centers 3.5.2.1. Concept 3.5.2.2. Analytical Tools | | Canvas Methodology for Innovation in Veterinary Centers 3.5.3.1. Description 3.5.3.2. Operative Strategy Formulation for Innovation Strategies in Veterinary Centers 3.5.4.1. Generation of New Ideas and Synthesis 3.5.4.2. Innovation Epicenters | 3.6.2. | Design of the Value Proposition for Veterinary Center Customers The Profile of the Customer/User of Veterinary Centers Value Map Fit between the Value Offering and the Customer Profile Applied to Veterinary Centers | 3.7.2. | Veterinary Centers The Minimum Viable Innovation System |
| 3.8.1. 3.8.2. 3.8.3. 3.8.4. 3.8.5. | Patterns of Business Models in the Veterinary Health Center Industry Disaggregation of Business Models Long Tail Multilateral Platforms The Free Business Model (Freemium) Open Business Models | | Design Thinking and Application in Veterinary Centers Concept Guidelines and Keys Tools | 3.10.1 | Research for Continuous Improvement in Business Strategy in Veterinary Centers . Monitoring of the Strategic Plan of a Veterinary Center . Implementation of Improvements in the Strategy of a Veterinary Center | | |





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

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



tech 30 | Methodology

TECH Business School uses the Case Study to contextualize all content

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





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



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

A learning method that is different and innovative

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



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

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

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

tech 32 | Methodology

Relearning Methodology

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

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

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

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

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



Methodology | 33 tech

In our program, learning is not a linear process, but rather a spiral (learn, unlearn, forget, and re-learn). Therefore, we combine each of these elements concentrically. With this methodology we have trained more than 650,000 university graduates with unprecedented success in fields as diverse as biochemistry, genetics, surgery, international law, management skills, sports science, philosophy, law, engineering, journalism, history, markets, and financial instruments. All this in a highly demanding environment, where the students have a strong socio-economic profile and an average age of 43.5 years

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

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

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

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



Study Material

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

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



Classes

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

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



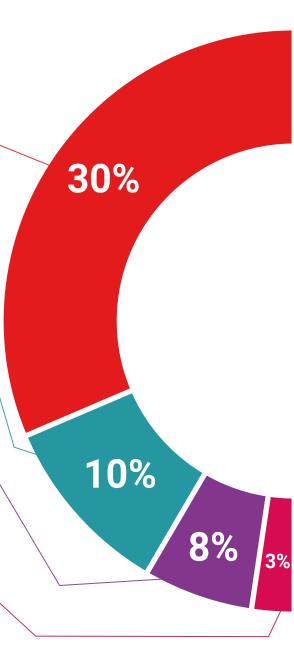
Management Skills Exercises

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



Additional Reading

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



Case Studies

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

Interactive Summaries



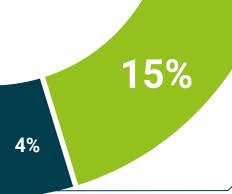
The TECH team presents the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge

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

Testing & Retesting



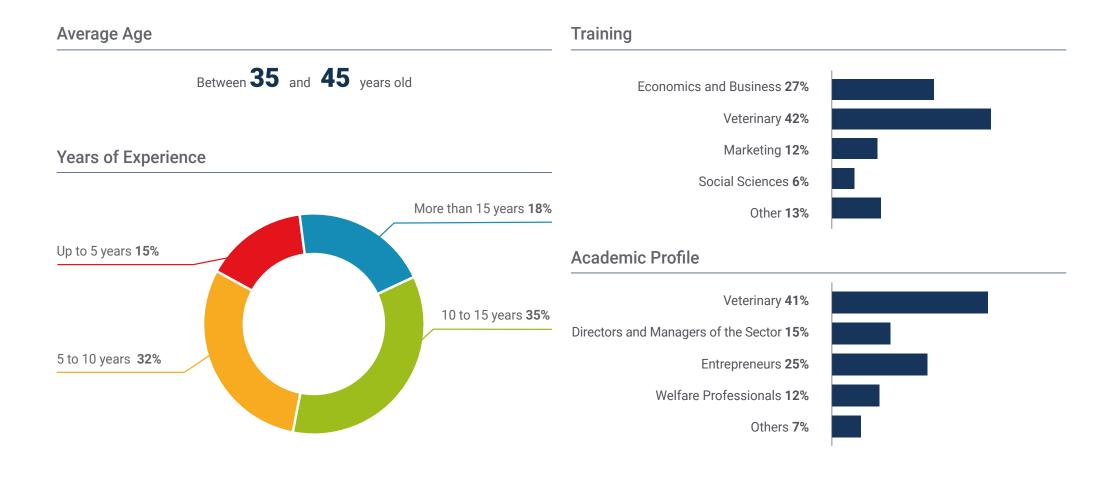
We periodically evaluate and re-evaluate students' knowledge throughout the program, through assessment and self-assessment activities and exercises, so that they can see how they are achieving their goals



