

# Executive Master's Degree MBA in Digital Transformation (CDO, Chief Digital Officer)

M B A D T C C D O



## Executive Master's Degree MBA in Digital Transformation (CDO, Chief Digital Officer)

- » Modality: online
- » Duration: 12 months
- » Certificate: TECH Technological University
- » Schedule: at your own pace
- » Exams: online

Website: [www.techtute.com/us/school-of-business/executive-master-degree/master-mba-digital-transformation-cdo-chief-digital-officer](http://www.techtute.com/us/school-of-business/executive-master-degree/master-mba-digital-transformation-cdo-chief-digital-officer)

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# 01 Welcome

The constant emergence of new technologies and the significant advances that occur every year, especially in the IT field, force companies to be immersed in a continuous renewal process. This is where the figure of the CDO, Chief Digital Officer, stands out, who must lead this Digital Transformation in order to seek the greatest benefit for their organization. To do so, they must master business management processes, analytical techniques, digital communication or Internet of Things, among others. This program delves precisely into all the skills that the CDO must develop to have a successful career, offering a 100% online format with which you can improve your professional and economic expectations without having to sacrifice work or personal responsibilities. In addition to this, 10 comprehensive *Masterclasses* will be given by an international by an international reference as Guest Director.



MBA in Digital Transformation (CDO, Chief Digital Officer)  
TECH Global University



*Position yourself as a highly skilled business and technology leader through TECH and the exclusive Masterclasses included in this 100% online program"*

02

# Why Study at TECH?

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



“

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

## At TECH Technological University



### Innovation

The university offers an online learning model that balances 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.

**+100000**

executives prepared each year

**+200**

different nationalities



### Empowerment

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

**+500**

collaborative agreements with leading companies



### Talent

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

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



### Multicultural Context

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

TECH students represent more than 200 different nationalities.





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



### Analysis

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



### Academic Excellence

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TECH offers students the best online learning methodology. The university combines the Relearning method (postgraduate learning methodology with the best international valuation) with the Case Study. Tradition and vanguard in a difficult balance, and in the context of the most demanding educational itinerary.



### Economy of Scale

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



### Learn with the best

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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 analyses in academia"*

03

# Why Our Program?

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

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





“

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

This program will provide you with a multitude of professional and personal advantages, among which we highlight the following:

**01**

### A Strong Boost to Your Career

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 students achieve positive career development in less than 2 years.*

**02**

### Develop a strategic and global vision of the company

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

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

**03**

### Consolidate the student's senior management skills

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

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

**04**

### You will take on new responsibilities

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

*45% of graduates are promoted internally.*

05

### Access to a powerful network of contacts

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

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

06

### Thoroughly develop business projects.

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

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

07

### Improve soft skills and management skills

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

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

08

### You will be part of an exclusive community

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

*We give you the opportunity to study with a team of world-renowned teachers.*

# 04

# Objectives

Since the CDO must cover a multitude of technological fields in order to perform their role successfully, the objective of this program is to provide them with the appropriate tools, strategies and knowledge that will directly influence their daily work. For this purpose, extensive teaching material has been prepared, covering many areas of technology management, process control and leadership behavior in the field of the Chief Digital Officer.



“

*You will have the best teaching material at your disposal, in a virtual classroom available 24 hours a day so that you can access it whenever you want”*

**TECH makes the goals of their students their own goals too  
Working together to achieve them**

The **MBA in Digital Transformation (CDO, Chief Digital Officer)** will enable students to:

01

Master the different BPM technological solutions and select the one that best suits each organization

04

Develop a conceptual framework for the analysis of digital maturity and the challenges at the level of strategy, processes, technology, culture and people faced by the organization in the new digital paradigm

02

Identify innovative processes that allow the creation of new technological products and services

05

Implement process automation and integration with customers, suppliers, workers, organizations, documents, systems and technology

03

Model and design business processes using BPM methodology, creating process maps and process documentation

06

Develop a strategic vision to lead the processes of change in innovation management and Digital Transformation



07

Master the different technological trends that are taking place so that you can have a strategic and global vision when applying them in your projects

10

Learn about and reflect on the different behavioral trends in users, as well as the new communication that all companies will have to face

08

Establish the Digital Strategy, understanding this with a 360° vision, applied to the customer experience as well as to the internal experience in the company

11

Implement Business Process Management in a timely and successful manner

09

Acquire a strategic vision and the ability to define a marketing plan, through an exhaustive analysis of the tools to be used in: social networks, influencer marketing, email marketing, SEO positioning, mobile marketing and ASO, paid-media campaigns, affiliate marketing, programmatic advertising, loyalty programs and co-branding actions

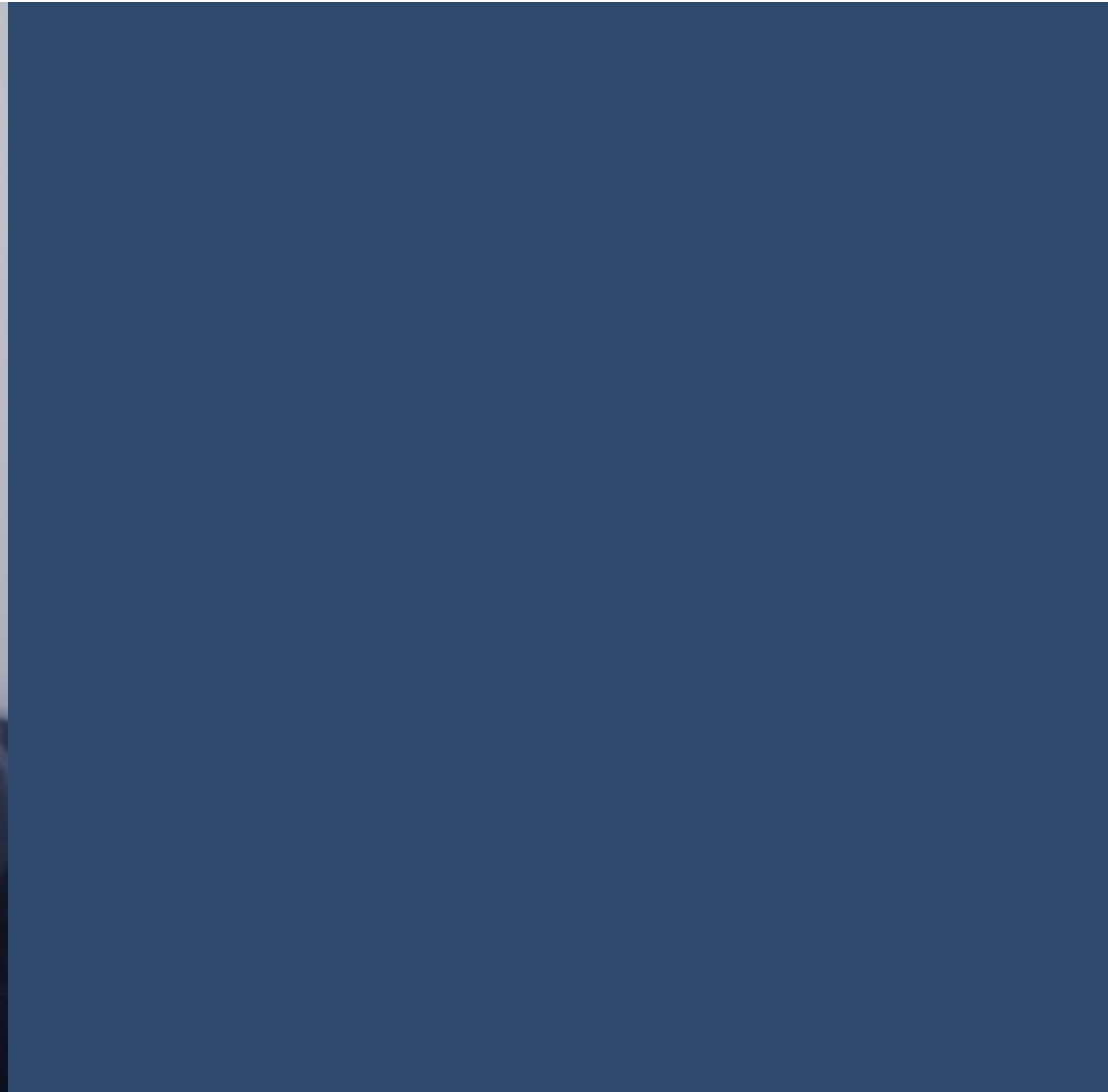
12

Create process models taking into account the most used notation types, knowing their relevant aspects, in order to choose the appropriate modeling type for each scenario

13

Design the desired process and evaluate its performance, formulating management indicators according to the level of the organization





# 05 Skills

The Digital Transformation demands from managers a series of refined skills not only in the obvious technological field, but also in the management of constantly changing environments, analytics of business procedures or the optimization and control of these processes. For this reason, managers will find in this program an eminently practical content, focused on the direct improvement of their competencies even before completing it, being able to incorporate the most important skills of the CDO position into their daily work.





