

Professional Master's Degree

MBA in Management and Administration
of Veterinary Centers





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

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

Website: www.techtitute.com/us/veterinary-medicine/professional-master-degree/master-mba-management-administration-veterinary-centers

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01

Introduction

This exclusive TECH degree offers the most relevant specialized knowledge and the most useful practical tools to cover the existing need related to the specialization on business management that exists in most veterinary centers, in such a way that veterinary professionals are specialized to perform these fundamental tasks in any company.



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Veterinary professionals must have a high level of business management expertise to make their businesses successful"

The veterinary healthcare sector has undergone profound structural and paradigmatic changes since the end of the 20th century. These changes are occurring at dizzying speeds in the last decade, catalyzed by the changing context brought about by the last two major crises, the financial crisis of 2008 and 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. Although it is true that the level of medical and surgical praxis performed in these centers is increasingly higher and better, reaching in many cases to reach excellence, in the case of business management it has not become professionalized in the same proportion.

The lack of university specialization in business management in the Veterinary Degree has a great influence on the lack of awareness of the future businessman when it comes to professionalizing the management of his veterinary center, prioritizing, in reality, medical and surgical practice.

The MBA in Management and Administration of Veterinary Centers develops the implementation of business management practices in these facilities to improve business profitability. Business management is a discipline with a great transversality, encompassing 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 occurring in companies of the sector, so that the veterinary professional can contribute his approach following the work methodology proposed throughout the teaching.

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

This **MBA in Management and Administration of Veterinary Centers** contains the most complete and up-to-date scientific program on the market. The most important features include:

- ♦ The development of case studies presented by experts in the management of veterinary centers
- ♦ 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
- ♦ New developments in the management and direction of veterinary centers
- ♦ Practical exercises where self-assessment can be used to improve learning
- ♦ Special emphasis on innovative methodologies in security La management
- ♦ 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



Immerse yourself in this high quality educational specialization, which will enable you to face the future challenges in Management and Administration of Veterinary Centers”

“

We offer students the most comprehensive program on the market to bring the business management side of their veterinary center to the same level as the clinical and healthcare practice, offering their clients the highest quality in both services”

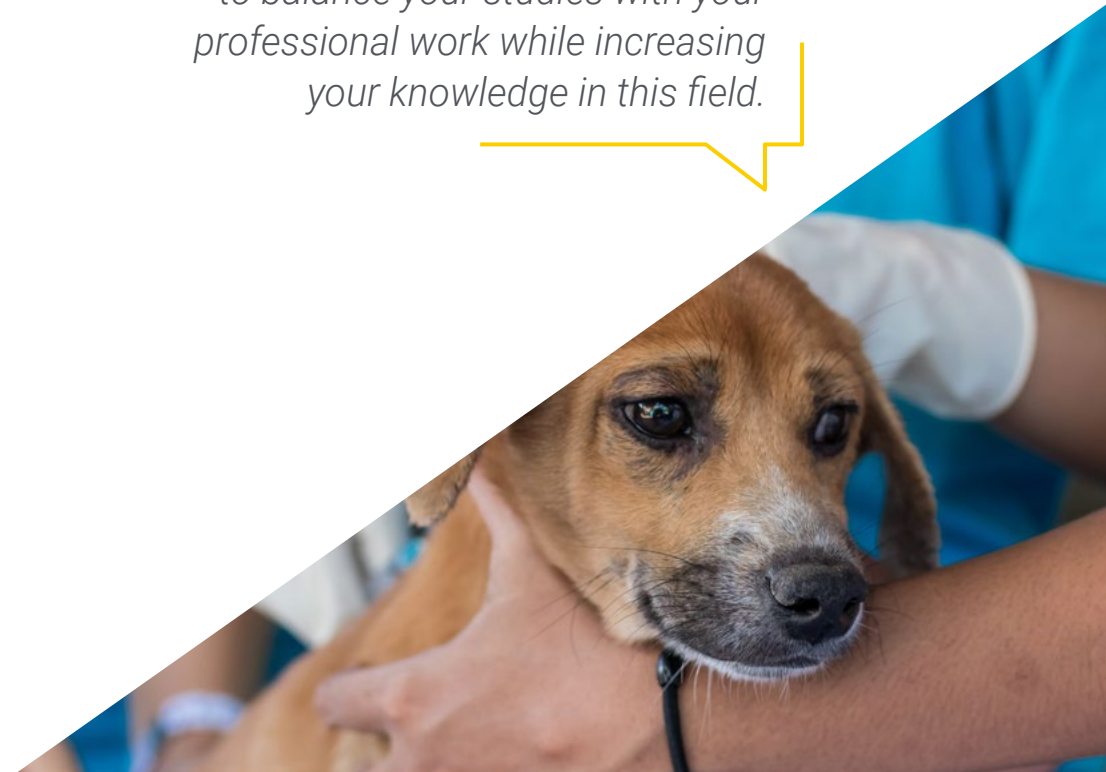
Its teaching staff includes professionals belonging to the field of management of veterinary centers, who bring to this specialization the experience of their work, as well as renowned specialists from reference societies and prestigious universities.

The multimedia content, developed with the latest educational technology, will provide the professional with situated and contextual learning, i.e., a simulated environment that will provide immersive learning programmed to study in real situations.

