



MBA in Commercial and Marketing Management (CRO, Chief Revenue Officer)

» Modality: online

» Duration: 12 months

» Certificate: TECH Global University

» Credits: 60 ECTS

» Schedule: at your own pace

» Exams: online

» Target Group: Graduates and professionals with demonstrable experience

Website: www.techtitute.com/us/school-of-business/professional-master-degree/master-mba-commercial-marketing-management-cro-chief-revenuE-officer

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# 01 **Welcome**

The current market demands professionals with a versatile profile and broad specialization in marketing, in addition to specific education in the business area in which they work professionally. It is a new business vision that focuses on the management of sales and marketing teams to implement strategies that benefit the company, adapting it to the current needs of the sector. Therefore, on this occasion, TECH presents this program aimed at these areas directors and managers or those who have among their professional objectives to reach a management position in this field. Additionally, graduates will have access to 10 exclusive and complementary Masterclasses, developed by a prestigious and internationally renowned specialist in the field of Sales Management.









## tech 08 | Why Study at TECH?

#### At TECH Global 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. by studying 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 Global 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 MBA in Commercial and Marketing Management (CRO, Chief Revenue Officer) will equip you to:



Integrate the company's overall vision and objectives with marketing policies and strategies, adapting the company to market and customer needs



Define, execute and lead a successful marketing strategy, mastering the tools of the marketing process and using them to benefit the company



Implement the most appropriate market research methods and analyze different data sources to apply commercial policies and strategies in the company

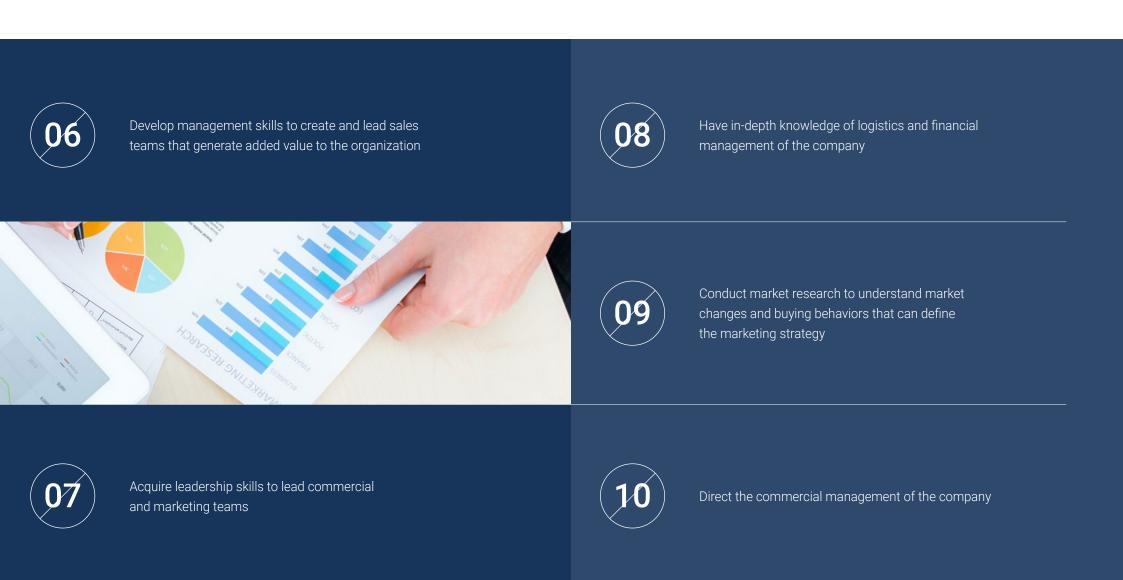




Identify opportunities, threats and changes in the competitive environment and act promptly in the face of these changes in the market, channels and competition



Create customer-focused strategies that offer personalized value propositions





Plan and carry out sales campaigns



Build high-level sales teams through coaching and emotional intelligence techniques



Manage the whole sales process







Carry out marketing strategies aimed at product commercialization and customer loyalty