“

*You will make your work, effort and leadership skills count thanks to the skills enhancement and digital management you will acquire in this program"*

01

Understand the impact of digital transformation on customers, processes, business models, human talent and work tools

02

Apply the use of new technological tools in your organization

03

Acquire a strategic vision to lead the change processes of innovation management and digital transformation

04

Create a digital transformation team by understanding which areas of the company and profiles should be involved

05

Analyze the business impact of the use of current technologies



06

Leading the changes that are transforming organizational processes

08

Develop the vision and strategic capacity to define a marketing plan, as well as the tools that are currently being used

09

Lead and manage the digital marketing team on a business level

07

Analyze the digital environment: consequences, challenges and opportunities from a marketing perspective

10

Master the advances in new advertising formats, thereby having the necessary knowledge to bet on them in your future strategy



11

Implement a digital strategy by seeing the impact it is having on different sectors today

12

Recognize if the company has the necessary elements for a successful implementation of the BPM project







13

Create business process models taking into account the most commonly used types of model notation

14

Plan and organize the available resources to ensure comprehensive legal protection of the company

06

# Structure and Content

Following the *Relearning*, pedagogical methodology, all the contents of this program favor a natural and effective teaching, which does not require an investment of huge hours of study to be able to overcome. On the contrary, the multiple multimedia resources, video summaries and simulated cases based on real examples make the academic experience much more enriching, even gaining access to a reference guide of great use in the day-to-day life of the most advanced CDO.



“

*Definitely boost your career path to the highest positions of responsibility in the digital field with this MBA in Digital Transformation (CDO, Chief Digital Officer)”*

## Syllabus

The MBA in Digital Transformation (CDO, Chief Digital Officer) of TECH Global University is an intensive program that prepares you to face challenges and business decisions in the field of integrated project management. The content is designed to promote the development of managerial skills that allow you to make decisions with greater rigor in uncertain environments.

Throughout 2,700 hours of study, the student will analyze a multitude of practical cases through individual work, which will allow them to learn in a more contextual way, facilitating their understanding. It is, therefore, an authentic immersion in real business situations.

This program deals in depth with different areas of the company and is designed to specialize managers who understand project management from a strategic, international and innovative perspective.

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

This program takes place over 12 months and is divided into 14 modules:

- Module 1** The Digital Environment in Business Processes
- Module 2** Digital Transformation in the Company
- Module 3** The New Digital Era: Internet of Things (IoT)
- Module 4** Digital Transformation as a 360° Strategy
- Module 5** Marketing Channels in the Digital Era
- Module 6** New Behavior in the Digital Transformation of Companies
- Module 7** Business Process Management (BPM)
- Module 8** Process Modeling and Analysis
- Module 9** Process Control and Optimization
- Module 10** Leadership, Ethics and Social Responsibility in Companies
- Module 11** People and Talent Management
- Module 12** Economic and Financial Management
- Module 13** Executive Management



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

TECH offers the possibility of studying this MBA in Digital Transformation (CDO, Chief Digital Officer) completely online. Throughout the 12 months of the educational program, the students will be able to access all the contents of this program at any time, allowing them to self-manage their study time.

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

**Module 1. The Digital Environment in Business Processes**

<p><b>1.1. The Digital World</b></p> <p>1.1.1. Trends and Opportunities 1.1.2. Digital Transformation: Choice or Necessity 1.1.3. The Impact of the Digital Age on Customers</p>	<p><b>1.2. Impacts of Digital Transformation</b></p> <p>1.2.1. Internal and External Communication 1.2.2. In Sales and Customer Channels 1.2.3. New Business Models</p>	<p><b>1.3. Process Management</b></p> <p>1.3.1. Processes 1.3.2. Process and Cycle Deming 1.3.3. Business Process Mapping 1.3.3.1. Strategic Management 1.3.3.2. Operational or Value Chain 1.3.3.3. Support</p>	<p><b>1.4. Optimization in Process Management</b></p> <p>1.4.1. Process Based Focus 1.4.2. Process Improvement Phases 1.4.3. Continuous Improvement and Organization</p>
<p><b>1.5. Process Innovation</b></p> <p>1.5.1. Design Thinking 1.5.2. Agile Approach 1.5.3. Lean Start-up</p>	<p><b>1.6. Digital Strategy in the Company</b></p> <p>1.6.1. Digital Marketing and e-Commerce 1.6.2. Integrating Traditional and Digital Marketing 1.6.3. Online Marketing Tools</p>	<p><b>1.7. Organizational Environment</b></p> <p>1.7.1. Change Management 1.7.2. Strategy for the Management of Change 1.7.3. Organizational Change Implementation</p>	<p><b>1.8. Data Analysis and Management</b></p> <p>1.8.1. History, Evolution and Trends of Web Analytics 1.8.2. The Importance of Data Analytics 1.8.3. Big Data and Business Intelligence 1.8.3.1. Big Data 1.8.3.2. Business Intelligence (BI)</p>
<p><b>1.9. Innovation and Technology</b></p> <p>1.9.1. Innovative Companies 1.9.2. Competitiveness Factors. Creativity and Innovation 1.9.3. Innovation and Process Management</p>	<p><b>1.10. Usage Applications and Success Stories</b></p> <p>1.10.1. Path of Digital Transformation 1.10.2. Projecting Digital Transformation 1.10.3. How to Succeed in Digital Transformation</p>		

**Module 2. Digital Transformation in the Company**

<p><b>2.1. Digital and Business Transformation</b></p> <p>2.1.1. Digitization vs. Digital Transformation 2.1.2. Social Business: Platforms, Processes and People 2.1.3. Organizational Models</p>	<p><b>2.2. Smart Company or Enterprise 4.0</b></p> <p>2.2.1. Difference between Smart Company, Digital Company and Traditional Company 2.2.2. Keys to Management in Digital Native Companies 2.2.3. Design, Manufacturing, Logistics and Distribution of the Company 4.0</p>	<p><b>2.3. Digital Transformation</b></p> <p>2.3.1. Challenges of Digital Transformation 2.3.2. Advantages of Digital Transformation 2.3.3. Barriers of Digital Transformation</p>	<p><b>2.4. Typology of Digital Transformation</b></p> <p>2.4.1. Digital Transformation by Type of Business 2.4.2. Digital Transformation by Models of business 2.4.3. Digital Transformation by User Profile</p>
<p><b>2.5. Profiles Leading the Digital Transformation by Area</b></p> <p>2.5.1. Technology 2.5.2. Marketing and Growth 2.5.3. Human Resources 2.5.4. Management</p>	<p><b>2.6. TI/ IS Strategic Planning</b></p> <p>2.6.1. The IT/IS Plan 2.6.2. Structure of an IT/IS Plan 2.6.3. Phases of an IT/IS Plan</p>	<p><b>2.7. Information Systems Project Management</b></p> <p>2.7.1. Functional and Non-functional Requirements 2.7.2. Typologies of Information Systems 2.7.3. Entity-relationship Model</p>	<p><b>2.8. Differences Between Methodologies</b></p> <p>2.8.1. Differences between Design Thinking, Lean Startup, Agile, Growth Hacking 2.8.2. Delving into the Methodology of Growth Hacking 2.8.3. Other Methodologies Design Sprint, Kanban and Six Sigma</p>

**2.9. Digital Competencies**

- 2.9.1. Strategic, Communicative and Agile Vision
- 2.9.2. Data Analytics
- 2.9.3. Creativity Management
- 2.9.4. Security

**2.10. Consequences of Digital Transformation**

- 2.10.1. Digitization of Society
- 2.10.2. Digital Division
- 2.10.3. Flexible Work, Work by Objectives and Teleworking

**Module 3. The New Digital Era: Internet of Things (IoT)****3.1. Internet Of Things**

- 3.1.1. Analysis of Internet Of Things
- 3.1.2. Scope and Evolution
- 3.1.3. Transformation Implications for Companies

**3.2. Big Data**

- 3.2.1. Big Data and Small Data
- 3.2.2. The 4 V's of Big Data
- 3.2.3. Predictive Analytics
- 3.2.4. Focus Data Driven

