

# Advanced Master's Degree Senior Digital Transformation Management

A M D S D T M



## Advanced Master's Degree Senior Digital Transformation Management

Language: English

Course Modality: Online

Duration: 2 years

Accreditation: TECH Technological University

Official N° of hours: 3,000 h.

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# 01 Welcome

Advances in the use of the Internet have favored the evolution of every company. Nowadays, no business can afford to not be present online, because companies have to be where their customers are, and the Internet is the core that encompasses everything. This is the context in which this program has been created, which aims to provide business professionals with the tools to enter the most up-to-date and competitive environment: the digital one.

To get the best out of the Internet, it is important to have all the necessary knowledge about all the advantages offered by the network, including new tools, formats, business models, security measures ... a host of measures that are able to facilitate the daily life of any business, but that require in-depth knowledge on the part of professionals to know how to use and apply them in their business.

This program in Senior Digital Transformation Management has been created to teach you about the management and administration of online companies. Quality and up-to-date contents with the main developments are the bases that will allow you to develop your skills in this field and become a true professional.



**Advanced Master's Degree in Senior Digital Transformation Management.**  
**TECH Technological University**

“

*The Internet has revolutionized the way we work,  
so professionals must find a speciality to lead  
their companies into the digital world”*

02

# Why Study at TECH?

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



“

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

## At TECH Technological University



### Innovation

The university offers an online learning model that combines the latest educational technology with the most rigorous teaching methods. A unique method with the highest international recognition that will provide students with the keys to develop in a rapidly-evolving world, where innovation must be every entrepreneur's focus.

"Microsoft Europe Success Story", for integrating the innovative, interactive multi-video system.



### The Highest Standards

Admissions criteria at TECH are not economic. Students don't need to make a large investment to study at this university. However, in order to obtain a qualification from TECH, the student's intelligence and ability will be tested to their limits. The institution's academic standards are exceptionally high...

**95%**

of TECH students successfully complete their studies



### Networking

Professionals from countries all over the world attend TECH, allowing students to establish a large network of contacts that may prove useful to them in the future.

**100,000+**

executives trained each year

**200+**

different nationalities



### Empowerment

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

**500+**

collaborative agreements with leading companies



### Talent

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

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



### Multicultural Context

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

TECH students represent more than 200 different nationalities.



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



### Analysis

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



### Academic Excellence

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TECH offers students the best online learning methodology. The university combines the Relearning method (a postgraduate learning methodology with the highest international rating) with the Case Study. A complex balance between tradition and state-of-the-art, within the context of the most demanding academic itinerary.



### Economy of Scale

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



### Learn with the best

---

In the classroom, TECH's teaching staff discuss how they have achieved success in their companies, working in a real, lively, and dynamic context. Teachers who are fully committed to offering a quality specialization that will allow students to advance in their career and stand out in the business world.

Teachers representing 20 different nationalities.



*At TECH, you will have access to the most rigorous and up-to-date case studies in the academic community"*

03

# Why Our Program?

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

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



“

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

This program will provide students with a multitude of professional and personal advantages, particularly the following:

01

### A significant career boost

By studying at TECH, students will be able to take control of their future and develop their full potential. By completing this program, students will acquire the skills required to make a positive change in their career in a short period of time.

*70% of participants achieve positive career development in less than 2 years.*

02

### Develop a strategic and global vision of companies

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

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

03

### Consolidate the student's senior management skills

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

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

04

### Take on new responsibilities

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

*45% of graduates are promoted internally.*

05

### Access to a powerful network of contacts

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

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

06

### Thoroughly develop business projects

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

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

07

### Improve soft skills and management skills

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

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

08

### Be part of an exclusive community

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

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

# 04 Objectives

This program is designed to strengthen management and leadership skills, as well as to develop new skills and abilities that will be essential in your professional development. After the program, you will be equipped to make global decisions with an innovative perspective and an international vision.



“

*We put all our resources at your disposal to help you achieve success in your career”*

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

The **Advanced Master's Degree in Senior Digital Transformation Management** qualifies students to:

01

Distinguish the main differences between the traditional business ecosystem and the digital one

02

Understand the main challenges of digital transformation in each area of the company

03

Delve into the main digital business models and how they are used in this environment to compete

04

Apply the main digital marketing tools and learn how to create digital marketing plans

05

Explore the key success factors of online sales in all its relevant facets: Operations, technology and sales



06

Master user/customer experience management in digital and multichannel ecosystems

08

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

09

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

07

Understand the impact of constant change in this business ecosystem, as well as the main transformation trends that are occurring

10

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



11

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

14

Master the different technological trends that are happening so that the student can have a strategic and global vision when applying them in their projects

12

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

13

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

15

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



16

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

18

Implement Business Process Management in a timely and successful manner

19

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

17

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

20

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

21

Master the keys of the main Agile Methodologies for the Management and Transformation of the company

22

Delve into the development of business models with Canvas Business Model

23

Apply the Lean Start-up Methodology to the development of projects and new products through all its phases





24

Cover in depth the main agile software development methodologies, with special attention to Scrum, undoubtedly the most relevant

25

Master Design Thinking as the main tool for creativity and innovation in the 21st century

26

Develop solid structures on the main legal issues related to digital transformation processes, in order to obtain a critical view on the impact of technology on law and the main challenges that have arisen in the digital sphere

# 05 Skills

After passing the evaluations of the Advanced Master's Degree in Senior Digital Transformation Management, the professional will have acquired the necessary skills for quality and up-to-date practice based on the most innovative teaching methodology.