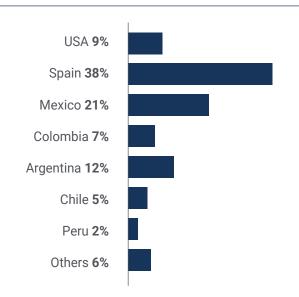
30%







Geographical Distribution





Adrián Hernández

Veterinary Manager

"It was clear to me when I finished my specialization that I wanted to go into veterinary management. Thanks to this TECH Postgraduate Diploma I was able to obtain the knowledge I needed in terms of administration, providing me with a much more effective approach to my business"





tech 42 | Course Management

Management



Mr. Barreneche Martínez, Enrique

- Director of the consulting firm VetsPower.com, a business consulting firm dedicated exclusively to veterinary health centers for pets
- Graduated in Veterinary Medicine from the Complutense University of Madrid in 1990
- Vice-president of the provincial employers' association of the veterinary sector of Alicante, AEVA, and treasurer of the Confederation of Employers of the Veterinary Sector of Spain (CEVE)
- Co-founder of AVEPA's Management and Administration Working Group (GGA), of which he was chairman between 2011 and 2013
- Business experience: Founder and owner of the Amic Veterinary Center in Alicante from 1991 to 2018, transferred to focus exclusively on business management within the sector of veterinary health centers for pets
- Author of the books on business management in veterinary centers "¿Quién se ha llevado mi centro veterinario?" (2009) and "¡Ya encontré mi centro veterinario!" (2013)
- Co-author of two books and author of specific chapters in other publications for the training of Veterinary Clinic Assistants (VCA)
- Speaker in several courses and workshops on business management of veterinary centers, both in classroom and online, both in Spain and abroad
- Since 1999, he has given numerous conferences, courses and webinars for auxiliary personnel of veterinary centers

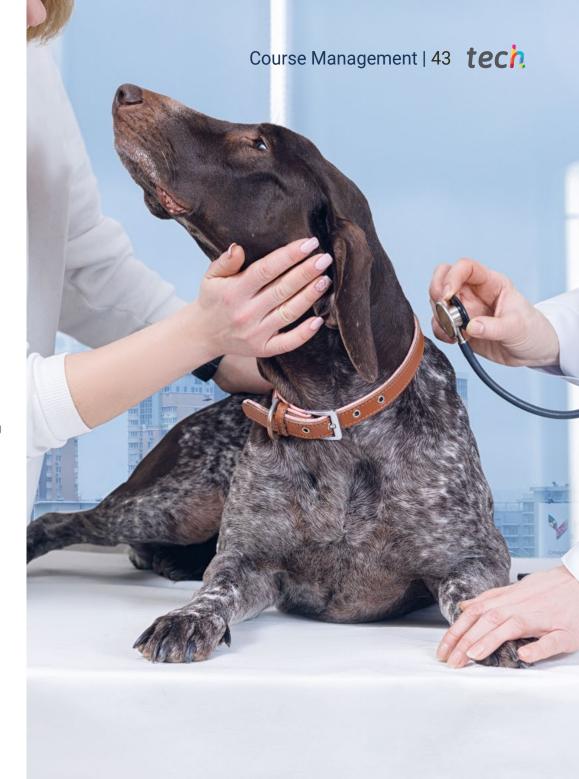
Professors

Mr. Vilches Sáez, José

- Project Manager CursoACV.com
- Responsible for training platform Cursoveterinaria.es
- Project Manager- Duna Formación
- Commercial Manager- Gesvilsa
- Manager of Professional Training at Duna, SL
- Community Manager
- Secretarial management AGESVET
- Sales Manager Spain ProvetCloud
- Technical Sales Manager Guerrero Coves

Mr. Muñoz Sevilla, Carlos

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







Completing this
Postgraduate Diploma
provides students
with the highest level
of leadership and
management skills, giving
them the opportunity to
work in veterinary clinics
and hospitals.

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

The Postgraduate Diploma in Business Strategy in Veterinary Centers at TECH Technological University is an intense program that prepares the student to face challenges and business decisions both nationally and internationally. The main objective is to promote your personal and professional growth, helping you to achieve success.

