Executive Master's Degree
MBA in Management of Veterinary Centers

MBA MVC

tech global university

Executive Master's Degree
MBA in Management of
Veterinary Centers

- » Modality: **online**
- » Duration: **12 months**
- » Certificate: **TECH Global University**
- » Credits: **90 ECTS**
- » Schedule: **at your own pace**
- » Exams: **online**

Website: **www.techtitute.com/us/school-of-business/executive-master-degree/master-mba-management-veterinary-centers**

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01
Welcome

The management of a veterinary clinic is a complex task, as it requires professionals who not only have a solid knowledge of business, one of the areas of work that determine the success or failure of a center, but also must be people with veterinary studies, who are able to understand and participate in the care of animals. Specialization in this field requires a range of skills that this comprehensive program has compiled into a high quality program and put together by a team of subject matter experts.

MBA in Management of Veterinary Centers
TECH Global University

Mastering the most advanced strategies in MBA in Management of Veterinary Centers in a high-impact program for your professional career"

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 Global 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

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 (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

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.

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 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 Global University community.

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

04
Objectives

After passing the assessments of the MBA in MBA in Management of Veterinary Centers, professionals will have acquired the necessary skills for a quality and up-to-date praxis based on the most innovative educational methodology.

"

The necessary specialization to successfully intervene in the management of veterinary clinics in a complete high educational impact".

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

The **MBA in Management of Veterinary Centers** will enable you to:

01 Generate specialized knowledge on the veterinary services sector: environment, challenges and trends

02 Identify training needs in the veterinary services sector in a changing environment

03 Establish a methodology for the preparation of an annual Business Plan

04 Assimilate that it is a dynamic document that must accompany us throughout the year

05 Examine the financial concepts necessary to successfully run a veterinary center

06 Develop the financial tools to manage a veterinary practice

08 Establish an effective and systematic methodology to formulate a dynamic and innovative business strategy in a veterinary center

09 Build specialized knowledge on innovation as a means of creating a differentiated value proposition for users

07 Compile the data necessary to generate a financial scorecard

10 Propose a methodology to effectively deal with clients with distorted emotions

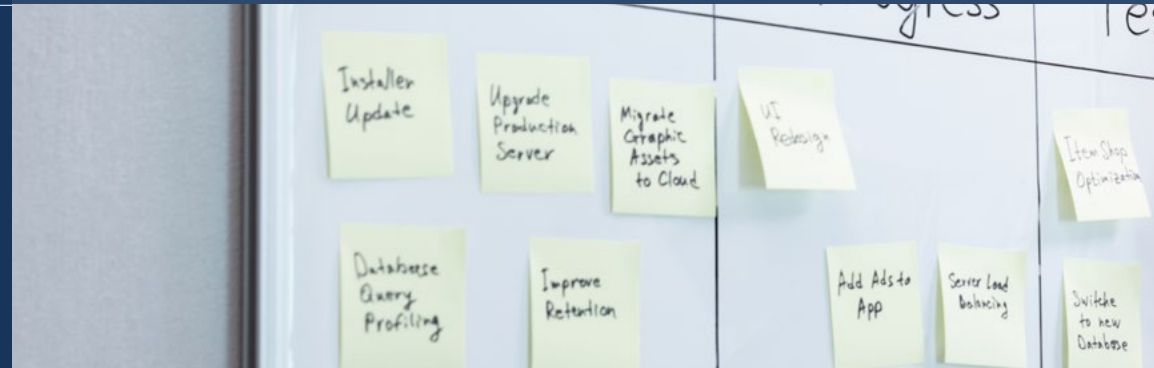**11** Develop loyalty processes

14 Analyze merchandising tools

12 Establishing how to set and price a veterinary service

13 Assimilating the importance of cross-selling

15 Study coherence between online and offline marketing

16 Develop the skills necessary for good personnel management

18 Specify the legal form of company to be created, with the particularities of each one, from partnerships to cooperatives of partners

19 Analyze the different legislations to be applied once the veterinary health center is open to the public, always from the point of view of consumer protection, in order to provide an excellent service, such as data protection, occupational health, radiological protection, etc.

17 Train managers to successfully deal with conflicts within professional teams

20 Examine the civil liability that we acquire by the fact of managing a veterinary health center, for our workers by applying the collective agreement and for the clients in general

Skills

After passing the assessments of the MBA in Management of Veterinary Centers, professionals will have acquired the necessary skills for a quality and up-to-date praxis based on the most innovative educational methodology.

The completion of this program will allow you to acquire the necessary skills to successfully manage a veterinary clinic"

01 Manage the companies in the sector in the most effective and efficient way

02 Design, develop, implement, monitor and improve their own business plan

03 Understand the new challenges in public health, following the guidelines of green and sustainable economies

04 Perform a SWOT analysis to know the particularities of the business and the environment and to be able to take advantage of the benefits it offers

05 Perform the economic-financial management of the company

06 Design and implement an appropriate business model to attract potential customers

07 Know how to communicate appropriately with the client to improve their experience in the veterinary center

08 Design and implement marketing strategies that improve company performance

09 Know in depth the profile of the company's employees in order to place them in the most appropriate positions and evaluate their performance

10 Lead the company, having the ability to resolve internal company conflicts

11 Apply the lean management model

12 Gain in-depth knowledge of the legal aspects affecting veterinary centers

Structure and Content

The MBA in Management of Veterinary Centers of TECH Global University is a tailor-made program that is taught in a 100% online format so that students can choose the time and place that best suits their availability, schedules and interests.

"

A syllabus created to convert theoretical learning into real work skills"

Syllabus

This training has been created to enable students to acquire the necessary knowledge in this area in an intensive and efficient manner. An opportunity to improve your skills, with the convenience of the most effective online method in the teaching market. TECH provides students with the opportunity to incorporate knowledge in this area into their academic curriculum. In addition, with this program, you will have access to a way of working that is designed to be fully compatible with your professional or personal life.

Throughout this program, a multitude of practical cases will be analyzed through individual work, a unique way to achieve a deep learning that the student will be able to transfer, later, to their daily work. It is, therefore, an authentic immersion in real life situations.

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

This program takes place over 12 months and is distributed into 13 modules:

Module 1	The economic sector of veterinary health centers
Module 2	The business plan applied to veterinary centers
Module 3	Finance applied to veterinary centers
Module 4	Business strategy and innovation in veterinary centers
Module 5	The client/user of veterinary centers
Module 6	Marketing applied in veterinary centers
Module 7	Human resources management in veterinary centers
Module 8	Leadership and management skills applied in veterinary centers
Module 9	Production processes in veterinary centers
Module 10	Legal aspects and administration in veterinary centers
Module 11	Leadership, ethics and social responsibility in companies
Module 12	People and talent management
Module 13	Executive management

Where, When and How is it Taught?

TECH offers the possibility of taking this program completely online. Over the course of the 12 months, the student 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 Economic Sector of Veterinary Health Centers

1.1. The Role of the Companion Animal in Today's Society
1.1.1. Companion Animals and Their Benefits to People's Physical and Emotional Health
1.1.2. Pets and the Healthy Development of Minors
1.1.3. Pets and Healthy Aging
1.1.4. Pets and their Benefits for Community Coexistence
1.1.5. Animal Abuse and its Connection with Violence in the Family Environment
1.1.6. Animals in the Therapeutic and Assistance Context

1.2. The Role of the Company in the Current Social Context
1.2.1. Corporate Social Responsibility
1.2.2. Climate Change and the Green New Deal
1.2.3. The Sustainable Development Goals (SDGs) and Agenda 2030
1.2.4. Challenges for the Veterinary Services Company

1.3. The Pet Market
1.3.1. Industry, Retail and Distribution
1.3.2. Services
    1.3.2.1. Clinical Veterinary Services
    1.3.2.2. Dog Training Services
    1.3.2.3. Hairdressing Services
    1.3.2.4. Feral Animal Population Control
1.3.3. Sale of Veterinary Medicines
1.3.4. Breeding and Sale of Pets
1.3.5. NGO

1.4. Typology of Veterinary Health Centers and Services
1.4.1. Veterinary Health Centers
1.4.2. Veterinary Health Services
1.4.3. Public-private Collaboration