“

*After completing this Advanced Master's Degree, you will have acquired the necessary skills to develop successfully in your profession”*

01

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

02

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

03

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

04

Analyze the impact on the business of using current technologies

05

Lead the changes that are transforming organizational processes



06

Use the most appropriate purchasing tools for the selection and evaluation of the best suppliers

08

Lead and manage the digital marketing area at the company level at the enterprise level

09

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

07

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

10

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



11

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

12

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

13

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

14

Know in depth and apply the main management trends and methodologies impacted by the digital transformation

15

Understand the impact of interactivity in communication resulting in Web 2.0



16

Understand how diverse business models can be combined to achieve competitive advantages

18

Apply tools and trends in digital transformation

19

Make an exhaustive analysis of the business plan based on more solid business models

17

Analyze the current state of the company and start the path to digital transformation

20

Understand how digital transformation positively impacts project development

21

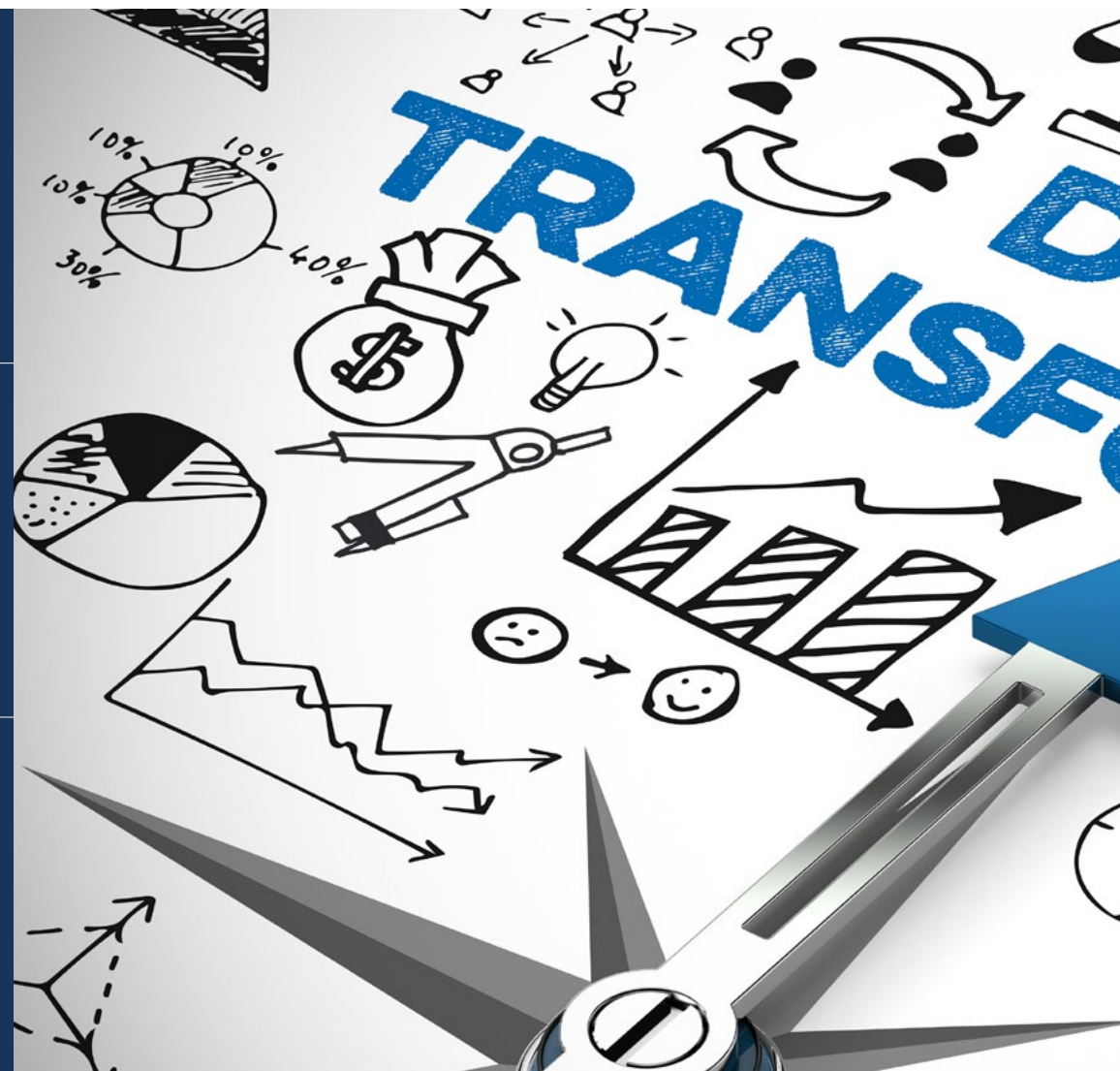
Apply the main applications in the field of innovation and the digital context

22

Use Design Thinking as a tool in the creation and optimization of products and services, from a professional perspective

23

Delve deeper into the impact of the digital revolution on marketing





24

Discover the benefits and opportunities offered by research on user experience

25

Analyze the impact of technological decisions on e-commerce

26

Address the main logistical and operational challenges of online sales

06

# Structure and Content

The Advanced Master's Degree in Senior Digital Transformation Management is a program designed to suit the student, and is taught in a 100% online format so that they can choose the time and place that best suits their availability, schedule and interests. It is a program that takes place over 24 months and is intended to be a unique and stimulating experience that lays the foundation for students' success as a Project Manager and entrepreneur in the digital field.



“

*Our syllabus will lead you through  
a high-level educational journey”*

## Syllabus

The Advanced Master's Degree in Senior Digital Transformation Management at TECH Technological University is an intensive program that prepares the professional to face challenges and business decisions both nationally and internationally. Its content is designed to promote the development of managerial skills that enable more rigorous decision-making in uncertain environments.

Over the course of 3,000 hours of study, a multitude of practical cases will be analyzed through individual work, achieving an in-depth learning that will be of great use in daily practice. It is, therefore, an authentic immersion in real business situations.

This program deals in depth with different areas of digital business and is designed for managers who understand business management from a strategic, international and innovative perspective.

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

This program takes place over 24 months and is divided into 20 modules:

|                  |                                                                             |
|------------------|-----------------------------------------------------------------------------|
| <b>Module 1</b>  | Digital Impact on Business: New Digital Business Models                     |
| <b>Module 2</b>  | The Digital Environment in Business Processes                               |
| <b>Module 3</b>  | The Digital Transformation of the Company                                   |
| <b>Module 4</b>  | Digital Transformation of the Company: Areas Impacted by the Transformation |
| <b>Module 5</b>  | Digital Transformation as a 360° strategy                                   |
| <b>Module 6</b>  | The New Digital Era: Internet of Things (IoT)                               |
| <b>Module 7</b>  | Marketing Channels in the Digital Age                                       |
| <b>Module 8</b>  | Digital Marketing: The Transformation of Communication and Marketing        |
| <b>Module 9</b>  | User Experience Management in a Digital Ecosystem                           |
| <b>Module 10</b> | E-commerce: New Sales Channels                                              |

|                  |                                                                                       |
|------------------|---------------------------------------------------------------------------------------|
| <b>Module 11</b> | New Drivers in the Digital Transformation of Companies                                |
| <b>Module 12</b> | Business Process Management (BPM)                                                     |
| <b>Module 13</b> | Process Modeling and Analysis                                                         |
| <b>Module 14</b> | Control and Optimization of Processes                                                 |
| <b>Module 15</b> | Agile Methodologies for the Development of New Business Models: Canvas Business Model |
| <b>Module 16</b> | Agile Methodologies for Project Management and Technology                             |
| <b>Module 17</b> | Innovation Methodologies: Design Thinking                                             |
| <b>Module 18</b> | Agile Methodologies for New Products and Businesses: Lean Start-Up                    |
| <b>Module 19</b> | New Trends in Digital Transformation and their Impact on Businesses                   |
| <b>Module 20</b> | Legal Aspects of the Digital Transformation                                           |