**3.3. Cloud Productivity**

- 3.3.1. Features
- 3.3.2. Implementation Models
- 3.3.3. Levels or Layers

**3.4. Blockchain Technology**

- 3.4.1. Blockchain
- 3.4.2. Benefits of Blockchain
- 3.4.3. Blockchain Applications in the Business World

**3.5. Artificial Intelligence (AI)**

- 3.5.1. Artificial Intelligence
- 3.5.2. Types of Artificial Intelligence
- 3.5.3. Applications of Artificial Intelligences
- 3.5.4. Machine Learning vs. Artificial Intelligence

**3.6. Extended Reality (XR)**

- 3.6.1. Extended Reality (XR)
- 3.6.2. Virtual Reality (VR)
- 3.6.3. Augmented Reality (AR)
- 3.6.4. Mixed Reality (MR)

**3.7. Augmented Humans or Human 2.0**

- 3.7.1. Human Enhancement Technologies (HET)
- 3.7.2. Biohacking
- 3.7.3. Accelerated Learning

**3.8. 3D Printing**

- 3.8.1. Evolution and Scope of 3D Printing
- 3.8.2. Types of 3D Printing
- 3.8.3. Applications of 3D Printing

**3.9. Localization-Based Services (LBS)**

- 3.9.1. Bluetooth Low Energy (BLE): Beacons
- 3.9.2. GPS Location
- 3.9.3. Wireless Location: Geofencing and Geotagging (RFID and NFC, Barcodes, QR Scanners)

**3.10. 5G Technology**

- 3.10.1. Connectivity
- 3.10.2. Advantages of 5G
- 3.10.3. Applications

**Module 4. Digital Transformation as a 360° Strategy**

**4.1. 360° Strategy**

- 4.1.1. Brand Awareness
- 4.1.2. Content Mapping and Customer Journey
- 4.1.3. Always On Strategy

**4.2. Rebranding**

- 4.2.1. Rebranding
- 4.2.2. When to Implement a Rebranding Strategy?
- 4.2.3. How to Implement a Rebranding Strategy?

**4.3. HR Marketing**

- 4.3.1. Recruitment Marketing
- 4.3.2. Phases of HR Marketing
- 4.3.3. Communication Strategy

**4.4. Relationship Marketing**

- 4.4.1. Relationship Marketing
- 4.4.2. Inbound Marketing
- 4.4.3. Tools

**4.5. Innovation Ecosystems and Communities**

- 4.5.1. Innovation Ecosystems
- 4.5.2. Types of Profiles
- 4.5.3. Keys for Having a Internal and External Community

**4.6. Social Selling**

- 4.6.1. Social Selling
- 4.6.2. How to Apply a Social Selling Strategy?
- 4.6.3. Applications based on Social Selling

**4.7. Experience Marketing**

- 4.7.1. Marketing Expertise
- 4.7.2. Objectives in an Experiential Marketing campaign
- 4.7.3. Use of Technology in Experiential Marketing

**4.8. Branded Content and Native Advertising**

- 4.8.1. Branded Content and Debranding
- 4.8.2. Content Marketing vs. Brand Journalism
- 4.8.3. Native Advertising

**4.9. Real Time Marketing**

- 4.9.1. Real Time Marketing
- 4.9.2. Preparation of a Real Time Marketing Campaign
- 4.9.3. Personalization as a Key Concept
- 4.9.4. Corporate Social Responsibility

**4.10. Key Performance Indicators (KPIs) in the Digital Era**

- 4.10.1. Organizational Indicators
- 4.10.2. Innovation Indicators
- 4.10.3. Marketing Indicators



**Module 5. Marketing Channels in the Digital Era**

**5.1. Social Networks**

- 5.1.1. Relational
- 5.1.2. Entertainment
- 5.1.3. Professional
- 5.1.4. Niche

**5.2. Influencer Marketing**

- 5.2.1. Classification of Influencers
- 5.2.2. Design of Campaign with Influencers
- 5.2.3. Types of Campaign with Influencers

**5.3. E-mail Marketing**

- 5.3.1. Objectives of E-Mail Marketing
- 5.3.2. Key Factors in E-Mail Marketing
- 5.3.3. Automated E-mails

**5.4. Website and SEO**

- 5.4.1. Website
- 5.4.2. SEO On Page
- 5.4.3. SEO Off Page

**5.5. Mobile Applications and ASO**

- 5.5.1. Types of Applications
- 5.5.2. Key Concepts
- 5.5.3. ASO Positioning

**5.6. Paid Campaigns**

- 5.6.1. Paid-media Strategy
- 5.6.2. Google Ads
- 5.6.3. Facebook Ads

**5.7. Affiliate Marketing**

- 5.7.1. Affiliate Marketing Analysis
- 5.7.2. Affiliate Marketing Types
- 5.7.3. Key Aspects

**5.8. Programmed Advertising**

- 5.8.1. Programmed Advertising
- 5.8.2. Fundamental Actors
- 5.8.3. Benefits of Programmed Advertising
- 5.8.4. Real Time Bidding (RTB)

**5.9. Loyalty Programs**

- 5.9.1. Loyalty Programs
- 5.9.2. Importance of Gamification
- 5.9.3. Types of Loyalty Programs

**5.10. Co-Branding vs.**

- 5.10.1. Cobranding Campaign
- 5.10.2. Types of Cobranding
- 5.10.3. Co Branding vs. Comarketing

**Module 6. New Behavior in the Digital Transformation of Companies**

**6.1. New Adopted Behaviors**

- 6.1.1. Social Distancing
- 6.1.2. A-commerce
- 6.1.3. Mentor to Protégé (M2P)

**6.2. Trends in Communication**

- 6.2.1. Inclusive and Social Marketing
- 6.2.2. Ecology and Proximity
- 6.2.3. Humanization
- 6.2.4. Differentiation

**6.3. Evolution of the Contents**

- 6.3.1. Evolution of Fast Content
- 6.3.2. Immediate Content
- 6.3.3. From Storytelling to Storydoing
- 6.3.4. The Rise of Premium Content

**6.4. The Evolution of Searches**

- 6.4.1. The Intention of Searches
- 6.4.2. Voice Marketing
- 6.4.3. Visual Search
- 6.4.4. Interactive Search

**6.5. Support Advances**

- 6.5.1. OOH Digital Advertising
- 6.5.2. Connected TV and Over-the-Top (OTT) Video
- 6.5.3. Podcasting and Online Audio
- 6.5.4. Streaming

**6.6. Customer Centric**

- 6.6.1. Customer Centric vs Customer Experience vs. Product Centric
- 6.6.2. User Generated Content
- 6.6.3. Share of Voice
- 6.6.4. Personalization

**6.7. Evolution of E-commerce**

- 6.7.1. Evolution and Perspectives
- 6.7.2. System Types
- 6.7.3. E-Commerce Types

**6.8. Behavioral Economics**

- 6.8.1. Behavioral Economics
- 6.8.2. Types of Biases and Nudges
- 6.8.3. CRO
- 6.8.4. UX vs. UI

**6.9. Digital Transformation Physical + Digital**

- 6.9.1. Era of Digitalization
- 6.9.2. Social, Location and Mobile (SoLoMo)
- 6.9.3. Evolution of Payment Methods
- 6.9.4. New Challenges for Retail

**6.10. Evolution of Sectors in the Digital environment**

- 6.10.1. Tourism
- 6.10.2. Mobility
- 6.10.3. Health

## Module 7. Business Process Management (BPM)

### 7.1. Enterprise Architecture

- 7.1.1. Holistic View of Business Architecture
- 7.1.2. Value Chain
- 7.1.3. Process Architecture

### 7.2. Diagnosis of BPM

- 7.2.1. Business Process Management
- 7.2.2. Business Drivers
- 7.2.3. Necessary Elements for a Successful Implementation
- 7.2.4. Maturity Cycle

### 7.3. BPM Principles

- 7.3.1. Context Adaptability
- 7.3.2. Continuity
- 7.3.3. Development of Competencies
- 7.3.4. Holism
- 7.3.5. Institutionalization

- 7.3.6. Participation of Key Stakeholders
- 7.3.7. Common Language
- 7.3.8. Intention
- 7.3.9. Simplicity
- 7.3.10. Adoption of Technology

### 7.4. Benefits of BPM

- 7.4.1. Corporate
- 7.4.2. Customers
- 7.4.3. Management
- 7.4.4. Stakeholders
- 7.4.5. BPM Applications
  - 7.4.5.1. Business Process Improvement (BPI)
  - 7.4.5.2. Enterprise Process Management (EPM)
  - 7.4.5.3. Continuous Refinement (CR)