1.5. Macroeconomic Situation of the Clinical Veterinary Sector
1.5.1. Sectoral Socioeconomic Situation
1.5.2. Sectoral Labor Situation

1.6. Digital Health in the Veterinary Sector
1.6.1. Digitization of the Veterinary Sector
1.6.2. Factors and Digital Tools that will Favor Change
1.6.3. Factors Slowing Down Digital Development
1.6.4. Digital Differentiators
1.6.5. Current Situation and Digital Challenges in the Veterinary Sector

1.7. The "One Health" Concept Applied to Veterinary Health Centers
1.7.1. The General Concept of One Health - One Well-Being
1.7.2. The Role of the Clinical Veterinarian in "One Health"

1.8. Training of Occupational Categories in Veterinary Health Care Centers
1.8.1. Current Context of Training in the Sector and the Real Needs of Veterinary Health Care Centers
1.8.2. Ongoing Training
1.8.3. Dual Training

1.9. Sectoral Business Strategy
1.9.1. Business Associationism: What it is, How it is Exercised and What it is for
1.9.2. Proactive Intervention in the Creation of Regulations Affecting the Industry

1.10. Time of Uncertainty, Time of Change and Market Trends
1.10.1. Worker with New Concepts and Sensitivities
1.10.2. Customer with New Requests and Needs
1.10.3. New Challenges in Public Health
1.10.4. New Forms of Communication

Module 2. The Business Plan Applied to Veterinarian Centers

2.1. The Business Plan for Veterinary Centers

2.1.1. Planning and Control: Two Sides of the Same Coin
2.1.2. Why and Why Have a Plan?
2.1.3. Who Must Carry It Out?
2.1.4. When Should it be Done?
2.1.5. How to Perform It?
2.1.6. Does it Have to Be in Writing?
2.1.7. Questions to Answer
2.1.8. Sections of the Business Plan

2.2. External Analysis I: The Veterinary Center Environment

2.2.1. What Should it Contain?
2.2.2. Political Environment
2.2.3. Economic Environment
2.2.4. Social Environment
2.2.5. Technological Environment
2.2.6. Ecological Environment
2.2.7. Legal Environment

2.3. External Analysis II: Competitive Environment Applied to the Veterinary Center Sector

2.3.1. Customers:
2.3.2. Competition
2.3.3. Suppliers
2.3.4. Others

2.4. Internal Analysis of a Veterinary Center

2.4.1. Facilities and Equipment
2.4.2. Personal
2.4.3. Income/Expenses
2.4.4. Customers:
2.4.5. Prices
2.4.6. Services
2.4.7. Communication With Client
2.4.8. Training
2.4.9. Suppliers
2.4.10 Competition

2.5. SWOT Analysis and CAME Applied to Veterinary Centers

2.5.1. Weaknesses
2.5.2. Strengths
2.5.3. Threats
2.5.4. Opportunities
2.5.5. Correction
2.5.6. Facing
2.5.7. Maintain
2.5.8. Exploit

2.6. Objectives of Veterinary Centers as Enterprises

2.6.1. What Are They?
2.6.2. Features: SMART
2.6.3. Types

2.7. Business Strategies in Veterinary Centers

2.7.1. The 7 Ps of Service Marketing
2.7.2. Product - Service
2.7.3. Price
2.7.4. Distribution
2.7.5. Communication
2.7.6. Person
2.7.7. Procedures
2.7.8. Test

2.8. Action Plan for the Strategy of a Veterinary Center

2.8.1. What Does it Consist of?
2.8.2. How to Develop a Strategy?
2.8.3. What to Consider for Each Action?
2.8.4. Prioritization of Actions Based on Business Importance
2.8.5. Calendar

2.9. Control Plan and Follow-up of the Business Plan of a Veterinary Center

2.9.1. Planning and Control
2.9.2. What it Consists of and Why It Is Necessary?
2.9.3. Who and How to Control?
2.9.4. Indicator-Based Control
2.9.5. Decision Making

2.10. Contingency Plan Applied to the Business Plan of a Veterinary Center

2.10.1. What is It and What Is It For?
2.10.2. How To Do it
2.10.3. How To Use It

Module 3. Finance Applied to Veterinary Centers

3.1. Expenses and Income at a Veterinary Center

3.1.1. Fixed Costs
3.1.2. Variable Costs
3.1.3. Direct Costs
3.1.4. Indirect Costs
3.1.5. Income from Services
3.1.6. Revenues from Product Sales
3.1.7. Gross Margins
3.1.8. Net Profit Margin
3.1.9. Purchase Margin
3.1.10 Margin on Sales

3.2. The Income Statement of a Veterinary Center

3.2.1. EBITDA
3.2.2. EBIT or BAII
3.2.3. Profitability
3.2.4. Productivity
3.2.5. Net Income

3.3. Warehouse Stock Management in a Veterinary Center

3.3.1. Cost of Sales
3.3.2. Characteristics of a Stock Management System
3.3.3. Procurement and Stock Control
3.3.4. Stock Alert Point
3.3.5. Safety Stock
3.3.6. Ordering Point
3.3.7. Inventory Turnover

3.4. Sales Ratios in a Veterinary Center. The Break-even Point

3.4.1. Main Practical Key Figures in a Veterinary Center
   3.4.1.1. Transaction Frequency
   3.4.1.2. Average Transaction Amount
   3.4.1.3. Average Spending per Customer
   3.4.1.4. Number of Daily Transactions
   3.4.1.5. Number of Transactions per Year
3.4.2. Break-even Point Concept
3.4.3. Prospective Break-even Calculation
3.4.4. Retrospective Break-even Calculation

3.5. Analysis of the Cost of Services in a veterinary center. Technological Investments

3.5.1. Fundamentals of Cost Analysis in Veterinary Centers
   3.5.1.1. Veterinary Practice Cost Analysis
   3.5.1.2. Cost Analysis of other Professional Services
3.5.2. Calculating the Profitability of a Technology Investment

3.6. Treasury Control and Budget Management in Veterinary Centers

3.6.1. Basics of Treasury Control
3.6.2. Treasury Control Tools
3.6.3. Fundamentals of Budget Management
3.6.4. Budget Management Tools

3.7. Economic Valuation of a Veterinary Center

3.7.1. Fundamentals for the Economic Valuation of a Veterinary Center
3.7.2. Methodology for the Valuation of a Veterinary Center
3.7.3. The Goodwill

3.8. Key Management Indicators in Veterinary Centers

3.8.1. Concepts
3.8.2. Basic Information
3.8.3. Most Frequent Indicators in Veterinary Centers
3.8.4. Basic Human Resources Indicators
3.8.5. Basic Indicators of Customer Service Quality
3.8.6. Selection of Key Management Indicators

3.9. The Financial Scorecard applied to Veterinary Centers

3.9.1. Financial Scorecard Fundamentals
3.9.2. Trend Analysis and Comparisons between Periods
3.9.3. Control Panel Operation
3.9.4. Interpretation of Scorecard Results

3.10. The Balance Sheet of a Veterinary Center

3.10.1. Concept
3.10.2. Structure of a Balance Sheet
3.10.3. Structure of the Balance Sheet
3.10.4. Asset Valuation
3.10.5. Balance Sheet and Income Statement Diagnosis
3.10.6. Balance Sheet Analysis
3.10.7. Study of the Most Interesting Ratios of a Balance Sheet
3.10.8. Dynamic Equity Analysis
3.10.9. Income Statement Analysis
3.10.10 Income Statement Indicators

Module 4. Business Strategy and Innovation in Veterinary Centers

4.1. The Role of the Manager of a Veterinary Center
4.1.1. General Management
4.1.2. Human Resources Management
4.1.3. Financial Management
4.1.4. Occupational Health Management
4.1.5. Information Technology Management
4.1.6. Marketing and Sales Management
4.1.7. Customer Service and Public Relations Management
4.1.8. Change Management

4.2. Strategic Planning in Veterinary Centers
4.2.1. Definitions
4.2.2. Sense of Business Strategy
4.2.3. Strategic Plan for a Veterinary Center