This program is designed around Problem-Based Learning, whereby the specialist must try to solve the different professional practice situations that arise throughout the program. The professional will be assisted by an innovative interactive video system created by renowned and experienced experts in Sports Entities management and Management.

This program is is the best investment you can make in selecting a refresher program to update your knowledge in Management and Administration of Veterinary Centers”

This 100% online MBA will allow you to balance your studies with your professional work while increasing your knowledge in this field.



02

Objectives

The MBA in Management and Administration of Veterinary Centers is aimed at facilitating the professional practice of veterinarians with the most innovative advances in the industry.





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Throughout these months you will gain specialized knowledge on the veterinary services sector: environment, challenges and trends”



General Objectives

- ♦ Identify the complexity of the veterinary sector in the current socioeconomic context
- ♦ Generate specialized knowledge on the veterinary services sector: environment, challenges and trends
- ♦ Compile and analyze the fields of innovation in the veterinary sector
- ♦ Identify specialization needs in the veterinary services sector in a changing environment
- ♦ Establish a methodology for the preparation of an annual Business Plan
- ♦ Identify and analyze the different sections
- ♦ Analyze the sources for obtaining the data and information necessary to complete the relevant documents
- ♦ Generate specialized knowledge so that the owner(s) of a veterinary center are able to produce this written document on their own
- ♦ Assimilate that it is a dynamic document that must accompany us throughout the year
- ♦ Examine the financial concepts necessary to successfully run a veterinary center
- ♦ Develop the financial tools to manage a veterinary practice
- ♦ Identify and evaluate the behaviors and consumer trends of the clients of a veterinary center
- ♦ Compile the data necessary to generate a financial scorecard
- ♦ Designing, generating and interpreting the results of a financial scorecard
- ♦ Establish an effective and systematic methodology to formulate a dynamic and innovative business strategy in a veterinary center
- ♦ Propose useful and practical working tools for innovation research
- ♦ Build specialized knowledge on innovation as a means of creating a differentiated value proposition for users
- ♦ Develop and propose a dynamic business model that allows the company to be able to adapt to the changing global environment
- ♦ Analyze and define the different types of clients/users of a veterinary center
- ♦ Identify and evaluate the communication skills needed to be successful with customers
- ♦ Propose a methodology to effectively deal with clients with distorted emotions
- ♦ Develop loyalty processes
- ♦ Examine the different marketing tools used to sell products and services
- ♦ Reflect on the obligation to communicate effectively with customers
- ♦ Establish how to set and price a veterinary service
- ♦ Assimilate the importance of cross-selling
- ♦ Analyze merchandising tools
- ♦ Study coherence between online and offline marketing
- ♦ Develop the skills necessary for good personnel management
- ♦ Propose a methodology for a good recruitment and integration process
- ♦ Promote and empower those employees with the greatest talent and value for the company
- ♦ Fundamentals keys to retaining these employees
- ♦ Developing the skills needed to be a good leader
- ♦ Propose a methodology to ensure the necessary efficiency and effectiveness of a manager
- ♦ Promoting and empowering high-performance professional teams
- ♦ Train managers to successfully deal with conflicts with in professional teams



- ♦ Examine and develop the production processes of a veterinary center
- ♦ Analyze existing processes and identifying bottlenecks
- ♦ Develop and implement lean business management in a veterinary center
- ♦ Create a culture of continuous improvement in business management
- ♦ Specify the legal form of company to be created, with the particularities of each one, from partnerships to cooperatives of partners
- ♦ Develop a correct purchasing management and relationship with suppliers
- ♦ 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



Specific Objectives

Module 1. The Economic Sector of Veterinary Health Centers

- ♦ Define and analyze the new challenges in a green and social economy environment
- ♦ Specify and analyze information on climate change and its impact on the veterinary sector
- ♦ Determine the "One Health" concept and carry out its collaborative development as a market opportunity
- ♦ Examine digital animal health and analyzing its disruptive potential in veterinary facilities
- ♦ Differentiate the different players in the pet industry and the interrelationship within the same market
- ♦ Agree on the importance of business associations and to analyze the possibilities of acting as a lever for change in a sector that is mainly made up of microenterprises
- ♦ 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

- ♦ Reflect on the need and obligation to prepare this document
- ♦ Develop, in a logical and reasoned manner, each of the parts of this
- ♦ Propose a methodology to perform the analysis of the environment and external competitive analysis
- ♦ Train to perform a SWOT analysis and its corresponding SWOT analysis
- ♦ Establish a methodology for assigning SMART type objectives
- ♦ Examine a methodology for setting strategy and for converting each strategy into at least one specific action

- ♦ Schedule actions based on business-related priority
- ♦ Reflect on the need to periodically check the business plan
- ♦ Establish a practical methodology for the control and follow-up of the business plan
- ♦ Analyze the conditions under which a contingency plan should be developed and how to do it
- ♦ Review some templates to help you enter data and prepare your business plan

