

# Hybrid Professional Master's Degree

MBA in Veterinary  
Center Management  
and Administration





## Hybrid Professional Master's Degree

### MBA in Veterinary Center Management and Administration

Course Modality: Hybrid (Online + Clinical Internship)

Duration: 12 months

Certificate: TECH Technological University

Teaching Hours: 1,620 h.

Website: [www.techtute.com/us/veterinary-medicine/hybrid-professional-master-degree/hybrid-professional-master-degree-mba-veterinary-center-management-administration](http://www.techtute.com/us/veterinary-medicine/hybrid-professional-master-degree/hybrid-professional-master-degree-mba-veterinary-center-management-administration)

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# 01

# Introduction

The lack of university specialization in business management in the Veterinary Degree has a great influence on the lack of awareness of the future entrepreneur when it comes to professionalize the management of his veterinary center, prioritizing, in reality, the medical and surgical practice. Therefore, the need for this Hybrid Professional Master's Degree in MBA in Veterinary Center Management and Administration, which offers the most relevant specialized knowledge and the most useful practical tools. In this way, you will be able to cover the existing need related to the specialization on business management present in most veterinary centers. In addition, a practical training in a prestigious clinic, for 3 weeks where you will integrate a multidisciplinary team of experts, so that the students will be able to perform these fundamental tasks in any company in the sector.







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*TECH offers you this Hybrid Professional Master's Degree in MBA in Veterinary Center Management and Administration so that you can take the business management of your veterinary clinic to the same level as the health practice and patient care, a fundamental task that is not taught in Veterinary Medicine"*

The veterinary healthcare sector has undergone profound structural and paradigmatic changes since the end of the 20th century. These changes are taking place at dizzying speeds in the last decade, catalyzed by the changing context brought about by the last major crises, such as the financial crisis of 2008 or the more recent health crisis.

The reality is that the companies in this sector do not have a professional structure outside the veterinary clinical practice, which greatly hinders their growth despite their enormous potential, since the keeping of pets as companion animals, closely linked to the family nucleus, is an ever-increasing demand in today's society. While it is true that the level of medical and surgical praxis performed in these centers is increasingly higher and better, reaching excellence in many cases, in the case of business management it has not been professionalized to the same extent.

The Hybrid Professional Master's Degree in MBA in Veterinary Center Management and Administration develops the implementation of business management practices in these facilities to improve business profitability. Business management is a discipline with a great transversality, covering specialties as apparently diverse as finance and marketing, for example, although with multiple connections between them, which are evident when approaching a more in-depth study. Throughout the program, numerous practical cases are presented, extrapolated from real situations that have occurred in companies of the sector, so that the veterinary professionals can contribute their approach following the work methodology proposed throughout the course.

At present, one of the problems that conditions continuous postgraduate specialization is its reconciliation with work and personal life. Current professional demands make it difficult to provide quality, specialized training in person, so the online format will allow our students to reconcile this specialized training with their daily professional practice.

This **Hybrid Professional Master's Degree in MBA in Veterinary Center Management and Administration** contains the most complete and up-to-date scientific program on the market. The most important features include:

- ◆ Development of more than 100 case studies presented by experts in veterinary center management
- ◆ The graphic, schematic, and practical contents with which they are created, provide scientific and practical information on the disciplines that are essential for professional practice
- ◆ Testing of new developments on the management and direction of veterinary centers
- ◆ Development of practical exercises where the self-evaluation process can be carried out to improve learning
- ◆ Special emphasis on the presentation of innovative methodologies in the management and direction of veterinary centers
- ◆ Theoretical lessons, questions to the expert, discussion forums on controversial issues and individual reflection work
- ◆ All of this will be complemented by theoretical lessons, questions to the expert, debate forums on controversial topics, and individual reflection assignments
- ◆ Content that is accessible from any fixed or portable device with an Internet connection
- ◆ In addition, you will have the opportunity to do an internship in one of the best veterinary centers



*Take this program and get ready to face the future challenges of the MBA in Veterinary Center Management and Administration"*

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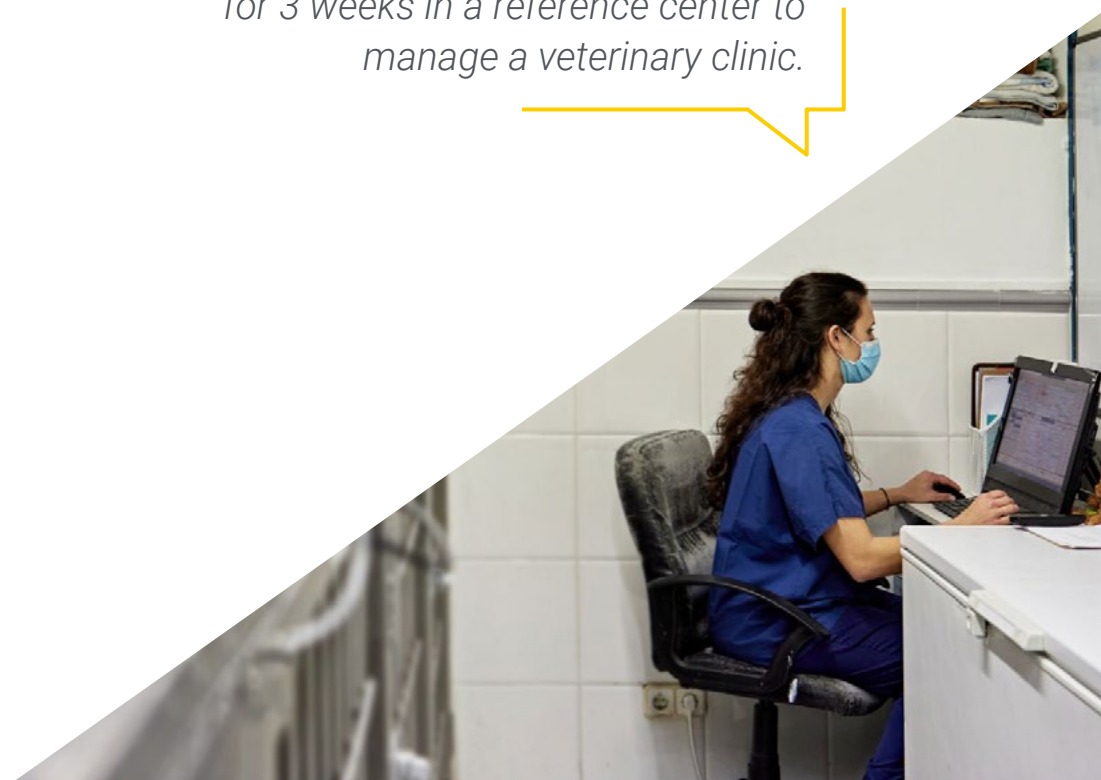
*At the end of the study plan you will have a 3-week intensive stay in a prestigious center where you will acquire all the knowledge to grow personally and professionally"*

In this proposal for a Master's Degree, of a professionalizing nature and hybrid learning modality, the program is aimed at updating veterinary professionals who perform their functions in minimally invasive surgery units in small animals, and who require a high level of qualification. The contents are based on the latest scientific evidence, and oriented in a teaching manner to integrate theoretical knowledge into veterinary practice, and the theoretical-practical elements will facilitate the updating of knowledge and allow decision making in patient management.