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

TECH offers the possibility of developing this Advanced Master's Degree in Senior Digital Transformation Management completely online. Over the course of 24 months, you will be able to access all the contents of this program at any time, allowing you to self-manage your study time.

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

## Module 1. Digital Impact on Business: New Digital Business Models

### 1.1. Internet and its Impact on Society

- 1.1.1. Internet Development and its Social Impact
- 1.1.2. Web 1.0 Starts
- 1.1.3. Connectivity
- 1.1.4. Future New Trends

### 1.2. The Internet as a Means of Communication: Social and Economic Change

- 1.2.1. The Media
- 1.2.2. Contribution of the Internet as a Means of Communication
- 1.2.3. Inconveniences

### 1.3. Web 2.0: A Paradigm Shift

- 1.3.1. Internet 2.0
- 1.3.2. The Clue Train Manifesto
- 1.3.3. The New Communication Paradigm and the New Consumer
- 1.3.4. Cell Phone

### 1.4. Business Models

- 1.4.1. Business Model
- 1.4.2. Revenue Generation
- 1.4.3. Target Audience
- 1.4.4. The Competition
- 1.4.5. Value Proposition

### 1.5. Competing in the Digital Economy

- 1.5.1. New Developments in the Digital Economy
- 1.5.2. Increased Competition
- 1.5.3. Innovations and Their Impact

### 1.6. Business Models of the Digital Economy I: Advertising

- 1.6.1. Content-Based Business Models
- 1.6.2. Advertising
- 1.6.3. Affiliation

### 1.7. Business Models of the Digital Economy II: Transactions

- 1.7.1. Online Stores
- 1.7.2. Marketplaces
- 1.7.3. Subscription
- 1.7.4. Sharing Economy
- 1.7.5. Freemium

### 1.8. Business Models of the Digital Economy III: Products and Services

- 1.8.1. Products
- 1.8.2. Services
- 1.8.3. Information
- 1.8.4. Community

### 1.9. Competition Based on New Business Models

- 1.9.1. Value Contribution vs. Revenues
- 1.9.2. Revenue Models Development
- 1.9.3. Competing in the New Digital Environment

### 1.10. Development of Projects in the Digital Economy

- 1.10.1. Valuation of Companies
- 1.10.2. Priorities
- 1.10.3. Procurement Policy
- 1.10.4. Financing

## Module 2. The Digital Environment in Business Processes

### 2.1. The Digital World

- 2.1.1. Trends and Opportunities
- 2.1.2. Digital Transformation: Choice or Necessity
- 2.1.3. The Impact of the Digital Age on Customers

### 2.2. Impacts of Digital Transformation

- 2.2.1. Internal and External Communication
- 2.2.2. In Sales and Customer Channels
- 2.2.3. New Business Models

### 2.3. Process Management

- 2.3.1. Processes
- 2.3.2. Process and Cycle Deming
- 2.3.3. Business Process Mapping
  - 2.3.3.1. Strategic Management
  - 2.3.3.2. Operational or Value Chain
  - 2.3.3.3. Support

### 2.4. Optimization in Process Management

- 2.4.1. Process Based Focus
- 2.4.2. Process Improvement Phases
- 2.4.3. Continuous Improvement and Organization

### 2.5. Process Innovation

- 2.5.1. Design Thinking
- 2.5.2. Agile Approach
- 2.5.3. Lean Start-Up

### 2.6. Digital Strategy in the Company

- 2.6.1. Digital Marketing and E-Commerce
- 2.6.2. Integrating Traditional and Digital Marketing
- 2.6.3. Online Marketing Tools

### 2.7. Organizational Environment

- 2.7.1. Change Management
- 2.7.2. Strategy for the Management of Change
- 2.7.3. Organizational Change Implementation

### 2.8. Analysis and Management of Data

- 2.8.1. History, Evolution and Trends of Web Analytics
- 2.8.2. The Importance of Data Analytics
- 2.8.3. Big Data and Business Intelligence
  - 2.8.3.1. Big Data
  - 2.8.3.2. Business Intelligence (BI)

## 2.9. Innovation and Technology

- 2.9.1. Innovative Companies
- 2.9.2. Competitiveness Factors. Creativity and Innovation
- 2.9.3. Innovation and Process Management

## 2.10. Applications and Success Stories

- 2.10.1. Path of Digital Transformation
- 2.10.2. Projecting Digital Transformation
- 2.10.3. How to Succeed in Digital Transformation

# Module 3. Digital Transformation of the Company

## 3.1. Digital and Business Transformation

- 3.1.1. Digitization vs. Digital Transformation
- 3.1.2. Social Business: Platforms, Processes and People
- 3.1.3. Organizational Models

## 3.2. Smart Company or Company 4.0

- 3.2.1. Difference between Smart Company, Digital Company and Traditional Company
- 3.2.2. Keys to Management in Digital Native Companies
- 3.2.3. Design, Manufacturing, Logistics and Distribution of the Company 4.0

## 3.3. Digital Transformation

- 3.3.1. Challenges of Digital Transformation
- 3.3.2. Advantages of Digital Transformation
- 3.3.3. Barriers of Digital Transformation

## 3.4. Typology of Digital Transformation

- 3.4.1. Digital Transformation by Type of Business
- 3.4.2. Digital Transformation by Business Model
- 3.4.3. Digital Transformation by User Profile

## 3.5. Profiles Leading the Digital Transformation by Area

- 3.5.1. Technology
- 3.5.2. Marketing and Growth
- 3.5.3. Human Resources
- 3.5.4. Management