Module 3. Finance Applied to Veterinary Centers

- ♦ Identify the fixed and variable business costs in a veterinary center
- ♦ Define the commercial margins of the services and products offered in a veterinary center
- ♦ Effectively manage the stock of products in the warehouse
- ♦ Evaluate the sales ratios of a veterinary center to analyze the consumption behavior of its users
- ♦ Analyze the break-even point of a business activity
- ♦ Examine the different indicators that can be generated from the business activity of a veterinary practice
- ♦ Analyze and evaluate the different indicators in order to select those that will be key in the management of the veterinary center and the costs of the different services provided in a veterinary center
- ♦ Use the financial tools that allow the control of the cash flow and budgets of a veterinary company
- ♦ Analyze and interpret the profit and loss accounts and the balance sheet of a veterinary center
- ♦ Propose valuations of companies in the veterinary health care center sector

Module 4. Business Strategy and Innovation in Veterinary Centers

- ♦ Specify and define the roles of a veterinary center manager or owner
- ♦ 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 establish a suitable user profile for the proposed business model
- ♦ 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
- ♦ Demonstrate and develop empathy in a veterinary practice
- ♦ Analyze situations of distortion of emotions and complaints in order to deal with them effectively
- ♦ 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)
- ♦ Analyze and elaborate the perfect visit of the veterinary center user

Module 6. Marketing applied in veterinary centers

- ♦ Analyze the evolution of Marketing and its significance in today's experiential marketing
- ♦ Reflect on the need and obligation to retain good customers and to build customer loyalty
- ♦ Examine the difference in the sale of services and products
- ♦ Determine the price of a veterinary service
- ♦ Propose a methodology for pricing veterinary services
- ♦ Develop a practical methodology for telephone customer service
- ♦ Always be able to charge for everything that is done and invoiced
- ♦ Identify the most appropriate advertising media for each action
- ♦ Show the importance of satisfaction surveys to know what our customers think about us
- ♦ Establish a methodology for handling complaints and claims
- ♦ Develop a methodology to convert each strategy into at least one specific action
- ♦ Determine the practical basis for increasing sales through cross-selling
- ♦ Convince the need for merchandising in the store
- ♦ Show different tools for customer loyalty
- ♦ Convince that digital marketing should have the same weight as analog marketing
- ♦ Propose templates to help control Marketing actions

Module 7. Human resources management in veterinary centers

- ♦ Identify 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 be developed necessary in a manager
- ♦ Propose a methodology to become a good leader
- ♦ Face a negotiation process with confidence and security
- ♦ Generate confidence in the people with whom a manager works and in himself/herself
- ♦ Develop the necessary skills to perform excellent self-management of time
- ♦ Propose an appropriate methodology to optimize managerial productivity
- ♦ Build and cohesion of high-performance professional teams
- ♦ Identify and analyze internal conflicts in a veterinary center
- ♦ 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 veterinary centers
- ♦ Identify and evaluate "bottlenecks" in production processes
- ♦ Deepen the knowledge of the business models of a veterinary center
- ♦ Present the Lean management model applied to a veterinary center
- ♦ Compile the advantages and utilities of the Lean management model
- ♦ Propose a methodology for the implementation of the Lean management model
- ♦ Present practical examples of control and continuous improvement of business management according to the Lean model

Module 10. Legal aspects and administration in veterinary centers

- ♦ Identify the different types of labor companies that exist
- ♦ Examine the occupational health that we must apply in our veterinary health center to guarantee our workers a correct development of their functions in the safest way according to the functions to be carried out
- ♦ Establish the professional categories and functions to be performed by each of the members of our team of workers in accordance with the collective agreement for 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
- ♦ Specify and establish an effective protocol for the management of debtors and unpaid debts, from the authorizations to be signed to the acknowledgement of debt, to manage deferrals, financing and even payment order proceedings if necessary
- ♦ Identify and develop protocols for telephone customer service, mainly the implementation and evaluation of these protocols (from informing the customer about the service provided for their animals to how to communicate bad news)

Module 11. Leadership, Ethics and Social Responsibility in Companies

- ♦ Analyze the impact of globalization on corporate governance and corporate social responsibility
- ♦ Evaluate the importance of effective leadership in the management and success of companies
- ♦ Define cross-cultural management strategies and their relevance in diverse business environments
- ♦ Develop leadership skills and understand the current challenges faced by leaders
- ♦ Determine the principles and practices of business ethics and their application in corporate decision making
- ♦ Structure strategies for the implementation and improvement of sustainability and social responsibility in business

Module 12. People and Talent Management

- ♦ Determine the relationship between strategic direction and human resources management
- ♦ Delve into the competencies necessary for the effective management of human resources by competencies
- ♦ Delve into the methodologies for performance evaluation and management
- ♦ Integrate innovations in talent management and their impact on employee retention and staff loyalty
- ♦ Develop strategies for motivation and development of high performance teams
- ♦ Propose effective solutions for change management and conflict resolution in organizations

Module 13. Executive Management

- ♦ Define the concept of General Management and its relevance in business management
- ♦ Evaluate the roles and responsibilities of managers in organizational culture
- ♦ Analyze the importance of operations management and quality management in the value chain
- ♦ Develop interpersonal communication and public speaking skills for the formation of spokespersons



A unique, crucial and decisive learning experience to boost your professional development"

03 Skills

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





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*This program will help you
acquire the skills you need
to excel in your daily work”*



General Skills

- ♦ Manage the sector companies in the most effective and efficient way, obtaining the wait results at the end
- ♦ Design, develop, implement, monitor and improve their own business plan

“

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





Specific Skills

- ◆ 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
- ◆ Apply the lean management model
- ◆ In-depth knowledge of the legal aspects affecting veterinary centers

04

Course Management

The program includes in its teaching staff leading experts in Management and Administration of Veterinary Centers, who bring their work experience to this specialization They are world-renowned professionals from different countries with proven theoretical and practical professional experience.