Thanks to their multimedia content developed with the latest educational technology, they will allow the veterinary professional to obtain situated and contextual learning, i.e. a simulated environment that will provide immersive learning programmed to train in real situations. This program is designed around Problem-Based Learning, whereby the professional must try to solve the different professional practice situations that arise throughout the program. For this purpose, the students will be assisted by an innovative interactive video system created by renowned and experienced experts.

*Veterinary professionals must be highly knowledgeable in business management to make their businesses successful. Achieve yours with TECH!*

*A 100% online program that will allow you to combine your studies with your professional work while you prepare for 3 weeks in a reference center to manage a veterinary clinic.*





# 02

## Why Study this Hybrid Professional Master's Degree?

Veterinary medicine professionals also have the opportunity to evolve along with the constant advances in the business market. Without limitations or stagnation, with training and updating of competencies, the specialists will be able to advance in their careers in the face of new challenges and responsibilities, in this case as the director of a veterinary center. But, to do so, they must understand how the business activity of this sector is developed, all the methodologies that have emerged and understand them in depth in order to propose innovative management proposals appropriate to each organizational structure. Consequently, this Hybrid Professional Master's Degree is the answer to this need.





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*By enrolling in this program you will obtain a complete degree that will qualify you to work as a director of a leading veterinary center"*

### 1. Updating from the latest technology available

Updating the veterinary center according to the technological and scientific evolution is one of the tasks of the director of the veterinary center. There are many advances in veterinary medicine and the professional must be up to date with all the possibilities and advantages that these advances offer. For this reason, in this training the students will learn the necessary resources both for administrative management and to provide the clinic and offer a better health service to the animals and care to those responsible for them. At the end of the course, the students will be able to create a state-of-the-art environment.

### 2. Gaining In-Depth Knowledge from the Experience of Top Specialists

Thanks to this exclusive training developed by TECH's expert team, the students will obtain the best knowledge. From the best center specialized in veterinary medicine of high level and professional criteria, you will be able to carry out the practical training. In addition, the accompaniment of the specialists as tutors will give you the adequate support to achieve the learning process in an effective way.

### 3. Entering First-Class Clinical Environments

The selection of the veterinary center where the students will carry out the internship goes through a meticulous selection process that corresponds to the activities contemplated in the program. In this way, the students will improve their professional background, thanks to TECH's exclusive agreement with prestigious companies to learn by doing, during 3 weeks in any part of the planet.





#### 4. Combining the Best Theory with State-of-the-Art Practice

This program combines two teaching methods. Thanks to the great research work that TECH has done on the educational market and the needs of today's professional, this innovative Hybrid Professional Master's Degree was created. Aware of the need of veterinary medicine professionals to strengthen their knowledge in administrative and business management matters, TECH has created this academic space where they can learn alongside the most experienced specialists.

#### 5. Expanding the Boundaries of Knowledge

With TECH it is possible to access a new learning model, which involves practical activity to learn by doing and, in addition, with real experts. Therefore, these trainings can be carried out in different parts of the world according to the agreements established with companies in the sector. This is an opportunity that only this institution, aware of the need to create new spaces for professional training, can offer you.

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*You will have full practical immersion  
at the center of your choice”*



# 03 Objectives

The objectives of the Hybrid Professional Master's Degree in MBA in Veterinary Center Management and Administration aim to boost the students' professional career so that they can broaden their field of work by specializing in the design and planning of strategies to successfully manage a veterinary clinic. They will deepen in this essential area in the sector, knowing how to manage resources and staff successfully. For this reason, TECH offers this program that will prepare you in depth and train you through an internship in a veterinary center, where you will be guided by the best experts.







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*Update your knowledge and resume profile with this Hybrid Professional Master's Degree that only TECH can offer you with the quality you deserve"*