## 3.6. TI/ IS Strategic Planning

- 3.6.1. The IT/IS Plan
- 3.6.2. Structure of an IT/IS Plan
- 3.6.3. Phases of an IT/IS Plan

## 3.7. Information Systems Project Management

- 3.7.1. Functional and Non-Functional Requirements
- 3.7.2. Typology of Information Systems
- 3.7.3. Entity-Relationship Model

## 3.8. Differences Between Methodologies

- 3.8.1. Differences between Design Thinking, Lean Startup, Agile, Growth Hacking
- 3.8.2. Delving into the Methodology of Growth Hacking
- 3.8.3. Other Methodologies Design Sprint, Kanban and Six Sigma

## 3.9. Digital Competencies

- 3.9.1. Strategic, Communicative and Agile Vision
- 3.9.2. Data Analytics
- 3.9.3. Creativity Management
- 3.9.4. Security/Safety

## 3.10. Consequences of Digital Transformation

- 3.10.1. Digitization of Society
- 3.10.2. Digital Division
- 3.10.3. Flexible Work, Work by Objectives and Teleworking

## Module 4. Digital Transformation of the Company: Areas Impacted by the Transformation

### 4.1. Digital Transformation

- 4.1.1. The New Industrial Revolution
- 4.1.2. Growing in a Digital Environment
- 4.1.3. Corporate Culture in a Digital Environment
- 4.1.4. Digital Native Companies

### 4.2. Organizational Culture and Leadership

- 4.2.1. Initial Analysis, Identifying the Degree of Maturity of the Organization in the Aspects of Leadership and Digitization
- 4.2.2. Definition of Strategic Objectives for Digital Transformation
- 4.2.3. Development of a Strategic Plan, Identifying Initiatives and Needs. Prioritizing those Considered to be Important in the Strategic Objectives
- 4.2.4. Leadership in Digital Transformation
- 4.2.5. Measurement and Monitoring of Strategic Objectives

### 4.3. IT Department

- 4.3.1. New Roles in the Organization
- 4.3.2. Tools for Use in IT
- 4.3.3. Digital Transformation Leadership by the IT Department

### 4.4. Customer Digitization

- 4.4.1. Factors that Influence Customer Loyalty
- 4.4.2. Customer Orientation, a Key Strategy
- 4.4.3. Understand Customer Behavior
- 4.4.4. Use of Data to Learn About the Customer
- 4.4.5. Corporate Reputation and Customer Satisfaction, Efficiency

### 4.5. From HR to People Management

- 4.5.1. Changes from the HR Point of View
- 4.5.2. New Digital Skills for the New Workers
- 4.5.3. Digital Experts vs. Digital Talent
- 4.5.4. Talent Selection Tools
- 4.5.5. Data-Driven Decision Making

### 4.6. Marketing and Sales

- 4.6.1. From Interrupting the Conversation to Part of it with Relevant Content
- 4.6.2. Transmit Emotions from Our Digital Assets in Immersive Way
- 4.6.3. Integrate Commerce + Mobile + Social to Achieve Impact to Accelerate Purchase
- 4.6.4. Hyper-Localization: Local is Global, Breaking the Paradigms of Commerce
- 4.6.5. Social Intelligence: from Big Data to Small Data to Predict Behaviors

### 4.7. Purchasing Department

- 4.7.1. Revaluation of the Purchasing Department
- 4.7.2. New Functionalities and Roles
- 4.7.3. More Effective Supply Chain Optimization
- 4.7.4. Skills and Capabilities of Purchasing Personnel

### 4.8. Industry 4.0

- 4.8.1. Mobile Internet and M2M Communication are the Foundation of IoT
- 4.8.2. Data Analysis (Big Data) Will Make it Possible to Identify Patterns and Interdependencies, Find Inefficiencies, and Even Predict Future Events
- 4.8.3. Applications and Infrastructures Offered in the Cloud

### 4.9. Financial Department

- 4.9.1. Data Analytics: Automated Data Analysis
- 4.9.2. Fact-Based Analysis of Actual Processes and Events
- 4.9.3. Artificial Intelligence for the Development of New Financial Models
- 4.9.4. Automation of the Most Repetitive Processes
- 4.9.5. Control of Operations by Blockchain

### 4.10. Logistics Department

- 4.10.1. Customer Experience
- 4.10.2. New Digital Profiles for Logistics
- 4.10.3. Leadership
- 4.10.4. Digital Platforms

## Module 5. Digital Transformation as a 360° strategy

### 5.1. 360° Strategy

- 5.1.1. Brand Awareness
- 5.1.2. Content Mapping and Customer Journey
- 5.1.3. Strategy Always On

### 5.2. Rebranding

- 5.2.1. Rebranding
- 5.2.2. When to Apply a Rebranding Strategy
- 5.2.3. How to Apply a Rebranding Strategy

### 5.3. HR Marketing

- 5.3.1. Recruitment Marketing
- 5.3.2. Phases of HR Marketing
- 5.3.3. Communication Strategy: Internal and External

### 5.4. Relationship Marketing

- 5.4.1. Relationship Marketing
- 5.4.2. Inbound Marketing
- 5.4.3. Tools

### 5.5. Innovation Communities and Ecosystems

- 5.5.1. Innovative Ecosystems
- 5.5.2. Types of Profiles
- 5.5.3. Keys to having an Internal and External Community

### 5.6. Social Selling

- 5.6.1. Social Selling
- 5.6.2. How to Apply a Social Selling Strategy?
- 5.6.3. Applications based on Social Selling

### 5.7. Marketing Expertise

- 5.7.1. Marketing Expertise
- 5.7.2. Objectives in an Experiential Marketing campaign
- 5.7.3. Use of Technology in Experiential Marketing

### 5.8. Branded Content and Native Advertising

- 5.8.1. Branded Content and Debranding
- 5.8.2. Content Marketing vs. Brand Journalism
- 5.8.3. Native Advertising

### 5.9. Real Time Marketing

- 5.9.1. Real Time Marketing
- 5.9.2. Preparation of a Real Time Marketing campaign
- 5.9.3. Personalization as a Key Concept
- 5.9.4. Corporate Social Responsibility