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We have the best teaching team, with extensive experience in management and direction of veterinary centers, determined to transmit all their knowledge about this sector"

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 NBCUniversal 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-performing teams** that drive innovation and growth of the company's products and services. In addition, she is adept at using tools to attract and retain the best people from around the world. She is also responsible for amplifying Mastercard's employer brand and value proposition through publications, events and social media.

*Jennifer Dove has demonstrated her commitment to continuous professional development by actively participating in networks of 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 cloudsservices 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

“

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



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

International Guest Director

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

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

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

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



Mr. Arens, Manuel

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

International Guest Director

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

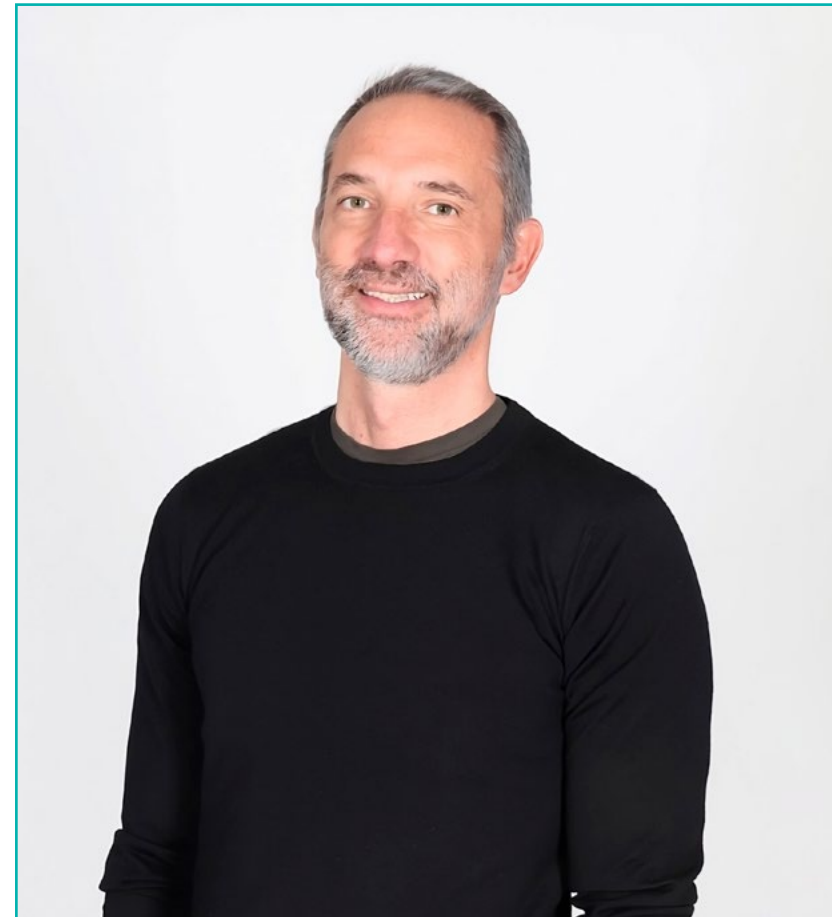
The results of this high-profile international executive have been linked to his proven ability to synthesize information in clear frameworks and execute concrete actions aligned to specific business objectives. In addition, he is recognized for his proactivity and adaptability to fast-paced work rhythms.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

As **Global Brand and Merchandising Director** at **Giorgio Armani**, he has overseen a variety of **Marketing strategies** for **apparel and 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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The most qualified and experienced professionals at international level are waiting for you at TECH to offer you a first class teaching, updated and based on the latest scientific evidence. What are you waiting for to enroll?"

International Guest Director

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

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

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

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



Mr. Gram, Mick

- 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

“

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
- 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?"
- 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

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
- ◆ Pre-doctoral researcher at the Department of Animal Reproduction, Faculty of Veterinary Medicine, Cluj-Napoca. 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. Albuixech Martínez, Miguel

- ◆ Member of the Economics Area 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 (ADEIT)

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 member of the Spanish Veterinary Business Confederation (CEVE)
- ◆ President and member of the of Castilla La Mancha Veterinary Business Confederation (CEVE- CEVE)
- ◆ Member of: Several national and international professional associations such as AVEPA, ANEMBE, SEOC, AVETO and the Digital Commission of the Spanish Confederation of Business Organizations (CEOE)

Mr. Vilches Sáez, José Vicente

- ◆ Responsible for the LCA course project
- ◆ Responsible for the training platform Cursoveterinaria
- ◆ 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 Coves
- ◆ Graduate in Business Management from Grupo Método