4.3. The Philosophical Stage of Strategic Planning for a Veterinary Center
4.3.1. Definition
4.3.2. Components
   4.3.2.1. Mission
   4.3.2.2. Vision
   4.3.2.3. Values
   4.3.2.4. Tools
   4.3.2.5. Strategic Goals
4.3.3. Practical Examples

4.4. Business Models in Traditional Veterinary Centers
4.4.1. Introduction
4.4.2. Structure of Veterinary Centers
4.4.3. Services
4.4.4. Staff of a Veterinary Center

4.5. Research for Innovation in Veterinary Centers
4.5.1. Concept of Innovation in the Veterinary Sector
4.5.2. The Blue Ocean Strategy Applied to Veterinary Centers
   4.5.2.1. Concept
   4.5.2.2. Analytical Tools
4.5.3. Canvas Methodology for Innovation in Veterinary Centers
   4.5.3.1. Description
   4.5.3.2. Operations
4.5.4. Strategy Formulation for Innovation in Veterinary Centers
   4.5.4.1. Generation of New Ideas and Synthesis
   4.5.4.2. Innovation Epicenters

4.6. Design of the Value Proposition for Veterinary Center Clients
4.6.1. The Profile of the Client/User of Veterinary Centers
4.6.2. The Value Map
4.6.3. Fit between the Value Proposition and the Customer Profile Applied to Veterinary Centers

4.7. Innovation Prototyping Applied to Veterinary Centers
4.7.1. The Minimum Viable Innovation System
4.7.2. Global Innovation Scorecard
4.7.3. Operational Innovation Plan

4.8. Patterns of Business Models in the Veterinary Health Care Industry
4.8.1. Disaggregation of Business Models
4.8.2. Long Tail
4.8.3. Multilateral Platforms
4.8.4. The FREE Business Model (Freemium)
4.8.5. Open Business Models

4.9. Design Thinking and Application in Veterinary Centers
4.9.1. Concept
4.9.2. Guidelines and Keys
4.9.3. Tools

4.10. Research for Continuous Improvement in the Business Strategy of Veterinary Centers
4.10.1. Monitoring the Dtrategic Plan of a Veterinary Center
4.10.2. Implementation of Improvements in the Strategy of a Veterinary Center

Module 5. The Client/User of Veterinary Centers

5.1. Customer Service in Veterinary Centers

5.1.1. Excellence in Customer Service
5.1.2. Customer Service Management
5.1.3. Compliance in Veterinary Centers as a Loyalty Tool

5.2. Face-to-Face Communication in Veterinary Centers

5.2.1. Practical Advantages of Communication with Customers
5.2.2. Current Paradigm
5.2.3. Customer Needs
5.2.4. Customer Service Quality Management
5.2.4.1. Communication Channels with Customers
5.2.4.2. Computer Systems/Databases (CRM)
5.2.4.3. Quality Assessment Surveys

5.3. Essential Communication Skills for Veterinary Facility Professionals

5.3.1. The Question in Professional Communication
5.3.2. Listening in Professional Communication
5.3.3. Non-Verbal Communication
5.3.4. Verbal Communication
5.3.5. Proxemia in Veterinary Centers

5.4. Empathy as a Fundamental Skill in the 21st Century in the Relationship with Clients in Veterinary Centers

5.4.1. Definition and Description
5.4.2. Expressions of Empathy
5.4.3. Tools for Working on Empathy with Clients of Veterinary Centers

5.5. Methodology for Successfully Dealing with Difficult Situations with Clients in a Veterinary Center.

5.5.1. The Four Essential Habits of Highly Effective Clinicians
5.5.2. Characteristics of Conflict between Professionals and their Clients
5.5.3. Methodology for Dealing with Difficult Situations with Clients of Veterinary Centers.
5.5.3.1. Identify the Problem
5.5.3.2. Discovering the Meaning
5.5.3.3. Seizing Opportunities
5.5.3.4. Establish the Limits of the Relationship
5.5.3.5. Extend Help to Solve the Problem
5.5.4. Tool for the Improvement of Professional Communication Skills

5.6. Communication within the Veterinary Practice

5.6.1. Introduction
5.6.2. The Calgary-Cambridge Model Applied to the Veterinary Practice
5.6.2.1. Preparation Phase
5.6.2.2. Start of Consultation
5.6.2.3. Collection of Information
5.6.2.4. Results and Planning
5.6.2.5. Providing Adequate Information
5.6.2.6. Mutual Understanding
5.6.2.7. Completion of the Consultation
5.6.3. The Giving of Bad News to Customers of the Veterinary Center

5.7. Strategies for Client Relations in a Veterinary Practice

5.7.1. Relationship Marketing
5.7.2. Key Expectations of Clients and Users of Veterinary Centers
5.7.3. Long-term Customer Relationship Management
5.7.3.1. MSMC Model (Best Service for the Best Customers)
5.7.3.2. The New CRM Paradigm

5.8. Customer Segmentation and Portfolio Segmentation in a Veterinary Practice

5.8.1. Customer Segments and Portfolios
5.8.1.1. Carterization process in veterinary centers
5.8.2. Strategic Advantages of Carterization
5.8.3. Most Valuable Customers (MVC)

5.9. Customer Experience (CX) and User Experience (UX) in Veterinary Centers.

5.9.1. The Moment of Truth
5.9.2. Elements that Make up Customer Experience
5.9.3. User Experience

5.10. Practical application of customer and user experience in veterinary centers.

5.10.1. Phases
5.10.1.1. Study and Analysis of User Experiences
5.10.1.2. Definition of the Experiential Platform
5.10.1.3. Design and Planning of Experiences
5.10.1.4. Structuring the Contact or Meeting with Customers
5.10.1.5. Practical Methodology

Module 6. Marketing Applied in Veterinary Centers

6.1. Marketing in Veterinary Centers
6.1.1. Definitions
6.1.2. Needs-Motives for Purchase
6.1.3. Supply and Demand
6.1.4. Evolution of Marketing
6.1.5. Today's Companies
6.1.6. Today's Customer
6.1.7. Loyalty: 21st Century Marketing

6.2. What is Sold in Veterinary Centers?
6.2.1. Products
6.2.2. Services
6.2.3. Differences between Products and Services
6.2.4. The 4Ps of Products
6.2.5. The 7 Ps of Services

6.3. Services - Products in Veterinary Centers
6.3.1. Portfolio of Services
6.3.2. Product Portfolio
6.3.3. How to Sell Products?
6.3.4. How to Sell Services?
6.3.5. Differentiation - Added value
6.3.6. CABE Technique
6.3.7. Neuromarketing and Its Application to Sales

6.4. The Price of Services and Products in Veterinary Centers
6.4.1. The Importance of Price in a Company
6.4.2. The Relativity of Price in Services
6.4.3. How to Price a Service?
6.4.4. How to Price a Product?
6.4.5. Price List
6.4.6. How to Price a Service to Customers?
6.4.7. How to Refute High Price Comments?
6.4.8. Demand-Price Elasticity Curve
6.4.9. Pricing Business Models in Veterinary Centers
6.4.10. How to Collect Everything and What To Do Otherwise?