Adopt an international vision of commercial and marketing management

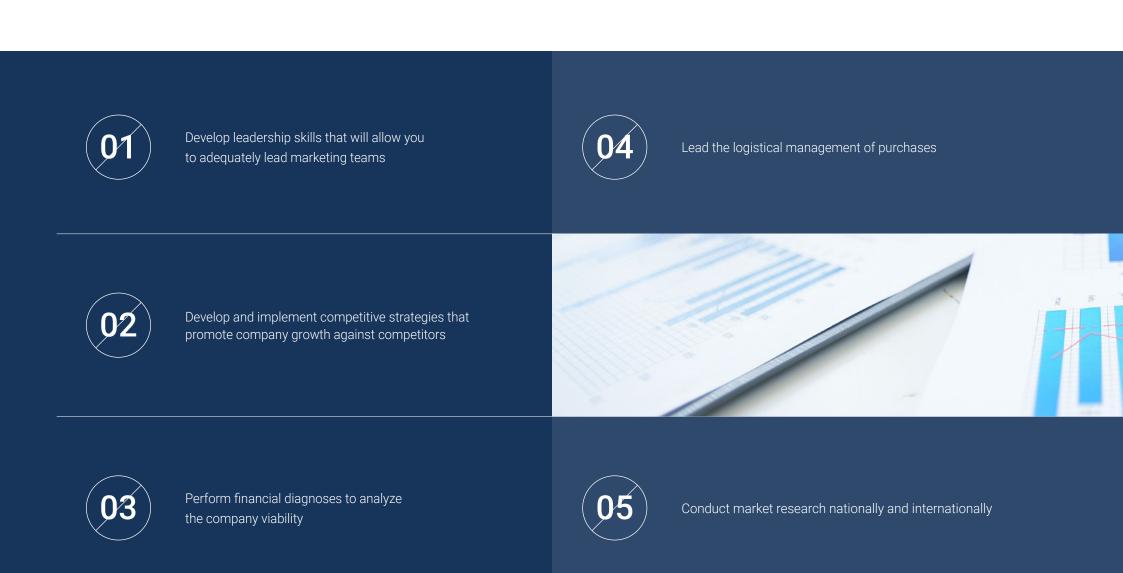


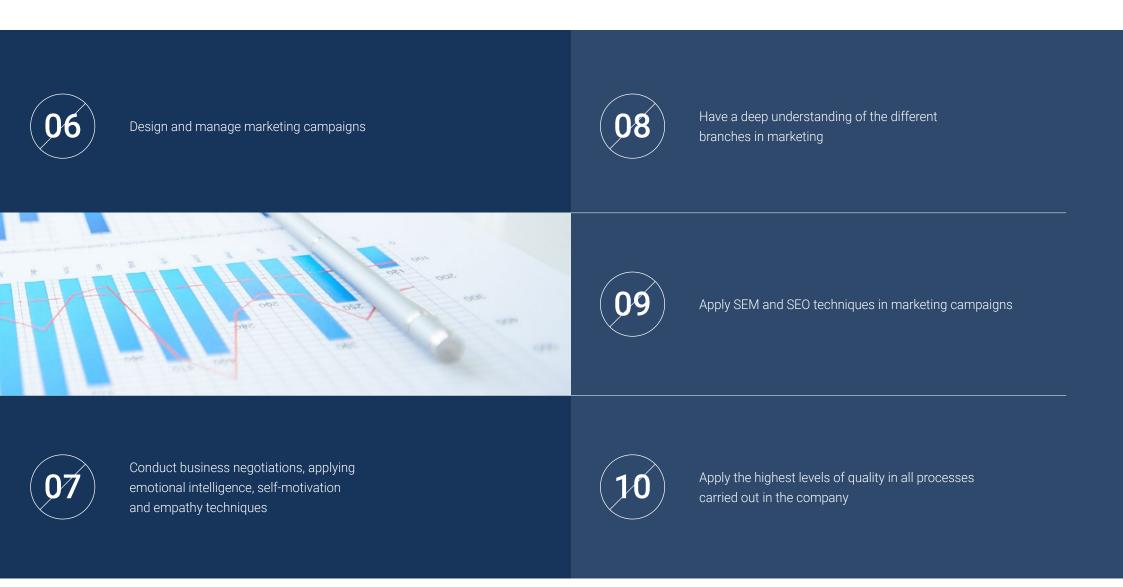
Use digital media to advertise the company and its products, as well as to carry out sales processes















### tech 26 | Structure and Content

#### **Syllabus**

TECH Global University's MBA in Commercial and Marketing Management (CRO, Chief Revenue Officer) is an intensive program that prepares you to face business challenges and decisions. Its content is designed to promote the development of managerial skills that enable more rigorous decision-making in uncertain environments.

Throughout 1,500 hours of study, you will analyze a multitude of practical cases through individual work, achieving a deep learning that you will be able to transfer to your daily practice. It is, therefore, an authentic immersion in real business situations.

This Executive Master's Degree deals in depth with different areas of the company and is designed to specialize managers who understand business management and marketing from a strategic and innovative perspective.

A plan designed for you, focused on improving your career and preparing you to achieve excellence in leadership and business management. A program that understands both yours and your companys needs, 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 skills required to creatively and efficiently solve critical situations.

This program takes place over 12 months and is divided into 4 main blocks:

Block 1	General Management
Module 1	Management and Leadership
Module 2	Logistics and Economic Management
Module 3	Market Research
Block 2	Commercial and Marketing Management
Module 4	Commercial Management
Module 5	Commercial Structure and Organization
Module 6	Training and Coaching in Sales Networks
Block 3	Marketing Management
Module 7	Strategy in Marketing Management and Operational Marketing
Module 8	International Marketing
Module 9	Digital Marketing
Block 4	Relationship Marketing
Module 10	Customer Relationship Management
Module 11	1 to 1 Marketing
Module 12	Leadership, Ethics and Corporate Social Responsibility
Module 13	People and Talent Management
Module 14	Economic-Financial Management
Module 15	Executive Management

# Products positioning .0% Top 8 products #84430

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

TECH offers the possibility of taking this MBA in Commercial and Marketing Management (CRO, Chief Revenue Officer) completely online. Throughout the 12 months of training, you will be able to access all the contents of this program at any time, allowing you to self-manage your study time.

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

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## First Block: General Management

#### Module 1. Managementand Leadership

#### 1.1. General Management

- 1.1.1. Integrating Functional Strategies into the Global Business Strategies
- 1.1.2. Management Policy and Processes
- 1.1.3. Society and Enterprise

#### 1.5. Planning and Strategy

- 1.5.1. The Relevance of Strategic Direction in the
- 1.5.2. Analysis of the Environment and the
- 1.5.3. Lean Management

#### 1.2. Strategic Management

- Establish the Strategic Position: Mission. Vision and Values
- Developing New Businesses
- Growth and Consolidation of the Company

#### Talent Management

- Managing Human Capital
- Environment, Strategy, and Metrics
- Innovation in People Management

#### 1.3. Competitive Strategy

- 1.3.1. Market Analysis
- 1.3.2. Sustainable Competitive Advantage
- 1.3.3. Return on Investment

#### 1.4. Corporate Strategy

- 1.4.1. Driving Corporate Strategy
- 1.4.2. Pacing Corporate Strategy
- 1.4.3. Framing Corporate Strategy