Mr. José Luis

- ◆ Co-founder and CEO of Profitability Veterinary Company
- ◆ Consultant in Business Management and Marketing of Veterinary Centers
- ◆ General Manager of Acalanthis Comunicacion Y Estrategias SL
- ◆ Doctorate in Biological Sciences from the Complutense University of Madrid
- ◆ Master's Degree in Digital Marketing from the EAE Business School and the Barcelona University
- ◆ Master's Degree in HR Management HH by the EAE Business School and the Barcelona University
- ◆ Associate Professor at the Faculty of Veterinary Medicine, Alfonso X el Sabio University

D. Muñoz Sevilla, Carlos

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

Ms. Tabares Rivero, Núria

- ◆ Consultant and Job Coach
- ◆ Coordinator at the Veterinary Clinic Terra Vila-Real
- ◆ Consultant and Executive Coach in Coaching Ability
- ◆ Technical Director of the Veterinary Clinic Terra San Fernando
- ◆ Digital Marketing Coordinator at the Agesvet Eaha Association
- ◆ Degree in Veterinary Medicine, Autonomous University of Barcelona
- ◆ Member of: Veterinary Association of Exotic and Wild Fauna and Animals





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
- ◆ Master's Degree in Clinical CTMC Valencia Psychology
- ◆ Postgraduate in Social Gerontology University of Valencia, Spain
- ◆ Postgraduate Certificate in Mindfulness and Psychotherapies IL3 University of Barcelona
- ◆ Teacher in the Recull d'activitats per als Serveis Locals d'Ocupació: Persones i Empreses de Barcelona

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

05

Structure and Content

The structure of the contents has been designed by the best professionals in the sector in Management and Administration of Veterinary Centers, with extensive experience and recognized prestige in the profession, backed by the volume of cases reviewed and studied, and with extensive mastery of new technologies.





“

We have the most complete and up-to-date scientific program on the market. We strive for excellence and for you to achieve it too"

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 Associations 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 BAI
 - 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

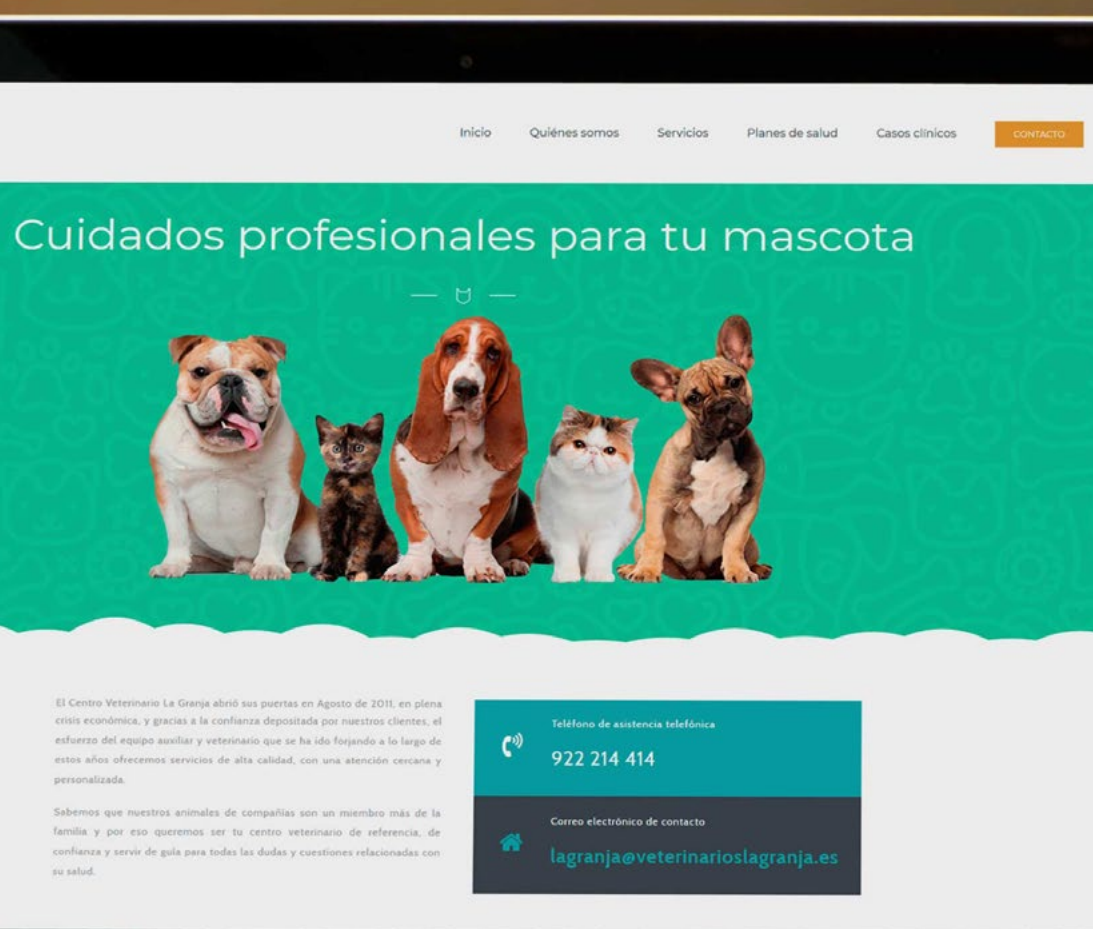
Module 4. Business Strategy and Innovation in Veterinary Centers