6.5. Client Communication in Veterinary Centers
6.5.1. Communication with the Internal Customer: Employees
6.5.2. Need: Message Coordination
6.5.3. Multichannel and Omni-Channel
6.5.4. In the Waiting Room
6.5.5. Telephone Service
6.5.6. In the Office
6.5.7. Reminders
6.5.8. Preventive Health Campaigns
6.5.9. Dr. Google Vet. and Its Management by the Veterinarian
6.5.10 Reasons for a Client to Change Veterinarian
6.5.11 Satisfaction Surveys
6.5.12 Complaints in a Veterinary Center

6.6. Advertising in Veterinary Centers
6.6.1. What Kind of Customers do I Want to Reach?
6.6.2. Waiting Room
6.6.3. Promotional Items
6.6.4. Written Media
6.6.5. Digital Media
6.6.6. Others

6.7. Cross-Selling in Veterinary Centers
6.7.1. What is It and What Is It For?
6.7.2. Types of Cross-Selling
6.7.3. How to Carry it Out?
6.7.4. Service + Service
6.7.5. Service + Product
6.7.6. Product + Product
6.7.7. Teamwork

6.8. Merchandising
6.8.1. Definitions
6.8.2. The Pillars
6.8.3. Objectives
6.8.4. The Purchase Decision Process and Types of Purchases
6.8.5. Outside
  6.8.5.1. Facade
  6.8.5.2. Identity
  6.8.5.3. Door
  6.8.5.4. Showcase
6.8.6. Inside
  6.8.6.1. Assortment
  6.8.6.2. Space Layout
6.8.7. Inventory Management
6.8.8. Animation at the Point of Sale
  6.8.8.1. External
  6.8.8.2. Internal
  6.8.8.3. PLV
  6.8.8.4. Promotions

6.9. Digital Marketing in Veterinary Centers
6.9.1. General Aspects
6.9.2. ROPO Effect
6.9.3. Blending Marketing: Offline y Online
6.9.4. Web Pages for a Veterinary Center
6.9.5. Social Networks Applied to Veterinary Centers
  6.9.5.1. Facebook
  6.9.5.2. Twitter
  6.9.5.3. Instagram
  6.9.5.4. YouTube Channel
6.9.6. Email Marketing
6.9.7. Instant Messaging Tools

6.10. Loyalty Tools for Veterinary Center Customers
6.10.1. Not All Customers Have the Same Value
6.10.2. Health Plan
6.10.3. Preventive Health Campaigns
6.10.4. Veterinary Insurance
6.10.5. Point Accumulation Systems
6.10.6. Discount Coupons
6.10.7. Others

Module 7. Human Resources Management in Veterinary Centers

7.1. Strategic Planning of the Staff of a Veterinary Center I

7.1.1. Equipment Size
7.1.2. Competencies and Talent
7.1.3. Roles, Responsibilities and Tasks

7.2. Strategic Planning of the Staff of a Veterinary Center II

7.2.1. Job Analysis and Description
7.2.2. Job Objectives
7.2.3. Organization Chart

7.3. Selection Process in a Veterinary Center I

7.3.1. Profiles
7.3.2. Job Offer Design
7.3.3. Receipt and Selection of Resumes

7.4. Selection Process in a Veterinary Center II

7.4.1. Résumé Reading: Detection of Competencies, References, etc.
7.4.2. Sample Job Interview, Key Questions
7.4.3. Communication with Candidates

7.5. Recruiting and Hiring Employees in a Veterinary Center

7.5.1. Recruitment, Professional Categories
7.5.2. Payroll
7.5.3. Welcoming Process

7.6. Training of a Veterinary Center Team

7.6.1. Training Objectives
7.6.2. Internal and External Training
7.6.3. Evaluation and Economic Aspects of Training
7.6.4. Career Plans

7.7. Internal Communication in a Veterinary Center

7.7.1. Effective Communication
7.7.2. Internal Communication Tools
7.7.3. Effective Meetings

7.8. Performance Evaluation of the Employees of a Veterinary Center

7.8.1. Important Concepts
7.8.2. Establishment of Indicators
7.8.3. Evaluation Models
7.8.4. Implementation
7.8.5. Relationship with Incentives

7.9. Retention of Valuable Employees in Veterinary Centers

7.9.1. Job Satisfaction
7.9.2. Motivation
7.9.3. Recognition and Rewards
7.9.4. Promotion and Advancement

7.10. Remuneration of Employees in Veterinary Centers

7.10.1. Salaries by Category
7.10.2. Fixed and Variable
7.10.3. Criteria for the Establishment of Incentives
7.10.4. Types of Incentives: Economic and Non-Economic
7.10.5. Emotional Salary

Module 8. Leadership and Management Skills Applied in Veterinary Centers.

8.1. Essential Management Skills in a Veterinary Center Manager and/or Owner
8.1.1. The Address
8.1.2. Decision Making
8.1.3. Resolving Capacity
8.1.4. Flexibility
8.1.5. Self-Knowledge
8.1.6. Assertiveness
8.1.7. Communication
8.1.8. Emotional Intelligence

8.2. Leadership Applied to Veterinary Centers
8.2.1. Characteristics of the Leader
8.2.2. Benefits of Leadership
8.2.3. Leader Exercises
8.2.4. Delegation
8.2.4.1. Delegation Strategy
8.2.4.2. Task Selection
8.2.4.3. Qualification Process
8.2.5. Motivational Interviews with Employees
8.2.5.1. GROW/MAPA Method

8.3. Negotiation for the Veterinary Center Manager
8.3.1. Negotiator Skills
8.3.2. Types and Styles of Negotiation
8.3.3. Negotiation Stages
8.3.3.1. Preparation
8.3.3.2. Discussion and Argumentation
8.3.3.3. Proposal
8.3.3.4. Exchange
8.3.3.5. Closure
8.3.3.6. Monitoring
8.3.4. Negotiation Tactics and Techniques
8.3.5. Strategies

8.4. The Time Management of a Veterinary Center Manager
8.4.1. Slow Down, Reflect, Analyze and Decide
8.4.2. Inner Knowledge
8.4.3. How to Prioritize
8.4.4. Act
8.4.5. Planning and Organizing
8.4.6. Time Thieves

8.5. How to Build Trust in the Staff of a Veterinary Center?
8.5.1. Self-confidence
8.5.2. Trusting Others
8.5.3. Constructive Self-Criticism
8.5.4. Respect and Responsibility
8.5.5. Honesty
8.5.6. Trial and Error

8.6. Productivity Management for Veterinary Center Managers
8.6.1. Productivity Thieves
8.6.2. The Getting Things Done® method (GTD)
8.6.2.1. Fundamentals
8.6.2.2. Collect or Capture
8.6.2.3. Process or Clarify
8.6.2.4. Organize
8.6.2.5. Check
8.6.2.6. Do

8.7. High-performance Professional Teams in Veterinary Centers
8.7.1. Working Groups
8.7.2. Characteristics of Professional Equipment
8.7.3. Benefits of High Performance Professional Teams
8.7.4. Practical Examples

8.8. Identification and Resolution of Internal Conflicts in Veterinary Centers
8.8.1. The Method of the Five Dysfunctions of Professional Teams
8.8.1.1. Lack of Trust
8.8.1.2. Fear of Conflict
8.8.1.3. Lack of Commitment
8.8.1.4. Avoidance of Liability
8.8.1.5. Disinterest in Results
8.8.2. Causes of Failure in Professional Teams

8.9. Prevention of Internal Toxicity in Veterinary Centers
8.9.1. Organizational Health
8.9.2. Preventive Measures
8.9.2.1. Creating a Cohesive Leadership Team
8.9.2.2. Creating Clarity Within the Organization
8.9.2.3. Overcommunicating Clarity
8.9.2.4. Reinforcing Clarity

8.10. Change Management in the Management of Veterinary Centers
8.10.1. Belief Audit
8.10.2. Character Development
8.10.3. Actions for Change

Module 9. Production Processes in Veterinary Centers

9.1. Introduction to Production Processes in Veterinary Centers
9.1.1. Concept of Business Process
9.1.2. Introduction to Business Processes
9.1.3. Graphical Representation of Processes
9.1.4. Standardization of Processes
9.1.5. Practical Examples of Processes in Veterinary Centers

9.2. Analysis of the Production Processes of Veterinary Centers.
9.2.1. Process Management System
9.2.2. Measurement, Analysis and Improvement of Business Processes
9.2.3. Characteristics of a Well-Directed and Managed Process

9.3. Business Productivity in the Veterinary Health Care Industry
9.3.1. Focus on Key Objectives
9.3.2. Added Value Generated for the Customer
9.3.3. Analysis of the Value Provided by the Processes
9.3.4. Competitiveness
9.3.5. Productivity. Loss and Improvement Analysis

9.4. Business Management Models Applied to the Veterinary Health Care Center Sector
9.4.1. Traditional Mass Management
9.4.2. Management Based on the Lean Model
9.4.3. Management Based on an Improved Traditional Model

9.5. Introduction to the Lean Management Model Applied to Veterinary Centers
9.5.1. Basic Principles and Characteristics
9.5.2. Flow of Activities
9.5.3. Pull System
9.5.4. Flow– Pull
9.5.5. Continuous Improvement