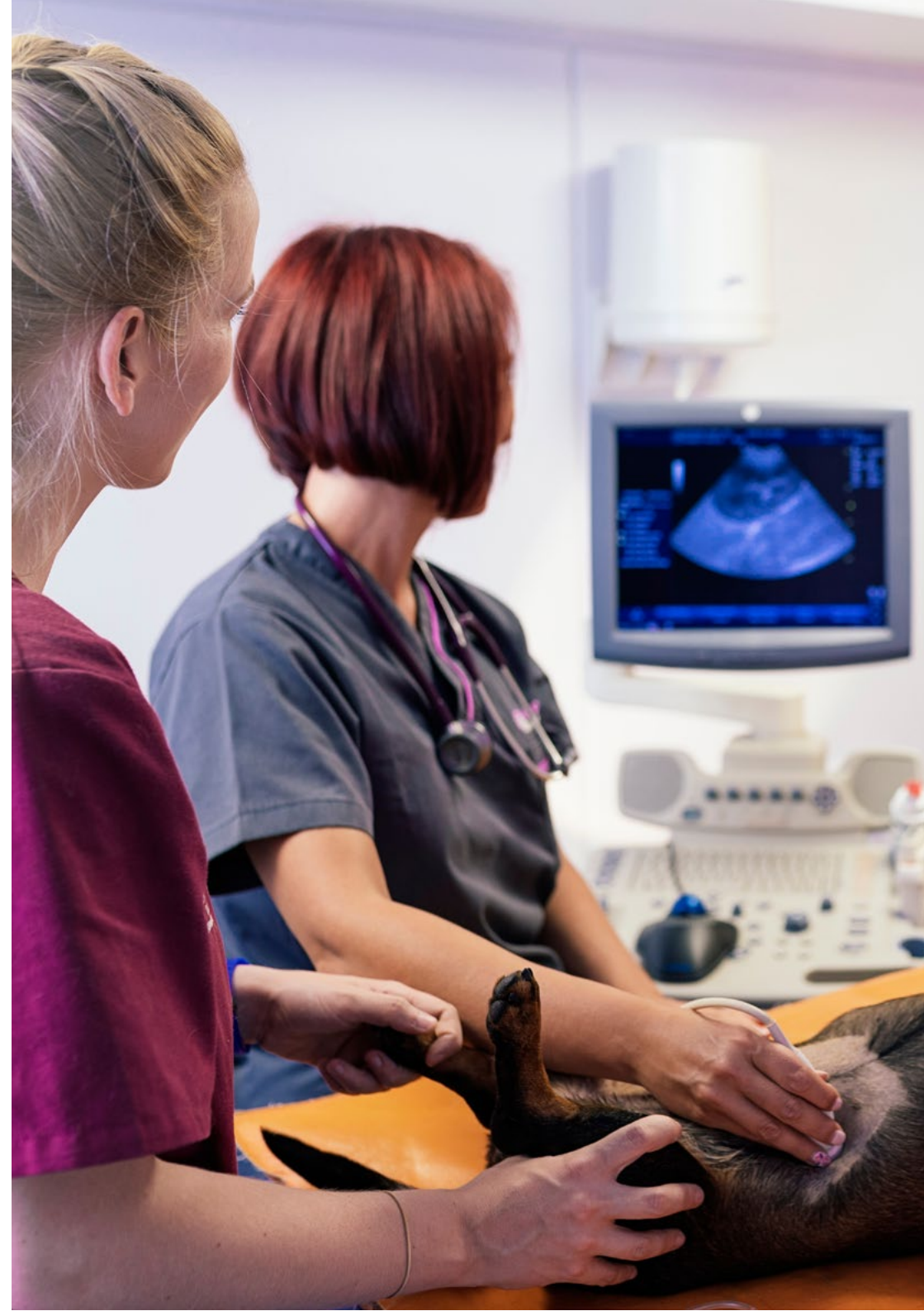
## General Objective

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- For the professional related to veterinary medicine or the business world to update their knowledge in MBA in Veterinary Center Management and Administration, TECH proposes a new educational model that streamlines the process in a simple and accessible way. It designs the theoretical part with an avant-garde methodology based on Relearning and practical training that will allow you to interact with experts in the sector and learn in the best clinical center of reference the main interventions of control and management in this type of company



*Test your leadership and learn how to define and implement your own veterinary business with this Hybrid Professional Master's Degree"*





## Specific Objectives

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### Module 1. The Economic Sector of Veterinary Health Centers

- ♦ Determine the One Health concept and carry out its collaborative development as a market opportunity
- ♦ Examining digital animal health and analyzing its disruptive potential in veterinary facilities
- ♦ Identify new concepts and needs, new forms of communication and interaction of customers and workers in the sector
- ♦ Examine the new public health challenges generated by climate change, loss of biodiversity, globalization, international trade in exotic animals, etc.

### Module 2. The Business Plan Applied to Veterinarian Centers

- ♦ Develop, in a logical and reasoned manner, each of the parts of the business plan
- ♦ Propose a methodology to perform the analysis of the environment and external competitive analysis
- ♦ Perform a SWOT analysis and its corresponding SSA analysis
- ♦ Establish a methodology for assigning SMART type objectives
- ♦ Schedule actions based on business-related priority
- ♦ Establish a practical methodology for the control and follow-up of the business plan

### Module 3. Finance Applied to Veterinary Centers

- ♦ Identify the fixed and variable business costs in a veterinary center
- ♦ Efficiently manage the stock of products in the warehouse
- ♦ Evaluate the sales ratios of a veterinary center, to analyze the consumption behavior of its users
- ♦ Examine the different indicators that can be generated from the business activity of a veterinary practice
- ♦ Use financial tools to control the cash flow and budgets of a veterinary company

### Module 4. Business Strategy and Innovation in Veterinary Centers

- ♦ Define the mission, vision and values of a company in the veterinary health center sector
- ♦ Propose a work methodology for the research of innovative alternatives that provide value to the user
- ♦ Research, analyze and propose an "attractive" value proposition for the ideal user profile for the business model and propose alternative or complementary business models to traditional ones that appeal to one or more user segments
- ♦ Develop and implement (Design Thinking) as a complementary technique to creative and innovative thinking

### **Module 5. The client/user of veterinary centers**

- ♦ Define the types of customers of a veterinary center, and the communication styles that best suit them
- ♦ Develop the necessary communication skills in a veterinary center
- ♦ Manage and evaluate the quality of customer service in a veterinary center
- ♦ Establish and develop customer portfolios with the use of practical tools
- ♦ Design and develop Customer Experience (CX) models to achieve the best possible User Experience (UX)

### **Module 6. Marketing applied in veterinary centers**

- ♦ Examine the difference in the sale of services and products
- ♦ Propose a methodology for determining and communicating prices for veterinary services
- ♦ Develop a practical methodology for customer service through all available channels
- ♦ Identify the most appropriate advertising media for each action
- ♦ Establish a methodology for handling complaints and claims
- ♦ Develop a methodology to convert each strategy into at least one specific action in order to make the company more profitable
- ♦ Implement digital marketing as well as traditional marketing

### **Module 7. Human resources management in veterinary centers**

- ♦ Identifying the keys to strategic workforce planning
- ♦ Define and specify the candidate's profile for a job position
- ♦ Establish the organization chart of a work center
- ♦ Demonstrate competencies to be an interviewer in a selection process
- ♦ Develop an induction process for each of the vacant positions to be filled
- ♦ Propose career plans to the company's employees
- ♦ Evaluate the performance of the company's employees
- ♦ Develop incentive programs for the company's employees
- ♦ Recognize and reward the most talented and valuable workers for the company

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

- ♦ Analyze the values to develop necessary in a manager and propose a methodology to become a good leader
- ♦ Face with confidence and security a negotiation process and all the actions within the company
- ♦ Propose an appropriate methodology to optimize managerial productivity
- ♦ Building and cohesion of high-performance professional teams
- ♦ Lead professional teams to help them find solutions to their internal conflicts





### **Module 9. Production processes in veterinary centers**

- ♦ Analyze the different production processes of the veterinary centers, identify and evaluate the "bottlenecks"
- ♦ Deepen the knowledge of the business models of a veterinary center
- ♦ Present the lean management model applied to a veterinary center
- ♦ Present practical examples of control and continuous improvement of business management according to the lean model

### **Module 10. Legal aspects and administration in veterinary centers**

- ♦ Identify the different types of labor companies that exist
- ♦ Examine the Personal Data Protection Act, what data must be known about clients, how to store and manage it, as well as the different types of authorizations that must be provided before a procedure is performed on an animal.
- ♦ Examine the occupational health that should be applied in the veterinary health center to guarantee the workers a correct development of their functions in the safest way
- ♦ Establish the professional categories and functions to be performed by each of the members of the work team, respecting the ethical, legal and administrative rules and regulations of veterinary health centers
- ♦ Develop a correct relationship with suppliers, knowing the ways to relate with them and to establish satisfactory commercial conditions for both parties, terms and payment conditions

# 04 Skills

After completing this Hybrid Professional Master's Degree in MBA in Veterinary Center Management and Administration, the professionals will achieve high competences in this area that will boost their professional career, since it is a position of great responsibility in which there are several functions involved. Its intensive program will enable them to work in an area of control and leadership, with the security of having experts in the field throughout the course, in addition to the training practices that will give them a practical vision of the functions of the position. In this way, the students will acquire the skills required to carry out a quality and rigorous praxis.