### 7.5. Sectoral Application of BPM

- 7.5.1. Financial Entities
- 7.5.2. Telecommunications
- 7.5.3. Health
- 7.5.4. Insurance
- 7.5.5. Manufacturing Industry

### 7.6. Process Reference Models

- 7.6.1. APQC Model
- 7.6.2. SCOR Model

### 7.7. Process Center of Excellence (COE)

- 7.7.1. COE Functions and Benefits
- 7.7.2. Steps to Establish a COE and Governance Model

### 7.8. Steps to BPM Success

- 7.8.1. Discover and Simplify
- 7.8.2. Capture and Document
- 7.8.3. Publish and Animate
- 7.8.4. Design and Improve
- 7.8.5. Simulate and Optimize
- 7.8.6. Generate and Execute
- 7.8.7. Monitor and Manage

### 7.9. Challenges of Business Process Management

- 7.9.1. Risks Depending on the Stage of the Process
- 7.9.2. Strategies to Overcome Risk
- 7.9.3. Implementation Errors

### 7.10. Considerations when Starting a BPM Project

- 7.10.1. Select the Correct Starting Point
- 7.10.2. Engaging with Users
- 7.10.3. Measuring from the Start

<b>Module 8. Process Modeling and Analysis</b>			
<p><b>8.1. Process Modeling</b></p> <ul style="list-style-type: none"> <li>8.1.1. Purposes of Process Modeling</li> <li>8.1.2. Benefits of Using a Standardized Notational Model</li> <li>8.1.3. Considerations for Selecting a Notation Model</li> </ul>	<p><b>8.2. Business Process Modelling Notation (BPMN)</b></p> <ul style="list-style-type: none"> <li>8.2.1. BPMN Components</li> <li>8.2.2. Types of BPMN Charts</li> <li>8.2.3. Advantages of a BPMN</li> <li>8.2.4. Disadvantages of BPMN</li> </ul>	<p><b>8.3. Other Types of Process Modeling</b></p> <ul style="list-style-type: none"> <li>8.3.1. Swim Lanes</li> <li>8.3.2. Flow Charting</li> <li>8.3.3. Event Process Chain (EPC)</li> <li>8.3.4. Unified Modeling Language (UML)</li> <li>8.3.5. Integrated Definition Language (IDEF)</li> <li>8.3.6. Value Stream Mapping</li> </ul>	<p><b>8.4. Process Modeling Approaches</b></p> <ul style="list-style-type: none"> <li>8.4.1. Value Chain</li> <li>8.4.2. Supplier Input Process Output Customer (SIPOC)</li> <li>8.4.3. System Dynamics</li> </ul>
<p><b>8.5. Process Modeling Levels</b></p> <ul style="list-style-type: none"> <li>8.5.1. Corporate Perspective</li> <li>8.5.2. Business Perspective</li> <li>8.5.3. Operational Perspective</li> </ul>	<p><b>8.6. Data Collection</b></p> <ul style="list-style-type: none"> <li>8.6.1. Direct Observation</li> <li>8.6.2. Interviews</li> <li>8.6.3. Surveys</li> <li>8.6.4. Structured Workshops</li> <li>8.6.5. Web Conferences</li> </ul>	<p><b>8.7. Modeling Software (BPMS)</b></p> <ul style="list-style-type: none"> <li>8.7.1. AuraPortal</li> <li>8.7.2. Bizagi Modeler</li> <li>8.7.3. Trisotech</li> <li>8.7.4. iGrafx</li> <li>8.7.5. IBM Blueworks Live</li> <li>8.7.6. OnBase by Hyland</li> <li>8.7.7. Oracle BPM Suite</li> <li>8.7.8. Signavio</li> </ul>	<p><b>8.8. Process Analysis</b></p> <ul style="list-style-type: none"> <li>8.8.1. Implementation Phase</li> <li>8.8.2. Roles in the Analysis</li> <li>8.8.3. Factors for Process Analysis</li> <li>8.8.4. Economic Analysis</li> <li>8.8.5. Cause and Effect Tree</li> <li>8.8.6. Risk Analysis</li> <li>8.8.7. Resource Capacity Analysis</li> <li>8.8.8. Human Talent Analysis</li> </ul>
<p><b>8.9. Considerations for Process Analysis</b></p> <ul style="list-style-type: none"> <li>8.9.1. Leadership at the Managerial Level</li> <li>8.9.2. Process Management Maturity</li> <li>8.9.3. Avoid Troubleshooting during Analysis</li> <li>8.9.4. Efficient Analysis</li> <li>8.9.5. Potential Resistance</li> <li>8.9.6. Omission of Culpability in Non-conformities</li> <li>8.9.7. Understanding Organizational Culture</li> <li>8.9.8. Customer Focus</li> <li>8.9.9. Resources Availability</li> </ul>	<p><b>8.10. Simulation of Business Processes</b></p> <ul style="list-style-type: none"> <li>8.10.1. Technical and Policy Considerations for Simulation</li> <li>8.10.2. Business Process Simulation Step by Step</li> <li>8.10.3. Simulation Tools</li> </ul>		

**Module 9. Process Control and Optimization****9.1. Process Design**

- 9.1.1. Fundamental Aspects of Process Design
- 9.1.2. Transition from "AS IS" to "TO BE"
- 9.1.3. Economic Analysis of the "TO BE" Process

**9.2. Towards Process Performance Control**

- 9.2.1. Taking into Account the Maturity Level of the Process
- 9.2.2. Performance Interpretations
- 9.2.3. Measurable Aspects
- 9.2.4. Performance Measurement Design

**9.3. Process Performance Measurement and Control**

- 9.3.1. Importance of Process Measurement
- 9.3.2. Process Management Indicators
- 9.3.3. Steps to Create Management Indicators

**9.4. Methods to Measure and Control Performance**

- 9.4.1. Value Stream Map (VSM)
- 9.4.2. Activity-Based Costing Systems
- 9.4.3. Statistical Control

**9.5. Statistical Process Control**

- 9.5.1. Statistical Parameters
- 9.5.2. Variability Analysis
- 9.5.3. Control Charts
- 9.5.4. Sampling Plans

**9.6. Process Mining**

- 9.6.1. State of the Art of Process Mining
- 9.6.2. Process Mining Methodology
- 9.6.3. Factors to Consider for Implementation

**9.7. Process Intelligence**

- 9.7.1. Process Intelligence
- 9.7.2. BAM (Business Activity Monitoring) Tools
- 9.7.3. (Dashboards)

**9.8. Change Management**

- 9.8.1. Resistance to Change
- 9.8.2. Uncertainty Management of Human Talent
- 9.8.3. Change Management Process

**9.9. Organizational Transformation**

- 9.9.1. Beyond Improvement
- 9.9.2. Transforming the Organization
- 9.9.3. Continuous Optimization

**9.10. A New Business Process Management**

- 9.10.1. Aspects of a Process-Oriented Organization
- 9.10.2. Organizational Maturity Assessment
- 9.10.3. Implementation of the Governance Model
- 9.10.4. BPM Roadmap Design

**Module 10. Leadership, Ethics and Social Responsibility in Companies**

**10.1. Globalization and Governance**

- 10.1.1. Governance and Corporate Governance
- 11.1.2. The Fundamentals of Corporate Governance in Companies
- 10.1.3. The Role of the Board of Directors in the Corporate Governance Framework

**10.2. Leadership**

- 10.2.1. Leadership A Conceptual Approach
- 10.2.2. Leadership in Companies
- 10.2.3. The Importance of Leaders in Business Management

**10.3. Cross Cultural Management**

- 10.3.1. Cross Cultural Management Concept
- 10.3.2. Contributions to Knowledge of National Cultures
- 10.3.3. Diversity Management

**10.4. Management and Leadership Development**

- 10.4.1. Concept of Management Development
- 10.4.2. Concept of Leadership
- 10.4.3. Leadership Theories
- 10.4.4. Leadership Styles
- 10.4.5. Intelligence in Leadership
- 10.4.6. The Challenges of Today's Leader

**10.5. Business Ethics**

- 10.5.1. Ethics and Morality
- 10.5.2. Business Ethics
- 10.5.3. Leadership and Ethics in Companies

**10.6. Sustainability**

- 10.6.1. Sustainability and Sustainable Development
- 10.6.2. The 2030 Agenda
- 10.6.3. Sustainable Companies

**10.7. Corporate Social Responsibility**

- 10.7.1. International Dimensions of Corporate Social Responsibility
- 10.7.2. Implementing Corporate Social Responsibility
- 10.7.3. The Impact and Measurement of Corporate Social Responsibility