- Management Control Process
- Organization

#### 1.7. Management and Leadership Development

- 1.7.1. Leadership and Leadership Styles
- 1.7.2. Motivation
- 1.7.3. Emotional Intelligence
- 1.7.4. Skills and Abilities of the Leader 2.0
- 1.7.5. Efficient Meetings

#### 1.8. Change Management

- Performance Analysis
- Leading Change. Resistance to Change
- 1.8.3. Managing Change Processes
- 1.8.4. Managing Multicultural Teams

#### Module 2. Logistics and Economic Management

#### 2.1. Financial Diagnosis

- 2.1.1. Indicators for Analyzing Financial Statements
- 2.1.2. Profitability Analysis
- 2.1.3. Economic and Financial Profitability of a Company

#### **Economic Analysis of Decisions**

- 2.2.1. **Budget Control**
- Competitive Analysis. Comparative Analysis
- Decision-Making. Business Investment or Divestment

#### 2.3. Investment Valuation and Portfolio Management

- 2.3.1. Profitability of Investment Projects and Value Creation
- 2.3.2. Models for Evaluating Investment Projects
- 2.3.3. Sensitivity Analysis, Scenario Development, and Decision Trees

#### 2.4. Purchasing Logistics Management

- Stocks Management
- Warehouse Management
- 2.4.3. Purchasing and Procurement Management

#### Supply Chain Management

- 2.5.1. Costs and Efficiency of the Operations Chain
- 2.5.2. Change in Demand Patterns
- 2.5.3. Change in Operations Strategy

#### **Logistical Processes**

- Organization and Management by Processes
- Procurement, Production, Distribution
- 2.6.3. Quality, Quality Costs, and Tools
- 2.6.4. After-Sales Service

#### 2.7. Logistics and Customers

- Demand Analysis and Forecasting
- 2.7.2. Sales Forecasting and Planning
- 2.7.3. Collaborative Planning, Forecasting and Replacement

#### 2.8. International Logistics

- Customs, Export and Import processes
- Methods and Means of International Payment
- 2.8.3. International Logistics Platforms

#### Module 3. Market Research 3.1. Fundamentals of Marketing 3.2. Marketing: From the Idea to the **New Competitive Environment** 3.4. Quantitative Research Methods Market and Techniques 3.1.1. Main Definitions Technological Innovation and Economic 3.1.2. Basic Concepts Impact 3.4.1. Variables and Measurement Scales 3.2.1. Concept and Scope of Marketing 3.1.3. The Evolution of the Concept of Marketing 3.3.2. Knowledge Society 3.2.2. Marketing Dimensions 3.4.2 Information Sources 3.3.3. The New Consumer Profile 3.2.3. Marketing 3.0 3.4.3. Sampling Techniques 3.4.4. The Treatment and Analysis of Data 3.5. Qualitative Research Methods and 3.6. Market Segmentation Types of Buying Behavior 3.8. Marketing Information Systems Techniques Market Typologies Complex Behavior Conceptual Approaches to Marketing Concept and Analysis of the Demand Dissonance Reducing Behavior Information Systems 3.5.1. Direct Techniques: Focus Groups Segmentation and Criteria Variety Seeking Behavior 3.8.2. Data Warehouse and Data Mining 3.5.2. Anthropological Techniques 3.7.4. Habitual Purchasing Behavior 3.6.4. Defining the Target Audience 3.8.3. Geographical Information Systems 3.5.3. Indirect Techniques 3.5.4. The Two Face Mirror and The Delphi Method 3.9. Research Project Management 3.10. Marketing Intelligence Information Analysis Tools 3.10.1. Big Data Developing an Expectation Management Plan 3.10.2. User Experience 3.9.3. Assessing the Feasibility of Projects 3.10.3. Applying Techniques **Second Block:** Commercial Management Module 4. Commercial Management 4.4. Sales Network Management 4.2. Fundamentals of Commercial

#### 4.1. Commercial Negotiation

4.1.1. Emotional Intelligence in Negotiation and Sales

4.5. Implementing the Commercial

4.1.2. Self-Motivation and Empathy

**Function** 

4.5.1. Commercial Contract

4.1.3. Developing Negotiation Abilities

4.5.2. Controlling Commercial Activity

#### 4.6. Key Account Management

4.6.1. Identifying Key Accounts

Management

Analysis

4.2.3. CANVAS Model

Benefits and Risks of the Key Account Manager

4.2.1. Internal and External Analysis. SWOT

4.2.2. Sector and Competitive Analysis

- 4.6.3. Sales and Key Account Management
- 4.6.4. KAM Strategic Action Phases

#### 4.3. Decision-Making in Commercial Management

- 4.3.1. Commercial Strategy and Competitive Strategy
- 4.3.2. Decision Making Models
- 4.3.3. Analytical and Decision-Making Tools

#### Sales Campaign Planning

- 4.4.2. Networks Serving Commercial Activity
- 4.4.3. Salesperson Recruitment and Training **Policies**
- 4.4.4. Sales Management

#### Commercial Forecast

- Business Forecast and Sales Forecast
- Sales Forecasting Methods
- 4.7.3. Practical Applications of Sales Forecasting

#### 4.8. Financial and Budgetary Management

- 4.8.1. Balanced Scorecard in Marketing
- 4.8.2. Controlling the Annual Sales Plan
- 4.8.3. Financial Impact of Strategic Decisions