### 5.10. Key Performance Indicators (KPIs) in the Digital Age

- 5.10.1. Organizational Indicators
- 5.10.2. Innovation Indicators
- 5.10.3. Marketing Indicators

## Module 6. The New Digital Era: Internet of Things (IoT)

### 6.1. Internet of Things

- 6.1.1. Analysis of Internet of Things
- 6.1.2. Scope and Evolution
- 6.1.3. Transformation Implications for Companies

### 6.2. Big Data

- 6.2.1. Big Data and Small Data
- 6.2.2. The 4 Vs of Big Data
- 6.2.3. Predictive Analytics
- 6.2.4. Focus Data Driven

### 6.3. Cloud Productivity

- 6.3.1. Features
- 6.3.2. Implementation models
- 6.3.3. Levels or Layers

### 6.4. Technology *Blockchain*

- 6.4.1. Blockchain
- 6.4.2. Benefits of Blockchain
- 6.4.3. Blockchain Applications in the Business World

### 6.5. Artificial Intelligence (AI)

- 6.5.1. Artificial Intelligence
- 6.5.2. Types of Artificial Intelligences
- 6.5.3. Applications of Artificial Intelligences
- 6.5.4. Machine Learning vs. Artificial Intelligence

### 6.6. Extended Reality (XR)

- 6.6.1. Extended Reality (XR)
- 6.6.2. Virtual Reality (VR)
- 6.6.3. Augmented Reality (AR)
- 6.6.4. Mixed Reality (MR)

### 6.7. Augmented Humans or Human 2.0

- 6.7.1. Human Enhancement Technologies (HET)
- 6.7.2. Biohacking
- 6.7.3. Accelerated Learning

### 6.8. 3D Printing

- 6.8.1. Evolution and Scope of 3D Printing
- 6.8.2. Types of 3D Printing
- 6.8.3. Applications of 3D Printing

### 6.9. Localisation-Based Services (LBS)

- 6.9.1. Bluetooth Low Energy (BLE): Beacons
- 6.9.2. GPS Location
- 6.9.3. Wireless Location: Geofencing and Geotagging (RFID and NFC, barcodes, QR scanners)

### 6.10. 5G Technology

- 6.10.1. Connectivity
- 6.10.2. Advantages of 5G
- 6.10.3. Applications

## Module 7. Marketing Channels in the Digital Age

### 7.1. Social Networks

- 7.1.1. Relational
- 7.1.2. Entertainment
- 7.1.3. Professional
- 7.1.4. Niche

### 7.2. Influencer Marketing

- 7.2.1. Classification of Influencers
- 7.2.2. Design of Campaigns with Influencers
- 7.2.3. Types of Campaigns with Influencers

### 7.3. Email Marketing

- 7.3.1. The Objectives of Email Marketing
- 7.3.2. Key Factors in Email Marketing
- 7.3.3. Email Automation

### 7.4. Website and SEO

- 7.4.1. Website
- 7.4.2. SEO On Page
- 7.4.3. SEO Off Page

### 7.5. Mobile Applications and ASO

- 7.5.1. Types of Applications
- 7.5.2. Key Concepts
- 7.5.3. ASO Positioning

### 7.6. Paid Campaigns

- 7.6.1. Paid Media Strategy
- 7.6.2. Google Ads
- 7.6.3. Facebook Ads

### 7.7. Affiliate Marketing

- 7.7.1. Affiliate Marketing Analysis
- 7.7.2. Types of Affiliate Marketing
- 7.7.3. Key Aspects

### 7.8. Programmatic Advertising

- 7.8.1. Programmatic Advertising
- 7.8.2. Key Players
- 7.8.3. Benefits of Programmatic Advertising
- 7.8.4. Real time Bidding (RTB)

### 7.9. Loyalty Programs

- 7.9.1. Loyalty Programs
- 7.9.2. Importance of Gamification
- 7.9.3. Types of Loyalty Programs

### 7.10. Co-Branding

- 7.10.1. Co-Branding Campaign
- 7.10.2. Types of Cobranding
- 7.10.3. Co-Branding vs. Co-Marketing

## Module 8. Digital Marketing: The Transformation of Communication and Marketing

### 8.1. The Digital Revolution in Marketing

- 8.1.1. The Impact of the Internet on Communication
- 8.1.2. Transcendence of the Internet in Communication
- 8.1.3. The 4 Ps of Online Marketing

### 8.2. The Marketing Plan in a Digital Environment

- 8.2.1. Utility of the Digital Marketing Plan
- 8.2.2. Plan Parts
- 8.2.3. Preparation of an Effective Marketing Plan

### 8.3. Competitive Strategy

- 8.3.1. Contribution Value
- 8.3.2. The Brand as a Competitive Element
- 8.3.3. Unique Selling Proposition
- 8.3.4. Changes in Brand-Consumer Relationships

### 8.4. Communication Objectives

- 8.4.1. Types of Objectives
- 8.4.2. Branding
- 8.4.3. Performance
- 8.4.4. SMART Objectives

### 8.5. Target Audience

- 8.5.1. How Should It Be Defined?
- 8.5.2. Segmentation
- 8.5.3. Buyer Persona

### 8.6. Communication Strategy

- 8.6.1. Insights
- 8.6.2. Positioning
- 8.6.3. The Message

### 8.7. Digital Marketing Tools I: The Web

- 8.7.1. Web
- 8.7.2. Web Types
- 8.7.3. Operation
- 8.7.4. Content Management System (CMS)

### 8.8. Digital Marketing Tools II: Search Engines

- 8.8.1. Search Engine Marketing
- 8.8.2. SEO
- 8.8.3. SEM

### 8.9. Digital Marketing Tools III: Social Media

- 8.9.1. Types of Networks
- 8.9.2. Social Media Optimization
- 8.9.3. Social Ads

### 8.10. Digital Marketing Tools IV: Other Tools

- 8.10.1. Emailing
- 8.10.2. Affiliation
- 8.10.3. Display
- 8.10.4. Videos

**Module 9. User Experience Management in a Digital Ecosystem****9.1. User Experience**

- 9.1.1. User Experience and Its Value
- 9.1.2. Why it Cannot Be Analyzed as an Isolated Entity
- 9.1.3. Process: Lean UX