9.6. Waste in a Production Model Applied to Veterinary Centers
9.6.1. Waste or Change
9.6.2. Types of Waste
9.6.3. Causes of Waste
9.6.4. Waste Disposal

9.7. Implementation of the *Lean* Management Model in Veterinary Centers I
9.7.1. Process Conditioning
9.7.2. Balanced and Flexible Pull Flow
9.7.3. Transition from a Traditional Model to Lean Implementation
9.7.4. First Stage: Establishment of Regular and Uninterrupted Flow

9.8. Implementation of the *Lean* Management Model in Veterinary Centers II
9.8.1. Second Stage: Consolidating the Flow, Eliminating Waste, Ensuring Quality and Standardizing Operations
9.8.2. Third Stage: Establishment of the Pull Flow
9.8.3. Fourth Stage: Production Rate Flexibility

9.9. Implementation of the *Lean* Management Model in Veterinary Centers III
9.9.1. Fifth Stage: Flexibility in the Type of Product
9.9.2. Sixth Stage: Complete Implementation of Balanced, Level and Multi-Product Pull Flow
9.9.3. Stage Seven: Simple Management and Control

9.10. Lean Implementation Tools for Veterinary Centers
9.10.1. The Value Stream Map
9.10.2. A3: Analysis of New Approaches or Problems to be Solved

Module 10. Legal Aspects and Administration in Veterinary Centers

10.1. Legal Forms of Companies in the Veterinary Health Center Sector
10.1.1. According to the Type of Liability
10.1.2. According to the Number of Members
10.1.3. According to Capital Stock

10.2. Data Protection in a Veterinary Center
10.2.1. Data Protection Act
10.2.2. Action Protocols
10.2.3. Data Processing Protocols
10.2.4. Registration of Activities
10.2.5. Regulatory Reports
10.2.6. The data Controller

10.3. Occupational Health in Veterinary Centers
10.3.1. Psychosocial Risks
10.3.2. Ergonomic Risks
10.3.3. Biological Hazards
10.3.4. Chemical Hazards
10.3.5. Physical Risks
10.3.6. Health and Safety

10.4. Law on Medicines in Veterinary Health Centers
10.4.1. Aspects of the Law on Medicines to be taken into account
10.4.2. Prescriptions: Issuance, Control, Registration
10.4.3. Cascade Prescription
10.4.4. Exceptional Recipes

10.5. Collective Bargaining Agreement for the Veterinary Health Centers Sector.
10.5.1. Work Organization and Functions
   10.5.1.1. Salary and Non-wage Payments
10.5.2. Workday
   10.5.2.1. Paid Leaves of Absence and Leaves of Absence
10.5.3. Training and Career
10.5.4. Recruitment Modalities
10.5.5. Labor Code of Conduct
10.5.6. The Joint Commission

10.6. Veterinary Professional Ethics and Deontology
10.6.1. Code of Ethical Values
10.6.2. Fundamental Principles in Ethics
10.6.3. Professional Responsibilities
10.6.4. Animal Welfare and Abuse
10.6.5. The Veterinary Professional Code of Ethics

10.7. Civil Liability in the Exercise of the Activity in Veterinary Health Centers
10.7.1. Concept
10.7.2. Civil Liability Assumptions of the Veterinarian
10.7.3. Liability for Fault or Negligence
10.7.4. The Civil Procedure

10.8. Management of Debts and Unpaid Debts in Veterinary Centers
10.8.1. Debt Acknowledgment Documents
10.8.2. Deferrals and Financing of Collections
10.8.3. Communication with Debtors
10.8.4. Payment Order Lawsuits

10.9. Purchasing Management in Veterinary Centers
10.9.1. Budgets
10.9.2. Payment Management
10.9.3. Financing and Payment Deferrals

10.10. Telephone Communication with Customers of Veterinary Centers
10.10.1. Telephone Communication Protocols
10.10.2. Communication With Client
10.10.3. Internal Communication and Call Logs

Module 11. Leadership, Ethics and Social Responsibility in Companies

11.1. Globalization and Governance
11.1.1. Governance and Corporate Governance
11.1.2. The Fundamentals of Corporate Governance in Companies
11.1.3. The Role of the Board of Directors in the Corporate Governance Framework

11.2. Cross Cultural Management
11.2.1. Cross Cultural Management Concept
11.2.2. Contributions to Knowledge of National Cultures
11.2.3. Diversity Management

11.3. Sustainability
11.3.1. Sustainability and Sustainable Development
11.3.2. The 2030 Agenda
11.3.3. Sustainable Companies

11.4. Corporate Social Responsibility
11.4.1. International Dimensions of Corporate Social Responsibility
11.4.2. Implementing Corporate Social Responsibility
11.4.3. The Impact and Measurement of Corporate Social Responsibility

11.5. Responsible Management Systems and Tools
11.5.1. CSR: Corporate Social Responsibility
11.5.2. Essential Aspects for Implementing a Responsible Management Strategy
11.5.3. Steps for the Implementation of a Corporate Social Responsibility Management System
11.5.4. CSR Tools and Standards

11.6. Multinationals and Human Rights
11.6.1. Globalization, Multinational Companies and Human Rights
11.6.2. Multinational Corporations and International Law
11.6.3. Legal Instruments for Multinationals in the Area of Human Rights

11.7. Legal Environment and Corporate Governance
11.7.1. International Rules on Importation and Exportation
11.7.2. Intellectual and Industrial Property
11.7.3. International Labor Law

Module 12. People and Talent Management

12.1. Strategic People Management
12.1.1. Strategic Human Resources Management
12.1.2. Strategic People Management

12.2. Human Resources Management by Competencies
12.2.1. Analysis of the Potential
12.2.2. Remuneration Policy
12.2.3. Career/Succession Planning

12.3. Innovation in Talent and People Management
12.3.1. Strategic Talent Management Models
12.3.2. Talent Identification, Training and Development
12.3.3. Loyalty and Retention
12.3.4. Proactivity and Innovation

12.4. Motivation
12.4.1. The Nature of Motivation
12.4.2. Expectations Theory
12.4.3. Needs Theory
12.4.4. Motivation and Financial Compensation

12.5. Executive Communication
12.5.1. Internal and External Communication in the Corporate Environment
12.5.2. Communication Departments
12.5.3. The Person in Charge of Communication of the Company The Profile of the Dircom

12.6. Productivity, Attraction, Retention and Activation of Talent
12.6.1. Productivity
12.6.2. Talent Attraction and Retention Levers

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

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.

01 learning from evidence

02 relearning from evidence

03 testing

04 learning from an expert

05 neurocognitive context dependent learning

06 Von-Restorff effect

07 case based learning through storytelling

08 competencies testing (retesting)

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:
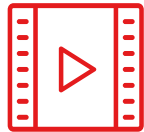
Study Material

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.