- 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. 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. 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

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
 - 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. 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. Wastage, Waste or Molting
 - 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. BORRAR
 - 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. Veterinary Professional Ethics and Deontology
 - 10.4.1. Code of Ethical Values
 - 10.4.2. Fundamental Principles in Ethics
 - 10.4.3. Professional Responsibilities
 - 10.4.4. Animal Welfare and Abuse





- 10.5. Civil Liability in the Exercise of the Activity in Veterinary Health Centers
 - 10.5.1. Concept
 - 10.5.2. Civil Liability Assumptions of the Veterinarian
 - 10.5.3. Liability for Fault or Negligence
 - 10.5.4. The Civil Procedure
- 10.6. Management of Debts and Unpaid Debts in Veterinary Centers
 - 10.6.1. Debt Acknowledgment Documents
 - 10.6.2. Deferrals and Financing of Collections
 - 10.6.3. Communication with Debtors
 - 10.6.4. Payment Order Lawsuits
- 10.7. Purchasing Management in Veterinary Centers
 - 10.7.1. Budgets
 - 10.7.2. Payment Management
 - 10.7.3. Financing and Payment Deferrals
- 10.8. Telephone Communication with Clients of Veterinary Centers
 - 10.8.1. Telephone Communication Protocols
 - 10.8.2. Communication With Client
 - 10.8.3. 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



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

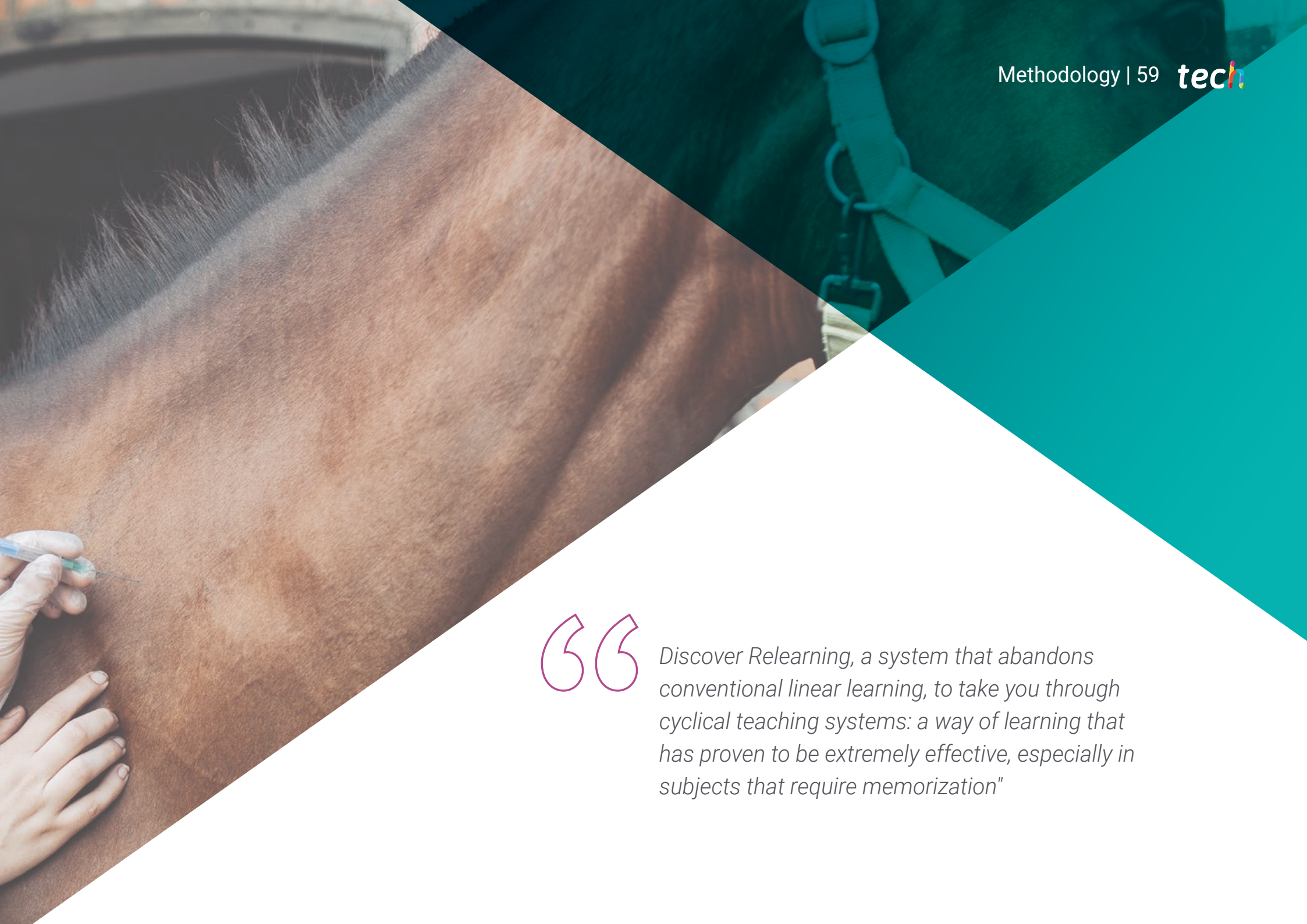
06

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.