**9.2. User Experience Research Techniques in a Digital Ecosystem I: User Research**

- 9.2.1. User Research
- 9.2.2. Key Methods
- 9.2.3. Practical Application

**9.3. User Experience Research Techniques in the Digital Ecosystem II: User Research Strategy**

- 9.3.1. Other User Research Methods
- 9.3.2. Methodologies to Be Used According to Project
- 9.3.3. Combination with Other Data

**9.4. User Experience Research Techniques in a Digital Ecosystem III: User Interviews**

- 9.4.1. When to Do Them and Why?
- 9.4.2. User Interview Types
- 9.4.3. Practical Application

**9.5. User Experience Research Techniques in a Digital Ecosystem IV: People**

- 9.5.1. Definition and Identification
- 9.5.2. Creation
- 9.5.3. Application of this Methodology in Practice

**9.6. User Experience Research Techniques in a Digital Ecosystem V: Usability Testing**

- 9.6.1. Step-by-step Instructions on How to Conduct Your Own Usability Studies
- 9.6.2. Objectives, Benefits and Limitations
- 9.6.3. Application of this Methodology in Practice

**9.7. User Experience Research Techniques in the Digital Ecosystem VI: Remote Usability Testing**

- 9.7.1. Definition and Types
- 9.7.2. Tools and How to Recruit Users
- 9.7.3. Data Analysis and Presentation of Findings

**9.8. User Experience Research Techniques in a Digital Ecosystem VII: User Experience Analysis**

- 9.8.1. What to do When We Have No Data on Our Users?
- 9.8.2. Usability Inspection Methods
- 9.8.3. Other Techniques

**9.9. User Experience Research Techniques in a Digital Ecosystem VIII: MVP**

- 9.9.1. Formulate Hypotheses to be Validated and Prioritize Them
- 9.9.2. MVP and Its Benefits
- 9.9.3. Most Common Mistakes

**9.10. User Experience Research Techniques in a Digital Ecosystem IX: Web Analytics**

- 9.10.1. User Research and Analytics
- 9.10.2. UX Discovery, Optimization and Goals
- 9.10.3. Define Metrics

## Module 10. E-commerce: New Sales Channels

### 10.1. E-Commerce and E-Commerce Types

- 10.1.1. Sales Channels
- 10.1.2. Origin of E-Markets
- 10.1.3. Advantages and Challenges
- 10.1.4. Types of E-Commerce

### 10.2. E-Commerce Strategy and Competitive Advantage

- 10.2.1. Key Success Factors
- 10.2.2. The Long Tail
- 10.2.3. Competitive Advantage in Online Selling

### 10.3. Technology

- 10.3.1. Technology Requirements
- 10.3.2. Elements of a Sales Platform
- 10.3.3. Platform Types

### 10.4. Surgery

- 10.4.1. Online Sales Operations
- 10.4.2. Operational and Logistical Processes
- 10.4.3. Customer Service

### 10.5. Means of Payment

- 10.5.1. Relevance
- 10.5.2. Main Means of Payment
- 10.5.3. Fraud and Its Management

### 10.6. Online Sales

- 10.6.1. Levers
- 10.6.2. Visits
- 10.6.3. Conversion
- 10.6.4. Average Order

### 10.7. The Sales Funnel

- 10.7.1. Sales Funnel Development
- 10.7.2. Engagement
- 10.7.3. Check Out

### 10.8. Loyalty

- 10.8.1. Customer Relationship Management (CRM)
- 10.8.2. Process
- 10.8.3. Segmentation

### 10.9. Internationalization

- 10.9.1. First stage
- 10.9.2. Second Stage
- 10.9.3. Third stage
- 10.9.4. Fourth Stage

### 10.10. Omnichannel

- 10.10.1. Cell Phone Impact
- 10.10.2. Multichannel vs. Omnichannel
- 10.10.3. Omnichannel Challenges

## Module 11. New Drivers in the Digital Transformation of Companies

### 11.1. New Adopted Behaviors

- 11.1.1. Social Distancing
- 11.1.2. A-Commerce
- 11.1.3. Mentor to Protégé (M2P)

### 11.2. Trends in Communication

- 11.2.1. Inclusive and Social Marketing
- 11.2.2. Ecology and Proximity
- 11.2.3. Humanization
- 11.2.4. Differentiation

### 11.3. Evolution of Contents

- 11.3.1. Evolution of Fast Content
- 11.3.2. Immediate Content
- 11.3.3. From Storytelling to Storydoing
- 11.3.4. The Rise of Premium Content

### 11.4. The Evolution of Genetics

- 11.4.1. The Intent to Search
- 11.4.2. Voice Marketing
- 11.4.3. Visual Search
- 11.4.4. Interactive Searches

### 11.5. Advances of the Supports

- 11.5.1. OOH Digital Advertising
- 11.5.2. Connected TV and Over-The-Top (OTT) Video
- 11.5.3. Podcasting and Online Audio
- 11.5.4. Streaming

### 11.6. Customer Centric

- 11.6.1. Customer Centric vs Customer Experience vs. Product Centric
- 11.6.2. User Generated Content
- 11.6.3. Share of Voice
- 11.6.4. Personalization

### 11.7. The Evolution of E-commerce

- 11.7.1. Developments and Outlook
- 11.7.2. System Types
- 11.7.3. Types of E-commerce

### 11.8. Behavioral Economics

- 11.8.1. Behavioral Economics
- 11.8.2. Types of Biases and Nudges
- 11.8.3. CRO
- 11.8.4. UX vs. UI

### 11.9. Digital Transformation Physical + Digital

- 11.9.1. Age of Digitalization
- 11.9.2. Social, Location and Mobile (SoLoMo)
- 11.9.3. Evolution of Payment Methods
- 11.9.4. New Challenges in Retail

### 11.10. Evolution by Sectors in the Digital Environment

- 11.10.1. Tourism
- 11.10.2. Mobility
- 11.10.3. Health

## Module 12. Business Process Management (BPM)

### 12.1. Business Architecture

- 12.1.1. Holistic View of Business Architecture
- 12.1.2. Value Chain
- 12.1.3. Process Architecture

### 12.2. Diagnosis of BPM

- 12.2.1. Business Process Management
- 12.2.2. Business Drivers
- 12.2.3. Necessary Elements for a Successful Implementation
- 12.2.4. Maturity Cycle