30%

10%

8%

3%

30%

15%

4%
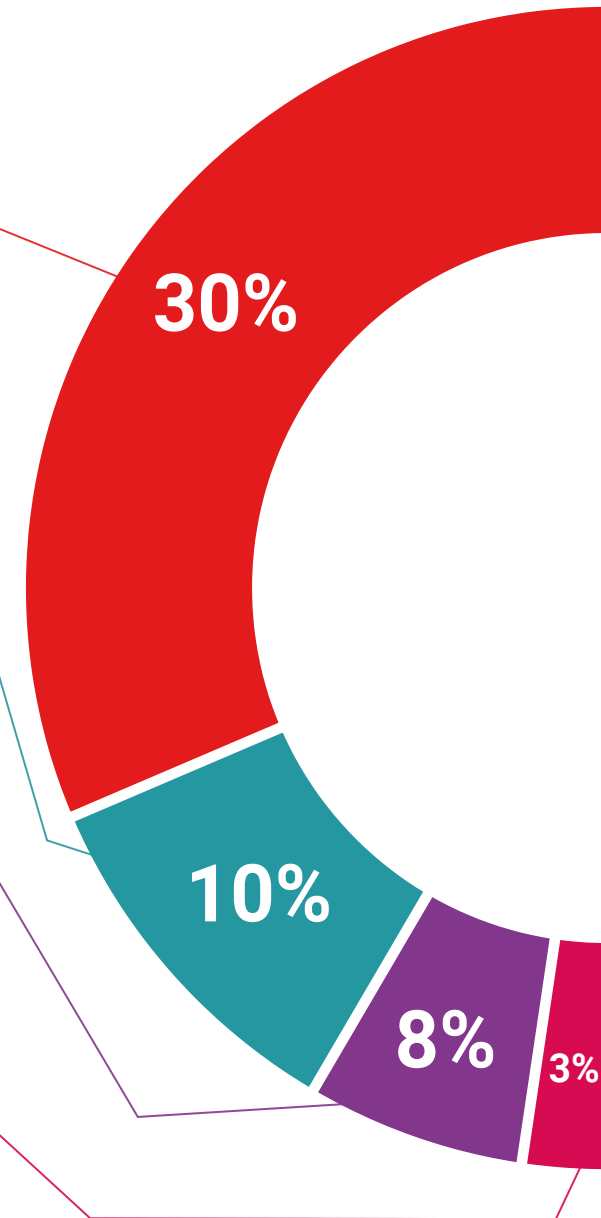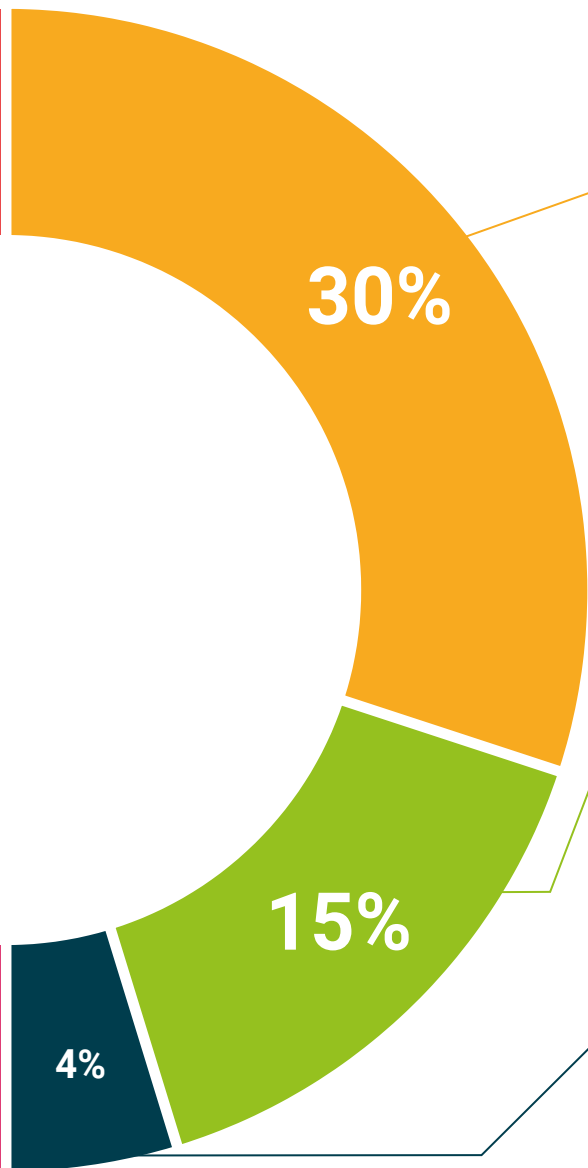
Case Studies

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 TECH program is aimed at professionals who want to intervene in the management of veterinary clinics, expertly handling all the necessary aspects to carry it out in a highly efficient way.

If you want to achieve an interesting improvement in your professional career while continuing to work, this is the program for you"

Average Age

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

Years of Experience

More than 15 years **18%**

10 to 15 years **35%**

5 to 10 years **32%**

Up to 5 years **15%**

Training

Economics and Business **27%**

Veterinary **42%**

Marketing **12%**

Social Sciences **6%**

Other **13%**

Educational Profile

Veterinarians **41%**

Directors and Managers of the Sector **15%**

Entrepreneurs **25%**

Welfare Professionals **12%**

Other **7%**
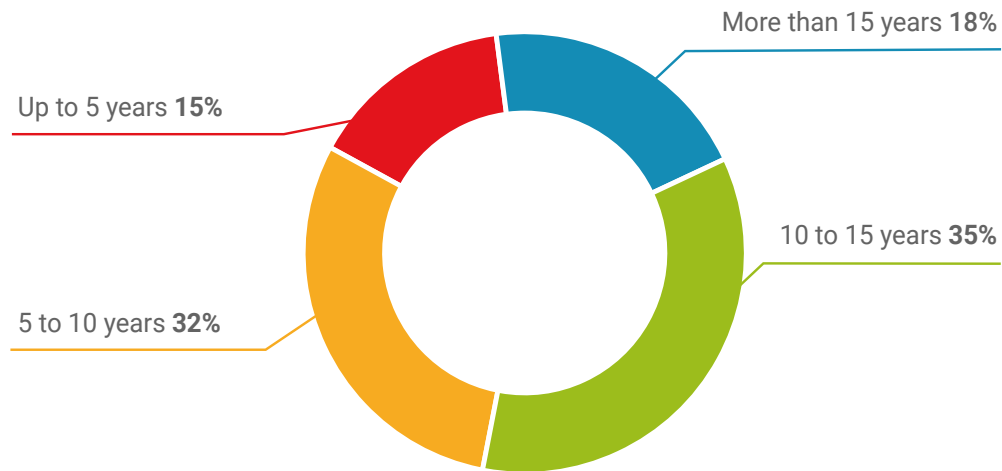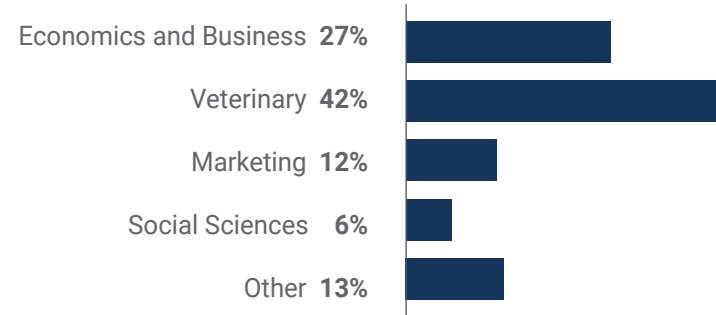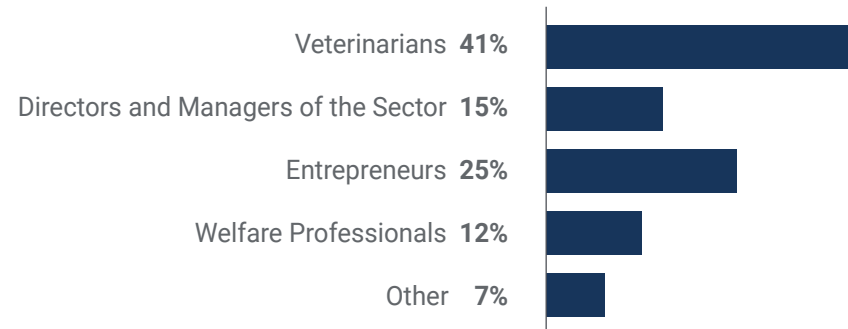
Geographical Distribution

Country	%
USA	9%
Spain	38%
Mexico	21%
Colombia	7%
Argentina	12%
Chile	5%
Peru	2%
Other	6%
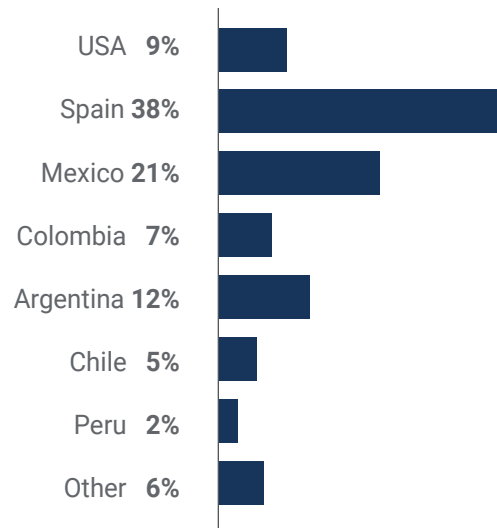
Ms. Amelia López

Director of a veterinary center

"My studies in marketing and management needed an update in this field in order to be able to work in veterinary clinic management, which was my career goal. This program has been the answer to this and, shortly after finishing it, I got a position in a veterinary clinic, thereby fulfilling my professional dreams"

Course Management

The program includes in its teaching staff reference experts in management of veterinary centers, who bring to this specialization 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 students.