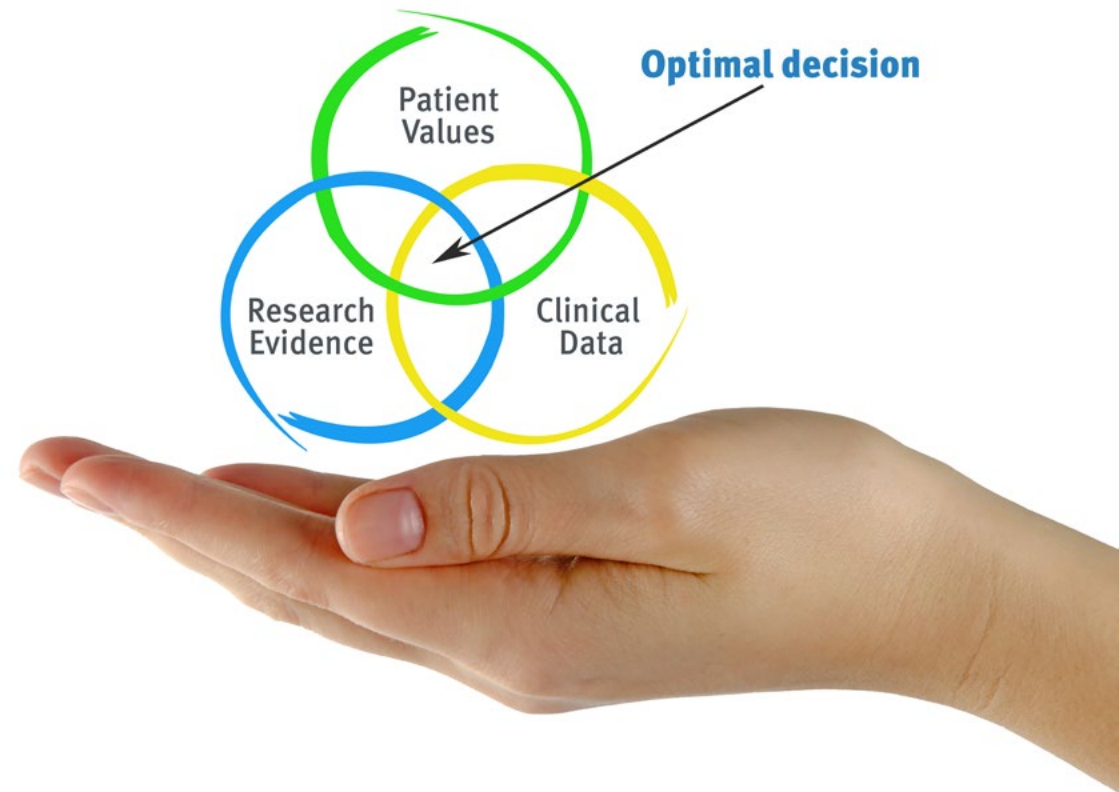
“

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.

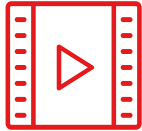
Relearning will allow you to learn with less effort and better performance, involving you more in your training, developing a critical mindset, defending arguments, and contrasting opinions: a direct equation for success.

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

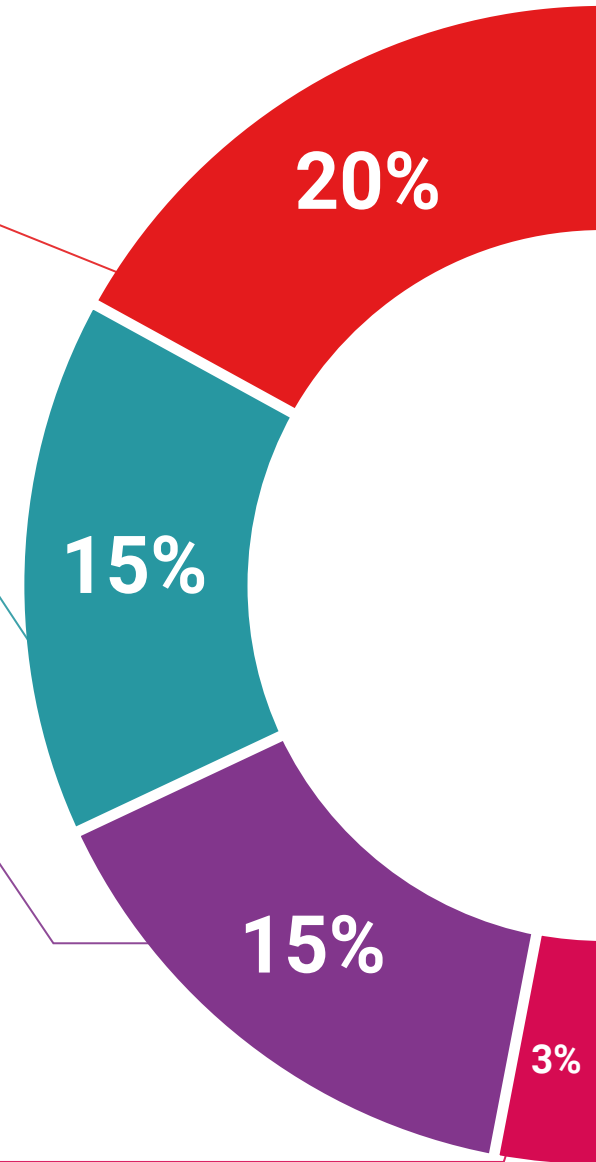
The TECH team presents the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