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*This program will enable you to acquire the necessary skills to successfully design, develop, implement, monitor and improve a business plan"*





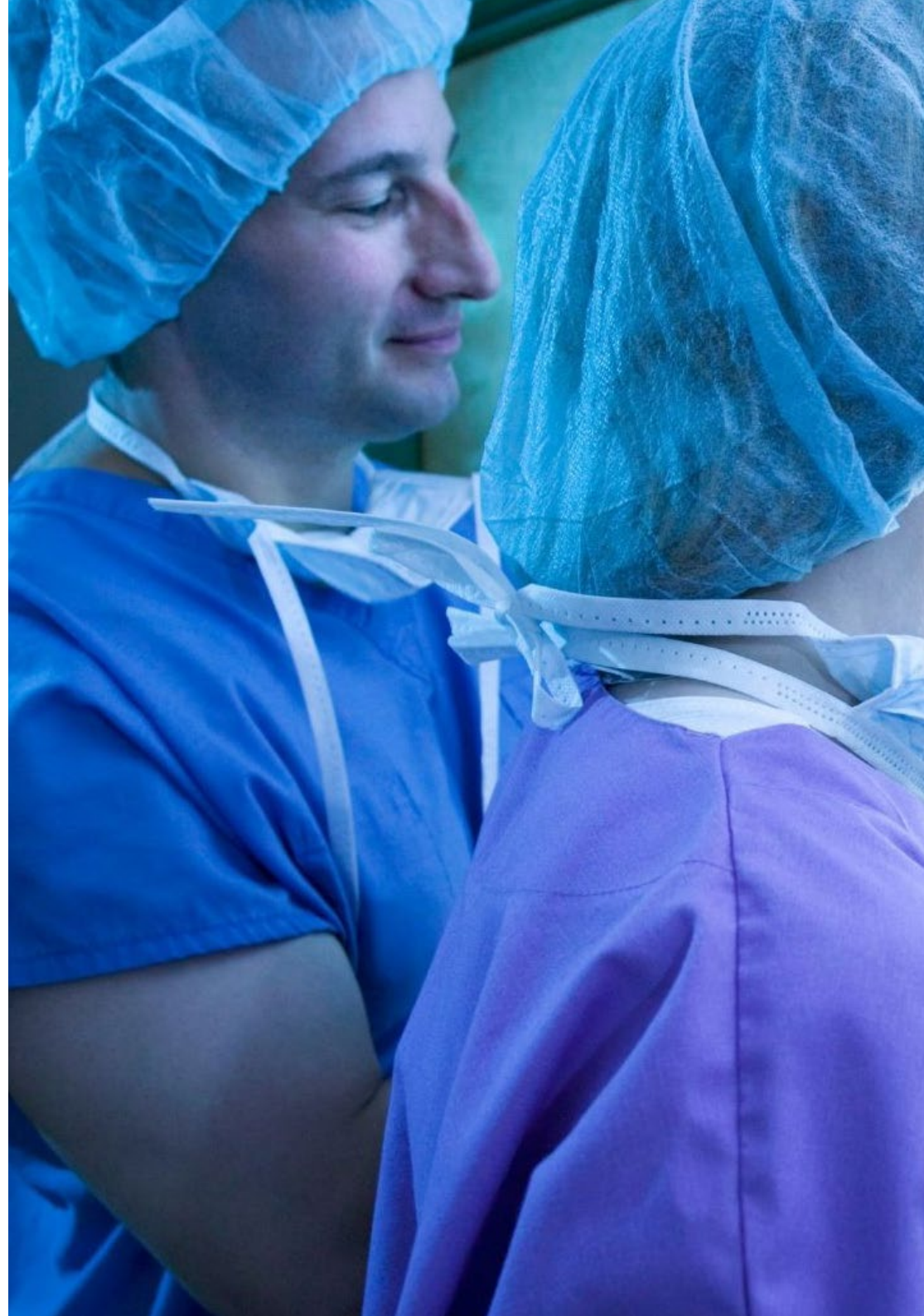
## General Skills

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- Manage the companies in the sector in the most effective and efficient way
- Design, develop, implement, monitor and improve their own business plan

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*Advance in your professional career and take this Hybrid Professional Master's Degree to fulfill your dream with guarantee: lead a veterinary center"*







## Specific Skills

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- ◆ Understand the new challenges in public health, following the guidelines of green and sustainable economies
- ◆ 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
- ◆ Perform the economic-financial management of the company
- ◆ Design and implement an appropriate business model to attract potential customers
- ◆ Know how to communicate appropriately with the client to improve their experience in the veterinary center
- ◆ Design and implement marketing strategies that improve company performance
- ◆ Know in depth the profile of the company's employees in order to place them in the most appropriate positions and evaluate their performance
- ◆ Lead the company, having the ability to resolve internal company conflicts
- ◆ Applying the Lean management model
- ◆ In-depth knowledge of the legal aspects affecting veterinary centers

# 05

# Course Management

The teachers of this Hybrid Professional Master's Degree have extensive academic and professional experience, synonymous with the excellence of TECH. These are professionals from different areas and competencies of veterinary medicine, with management positions in veterinary centers. Experts who have poured their knowledge and professional experience in the development of this program for the student to develop full powers in their professional work. Likewise, the program is completed with a training internship in a veterinary center of reference, which will enable students to achieve their academic and work objectives.



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*A teaching staff formed by great managers of the sector will guide you towards excellence by the hand of TECH"*

## Management



### Dr. Barreneche Martínez, Enrique

- ◆ Director of the consulting firm VetPartners, 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
- ◆ Treasurer of the Spanish Veterinary Business Confederation (CEVE)
- ◆ Co-founder of the Management and Administration Working Group of AVEPA
- ◆ 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. Vilches Sáez, José Vicente

- ♦ Responsible for the LCA course project
- ♦ Responsible for the training platform Cursoveterinaria.es
- ♦ Responsible for the Duna Formación project
- ♦ Commercial manager of Gesvilsa
- ♦ Manager of Formación Profesional Duna, SL
- ♦ Community Manager
- ♦ Secretarial Management from AGESVET
- ♦ Provet Cloud Sales Manager. Spain
- ♦ Technical Sales Manager from Guerrero Covas
- ♦ Graduate in Business Management from Grupo Método

### Mr. Villaluenga, José Luis

- ♦ Co-founder and CEO of the company Veterinary Profitability
- ♦ Consultant in Business Management and Marketing of Veterinary Centers
- ♦ General Manager of Acalanthis Comunicacion Y Estrategias SL
- ♦ Degree in Biological Sciences from the Complutense University of Madrid
- ♦ Professional Master's Degree in Digital Marketing from the EAE Business School and the University of Barcelona
- ♦ Professional Master's Degree in HR Management from the EAE Business School and the University of Barcelona. HH from the EAE Business School and the University of Barcelona
- ♦ Associate Professor in the Faculty of Veterinary Medicine of the Alfonso X El Sabio University

### Mr. Muñoz Sevilla, Carlos

- ♦ Veterinary Doctor in the Anesthesiology Service
- ♦ Responsible for the Anesthesiology Service at the Valencia Sur Veterinary Hospital
- ♦ Director of the San Francisco Veterinary Clinic
- ♦ Degree in Veterinary Medicine from the Complutense University of Madrid
- ♦ MBA from the University Jaume I
- ♦ Participant in the development and training of the PR Module HH of AGESVET