We have the best teaching team to update you on the most important practices for the administration of veterinary centers"

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 at Mastercard she is responsible for overseeing talent onboarding strategy and execution, collaborating with business leaders and HR Managers to meet operational and strategic hiring objectives. In particular, she aims to build diverse, inclusive and high-perfoming 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 HR 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 is now a graduate of the University of Miami.

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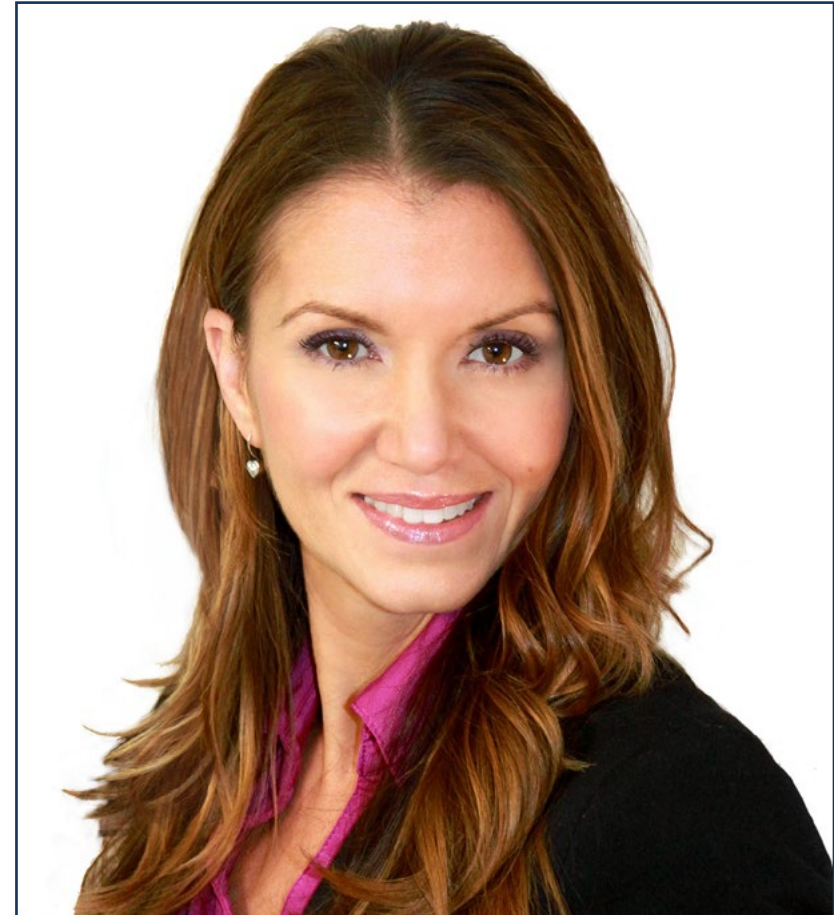
Ms. Dove, Jennifer

- Vice President of Talent Acquisition at Mastercard, New York, United States
- Director of Talent Acquisition at NBCUniversal, New York, USA
- Head of Recruitment at Comcast
- Director of Recruiting at Rite Hire Advisory, New York, 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 clouds 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

- 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

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Take the opportunity to learn about the latest advances in this field 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

- 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

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International Guest Director

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Mr. Arens, Manuel

- 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

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International Guest Director

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

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

As **Global Brand and Merchandising Director** at **Giorgio Armani,** he has overseen a variety of **Marketing strategies** for **apparel** and **accesories**. His tactics have also focused on the **retail environment** and **consumer needs** and **behavior**. 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 **campaings.** He has also been in charge of the **terms, costs, processes** and **delivery times** of different operations.

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

Ms. La Sala, Andrea

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

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International Guest Director

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

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

One of his most outstanding projects in recent years has been the **Walmart Data Cafe platform,** the largest of its kind in the world that is anchored in the cloud aimed at **Big Dataanalysis**. 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 Luminate'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

- 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

"

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

- 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

- 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

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Management

Dr. Barreneche Martínez, Enrique

- Director of the consulting firm VetsPower.com, a business consulting firm dedicated exclusively to veterinary health centers for pets
- Vice-president of the provincial employers' association of the veterinary sector of Alicante, AEVA, and treasurer of the Confederation of Employers of the Veterinary Sector in Spain (CEVE)
- Co-founder of AVEPA's Management and Administration Working Group (GGA)
- Own business experience. Founder and owner of the AMIC Veterinary Center in Alicante
- Degree in Veterinary Medicine from the Complutense University of Madrid
- Author of the books on business management in veterinary centers "¿Quién se ha llevado mi centro veterinario?" and "'¡Ya encontré mi centro veterinario!'"
- Co-author of two books and author of specific chapters in other publications for the training of Veterinary Clinic Assistants (VCA)
- Speaker in several courses and workshops on business management of veterinary centers, both in classroom and online, both in Spain and abroad

Professors

Mr. José Luis
- Co-founder and CEO of Profitability Veterinary Company
- Consultant in Business Management and Marketing of Veterinary Centers
- Managing Director of ACALANTHIS COMUCACION Y ESTRAGIAS SL
- Graduate in Biological Sciences from the Complutense University of Madrid
- Master's Degree in Digital Marketing, EAE and University of Barcelona
- Master's Degree in Human Resources Management, EAE and University of Barcelona
- Associate Professor in the Faculty of Veterinary Medicine of the Alfonso X El Sabio University, Madrid

Dr. Muñoz Sevilla, Carlos
- Veterinary Doctor in the Anesthesiology service
- Responsible for the Anesthesiology service Valencia Sur Veterinary Hospital
- Director of the San Francisco Veterinary Clinic
- Degree in Veterinary Medicine from the Complutense University of Madrid
- MBA at Jaime I-(UJI) University, 2017-18 academic year
- Participant in the development and training of AGESVET's HR Module

Ms. Navarra Ferrer, María José
- Psychologist Specialist in Workshops for Companies and Private Organizations
- Degree in Psychology from the University of Valencia(UV)
- Master's Degree in Clinical CTMC Valencia Psychology
- Postgraduate in Social Gerontology University of Valencia, Spain
- Postgraduate Certificate in Mindfulness and Psychotherapies IL3 UB
- Teacher in the Recull d'activitats per als Serveis Locals d'Ocupació: Persones i Empreses de Barcelona

Dr. Martín González, Abel
- Director of the Talavera Veterinary Center and Veco Veterinary Clinic in Talavera de la Reina (Toledo)
- Technical Director of ADSG in Castilla La Mancha (Spain): ADSG Bovino Castillo de Bayuela, ADSG Bovino La Jara, ADSG Extensivo Belvis, ADSG Bovino Los Navalmorales, ADSG Porcino La Jara
- Manager of the Sierra de San Vicente Meat Quality Brand
- Degree in Veterinary Medicine from the Complutense University of Madrid
- Vicepresident and founding member of CEVE (Spanish Veterinary Business Confederation)
- President and Founding member of CEVE-CLM (Veterinarian Business Confederation of Castilla la Mancha)
- Member of several national and international professional associations such as AVEPA, ANEMBE, SEOC, AVETO
- Member of the Digital Commission of CEOE (Confederación de Organizaciones Empresariales de España)

Mr. Albuixech Martínez, Miguel
- Member of the Economics Area of CEVE (Spanish Veterinary Business Confederation)
- Secretary of AVETVAL (Veterinary Business Association of Valencia)
- Vice-president of AGESVET (Association for Veterinary Management)
- Coordinator of the Levante area for the EGA (AGESVET Management Meetings)
- Degree in Business Administration and Management from the University of Valencia
- Professional Master's Degree in Human Resources Management from ADEIT (ADEIT)