### 12.3. BPM Principles

- 12.3.1. Context Adaptability
- 12.3.2. Continuity
- 12.3.3. Development of Competencies
- 12.3.4. Holism
- 12.3.5. Institutionalization
- 12.3.6. Participation of Key Stakeholders
- 12.3.7. Common Language
- 12.3.8. Purpose
- 12.3.9. Simplicity
- 12.3.10. Adoption of technology

### 12.4. Benefits of BPM

- 12.4.1. Corporate
- 12.4.2. Customers
- 12.4.3. Management
- 12.4.4. Stakeholders
- 12.4.5. BPM Applications
  - 12.4.5.1. Business Process Improvement (BPI)
  - 12.4.5.2. Enterprise Process Management (EPM)
  - 12.4.5.3. Continuous Refinement (CR)

### 12.5. Sectoral Application of BPM

- 12.5.1. Financial Entities
- 12.5.2. Telecommunications
- 12.5.3. Health
- 12.5.4. Insurance
- 12.5.5. Public Administration
- 12.5.6. Manufacturing Industry

### 12.6. Process Reference Models

- 12.6.1. APQC Model
- 12.6.2. SCOR Model

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

- 12.7.1. COE Functions and Benefits
- 12.7.2. Steps to Establish a COE and Governance Model

### 12.8. Steps to BPM Success

- 12.8.1. Discover and Simplify
- 12.8.2. Capture and Document
- 12.8.3. Publish and Animate
- 12.8.4. Design and Improve
- 12.8.5. Simulate and Optimize
- 12.8.6. Generate and Execute
- 12.8.7. Monitor and Manage

### 12.9. Challenges of Business Process Management

- 12.9.1. Risks Depending on the Stage of the Process
- 12.9.2. Strategies to Overcome Risk
- 12.9.3. Implementation Errors

### 12.10. Considerations when Starting a BPM Project

- 12.10.1. Select the Correct Starting Point
- 12.10.2. Engaging with Users
- 12.10.3. Measuring from the Start

## Module 13. Process Modeling and Analysis

### 13.1. Process Modeling

- 13.1.1. Purposes of Process Modeling
- 13.1.2. Benefits of Using a Standardized Notational Model
- 13.1.3. Considerations for Selecting a Notation Model

### 13.2. Business Process Modelling Notation (BPMN)

- 13.2.1. BPMN Components
- 13.2.2. Types of BPMN Charts
- 13.2.3. Advantages of BPMN
- 13.2.4. Disadvantages of BPMN

### 13.3. Other Types of Process Modeling

- 13.3.1. Swim Lanes
- 13.3.2. Flow Charting
- 13.3.3. Event Process Chain (EPC)
- 13.3.4. Unified Modeling Language (UML)
- 13.3.5. Integrated Definition Language (IDEF)
- 13.3.6. Value Stream Mapping

### 13.4. Process Modeling Approaches

- 13.4.1. Value Chain
- 13.4.2. Supplier Input Process Output Customer (SIPOC)
- 13.4.3. System Dynamics

### 13.5. Process Modeling Levels

- 13.5.1. Corporate Perspective
- 13.5.2. Business Perspective
- 13.5.3. Operational Perspective

### 13.6. Data Collection

- 13.6.1. Direct Observation
- 13.6.2. Interviews
- 13.6.3. Surveys
- 13.6.4. Structured Workshops
- 13.6.5. Web Conferences

### 13.7. Modeling Software (BPMS)

- 13.7.1. AuraPortal
- 13.7.2. Bizagi Modeler
- 13.7.3. Trisotech
- 13.7.4. iGrafx
- 13.7.5. IBM Blueworks Live
- 13.7.6. OnBase by Hyland
- 13.7.7. Oracle BPM Suite
- 13.7.8. Signavio

### 13.8. Process Analysis

- 13.8.1. Implementation Phase
- 13.8.2. Roles in the Analysis
- 13.8.3. Factors for Process Analysis
- 13.8.4. Economic Analysis
- 13.8.5. Cause and Effect Tree
- 13.8.6. Risk Analysis
- 13.8.7. Resource Capacity Analysis
- 13.8.8. Human Talent Analysis

### 13.9. Considerations for Process Analysis

- 13.9.1. Leadership at the Managerial Level
- 13.9.2. Process Management Maturity
- 13.9.3. Avoid Troubleshooting during Analysis
- 13.9.4. Efficient Analysis
- 13.9.5. Potential Resistance
- 13.9.6. Omission of Culpability in Non-conformities
- 13.9.7. Understanding Organizational Culture
- 13.9.8. Customer Focus
- 13.9.9. Resources Availability

### 13.10. Simulation of Business Processes

- 13.10.1. Technical and Policy Considerations for Simulation
- 13.10.2. Business Process Simulation Step by Step
- 13.10.3. Simulation Tools

## Module 14. Control and Optimization of Processes

### 14.1. Process Design

- 14.1.1. Fundamental Aspects of Process Design
- 14.1.2. Transition from "As is" to "To be"
- 14.1.3. Economic Analysis of the "To be" Process

### 14.2. Towards Process Performance Control

- 14.2.1. Taking into Account the Maturity Level of the Process
- 14.2.2. Performance Interpretations
- 14.2.3. Measurable Aspects
- 14.2.4. Performance Measurement Design

### 14.3. Process Performance Measurement and Control

- 14.3.1. Importance of Process Measurement
- 14.3.2. Process Management Indicators
- 14.3.3. Steps to Create Management Indicators

### 14.4. Methods to Measure and Control Performance

- 14.4.1. Value Stream Map (VSM)
- 14.4.2. Activity-Based Costing Systems
- 14.4.3. Statistical Control

### 14.5. Statistical Process Control

- 14.5.1. Statistical Parameters
- 14.5.2. Variability Analysis
- 14.5.3. Control Charts
- 14.5.4. Sampling Plans

### 14.6. Process Mining

- 14.6.1. State of the Art of Process Mining
- 14.6.2. Process Mining Methodology
- 14.6.3. Factors to Consider for Implementation

### 14.7. Process Intelligence

- 14.7.1. Process Intelligence
- 14.7.2. BAM (Business Activity Monitoring) Tools
- 14.7.3. Dashboards

### 14.8. The Management of Change

- 14.8.1. Resistance to Change
- 14.8.2. Uncertainty Management of Human Talent
- 14.8.3. Change Management Process

### 14.9. Organizational Transformation

- 14.9.1. Beyond Improvement
- 14.9.2. Transforming the Organization
- 14.9.3. Continuous Optimization