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Mod	<b>lule 5.</b> Commercial Structure and Orga	anization		
5.1.1. 5.1.2. 5.1.3.	9	<ul><li>5.2. Sales Network Organization</li><li>5.2.1. Department Organization Chart</li><li>5.2.2. Designing Sales Networks</li><li>5.2.3. Multichannel Reality</li></ul>	5.3.Internal Market Analysis5.4.Sales Strategy5.3.1.Service Chain Definition5.4.1.Sales Methods5.3.2.Quality of Service Analysis5.4.2.Acquisition Strategies5.3.3.Product Benchmarking5.4.3.Service Strategies5.3.4.Key Factors in Business Success	
5.5.2.	Go-To-Market Strategy Channel Management Competitive Advantage Sales Force	<ul><li>5.6. Sales Campaign Planning</li><li>5.6.1. Setting Targets and Quotas</li><li>5.6.2. Commercial Productivity</li><li>5.6.3. Planning Commercial Activity</li><li>5.6.4. Contingency Plan</li></ul>	5.7. Customer Portfolio Organization 5.7.1. Customer Planning 5.7.2. Customer Classification 5.8. Preparing Commerciant Section Sectio	
	Controlling Commercial Activity Main Ratios and Control Methods Supervision Tools Balanced Scorecard Methodology	<b>5.10.</b> After-Sales Service Organization 5.10.1. After-Sales Actions 5.10.2. Relationships with the Customer 5.10.3. Self-Analysis and Improvement		
Mod	lule 6. Training and Coaching in Sales I	Networks		
6.1.1. 6.1.2. 6.1.3.	Selecting Sales Teams Recruitment Actions Salesperson Profiles Interview Welcome Plan	<ul> <li>6.2. Training High-Level Salespeople</li> <li>6.2.1. Training Plan</li> <li>6.2.2. Salesperson Characteristics and Duties</li> <li>6.2.3. Training and Managing High-Performing Teams</li> </ul>	<ul> <li>6.3. Personal Coaching and Emotional Intelligence</li> <li>6.4. Motivation and Com Sales Networks</li> <li>6.5. Emotional Intelligence Applied to Sales Techniques</li> <li>6.6. Motivation and Com Sales Networks</li> <li>6.6. Motivation and Componsation Systems</li> <li>6.6. Motivation and Componsation Systems</li> <li>6.6. Motivation and Componsation Systems</li> <li>6.6. Motivation and Com Sales Networks</li> <li>6.8. Motivation and Com</li></ul>	
6.5.2.	Psychology and Sales Techniques Notions of Psychology Applied to Sales Techniques to Improve Verbal and Non- Verbal Communication Factors that Influence Consumer Behavior	<ul><li>6.6. Development of the Sales Process</li><li>6.6.1. Methodology in the Sales Process</li><li>6.6.2. Attracting Attention and Argumentation</li><li>6.6.3. Objections and Demonstration</li></ul>	<ul> <li>6.7. Preparing the Commercial Visit</li> <li>6.8. Conducting the Commercial Visit</li> <li>6.7.1. Studying the Customers File</li> <li>6.8.1. Customer Presentation</li> <li>6.8.2. Determining Needs</li> <li>6.8.3. Argumentation</li> </ul>	mercial Visit
6.9.2.	Negotiation and Closing the Sale Negotiation Phases Negotiation Tactics Closing and Customer Commitment	6.10. The Loyalty Process 6.10.1. In-depth Knowledge of the Client 6.10.2. The Commercial Process to be Carried Out with the Customer 6.10.3. The Value that the Customer Has for the		

6.10.3. The Value that the Customer Has for the

Company

7.12.4. Barriers to Business Communication

#### Third Block: Marketing Management Module 7. Strategy in Marketing Management and Operational Marketing 7.1. Marketing Management 7.2. The Function of Strategic 7.3. Marketing Strategy Dimensions 7.4. New Product Strategy Development Marketing 7.1.1. Positioning and Value Creation Necessary Resources and Investments 7.4.1. Pricing Policies 7.1.2. Company's Marketing Orientation and Fundamentals of Competitive Advantage 7.4.2. Promotion and Merchandising Strategies 7.2.1. Main Marketing Strategies Positioning The Company's Competitive Behavior 7.4.3. Distribution, Expansion, and Intermediation 7.2.2. Segmentation, Targeting and Positioning 7.1.3. Strategic Marketing vs. Operational 7.3.4. Focus Marketing Strategies 7.2.3. Managing Strategic Marketing Marketing 7.1.4. Objectives in Marketing Management 7.1.5. Integrated Marketing Communications 7.7. Pricing Principles 7.8. Distribution Channel Management 7.5. Marketing Mix 7.6. Product Management The Marketing Value Proposition 7.6.1. Consumption Distribution and Product Life Analysis of the environment 7.8.1. Trade Marketing 7.5.2. Marketing Mix Policies, Strategies and Production Costs and Discount Margins 7.8.2. Distribution Culture and Competition 7.6.2. Obsolescence, Expiration, Periodic 7.7.3. Final Price and Positioning Map 7.8.3. Designing and Managing Channels 7.8.4. Functions of Distribution Channels 7.5.3. Elements of the Marketing Mix Campaigns 7.5.4. Customer Satisfaction and Marketing Mix Order Management and Inventory Control 7.8.5 Route to Market Ratios 7.9. Promotion and Sales Channels 7.10. Branding 7.11. Managing Marketing Groups 7.12. Communication and Marketing 7.9.1. Corporate Branding 7.11.1. Work Teams and Meeting Management 7.10.1. Brand Evolution 7.12.1. Communication Integrated into Marketing 7.9.2. Advertising 7.10.2. Creating and Developing a Successful Brand 7.11.2. Coaching and Team Management 7.12.2. Designing a Marketing Communication 7.9.3. Sales Promotion 7.10.3. Brand Equity 7.11.3. Managing Equality and Diversity Program 7.9.4. Public Relations and Personal Selling 7.10.4. Category Management 7.12.3. Communication Skills and Influence