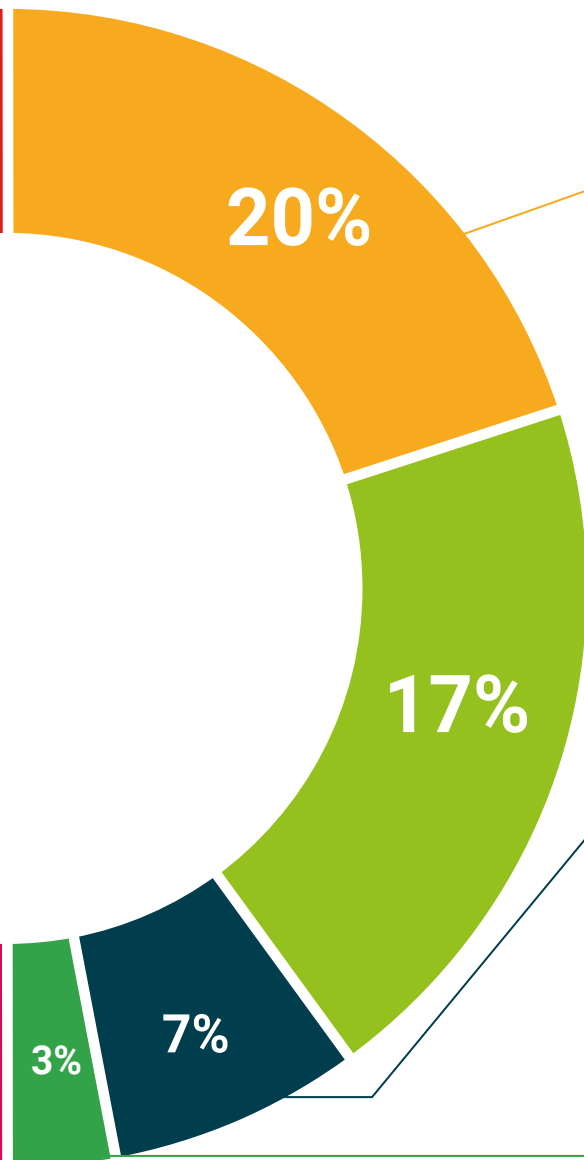
This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



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.



07

Certificate

The MBA in Management and Administration of Veterinary Centers guarantees students, in addition to the most rigorous and up-to-date education, access to a 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 **Professional Master's Degree MBA in Veterinary Centers Management and Administration** contains the most complete and up-to-date scientific program on the market.

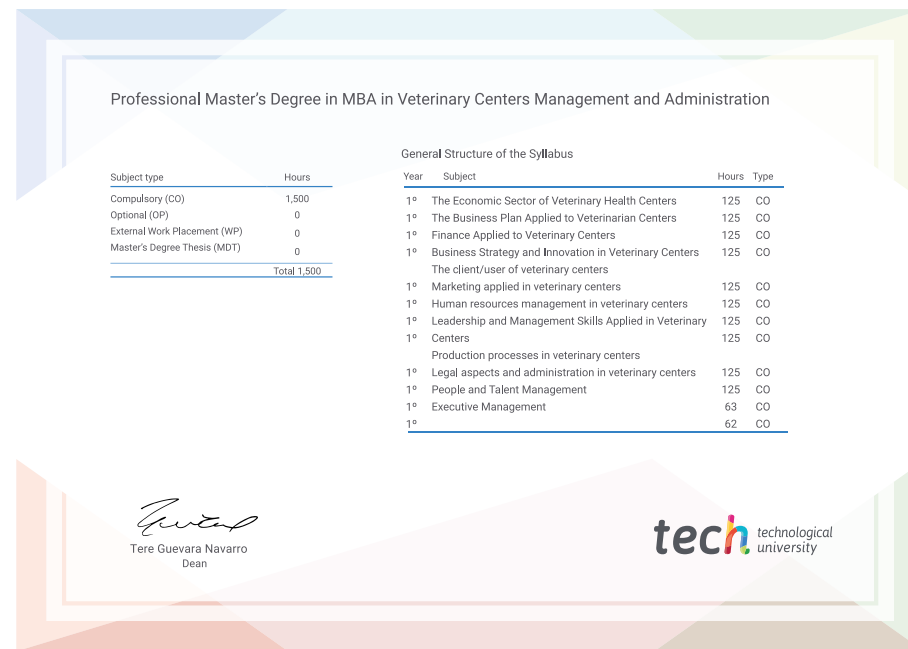
After the student has passed the assessments, they will receive their corresponding **Professional Master's Degree** issued by **TECH Technological University** via tracked delivery*.

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

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

Modality: **online**

Duration: **12 months**



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

future
health confidence people
education information tutors
guarantee accreditation teaching
institutions technology learning
community commitment
personalized service
knowledge present quality
development languages
classroom



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

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

Professional Master's Degree

MBA in Management and Administration
of Veterinary Centers