### Dr. Martín González, Abel

- ♦ Director of the Hospital Clínico Veterinario de Talavera
- ♦ Technical Director of ADSG in Castilla La Mancha 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
- ♦ Vice-president and founding member of the Spanish Veterinary Business Confederation (CEVE)
- ♦ President-president and founding member of the of Castilla La Mancha Veterinary Business Confederation (CEVE- CEVE)
- ♦ Members of several national and international professional associations such as AVEPA, ANEMBE, SEOC, AVETO and the Digital Commission of the Spanish Confederation of Business Organizations of Spain (CEVE-CLM)

**Dr. Saleno, Delia**

- ◆ Director at Son Dureta Veterinary Center
- ◆ President of CEVE Balears
- ◆ Member of the Board of Directors of CEOE and Representative of the Veterinary Sector
- ◆ Vice President of the Spanish Veterinary Business Confederation (CEVE)
- ◆ PhD studies at the University of Agricultural Sciences and Veterinary Medicine Cluj-Napoca. Romania
- ◆ Degree in Veterinary Medicine from the University of Agricultural Sciences and Veterinary Medicine 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
- ◆ Course of Qualification as Evaluator in Procedures of Accreditation of Professional Competences by Work Experience in Agricultural Professional Family
- ◆ Predoctoral researcher at the Department of Animal Reproduction, Faculty of Veterinary Medicine, Cluj-Napoca
- ◆ 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 CEVE
- ♦ 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. Albuixech Martínez, Miguel**

- ♦ Vice-president and founding member of the Spanish Veterinary Business Confederation (CEVE)
- ♦ Secretary of the Veterinary Business Association of Valencia (AVETVAL)
- ♦ Vice President of the Association for Veterinary Management (AGESVET)
- ♦ Coordinator of the Levante Area for the AGESVET Management Meetings
- ♦ Degree in Business Administration and Management from the University of Valencia
- ♦ Professional Master's Degree in Human Resources Management from ADEIT

**Ms. Navarra Ferrer, María José**

- ♦ Co-founder and Psychologist Specialist in Coaching Ability
- ♦ Psychologist Specialist in Workshops for Companies and Private Organizations
- ♦ Degree in Psychology from the University of Valencia
- ♦ Professional Master's Degree in Clinical CTMC Valencia Psychology
- ♦ Postgraduate in Social Gerontology from the University of Valencia
- ♦ Postgraduate in Mindfulness and Psychotherapies IL3 University of Barcelona
- ♦ Teacher in the Recull d'activitats per als Serveis Locals d'Ocupació: Persones i Empreses of Barcelona



*This Hybrid Professional Master's Degree is the best investment you can make in selecting an MBA in Veterinary Center Management and Administration today"*

# 06

## Educational Plan

The contents of this program have been developed by the different experts of this Hybrid Professional Master's Degree with the objective that the students acquire each and every one of the necessary skills to manage and direct a veterinary center successfully. Its structure and practice plan make this program the most complete in the market today, as it covers all the relevant knowledge for the professional to develop successfully in the leadership of the veterinary clinic. The structure in 10 modules allows a study classified by different knowledge related to all the steps to be taken, from human resources to financing, training the student in the planning and control of this type of business.







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*The most complete program on the market is offered by TECH. Successfully play an essential role in any veterinary center and move up the career ladder"*

## 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. Education
  - 2.4.9. Suppliers
  - 2.4.10. Competition
- 2.5. D. A. F. O. and C. A. M. E. 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 strategic 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. CABA 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. Atención al cliente en centros veterinarios
  - 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. E-mail 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
- 7.4. Selection process in a veterinary center II
  - 7.4.1. Resume 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. Onboarding 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 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 Résumés



**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. Management
  - 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 Clients of Veterinary Centers
  - 10.10.1. Telephone Communication Protocols
  - 10.10.2. Communication With Client
  - 10.10.3. Internal Communication and Call Logs

07

# Clinical Internship

After passing the online teaching period, the program includes a period of Internship Program in a reference veterinary clinic. The students will have at their disposal the support of a tutor who will accompany them throughout the process, both in the preparation and in the development of the clinical practices.







“

*TECH offers you a Internship Program in MBA in Veterinary Center Management and Administration so that you can successfully lead the business management of a veterinary clinic"*

The Internship Program in MBA in Veterinary Center Management and Administration consists of a practical stay of 3 weeks in a prestigious national or international veterinary center. It consists of practical training with an assistant veterinary specialist.

In this training proposal, completely practical in nature, the activities are aimed at developing and perfecting the skills necessary for the provision of veterinary care in areas and conditions that require a high level of qualification, and are oriented to the specific training for the exercise of the activity, in an environment of safety and high professional performance.

It is undoubtedly an opportunity to learn by working alongside real professionals in MBA in Veterinary Center Management and Administration. An ideal teaching scenario for this innovative experience in the improvement of professional veterinary competencies for the 21st century.

The practical part will be carried out with the active participation of the student performing the activities and procedures of each area of competence (learning to learn and learning to do), with the accompaniment and guidance of teachers and other training partners to facilitate teamwork and multidisciplinary integration as transversal competencies for the praxis of management of veterinary centers (learning to be and learning to relate).

The procedures described below will form the basis of the practical part of the training, and their implementation is subject to both the suitability of the patients and the availability of the center and its workload, with the proposed activities being as follows:



Module	Practical Activity
<b>Business Plan Applied to Veterinarian Centers</b>	Perform an internal analysis of a veterinary center: facilities and equipment, personnel, income/expenses, clients, prices, services, communication with clients, training, suppliers and competition
	Propose a SWOT and CAME analysis applied to veterinary centers
	Participate in the monitoring of the control plan and the business plan of a veterinary practice
	Verify the application of digital health in the veterinary sector
	Perform the analysis of uncertainty time, time to change and market trends
	Evaluate the contingency plan applied to the business plan of a veterinary practice
	Designing the value proposition for the veterinary center's customers
<b>Business Strategy and Innovation in Veterinary Centers</b>	Manage warehouse stock in a veterinary practice
	Determine the break-even point and generate the sales ratio test in a veterinary practice
	Verify the costs of services in a veterinary center in terms of technological investment
	Participate in cash flow control and budget management in a veterinary practice
	Analyze the financial scorecard applied to veterinary centers
	Research for Continuous Improvement in the Business Strategy of Veterinary Centers
	<b>Marketing applied in veterinary centers</b>
Improve Merchandising and cross-selling in veterinary centers	
Propose new digital marketing strategies used in the veterinary center	
Examine customer segmentation and characterization in a veterinary practice	
Evaluate customer experience (CX) and user experience (UX) in veterinary centers	
Handle customer loyalty tools for veterinary center customers	
Evaluate telephone communication with veterinary center customers	