**10.8. Responsible Management Systems and Tools**

- 10.8.1. CSR: Corporate Social Responsibility
- 10.8.2. Essential Aspects for Implementing a Responsible Management Strategy
- 10.8.3. Steps for the Implementation of a Corporate Social Responsibility Management System
- 10.8.4. CSR Tools and Standards

**10.9. Multinationals and Human Rights**

- 10.9.1. Globalization, Multinational Companies and Human Rights
- 10.9.2. Multinational Corporations and International Law
- 10.9.3. Legal Instruments for Multinationals in the Area of Human Rights

**10.10. Legal Environment and Corporate Governance**

- 10.10.1. International Rules on Importation and Exportation
- 10.10.2. Intellectual and Industrial Property
- 10.10.3. International Labor Law

**Module 11. People and Talent Management**

**11.1. Strategic People Management**

- 11.1.1. Strategic Human Resources Management
- 11.1.2. Strategic People Management

**11.2. Human Resources Management by Competencies**

- 11.2.1. Analysis of the Potential
- 11.2.2. Remuneration Policy
- 11.2.3. Career/Succession Planning

**11.3. Performance Evaluation and Compliance Management**

- 11.3.1. Performance Management
- 11.3.2. Performance Management: Objectives and Process

**11.4. Innovation in Talent and People Management**

- 11.4.1. Strategic Talent Management Models
- 11.4.2. Talent Identification, Training and Development
- 11.4.3. Loyalty and Retention
- 11.4.4. Proactivity and Innovation

**11.5. Motivation**

- 11.5.1. The Nature of Motivation
- 11.5.2. Expectations Theory
- 11.5.3. Needs Theory
- 11.5.4. Motivation and Financial Compensation

**11.6. Developing High Performance Teams**

- 11.6.1. High-Performance Teams: Self-Managed Teams
- 11.6.2. Methodologies for the Management of High Performance Self-Managed Teams

**11.7. Change Management**

- 11.7.1. Change Management
- 11.7.2. Type of Change Management Processes
- 11.7.3. Stages or Phases in the Change Management Process

**11.8. Negotiation and Conflict Management**

- 11.8.1. Negotiation
- 11.8.2. Conflict Management
- 11.8.3. Crisis Management

**11.9. Executive Communication**

- 11.9.1. Internal and External Communication in the Corporate Environment
- 11.9.2. Communication Departments
- 11.9.3. The Person in Charge of Communication of the Company The Profile of the Dircom

**11.10. Productivity, Attraction, Retention and Activation of Talent**

- 11.10.1. Productivity
- 11.10.2. Talent Attraction and Retention Levers

**Module 12. Economic and Financial Management**

**12.1. Economic Environment**

- 12.1.1. Macroeconomic Environment and the National Financial System
- 12.1.2. Financial Institutions
- 12.1.3. Financial Markets
- 12.1.4. Financial Assets
- 12.1.5. Other Financial Sector Entities

**12.2. Executive Accounting**

- 12.2.1. Basic Concepts
- 12.2.2. The Company's Assets
- 12.2.3. The Company's Liabilities
- 12.2.4. The Company's Net Worth
- 12.2.5. The Income Statement

**12.3. Information Systems and Business Intelligence**

- 12.3.1. Fundamentals and Classification
- 12.3.2. Cost Allocation Phases and Methods
- 12.3.3. Choice of Cost Center and Impact

**12.4. Budget and Management Control**

- 12.4.1. The Budget Model
- 12.4.2. The Capital Budget
- 12.4.3. The Operating Budget
- 12.4.5. Treasury Budget
- 12.4.6. Budget Monitoring

**12.5. Financial Management**

- 12.5.1. The Company's Financial Decisions
- 12.5.2. Financial Department
- 12.5.3. Cash Surpluses
- 12.5.4. Risks Associated with Financial Management
- 12.5.5. Financial Administration Risk Management

**12.6. Financial Planning**

- 12.6.1. Definition of Financial Planning
- 12.6.2. Actions to be Taken in Financial Planning
- 12.6.3. Creation and Establishment of the Business Strategy
- 12.6.4. The Cash Flow Table
- 12.6.5. The Working Capital Table

**12.7. Corporate Financial Strategy**

- 12.7.1. Corporate Strategy and Sources of Financing
- 12.7.2. Financial Products for Corporate Financing

**12.8. Strategic Financing**

- 12.8.1. Self-Financing
- 12.8.2. Increase in Equity
- 12.8.3. Hybrid Resources
- 12.8.4. Financing Through Intermediaries

**12.9. Financial Analysis and Planning**

- 12.9.1. Analysis of the Balance Sheet
- 12.9.2. Analysis of the Income Statement
- 12.9.3. Profitability Analysis

**12.10. Analyzing and Solving Cases/ Problems**

- 12.10.1. Financial Information on Industria de Diseño y Textil, S.A. (INDITEX)



**Module 13. Executive Management**

**13.1. General Management**

- 13.1.1. The Concept of General Management
- 13.1.2. The Role of the CEO
- 13.1.3. The CEO and their Responsibilities
- 13.1.4. Transforming the Work of Management

**13.2. Manager Functions:  
Organizational Culture and  
Approaches**

- 13.2.1. Manager Functions: Organizational Culture and Approaches

**13.3. Operations Management**

- 13.3.1. The Importance of Management
- 13.3.2. Value Chain
- 13.3.3. Quality Management

**13.4. Public Speaking and Spokesperson  
Education**

- 13.4.1. Interpersonal Communication
- 13.4.2. Communication Skills and Influence
- 13.4.3. Communication Barriers

**13.5. Personal and Organizational  
Communications Tools**

- 13.5.1. Interpersonal Communication
- 13.5.2. Interpersonal Communication Tools
- 13.5.3. Communication in the Organization
- 13.5.4. Tools in the Organization

**13.6. Communication in Crisis Situations**

- 13.6.1. Crisis
- 13.6.2. Phases of the Crisis
- 13.6.3. Messages: Contents and Moments

**13.7. Preparation of a Crisis Plan**

- 13.7.1. Analysis of Possible Problems
- 13.7.2. Planning
- 13.7.3. Adequacy of Personnel

**13.8. Emotional Intelligence**

- 13.8.1. Emotional Intelligence and Communication
- 13.8.2. Assertiveness, Empathy, and Active Listening
- 13.8.3. Self-Esteem and Emotional Communication

**13.9. Personal Branding**

- 13.9.1. Strategies for Personal Brand Development
- 13.9.2. Personal Branding Laws
- 13.9.3. Tools for Creating Personal Brands

**13.10. Leadership and Team Management**

- 13.10.1. Leadership and Leadership Styles
- 13.10.2. Leader Capabilities and Challenges
- 13.10.3. Managing Change Processes
- 13.10.4. Managing Multicultural Teams