7.9.5. Street Marketing

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Module 8. International Marketing			
<ul> <li>8.1. International Market Research</li> <li>8.1.1. Emerging Markets Marketing</li> <li>8.1.2. PEST Analysis</li> <li>8.1.3. What, How and Where to Export</li> <li>8.1.4. International Marketing Mix Strategies</li> </ul>	<ul> <li>8.2. International Segmentation</li> <li>8.2.1. Criteria for Market Segmentation at the International Level</li> <li>8.2.2. Market Niches</li> <li>8.2.3. International Segmentation Strategies</li> </ul>	<ul> <li>8.3. International Positioning</li> <li>8.3.1. Branding in International Markets</li> <li>8.3.2. Positioning Strategies in International Markets</li> <li>8.3.3. Global, Regional and Local Brands</li> </ul>	<ul> <li>8.4. Product Strategies in International Markets</li> <li>8.4.1. Product Modification, Adaptation, and Diversification</li> <li>8.4.2. Global Standardized Products</li> <li>8.4.3. The Product Portfolio</li> </ul>
<ul><li>8.5. Prices and Exports</li><li>8.5.1. Export Prices Calculation</li><li>8.5.2. Incoterms</li><li>8.5.3. International Price Strategy</li></ul>	<ul><li>8.6. Quality in International Marketing</li><li>8.6.1. Quality and International Marketing</li><li>8.6.2. Standards and Certifications</li><li>8.6.3. CE Marking</li></ul>	<ul> <li>8.7. International Promotion</li> <li>8.7.1. The International Promotion MIX</li> <li>8.7.3. Advertising and Publicity</li> <li>8.7.4. International Fairs</li> <li>8.7.5. Country Branding</li> </ul>	<ul> <li>8.8. Distribution through International Channels</li> <li>8.8.1. Channel and Trade Marketing</li> <li>8.8.2. Export Consortiums</li> <li>8.8.3. Types of Exports and Foreign Trade</li> </ul>
<b>Module 9.</b> Digital Marketing			
<ul> <li>9.1. Digital Marketing</li> <li>9.1.1. Integrated Marketing Plan: Conventional and Digital</li> <li>9.1.2. Strategic Digital Marketing and Decision-Making</li> <li>9.1.3. CANVAS Model in Digital Marketing</li> </ul>	<ul> <li>9.2. Managing Virtual Communities: Community Management</li> <li>9.2.1. Changes in Communication Paradigms</li> <li>9.2.2. Marketing Intelligence and Consumers 2.0</li> <li>9.2.3. Network and Community Management</li> <li>9.2.4. Social Media Content Management</li> <li>9.2.5. Online Communication Marketing 2.0</li> <li>9.2.6. Monitoring, Analytics and Results in Social</li> </ul>	<ul> <li>9.3. E-Commerce</li> <li>9.3.1. Logistics and Distribution in E-Commerce</li> <li>9.3.2. Sales, Payment Methods and Internet Security</li> <li>9.3.3. Digital Marketing Applied to E-Commerce</li> <li>9.3.4. Technological E-Commerce Platforms</li> </ul>	<ul> <li>9.4. Performance Marketing</li> <li>9.4.1. Affiliate Marketing</li> <li>9.4.2. Developing E-Mail Campaigns</li> <li>9.4.3. Management Tools for Performance Marketing</li> </ul>

## 9.5. Web Analytics and Social Media Intelligence

#### 9.6. Search Engine Marketing (SEM)

Media

#### 9.7. Search Engine Optimization (SEO)

- 9.7.1. Basic Principles in Search Engine Functionality
  9.7.2. Selecting KWs
  9.7.3. Basic Elements in a SEO Analysis

# Fourth Block: Relationship Marketing Module 10. Customer Relationship Management

## 10.1. Knowing the Market and the Customer

- 10.1.1. Open Innovation
- 10.1.2. Competitive Intelligence
- 10.1.3. Sharing Economy

#### 10.2. CRM and Relational Marketing

- 10.2.1. Business Philosophy or Strategic Orientation
- 10.2.2. Customer Identification and Differentiation
- 10.2.3. The Company and its Stakeholders 10.2.4. Clienteling

## 10.3. Database Marketing and Customer Relationship Management

- 10.3.1. Database Marketing Applications
- 10.3.2. Laws and Regulations
- 10.3.3. Information Sources, Storage, and Processing

## 10.4. Consumer Psychology and Behavior

- 10.4.1. The Study of Consumer Behavior
- 10.4.2. Internal and External Consumer Factors
- 10.4.3. Consumer Decision Process
- 10.4.4. Consumerism, Society, Marketing, and Ethics

#### 10.5. Areas of CRM Management

- 10.5.1. Customer Service
- 10.5.2. Managing the Sales Force
- 10.5.3. Customer Service

#### 10.6. Consumer Centric Marketing

- 10.6.1. Segmentation
- 10.6.2. Profitability Analysis
- 10.6.3. Customer Loyalty Strategies

#### 10.7. CRM Management Techniques

- 10.7.1. Direct Marketing
- 10.7.2. Multichannel Integration
- 10.7.3. Viral Marketing

## 10.8. Advantages and Risks of Implementing CRM

- 10.8.1. CRM, Sales and Costs
- 10.8.2. Customer Satisfaction and Loyalty
- 10.8.3. Technology Implementation
- 10.8.4. Strategic and Management Errors

#### Module 11. 1 to 1 Marketing

## 11.1. Emotional Intelligence in the Company

- 11.1.1. Emotional Intelligence and Communication
- 11.1.2. Assertiveness, Empathy, and Active Listening
- 11.1.3. Self-Esteem and Emotional Language