Module	Practical Activity
<b>Leadership and Management Skills Applied in Veterinary Centers</b>	Practice management and leadership skills essential in a veterinary center manager and/or owner
	Controlling the time management of a veterinary center manager
	Verify the Strategic Planning of the Staff of a Veterinary Center
	Perform job analysis and job descriptions
	Designing internal communication proposals in a veterinary center
	Participate in the process of evaluation, retention and remuneration of the performance of the employees of a veterinary center
	<b>Production processes in veterinary centers</b>
Analyze the business management model applied to the veterinary health center industry	
Use tools for lean implementation applied to veterinary centers	
Verify the data protection systems in a veterinary practice	
Examine civil liability in the exercise of activity in veterinary health care centers	
Verify the management of purchases, debts and unpaid debts in the veterinary center	



*Receive specialized education in an institution that can offer you all these possibilities, with an innovative academic program and a human team that will help you develop your full potential"*

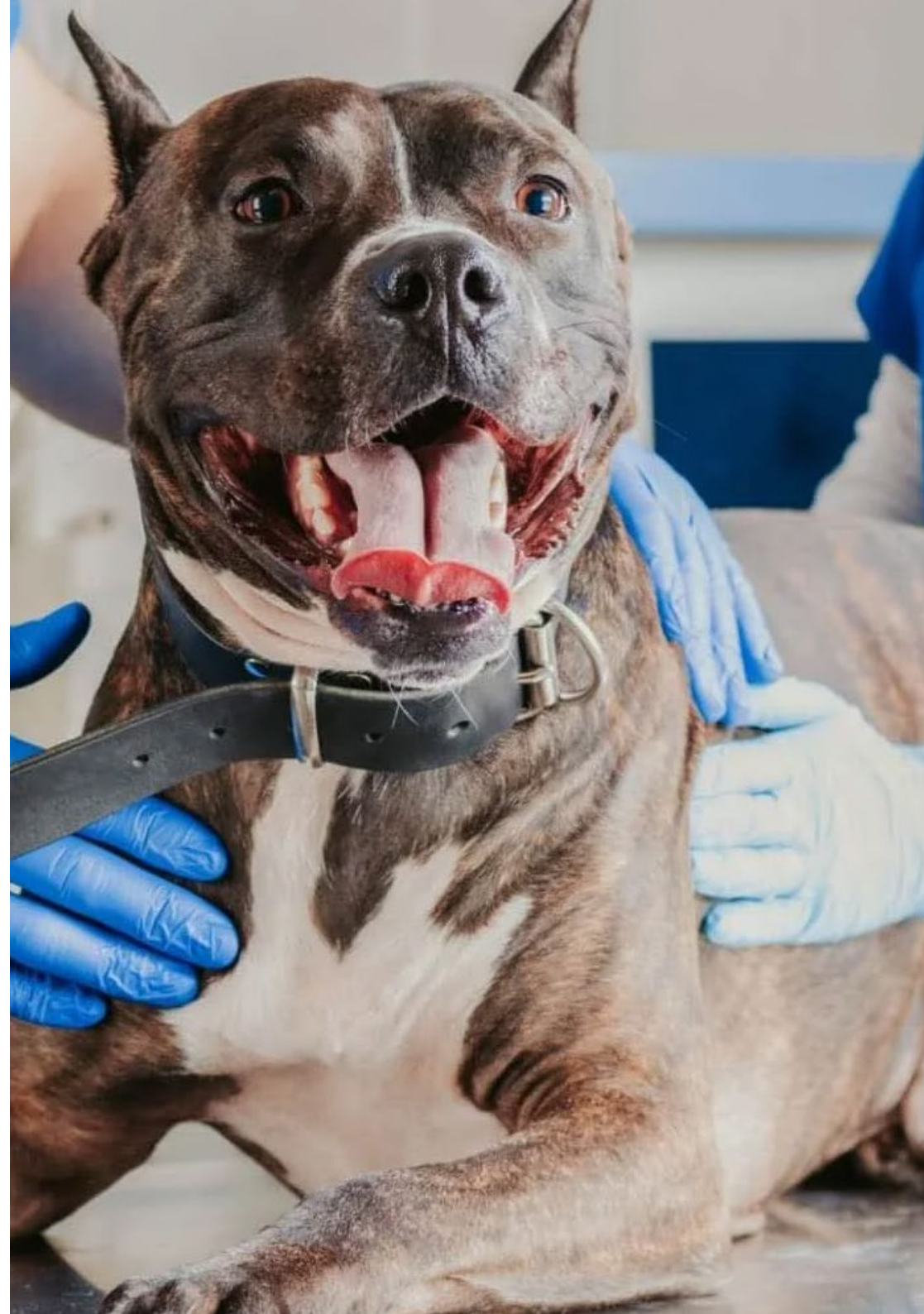


## Civil Liability Insurance

This institution's main concern is to guarantee the safety of the trainees and other collaborating agents involved in the internship process at the company. Among the measures dedicated to achieve this is the response to any incident that may occur during the entire teaching-learning process.

To this end, this educational entity undertakes to take out civil liability insurance to cover any eventuality that may arise during the internship during the stay at the internship center.

This liability policy for interns will have broad coverage and will be taken out prior to the start of the practical training period. That way professionals will not have to worry in case of having to face an unexpected situation and will be covered until the end of the internship program at the center.





## General Conditions for Practical Training

The general terms and conditions of the internship agreement for the program are as follows:

**1. TUTOR:** During the Hybrid Professional Master's Degree, students will be assigned with two tutors who will accompany them throughout the process, answering any doubts and questions that may arise. On the one hand, there will be a professional tutor belonging to the internship center who will have the purpose of guiding and supporting the student at all times. On the other hand, they will also be assigned with an academic tutor whose mission will be to coordinate and help the students during the whole process, solving doubts and facilitating everything they may need. In this way, the student will be accompanied and will be able to discuss any doubts that may arise, both clinical and academic.

**2. DURATION:** The internship program will have a duration of three continuous weeks, in 8-hour days, 5 days a week. The days of attendance and the schedule will be the responsibility of the center and the professional will be informed well in advance so that they can make the appropriate arrangements.

**3. ABSENCE:** If the students does not show up on the start date of the Hybrid Professional Master's Degree, they will lose the right to it, without the possibility of reimbursement or change of dates. Absence for more than two days from the internship, without justification or a medical reason, will result in the professional's withdrawal from the internship, therefore, automatic termination of the internship. Any problems that may arise during the course of the internship must be urgently reported to the academic tutor.

**4. CERTIFICATION:** Professionals who pass the Hybrid Professional Master's Degree will receive a certificate accrediting their stay at the center.

**5. EMPLOYMENT RELATIONSHIP:** The Hybrid Professional Master's Degree shall not constitute an employment relationship of any kind.

**6. PRIOR EDUCATION:** Some centers may require a certificate of prior education for the Hybrid Professional Master's Degree. In these cases, it will be necessary to submit it to the TECH internship department so that the assignment of the chosen center can be confirmed.

**7. DOES NOT INCLUDE:** The Hybrid Professional Master's Degree will not include any element not described in the present conditions. Therefore, it does not include accommodation, transportation to the city where the internship takes place, visas or any other items not listed

However, students may consult with their academic tutor for any questions or recommendations in this regard. The academic tutor will provide the student with all the necessary information to facilitate the procedures in any case.