07

# Methodology

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

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





“

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

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

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

“

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



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



## 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.

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

## Relearning Methodology

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

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

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

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

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



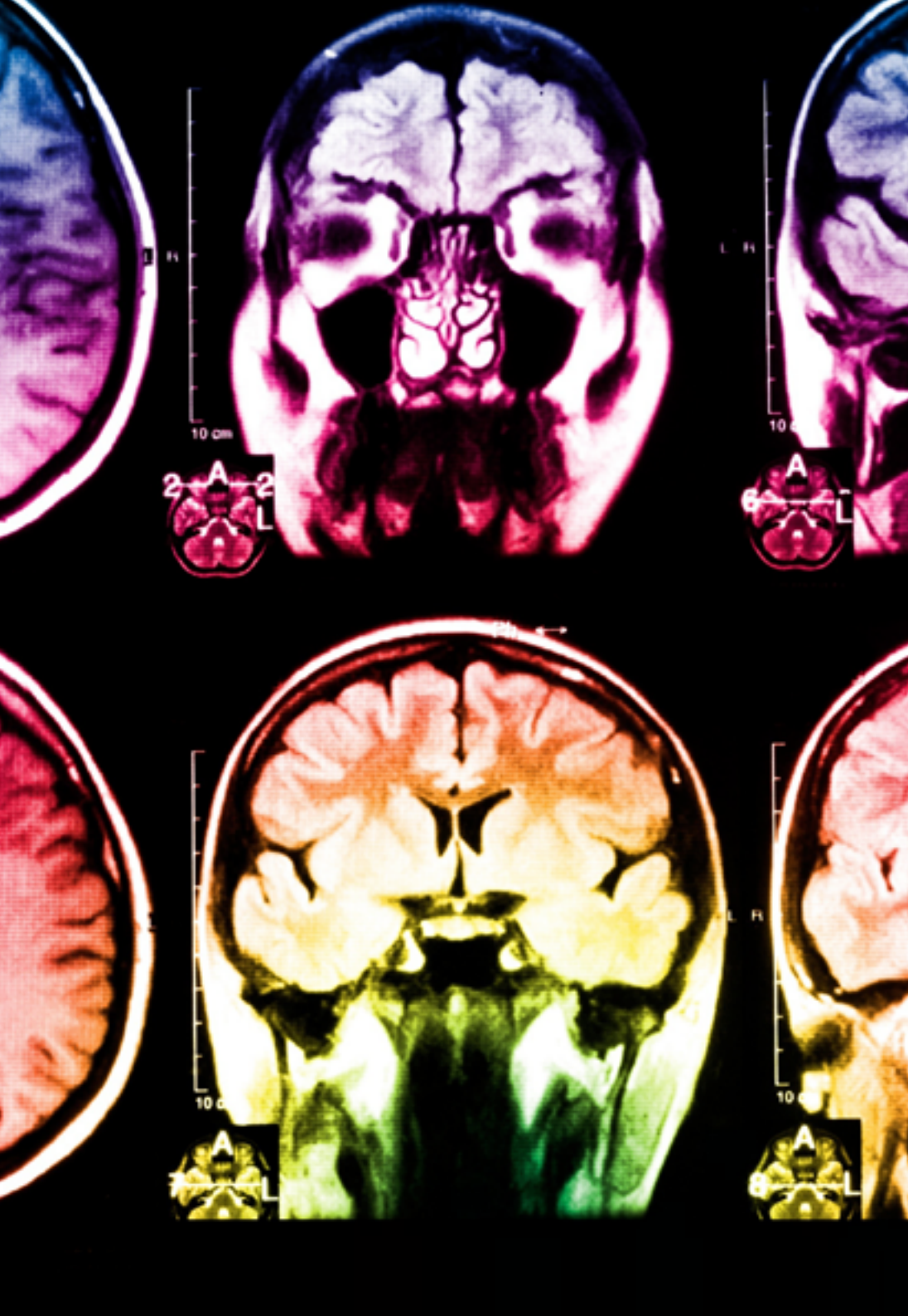
In our program, learning is not a linear process, but rather a spiral (learn, unlearn, forget, and re-learn). Therefore, we combine each of these elements concentrically.

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

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

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

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



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



### Study Material

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

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



### Classes

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

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



### Management Skills Exercises

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



### Additional Reading

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







### Case Studies

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



### Interactive Summaries

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

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



### Testing & Retesting

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



08

# Our Students' Profiles

The Executive Master's Degree in MBA in Digital Transformation (CDO, Chief Digital Officer) is a program aimed at the executive entrepreneurs professionals who want to update their knowledge, discover new ways to innovate and advance their careers. This program uses a multidisciplinary approach as the students have a diverse set of academic profiles and represent multiple nationalities.





*If you are looking for an interesting improvement in your career path while continuing to work, this is the program for you"*

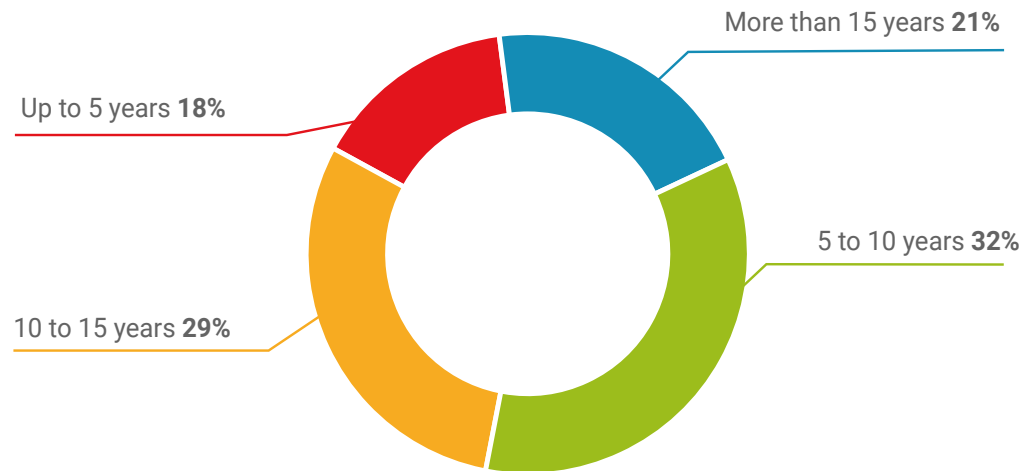
### Average Age

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

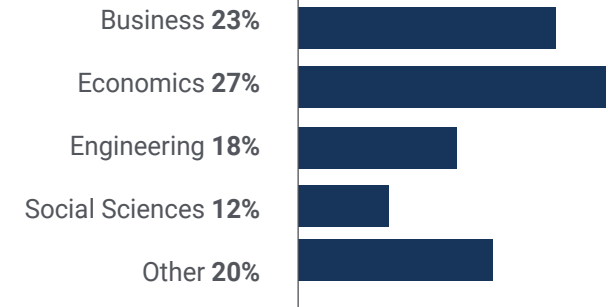
### Years of Experience

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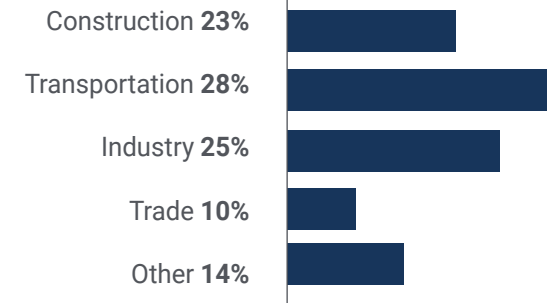
### Training

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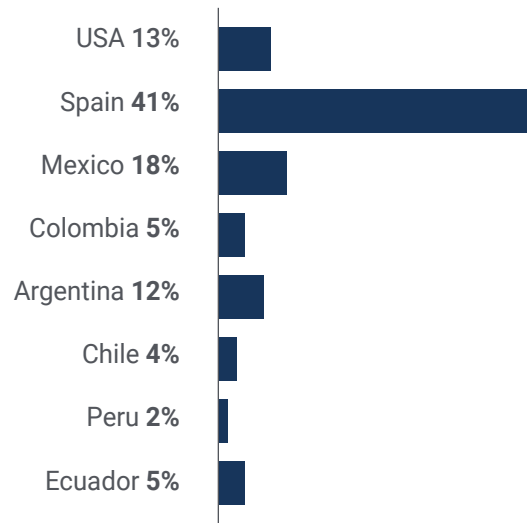
### Educational Profile

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## Geographical Distribution