#### 11.2. Relational Capital: Co-working

- 11.2.1. Managing Human Capital
- 11.2.2. Performance Analysis
- 11.2.3. Managing Equality and Diversity
- 11.2.4. Innovation in People Management

#### 11.3. Leadership and Team Management

- 11.3.1. Leadership and Leadership Styles
- 11.3.2. Skills and Abilities of the Leader 2.0
- 11.3.3. Managing Change Processes
- 11.3.4. Managing Multicultural Teams
- 11.3.5. Coaching

#### 11.4. Selecting Target Customers (CRM)

- 11.4.1. Designing an E-CRM
- 11.4.2. Implications and Limitations of the Personal Data Protection Law
- 11.4.3. Orientation towards the Consumer
- 11.4.4. 1 to 1 Planning

#### 11.5. Key Account Management

- 11.5.1. Identifying Key Accounts
- 11.5.2. Benefits and Risks of the Key Account Manager
- 11.5.3. Sales and Key Account Management
- 11.5.4. KAM Strategic Action Phases

#### 11.6. The Loyalty Process

- 11.6.1. In-depth Knowledge of the Client
- 11.6.2. The Commercial Process to be Carried Out with the Customer
- 11.6.3. The Value that the Customer Has for the Company

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#### Module 12. Leadership, Ethics and Corporate Social Responsibility

#### 12.1. Globalization and Governance

- 12.1.1. Governance and Corporate Governance
- 12.1.2. Fundamentals of Corporate Governance in Companies
- 12.1.3. The Role of the Board of Directors in the Framework of Corporate Governance

#### 12.2. Leadership

- 12.2.1. Leadership. A Conceptual Approach
- 12.2.2. Leadership in Companies
- 12.2.3. The Importance of the Leader in the Management of Companies

#### 12.3. Cross-Cultural Management

- 12.3.1. Concept of Cross-Cultural Management
- 12.3.2. Contributions to the Knowledge of National Cultures
- 12.3.3. Diversity Management

#### 12.4. Business Ethics

- 12.4.1. Ethics and Morals
- 12.4.2. Business Ethics
- 12.4.3. Leadership and Business Ethics

#### 12.5. Sustainability

- 12.5.1. Sustainability and Sustainable Development
- 12.5.2. The 2030 Agenda
- 12.5.3. Sustainable Companies

#### 12.6. Corporate Social Responsibility

- 12.6.1. International Dimension of Corporate Social Responsibility
- 12.6.2. Implementation of Corporate Social Responsibility
- 12.6.3. Impact and Measurement of Corporate Social Responsibility

## 12.7. Responsible Management Systems and Tools

- 12.7.1. CSR: Corporate Social Responsibility
- 12.7.2. Essential Aspects for Implementing a Responsible Management Strategy
- 12.7.3. Steps for the Implementation of a Corporate Social Responsibility Management System
- 12.7.4. CSR Tools and Standards

#### 12.8. Multinationals and Human Rights

- 12.8.1. Globalization, Multinational Companies and Human Rights
- 12.8.2. Multinational Companies and International Law
- 12.8.3. Legal Tools for Multinationals on Human Rights

## 12.9. Legal Environment and Corporate Governance

- 12.9.1. International Import and Export Regulations
- 12.9.2. Intellectual Property and Industrial Property
- 12.9.3. International Labor Law

#### Module 13. People and Talent Management

#### 13.1. Strategic People Management

- 13.1. Strategic People Management 13.1.1. Strategic Management and
- Human Resources
- 13.1.2. Strategic People Management V

#### 13.2. Competency-based Human Resources Management

- 13.2.1. Potential Analysis
- 13.2.2. Remuneration Policy
- 13.2.3. Career/Succession Planning

## 13.3. Performance Evaluation and Compliance Management

- 13.3.1. Performance Management
- 13.3.2. Compliance Management: Objectives and Process

## 13.4. Innovation in Talent and People Management

- 13.4.1. Strategic Talent Management Models
- 13.4.2. Identification, Training and Development of Talent
- 13.4.3. Loyalty and Retention
- 13.4.4. Proactivity and Innovation

#### 13.5. Motivation

- 13.5.1. The Nature of Motivation
- 13.5.2. Expectations Theory
- 13.5.3. Needs Theory
- 13.5.4. Motivation and Financial Compensation

## 13.6. Development of High-Performance Teams

- 13.6.1. High-Performance Teams: Self-Managed Teams
- 13.6.2. Methodologies for Managing High-Performance Self-Managed Teams

## 13.7. Negotiation and Conflict Management

- 13.7.1 Negotiation
- 13.7.2 Conflict Management
- 13.7.3 Crisis Management

#### 13.8. Executive Communication

- 13.8.1. Internal and External Communication in the Business Environment
- 13.8.2. Communication Departments
- 13.8.3. The Person in Charge of Communication in the Company. The Profile of the Dircom