08

# Where Can I Do the Clinical Internship?

In its maxim of offering a unique experience to the student in the development of their skills, TECH gives you the opportunity to put into practice the theoretical knowledge learned in a veterinary center of rigor where to undertake this practical training. In this way, you will specialize alongside the best in the MBA in Veterinary Center Management and Administration, propelling your career towards the highest level of responsibility in a veterinary clinic. In addition, our institution adapts to the needs and preferences of the student, allowing them to choose the destination that best suits their needs.



“

*Bet on your professional development alongside the veterinary elite with this Internship Program in MBA in Veterinary Center Management and Administration"*



Students will be able to take the practical part of this Hybrid Professional Master's Degree in the following centers:



Veterinary Medicine

### Centro Veterinario Pozuelo Estación

Country	City
Spain	Madrid

Address: calle Almansa 7, pozuelo de Alarcón

Veterinary Clinic specialized in canine skin health

**Related internship programs:**

-MBA in Veterinary Center Management and Administration



Veterinary Medicine

### Clínica Veterinaria El Escorial

Country	City
Spain	Madrid

Address: Avd. Felipe II N.º 1, Urb. Los Escoriales, 28280 – El Escorial

Veterinary Clinic specialized in Ophthalmology, Oncology, Surgery and Traumatology.

**Related internship programs:**

-MBA in Veterinary Center Management and Administration



Veterinary Medicine

### Centro Veterinario La Caleta MiVet

Country	City
Spain	Malaga

Address: Av. de Andalucía, 126, 29751 Caleta de Vélez, Málaga

La Caleta Veterinary Center is a high level center specialized in general and integral care.

**Related internship programs:**

-Small Animal Dermatology  
-Veterinary Emergencies in Small Animals



Veterinary Medicine

### Hospital Veterinario Málaga Este MiVet

Country	City
Spain	Malaga

Address: Avenida Infanta Elena, 29740 Torre del Mar, Málaga

The only veterinary hospital in the East zone of Malaga with 24 hours emergency attention

**Related internship programs:**

-MBA in Veterinary Center Management and Administration  
-Veterinary Emergencies in Small Animals



Veterinary Medicine

### Hospital Veterinario Alberto Alcocer

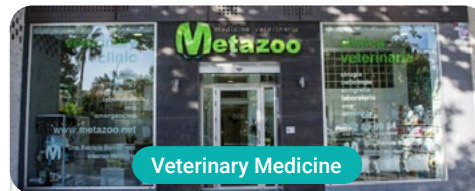
Country	City
Spain	Madrid

Address: Av. de Alberto Alcocer, 45, 28016 Madrid

General and 24-hour veterinary hospital located in the center of Madrid.

**Related internship programs:**

-MBA in Veterinary Center Management and Administration  
-Veterinary Radiology in Small Animals



Veterinary Medicine

### Metazoo

Country	City
Spain	Malaga

Address: Avda.General Lopez Dominguez, esquina Severo Ochoa ,Edf Puerto Azul, portal, 2B, 29603 Marbella, Málaga

Preventive and general veterinary clinic

**Related internship programs:**

-MBA in Veterinary Center Management and Administration



Veterinary Medicine

### Clínica Veterinaria Rosa Luxemburgo

Country	City
Spain	Madrid

Address: Calle Seis de Diciembre SN, Local 29, Madrid Aravaca

Animal health care center

**Related internship programs:**

-MBA in Veterinary Center Management and Administration  
-Small Animal Internal Medicine





### Clínica Veterinaria Don Bosco

Country City  
Argentina Buenos Aires

Address: Conquista de Desierto 662,  
Ezeiza, Bs. As

Clinic of general and specific specialties of Veterinary  
Medicine

**Related internship programs:**

- Veterinary Anesthesiology
- Veterinary Emergencies in Small Animals



### Veterinaria SUMMA

Country City  
Argentina Cordoba

Address: José Roque Funes 1660 cerro  
de las rosas - Córdoba Capital

High complexity veterinary center  
and product distribution

**Related internship programs:**

- MBA in Veterinary Center Management and Administration
- Veterinary Surgery in Small Animals





Veterinary Medicine

### Hospital Veterinario Reynoso

Country	City
Mexico	Mexico

Address: Guillermo roja No.201 Col. Federal Toluca Edomex

High specialty veterinary hospital

**Related internship programs:**

- Anesthesiology and Veterinary
- MBA in Veterinary Center Management and Administration



Veterinary Medicine

### Neuropets Veterinaria

Country	City
Mexico	Mexico City

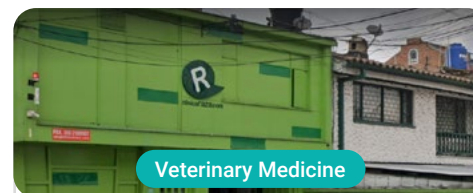
Address: Laguna Tamiahua #61, Anáhuac I Secc, Miguel Hidalgo, 11320 Del. Miguel Hidalgo, CDMX

Group of veterinarians with more than 10 years of experience in specialized veterinary medicine.

**Related internship programs:**

- MBA in Veterinary Center Management and Administration
- Physiotherapy and Rehabilitation of Small Animals





Veterinary Medicine

### Clínica Raza

Country	City
Colombia	Bogotá, Distrito Capital

Address: Av. la esperanza 81-38  
Bogotá, Colombia

Center specialized in the care of  
veterinary clinic

**Related internship programs:**

- MBA in Veterinary Center Management and Administration
- Veterinary Surgery in Small Animals



09

# 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"*

## At TECH we use the Case Method

What should a professional do in a given situation? Throughout the program you will be presented with multiple simulated clinical cases based on real patients, where you will have to investigate, establish hypotheses and, finally, resolve the situation. There is an abundance of scientific evidence on the effectiveness of the method. Specialists learn better, faster, and more sustainably over time.

*With TECH you will experience a way of learning that is shaking the foundations of traditional universities around the world.*



According to Dr. Gervas, the clinical case is the annotated presentation of a patient, or group of patients, which becomes a "case", an example or model that illustrates some peculiar clinical component, either because of its teaching power or because of its uniqueness or rarity. It is essential that the case is based on current professional life, in an attempt to recreate the actual conditions in a veterinarian's professional practice.



“

*Did you know that this method was developed in 1912, at Harvard, for law students? The case method consisted of presenting students with real-life, complex situations for them to make decisions and justify their decisions on how to solve them. In 1924, Harvard adopted it as a standard teaching method”*

The effectiveness of the method is justified by four fundamental achievements:

1. Veterinarians who follow this method not only manage to assimilate concepts, but also develop their mental capacity through exercises to evaluate real situations and knowledge application
2. Learning is solidly translated into practical skills that allow the student to better integrate into the real world.
3. Ideas and concepts are understood more efficiently, given that the example situations are based on real-life.
4. The feeling that the effort invested is effective becomes a very important motivation for veterinarians, which translates into a greater interest in learning and an increase in the time dedicated to working on the course.



## Relearning Methodology

At TECH we enhance the case method with the best 100% online teaching methodology available: Relearning.