If a student wants to improve their skills, make a positive change at a professional level and interact with the best, this is the place for them.

Thanks to this program you will receive a large number of job offers with which you will be able to start your professional growth.

When the change occurs

During the program

11%

During the first year

63%

After 2 years

26%

Type of change

Internal Promotion 37%
Change of Company 35%
Entrepreneurship 28%

Salary increase

This program represents a salary increase of more than **25%** for our students.

\$57,900

A salary increase of

25.22%

\$72,500





tech 50 | Benefits for Your Company

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



Intellectual Capital and Talent Growth

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



Retaining High-Potential Executives to Avoid Talent Drain

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



Building Agents of Change

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



Increased International Expansion Possibilities

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





Project Development

The professional will be able to work on a real projects or develop new projects.

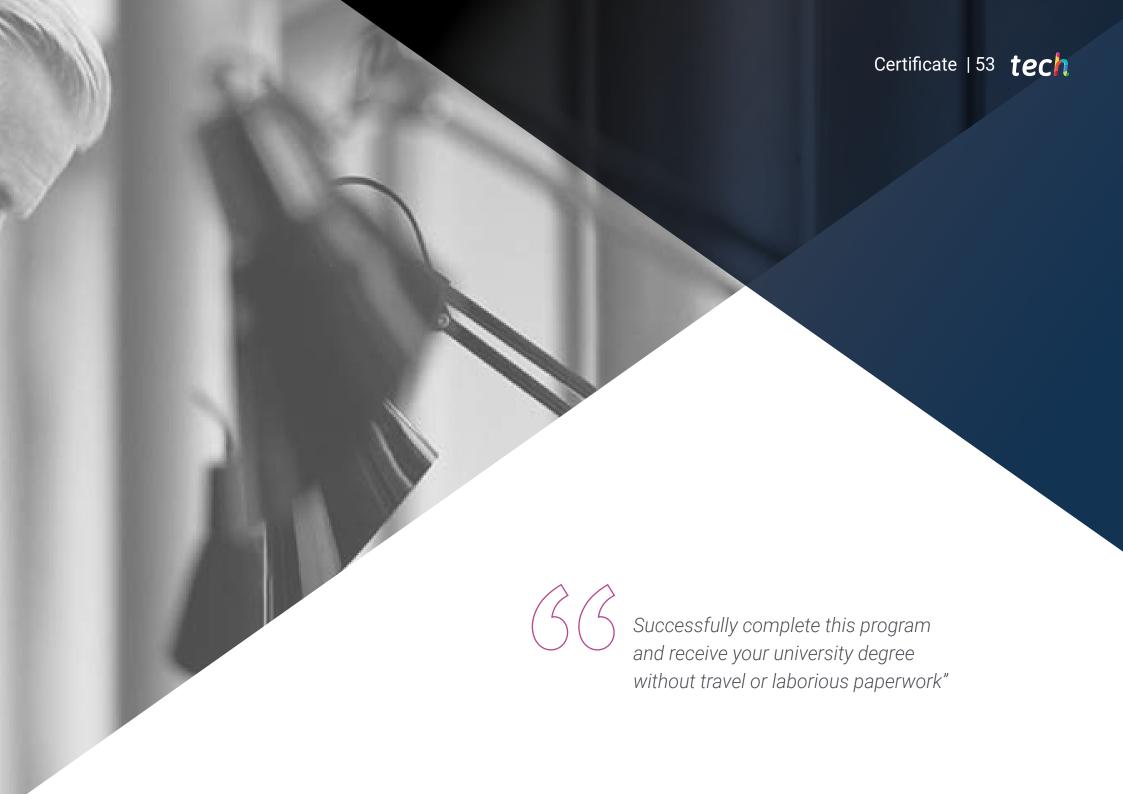


Increased Competitiveness

This program will equip students with the skills to take on new challenges and drive the organization forward.







tech 54 | Certificate

This **Postgraduate Diploma in Business Strategy in Veterinary Centers** ccontains the most complete and up-to-date program on the market.

After the student has passed the assessments, they will receive their corresponding **Postgraduate Diploma** issued by **TECH Technological University** via tracked delivery*.

The certificate issued by **TECH Technological University** will reflect the qualification obtained in the Postgraduate Diploma, and meets the requirements commonly demanded by labor exchanges, competitive examinations, and professional career evaluation committees.

Title: Postgraduate Diploma in Business Strategy in Veterinary Centers
Official N° of hours: **450 h**.



^{*}Apostille Convention. In the event that the student wishes to have their paper certificate issued with an apostille, TECH EDUCATION will make the necessary arrangements to obtain it, at an additional cost.



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