Dr. Saleno, Delia

- Director at Son Dureta Veterinary Center

- President of CEVE Balears

- Member of the Board of Directors CEOE. Representative of the Veterinary Sector

- Vice President of the Spanish Veterinary Business Confederation (CEVE)

- Doctorate Studies University of Agricultural Sciences and Veterinary Medicine of Cluj-Napoca (Romania)

- Degree in Veterinary Medicine from the University of Agricultural Sciences and Veterinary Medicine of Cluj-Napoca (Romania)

- Diploma of Advanced Studies in Small Animal Clinic

- Research Sufficiency in Cytogenetics by the University of Cordoba with a study on Equine Infertility

- Qualification course as evaluator in procedures for the accreditation of professional competences through work experience in the agricultural professional family

- Predoctoral researcher at the Department of Animal Reproduction, Faculty of Veterinary Medicine, Cluj-Napoca (Romania)

- Predoctoral researcher at the Department of Genetics at Cordoba University

Mr. Rotger Campins, Sebastià

- Secretary of Empresaris Veterinaris de les Illes Balears EMVETIB
- Secretary of the Spanish Confederation of Veterinary Businesses CEVE
- Head of the Labor, Organization and Training Department of CEVE
- Secretary of Empresaris Veterinaris de les Illes Balears EMVETIB
- Chairman of the Services Commission of the Balearic Islands Confederation of Business Associations CAEB
- CAEB Executive Committee Member
- President of the National Negotiating Committee of the Collective Bargaining Agreement for Veterinary Health Centers and Services.
- Manager at the veterinary clinic Veterinari Son Dureta SLP
- Telecommunications Engineer
- Degree in Nautical and Maritime Transport
- Merchant Marine Captain

Mr. Vilches Sáez, José Vicente

- Project Manager- ACV Course
- Training Platform Manager- Cursoveterinaria.es
- Project Manager - Duna Formación
- Sales Manager - Gesvilsa
- Professional Training Manager at Duna SL
- Community Manager
- Secretarial Management - AGESVET
- Sales Manager, Spain - ProvetCloud
- Technical Sales Manager - Guerrero Coves
- Graduate in Business Management. Método Group

10
Impact on Your Career

TECH is are aware that studying a program like this entails great economic, professional and, of course, personal investment. The ultimate goal of this great effort should be to achieve professional growth. For this reason, TECH puts all its efforts and tools at the students' disposal so that they can acquire the necessary skills and abilities that will allow them to achieve this change.

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"

We put all our resources at your disposal to help you achieve the professional change you are looking for"

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

With this program, the students will be able to advance drastically in their profession, although there is no doubt that, in order to do so, they will have to make an investment in different areas, such as economic, professional and personal. However, the goal is to improve in your professional life and, to do so, it is necessary to fight.

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

The completion of this program will provide the opportunity to work in veterinary clinics and hospitals with the highest managerial and administrative skills.

Time of Change

During the program	During the first year	After 2 years
11%	**63%**	**26%**

Type of change

Internal Promotion **37%**

Change of Company **35%**

Entrepreneurship **28%**
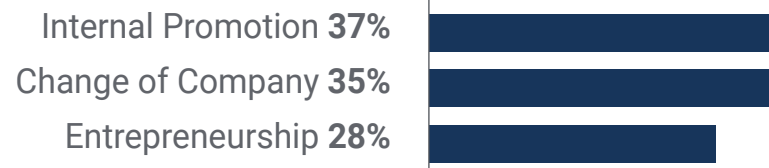
Salary increase

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

Salary before	A salary increase of	Salary after
€ 57,900	**25.22%**	**€ 72,500**

11
Benefits for Your Company

The MBA in Management of Veterinary Centers helps raise the organization's talent to its maximum potential by specializing 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.

"

Offer a strategic vision to your company that will allow it to be among the best veterinary clinics of the moment"

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.

03

Building agents of change

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

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.

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.

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 Management of Veterinary Centers guarantees students, in addition to the most rigorous and up-to-date education, access to an Executive Master's Degree issued by TECH Global University.

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

This private qualification will allow you to obtain an **MBA in Management of Veterinary Centers** 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.
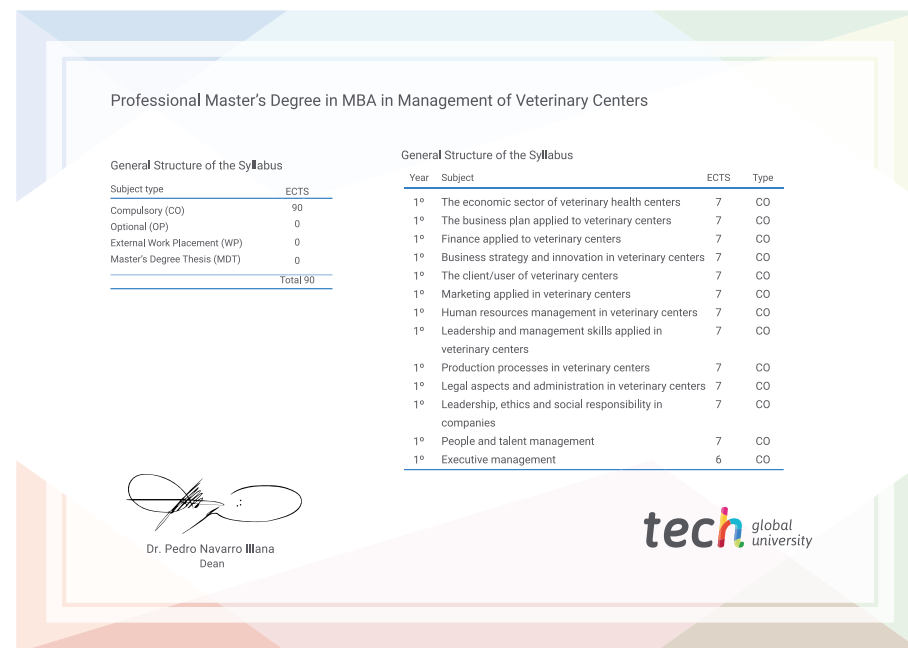
This **TECH Global University** private qualification, is a European program of continuing education and professional updating that guarantees the acquisition of competencies in its area of knowledge, providing a high curricular value to the student who completes the program.

Title: **Executive Master's Degree in MBA in Management of Veterinary Centers**
Modality: **online**
Duration: **12 months**
Accreditation: **90 ECTS**

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

Professional Master's Degree in MBA in Management of Veterinary Centers

This is a private qualification of 2,700 hours of duration equivalent to 90 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).

In Andorra la Vella, on the 28th of February of 2024

Dr. Pedro Navarro Illana
Dean

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Professional Master's Degree in MBA in Management of Veterinary Centers

General Structure of the Syllabus

Subject type	ECTS
Compulsory (CO)	90
Optional (OP)	0
External Work Placement (WP)	0
Master's Degree Thesis (MDT)	0
Total 90	

General Structure of the Syllabus

Year	Subject	ECTS	Type
1°	The economic sector of veterinary health centers	7	CO
1°	The business plan applied to veterinary centers	7	CO
1°	Finance applied to veterinary centers	7	CO
1°	Business strategy and innovation in veterinary centers	7	CO
1°	The client/user of veterinary centers	7	CO
1°	Marketing applied in veterinary centers	7	CO
1°	Human resources management in veterinary centers	7	CO
1°	Leadership and management skills applied in veterinary centers	7	CO
1°	Production processes in veterinary centers	7	CO
1°	Legal aspects and administration in veterinary centers	7	CO
1°	Leadership, ethics and social responsibility in companies	7	CO
1°	People and talent management	7	CO
1°	Executive management	6	CO

Dr. Pedro Navarro Illana
Dean

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*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.

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Executive Master's Degree
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» Modality: **online**
» Duration: **12 months**
» Certificate: **TECH Global University**
» Credits: **90 ECTS**
» Schedule: **at your own pace**
» Exams: **online**

Executive Master's Degree
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