## 13.9. Productivity, Attraction, Retention and Activation of Talent

- 13.9.1. Productivity
- 13.9.2. Talent Attraction and Retention Levers

#### Module 14 Economic-Financial Management 14.3. Information Systems and Business 14.1. Economic Environment 14.4. Budget and Management Control 14.2. Executive Accounting Intelligence 14.1.1. Macroeconomic Environment and the 14.2.1. Basic Concepts 14.4.1. The Budget Model 14.4.2. Capital Budgeting National Financial System 14.2.2. The Company's Assets 114.3.1. Fundamentals and Classification 14.1.2. Financial Institutions 14.2.3. Company's Liabilities 14.3.2. Phases and Methods of Cost Allocation 14.4.3. The Operating Budget 14.1.3. Financial Markets 14.2.4. The Net Worth of the Company 14.4.5. The Cash Budget 14.3.3. Choice of Cost Center and Impact 14.1.4. Financial Assets 14.2.5. The Profit and Loss Statement 14.4.6. Budget Monitoring 14.1.5. Other Financial Sector Entities 14.6. Financial Planning 14.5. Financial Management 14.7. Corporate Financial Strategy 14.8. Strategic Financing 14.5.1. The Company's Financial Decisions 14.6.1. Definition of Financial Planning 14.7.1. Corporate Strategy and Sources of Financing 14.8.1. Self-Financing 14.5.2. The Financial Department 14.6.2. Actions to be Taken in Financial Planning 14.8.2. Equity Capital Growth 14.7.2. Financial Products for Corporate Financing 14.5.3. Cash Surplus 14.6.3. Creation and Establishment of 14.8.3. Hybrid Resources 14.5.4. Risks Associated with Financial Management **Business Strategy** 14.8.4. Financing through Intermediaries 14.5.5. Financial Risk Management 14.6.4. The Cash Flow Table 14.6.5. The Working Capital Table 14.9. Financial Analysis and 14.10. Analysis and Resolution of Cases/ **Problems Planning** 14.9.1. Balance Sheet Analysis 14.10.1. Financial Information of Industria de Diseño

y Textil, S.A. (INDITEX)

15.6.3. Personnel Adaptation

#### Module 15. Executive Management 15.1. The Manager and its Functions. 15.3. Public Speaking and 15.4. Personal and Organizational 15.2. Operations Management Organizational Culture and Spokesperson Training Communication Tools 15.2.1. Importance of Management its Approaches 15.2.2. The Value Chain 15.3.1. Interpersonal Communication 15.4.1. Interpersonal Communication 15.2.3. Quality Management 15.3.2. Communication Skills and Influence 15.4.2. Interpersonal Communication Tools 15.1.1. The Manager and its Functions. 15.4.3. Communication in the Organization Organizational Culture and its Approaches 15.3.3. Communication Barriers 15.4.4. Tools in the Organization 15.5. Communication in Crisis Situations 15.6. Preparation of a Crisis Plan 15.7. Emotional Intelligence 15.8. Personal Branding 15.8.1. Strategies to Develop Personal Branding 15.6.1. Analysis of Potential Problems 15.7.1. Emotional Intelligence and Communication 15.5.1. Crisis 15.8.2. Laws of Personal Branding 15.5.2. Stages of a Crisis 15.6.2. Planning 15.7.2. Assertiveness, Empathy and Active Listening 15.8.3. Tools for Building Personal Brands

#### 15.9. Leadership and Team Management

15.9.1. Leadership and Leadership Styles

15.5.3. Messages: Contents and Timing

15.9.2. Leader's Capabilities and Challenges

14.9.2. Profit and Loss Statement Analysis

14.9.3. Profitability Analysis

- 15.9.3. Change Process Management
- 15.9.4. Multicultural Teams Management

- 15.7.3 Self-Esteem and Emotional Communication



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 38 | 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 40 | 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 | 41 tech

In our program, learning is not a linear process, but rather a spiral (learn, unlearn, forget, and relearn). 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 elearning, the different elements in our program are connected to the context where the individual carries out their professional activity.

## tech 42 | Methodology

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.



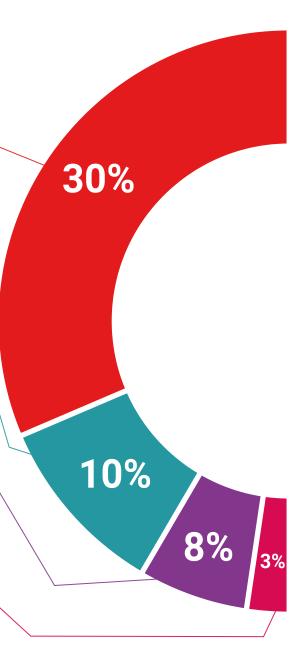
### **Management Skills Exercises**

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.





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.

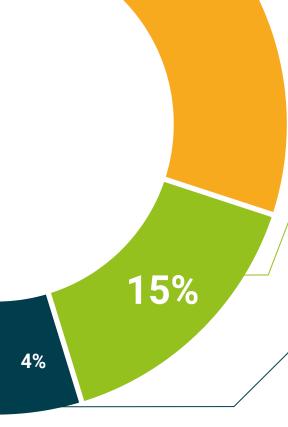


This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".

### **Testing & Retesting**

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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%

80 Our Students' Profiles The MBA in Commercial and Marketing Management (CRO, Chief Revenue Officer) is a program aimed at professionals in the commercial and marketing area who want to update their knowledge, discover new ways of selling, understand the market, develop techniques to build customer loyalty and lead sales teams, as well as advance in their professional career. The diversity of participants with different academic profiles and from multiple nationalities, make up the multidisciplinary approach of this program.