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## Ricardo Rodio

*Project Manager*

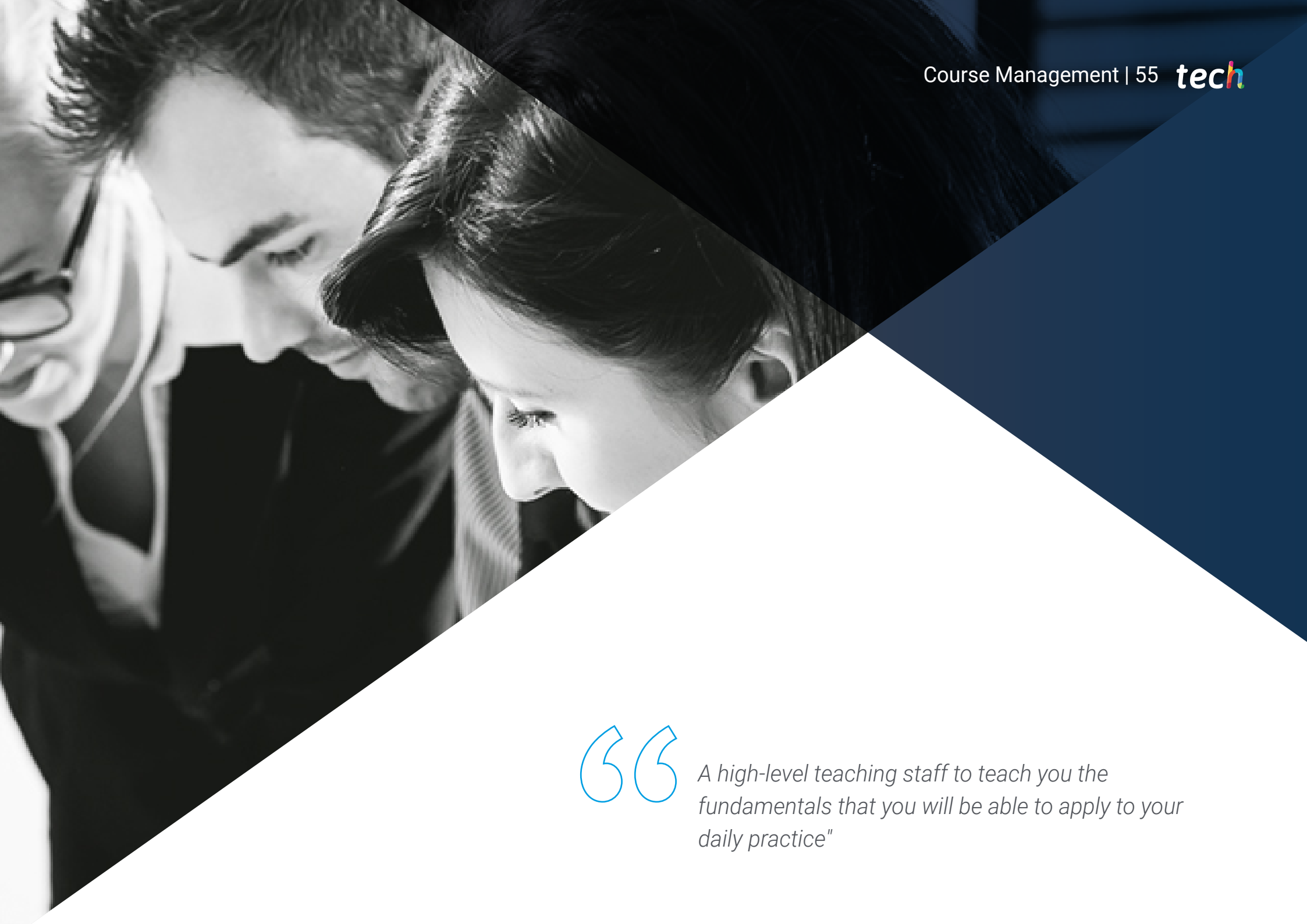
*"I had been looking for a long time for a program that would allow me to enter the digital world in a comprehensive way, knowing the main advances that are handled in this field related to the management of processes and projects. Undoubtedly, TECH gave me the opportunity to complete my specialization in this field, achieving great benefits at a professional level"*

09

# Course Management

The program's faculty includes leading experts in project management, who bring to this program the experience of their years of work. Furthermore, other renowned specialists in related disciplines participate in designing and preparing the course, making it a unique and highly nourishing academic experience for the student.





“

*A high-level teaching staff to teach you the fundamentals that you will be able to apply to your daily practice"*

## 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 **NBC Universal** and **Comcast**. Her track record has allowed her to excel in competitive, high-growth environments.

As **Vice President of Talent Acquisition** in **Mastercard**, she is responsible for overseeing talent onboarding strategy and execution, collaborating with business leaders and **Human Resources** 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
- Graduated 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 has led a team of 104 people, responsible for providing corporate-wide IT infrastructure and supporting product engineering departments across the company.

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



## D. Gauthier, Rick

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

“

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

## International Guest Director

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

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

Also, in his professional career, he has nurtured and **led high-performance teams** that have even received awards for their **transformational potential**. With Shell, specifically, the executive has always set out to overcome three challenges: meeting **customers'** complex **decarbonization** demands **supporting a "cost-effective decarbonization"** and **overhauling** a fragmented **data, digital and technology landscape**. Thus, 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
- ♦ Graduate of the University of Leeds
- ♦ Graduate Diploma in Business Applications of AI for Senior Executives from London Business School
- ♦ CCXP Customer Experience Professional Certification
- ♦ IMD Executive Digital Transformation Course

“

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

## International Guest Director

Manuel Arens is an experienced data management professional and leader of a highly qualified team. In fact, Arens holds the position of **global purchasing manager** in Google's Technical Infrastructure and Data Center division, where he has spent most of his professional career. Based in Mountain View, California, he has provided solutions for the tech giant's operational challenges, such as master **data integrity**, **vendor data updates** and **vendor prioritization**. He has led data center supply chain planning and vendor risk assessment, generating improvements in vendor risk assessment, resulting in process improvements and workflow management that have resulted in significant cost savings.

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

Arens also served as **Sales Manager** in Dublin, Ireland. In this role, he built a team of 4 to 14 members over three years and led the sales team to achieve results and collaborate well with each other and cross-functional teams. He also served as **Senior Industry Analyst**, Hamburg, Germany, creating storylines for over 150 clients using internal and third party tools to support analysis. He developed and wrote in-depth reports to demonstrate his mastery of the subject matter, including understanding the **macroeconomic and political/regulatory factors** affecting technology adoption and diffusion.

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



## Mr. Arens, Manuel

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

“

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

## International Guest Director

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

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

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

On the other hand, in companies such as Calvin Klein or Gruppo Coin, he has undertaken projects to boost the structure, and development of different collections. He has been in charge of creating effective calendars for buying and selling 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).





## Ms. La Sala, Andrea

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- ♦ Global Brand & Merchandising Director Armani Exchange at Giorgio Armani, Milan, Italy
- ♦ Merchandising Director at Calvin Klein
- ♦ Brand Manager at Gruppo Coin
- ♦ Brand Manager at Dolce&Gabbana
- ♦ Brand Manager at Sergio Tacchini S.p.A.
- ♦ Market Analyst at Fastweb
- ♦ Graduate of Business and Economics at Università degli Studi del Piemonte Orientale

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*The most qualified and experienced professionals at international level are waiting for you at TECH to offer you a first class teaching, updated and based on the latest scientific evidence. What are you waiting for to enroll?"*

### International Guest Director

Mick Gram is synonymous with innovation and excellence in the field of **Business Intelligence** internationally. His successful career is linked to leadership positions in multinationals such as **Walmart** and **Red Bull**. Likewise, this expert stands out for his vision to **identify emerging technologies** that, in the long term, achieve an everlasting impact in the corporate environment.

On the other hand, the executive is considered a **pioneer** in the **use of data visualization techniques** that simplified complex sets, making them accessible and facilitating decision making. This ability became the pillar of his professional profile, transforming him into a desired asset for many organizations that bet on **gathering information** and **generating concrete actions** from them.

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

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



## Mr. Gram, Mick

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- ♦ Director of Business Intelligence and Analytics at Red Bull, Los Angeles, United States
- ♦ Business Intelligence Solutions Architect for Walmart Data Cafe
- ♦ Independent Business Intelligence and Data Science Consultant
- ♦ Director of Business Intelligence at Capgemini
- ♦ Senior Analyst at Nordea
- ♦ Senior Business Intelligence Consultant at SAS
- ♦ Executive Education in AI and Machine Learning at UC Berkeley College of Engineering
- ♦ Executive MBA in e-commerce at the University of Copenhagen
- ♦ B.Sc. and M.Sc. in Mathematics and Statistics at the University of Copenhagen

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*Study at the best online university in the world according to Forbes! In this MBA you will have access to an extensive library of multimedia resources, developed by internationally renowned professors"*

## 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.
- M.A. in Creative Writing from the University of California
- B.S. in Telecommunications from the University of Florida

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*Achieve your academic and career goals with the best qualified experts in the world! The faculty of this MBA will guide you through the entire learning process"*

## International Guest Director

Eric Nyquist, Ph.D, is a leading international sports professional who has built an impressive career, noted for his strategic leadership and ability to drive change and innovation in world-class sports organizations.

In fact, he has held senior roles such as Director of Communications and Impact at NASCAR, based in Florida, USA. With many years of experience behind him at NASCAR, Dr. Nyquist has also held several leadership positions, including Senior Vice President of Strategic Development and General Manager of Business Affairs, managing more than a dozen disciplines ranging from strategic development to entertainment marketing.

Nyquist has also made a significant mark on Chicago's top sports franchises. As Executive Vice President of the Chicago Bulls and Chicago White Sox franchises, he has demonstrated his ability to drive business and strategic success in the world of professional sports.

Finally, it is worth noting that he began his career in sports while working in New York as a senior strategic analyst for Roger Goodell in the National Football League (NFL) and, prior to that, as a Legal Intern with the United States Football Federation.