This university is the first in the world to combine the study of clinical cases with a 100% online learning system based on repetition, combining a minimum of 8 different elements in each lesson, a real revolution with respect to the mere study and analysis of cases.



*Veterinarians will learn through real cases and by resolving complex situations in simulated learning environments. These simulations are developed using state-of-the-art software to facilitate immersive learning.*



At the forefront of world teaching, the Relearning method has managed to improve the overall satisfaction levels of professionals who complete their studies, with respect to the quality indicators of the best online university (Columbia University).

With this methodology more than 65,000 veterinarians have been trained with unprecedented success in all clinical specialties, regardless of the surgical load. Our teaching method is developed in a highly demanding environment, where the students have a high 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 training, developing a critical mindset, defending arguments, and contrasting opinions: a direct equation for success.*

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.

The overall score obtained by TECH's learning system is 8.01, according to the highest international standards.



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.



### Latest Techniques and Procedures on Video

TECH introduces students to the latest techniques, the latest educational advances and to the forefront of current and procedures of veterinary techniques. All of this in direct contact with students and explained in detail so as to aid their assimilation and understanding. And best of all, you can watch the videos as many times as you like.



### Interactive Summaries

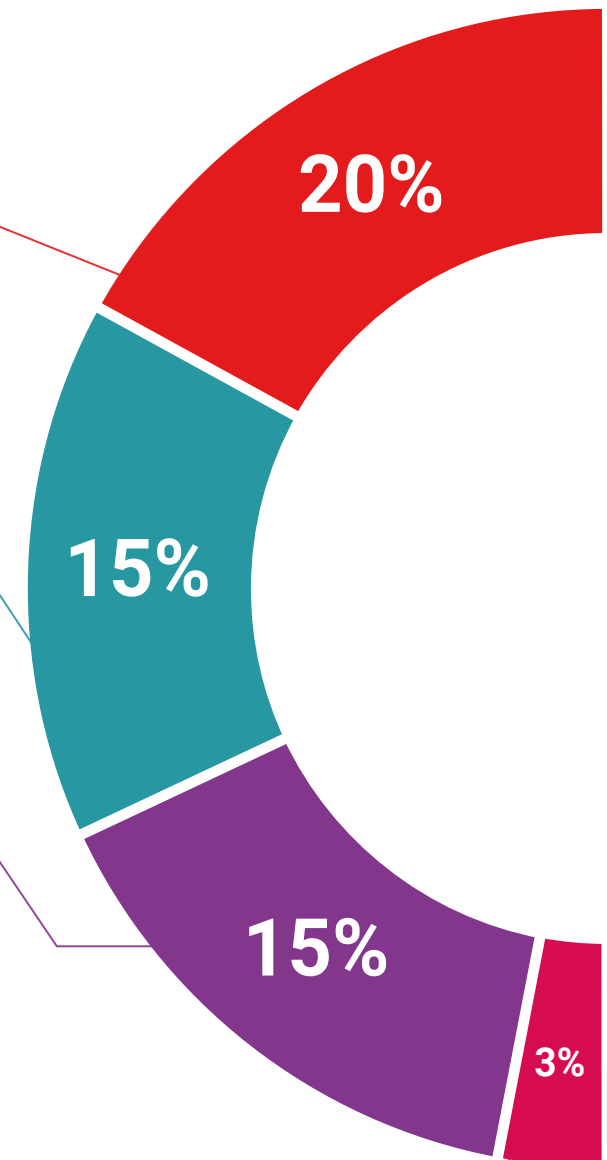
The TECH team presents the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

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



### 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.





#### Expert-Led Case Studies and Case Analysis

Effective learning ought to be contextual. Therefore, TECH presents real cases in which the expert will guide students, focusing on and solving the different situations: a clear and direct way to achieve the highest degree of understanding.



#### 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.



#### 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.



#### Quick Action Guides

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





# 10 Certificate

The Hybrid Professional Master's Degree in MBA in Veterinary Center Management and Administration guarantees students, in addition to the most rigorous and up-to-date education, access to a Postgraduate Hybrid Professional Master's Degree issued by TECH Technological University.





“

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

This **Hybrid Professional Master's Degree in MBA in Veterinary Center Management and Administration** contains the most complete and up-to-date program on the professional and educational field.

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

In addition to the diploma, students will be able to obtain an academic transcript, as well as a certificate outlining the contents of the program. In order to do so, students should contact their academic advisor, who will provide them with all the necessary information.

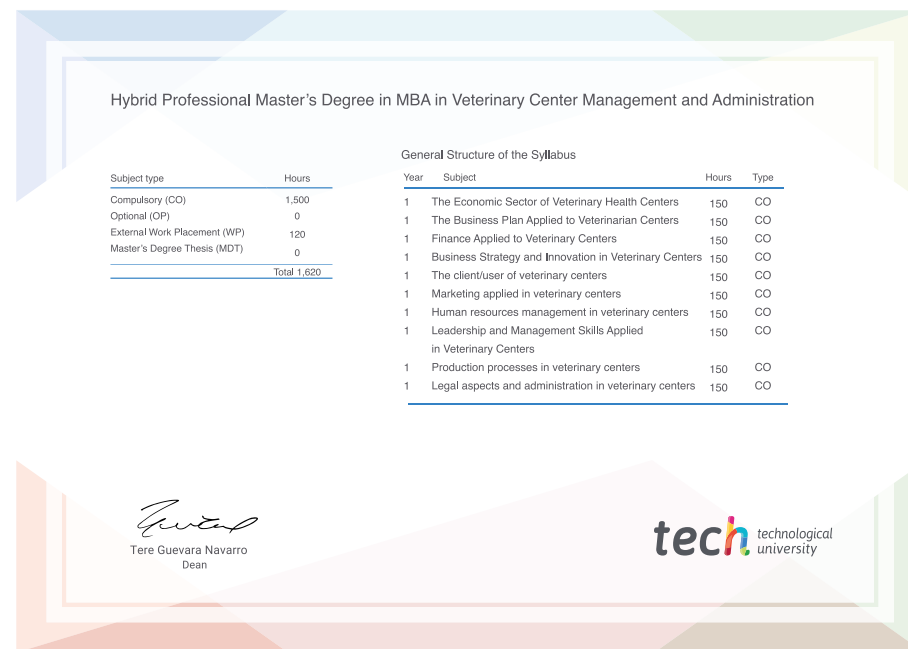
**Title: Hybrid Professional Master's Degree in MBA in Veterinary Center Management and Administration**

**Course Modality: Hybrid (Online + Clinical Internship)**

**Duration: 12 months**

**Certificate: TECH Technological University**

**Teaching Hours: 1,620 h.**



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



Hybrid Professional Master's Degree  
MBA in Veterinary  
Center Management  
and Administration

Course Modality: Hybrid (Online + Clinical Internship)

Duration: 12 months

Certificate: TECH Technological University

Teaching Hours: 1,620 h.

# Hybrid Professional Master's Degree

MBA in Veterinary  
Center Management  
and Administration