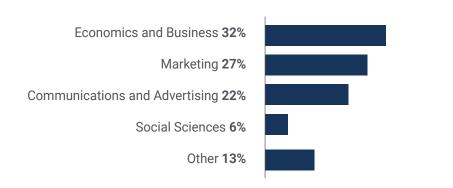


## tech 46 | Our Students' Profiles

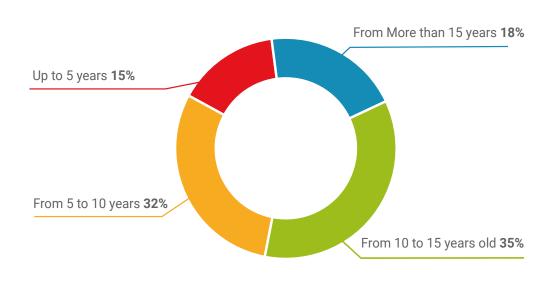
Average Age

Between 35 and 45 years old

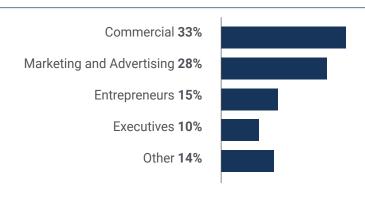
## **Training**



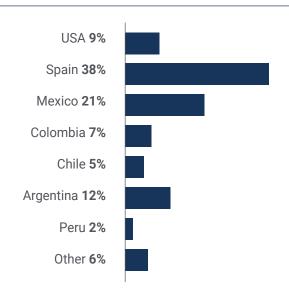
## **Years of Experience**

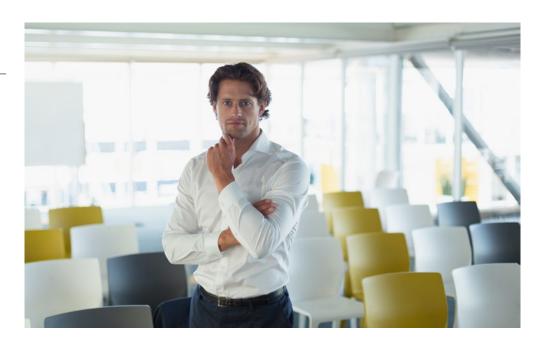


### **Academic Profile**



## **Geographical Distribution**





## Fernando Díaz

#### **Commercial Director**

"For me, coming from the commercial side, this program has been a great discovery, understanding that Commercial Management and Marketing have to go hand in hand. Customer orientation, the program's flagship, is not possible without this merger. It has provided me with essential tools to develop my work in commercial management and a great objective: to develop this relationship within my company. Personally, the atmosphere created by the faculty, the program management and, of course, by my classmates has been unbeatable"





### **International Guest Director**

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

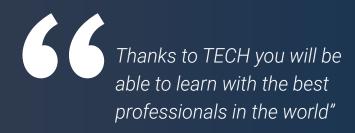
Also with the Raiders, she has served as Director of Premium Seating and Service, later being promoted to Vice President of Premium Service and Guest Experience. Prior to her career in professional sports, Qiava Martinez was Publisher and Owner of Culture Magazine, a platform that has allowed teenage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

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



## Ms. Martinez, Qiava

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



## Management



## Mr. López, Adolfo

- An economist and holds a Master's Degree in Marketing. He has worked mainly in the field of Strategy, Marketing, and Market Research Consulting
- With extensive experience in undergraduate and Master's Degree training at universities and business schools, he was president of the Marketing Club in Valencia and a member of the board of directors of the Ibero-American Association of Neurosciences for Communication and Business







By studying with us you will be able to improve your skills in commercial and marketing management to develop with greater confidence in your daily practice.

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

TECH's MBA in Commercial and Marketing Management (CRO, Chief Revenue Officer) is an intensive program that prepares you to face the challenges and business decisions at the commercial and marketing level. The main objective is to promote your personal and professional growth. Helping you achieve success.

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

Consolidate your skills and achieve professional success.

### When the change occurs

During the program

11%

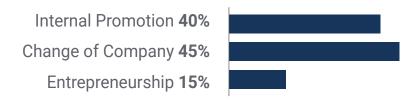
During the first year

63%

After 2 years

26%

### Type of change



## Salary increase

This program represents a salary increase of more than **25.22%** for our students

\$57,900

A salary increase of

25.22%

\$72,500





## tech 60 | Benefits for Your Company

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



### **Intellectual Capital and Talent Growth**

You 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**

You 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 company will come into contact with the main markets in the world economy.





## **Project Development**

You will be able to work on a current project or develop new projects in the field of R&D or Business Development within the company.



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







## tech 64 | Certificate

This program will allow you to obtain your **Executive Master's Degree diploma in MBA** in **Commercial and Marketing Management (CRO, Chief Revenue Officer)** endorsed by **TECH Global University**, the world's largest online university.

**TECH Global University** is an official European University publicly recognized by the Government of Andorra (*official bulletin*). Andorra is part of the European Higher Education Area (EHEA) since 2003. The EHEA is an initiative promoted by the European Union that aims to organize the international training framework and harmonize the higher education systems of the member countries of this space. The project promotes common values, the implementation of collaborative tools and strengthening its quality assurance mechanisms to enhance collaboration and mobility among students, researchers and academics.

and mobility among students, researchers and academics.

Mr./Ms. \_\_\_\_\_\_ with identification document \_\_\_\_\_ has successfully passed and obtained the title of:

Executive Master's Degree in MBA in Commercial and Marketing Management (CRO, Chief Revenue Officer)

This is a program of 1,500 hours of duration equivalent to 60 ECTS, with a start date of dd/mm/yyyy and an end date of dd/mm/yyyy.

TECH Global University is a university officially recognized by the Government of Andorra on the 31st of January of 2024, which belongs to the European Higher Education Area (EHEA).



This **TECH Global University** title is a European program of continuing education and professional updating that guarantees the acquisition of competencies in its area of knowledge, providing a high curricular value to the student who completes the program.

Title: Executive Master's Degree in MBA in Commercial and Marketing Management (CRO, Chief Revenue Officer)

Modality: online

Duration: 12 months

Accreditation: 60 ECTS



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



## Executive Master's Degree MBA in Commercial and Marketing Management (CRO, Chief Revenue Officer)

» Modality: online

» Duration: 12 months

» Certificate: TECH Global University

» Credits: 60 ECTS

» Schedule: at your own pace

» Exams: online