## Mr. Nyquist, Eric

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- Director of Communications and Impact at NASCAR, Florida, USA
- Senior Vice President of Strategic Development at NASCAR, Florida, United States
- Vice President of Strategic Planning at NASCAR
- Senior Director of Business Affairs at NASCAR
- Executive Vice President at Chicago White Sox Franchises
- Executive Vice President at Chicago Bulls Franchises
- Manager of Business Planning at the National Football League (NFL)
- Business Affairs/Legal Intern with the United States Soccer Federation
- Juris Doctor from the University of Chicago
- Master's Degree in Business Administration-MBA from the University of Chicago Booth School of Business
- B.A. in International Economics from Carleton College

“

*Thanks to this university program, 100% online, you will be able to combine your studies with your daily obligations, under the guidance of the leading international experts in the field of your interest. Enroll now!”*

## Management



### **Barrientos, Giancarlo**

- ♦ IT Manager at Assist-365
- ♦ Information Systems Engineer with a specialization in Software Engineering from the USAL in Buenos Aires
- ♦ Co-founder and CTO at LogTech
- ♦ Founder and CTO at Dash Core
- ♦ Master's Degree in Process Management and Digital Transformation
- ♦ Software Engineer from Universidad del Salvador



### **Mr. Nieto-Sandoval González- Nicolás, David**

- ♦ Energy Efficiency and Circular Economy Engineer at Aprofem
- ♦ Industrial Technical Engineer from the EUP of Malaga
- ♦ Industrial Engineer for ETSII of Ciudad Real.
- ♦ Data Protection Officer (DPO), Antonio Nebrija University
- ♦ Expert in project management and business consultant and mentor in organizations such as Youth Business Spain or COGITI of Ciudad Real
- ♦ CEO of the start-up GoWork oriented to competency management and professional development and business expansion through hyperlabels
- ♦ Writer of technological training content for both public and private entities.
- ♦ Professor certified by the EOI in the areas of industry, entrepreneurship, human resources, energy, new technologies and technological innovation



## Professors

### Ms. García Salvador, Laura

- ◆ CMO - Head of Marketing at Zacatrus
- ◆ CMO and Growth at Ruralka Hoteles
- ◆ Marketing Manager at Adopta un Abuelo
- ◆ Master's Degree in Digital Marketing at ESIC
- ◆ Graduate in the Double Degree in Business Administration and Management and Advertising and Public Relations

### Mr. Goenaga Peña, Andrés

- ◆ Lawyer, Writer and Specialist in Industrial Property, Copyrights and New Technologies
- ◆ Master's Degree in Industrial Property, Copyright and New Technologies from Universidad Externado de Colombia
- ◆ Law Degree from Universidad del Norte

### Ms. Garrido Brito, Stephanie

- ◆ Scrum Master at TriNet
- ◆ Scrum Master in Lean Tech
- ◆ Resident Logistics Engineer at Marval
- ◆ Operational Coordinator at Geotech Solutions
- ◆ Postgraduate Degree in Coaching, NLP and Team Leadership, Logistics and Process Management by the European Business School of Barcelona
- ◆ Master's Degree in Digital Transformation in Industrial Engineering from Universidad del Norte

### Ms. Gómez Morales, María Daniela

- ◆ Specialist in Industrial Engineering
- ◆ Student Advisor at Universidad del Norte
- ◆ Production Analyst at Smurfit Kappa
- ◆ Counseling and College Life Analyst in Atlántico
- ◆ Degree in Industrial Engineering from Universidad del Norte



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

10

# Impact on Your Career

TECH is aware that taking a program of these characteristics is a great economic, professional and of course, personal investment. The ultimate goal of this great effort should be to achieve professional growth. And, therefore, all efforts and tools are made available to professionals to acquire the necessary skills and abilities to achieve this change.





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*At TECH we are fully committed to helping you achieve the professional change you want"*

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

The MBA in Digital Transformation (CDO, Chief Digital Officer) of TECH Global University is an intensive program that prepares you to face challenges and business decisions in the field of digital transformation. The main objective is to promote your personal and professional growth. Helping them achieve success.

If you want to improve yourself, make a positive change professionally and network with the best, this is the place for you.

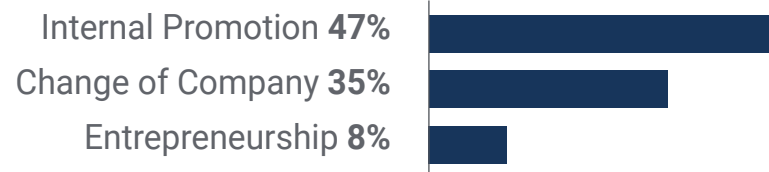
*A unique opportunity to improve your job prospects.*

*Achieve a positive change in your career thanks to the completion of this specialist program.*

### Time of Change



### Type of change



## Salary increase

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



11

# Benefits for Your Company

The MBA in Digital Transformation (CDO, Chief Digital Officer) contributes to elevate the organization's talent to its maximum potential through the specialization of high-level leaders. Therefore, participating in this educational program will not only improve you on a personal level, but, above all, on a professional level, enhancing your education and improving your managerial skills. Additionally, joining TECH's educational community is a unique opportunity to access a powerful network of contacts in which to find future professional partners, clients, or suppliers.





“

*Thanks to this program you will bring to the company new concepts, strategies and perspectives that can bring about relevant changes in the organization"*

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

01

### **Growth of talent and intellectual capital**

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

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02

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

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

03

### **Building agents of change**

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

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04

### **Increased international expansion possibilities**

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





05

### **Project Development**

The professional can work on a real project or develop new projects in the field of R & D or business development of your company.

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06

### **Increased competitiveness**

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

# 12 Certificate

The MBA in Digital Transformation (CDO, Chief Digital Officer), in addition to the most rigorous and up-to-date education, gives you access to an Executive Master's Degree issued by TECH Technological University.





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*Successfully complete this program  
and receive your university qualification  
without having to travel or fill out laborious  
paperwork”*

This **MBA in Digital Transformation (CDO, Chief Digital Officer)** contains the most complete and up-to-dated program on the market.

After the student has passed the assessments, they will receive their corresponding **Executive Master's Degree** issued by **TECH Technological University** via tracked delivery\*.

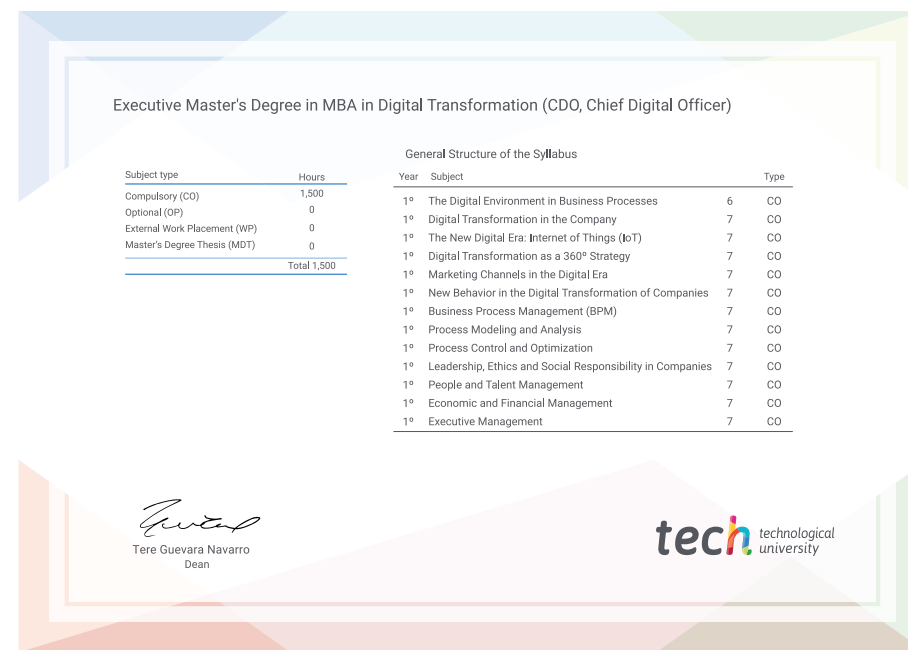
The diploma issued by **TECH Technological University** will reflect the qualification obtained in the Executive Master's Degree, and meets the requirements commonly demanded by labor exchanges, competitive examinations, and professional career evaluation committees.

Title: **Executive Master's Degree MBA in Digital Transformation (CDO, Chief Digital Officer)**

Official N° of hours: **1,500 h.**

Modality: **online**

Duration: **12 months**



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



## Executive Master's Degree

MBA in Digital  
Transformation  
(CDO, Chief Digital  
Officer)

- » Modality: **online**
- » Duration: **12 months**
- » Certificate: **TECH Technological University**
- » Schedule: **at your own pace**
- » Exams: **online**

# Executive Master's Degree MBA in Digital Transformation (CDO, Chief Digital Officer)