### 14.10. A New Business Process Management

- 14.10.1. Aspects of a Process-Oriented Organization
- 14.10.2. Organizational Maturity Assessment
- 14.10.3. Implementation of the Governance Model
- 14.10.4. BPM Roadmap Design

## Module 15. Agile Methodologies for the Development of New Business Models: Canvas Business Model

### 15.1. Development of New Business Models

- 15.1.1. Patterns
- 15.1.2. Design Ideas
- 15.1.3. Prototyping

### 15.2. Value Proposition

- 15.2.1. Giving Value to Our Customers
- 15.2.2. Solution to Our Customers Problems
- 15.2.3. Satisfied Customers and Their Needs
- 15.2.4. Particularize Products or Services to Each Customer Sector

### 15.3. Customer Segments. Customer Segment Selection

- 15.3.1. Creating Value for Each Customer
- 15.3.2. Knowing How to Identify the Most Important Customers
- 15.3.3. Niche Markets

### 15.4. Communication and Distribution Channels

- 15.4.1. Make Customers Aware of Products/Services
- 15.4.2. Help Customers Evaluate the Proposal
- 15.4.3. Enable Customers to Purchase Products/Services
- 15.4.4. Provide Customers with a Value Proposition
- 15.4.5. Offer Customers After-Sale Services

### 15.5. Relationship with the Customer

- 15.5.1. Customer Acquisition
- 15.5.2. Customer Loyalty
- 15.5.3. Sales Stimulation

### 15.6. Revenue Flows

- 15.6.1. Revenues Within the Business Plan
- 15.6.2. Revenues from Transactions Derived from One-Time Payments
- 15.6.3. Recurring Income Derived from Periodic Payments

### 15.7. Key Resources

- 15.7.1. Physical
- 15.7.2. Intellectual
- 15.7.3. Human
- 15.7.4. Economic

### 15.8. Key Activities

- 15.8.1. Production Activities
- 15.8.2. Problem Solving Activities
- 15.8.3. Platform/Network Activities

### 15.9. Strategic Partnerships

- 15.9.1. Strategic Alliances Between Non-Competing Companies
- 15.9.2. Strategic Alliances Between Competing Companies
- 15.9.3. Joint Ventures
- 15.9.4. Customer-Supplier Relationships

### 15.10. Cost Structure

- 15.10.1. The Role of Cost in the Business Plan
- 15.10.2. Cost Structures According to Costs
- 15.10.3. Cost Structures According to Value

## Module 16. Agile Methodologies for Project Management and Technology

### 16.1. State of the Art in Agile Methodologies

- 16.1.1. Context of the Emergence of these Methodologies
- 16.1.2. Challenges that Help Us Solve
- 16.1.3. Ecosystem of Methodologies and the Relationships Between Them

### 16.2. Agile Manifesto and Principles

- 16.2.1. Principles of the Manifesto
- 16.2.2. Meaning, Importance and Implications
- 16.2.3. Points of Contact with Key Aspects of Other Contemporary Methodologies

### 16.3. SCRUM I

- 16.3.1. SCRUM
- 16.3.2. Challenges and Benefits
- 16.3.3. SCRUM Features
- 16.3.4. Procedure and Phases
- 16.3.5. Roles

### 16.4. SCRUM II - Planning and Sprints

- 16.4.1. Study of the "Sprint"
- 16.4.2. Understanding this Phase
- 16.4.3. Objectives and Challenges
- 16.4.4. Practical Procedure

### 16.5. SCRUM III - Review Phase

- 16.5.1. Understanding this Phase
- 16.5.2. Objectives and Challenges
- 16.5.3. Practical Procedure

### 16.6. SCRUM IV - Retrospective Phase

- 16.6.1. Understanding this Phase
- 16.6.2. Objectives and Challenges
- 16.6.3. Practical Procedure

### 16.7. SCRUM V - Documentation and Good Practices

- 16.7.1. Why Should We Document?
- 16.7.2. How to Document
- 16.7.3. Good Practices

### 16.8. Extreme Programming

- 16.8.1. Analysis of Extreme Programming
- 16.8.2. Objectives and Challenges of the Extreme Programming Methodology
- 16.8.3. Practical Procedure

### 16.9. KANBAN

- 16.9.1. KANBAN Methodology
- 16.9.2. Objectives, Benefits and Limitations
- 16.9.3. Methodology in Practice

### 16.10. Application of Agile Methodologies in Different Fields

- 16.10.1. Understanding How Agile Methodologies Can Help Us in Different Areas
- 16.10.2. Agile Software Development
- 16.10.3. Agile Marketing
- 16.10.4. Agile Sales

## Module 17. Innovation Methodologies: Design Thinking

### 17.1. Design Thinking: People-Centered Innovation

- 17.1.1. Understand the Fundamental Principles of Design Thinking
- 17.1.2. Objectives and Limitations
- 17.1.3. Benefits Within the Current Context

### 17.2. Design Thinking Phases

- 17.2.1. Understand the Development Flow of this Methodology
- 17.2.2. Challenges in Each Phase of a Project
- 17.2.3. Errors and Malpractice

### 17.3. Research Methodologies in Design Thinking I

- 17.3.1. Methods I
- 17.3.2. Objectives, Benefits and Limitations I
- 17.3.3. Practical Application I

### 17.4. Research Methodologies in Design Thinking II

- 17.4.1. Methodology II
- 17.4.2. Objectives, Benefits and Limitations II
- 17.4.3. Practical Application II

### 17.5. The Customer Journey

- 17.5.1. The Customer Journey
- 17.5.2. Objectives, Benefits and Use Cases
- 17.5.3. Practical Application

### 17.6. Workflow in Design Thinking I: Immersion

- 17.6.1. Objectives
- 17.6.2. Procedure
- 17.6.3. Challenges and Good Practices

### 17.7. Workflow in Design Thinking II: Conception

- 17.7.1. Objectives
- 17.7.2. Procedure
- 17.7.3. Challenges and Good Practices

### 17.8. Workflow in Design Thinking III: Implementation

- 17.8.1. Objectives
- 17.8.2. Procedure
- 17.8.3. Challenges and Good Practices

### 17.9. Workflow in Design Thinking IV: Testing and Closing Up

- 17.9.1. Objectives
- 17.9.2. Procedure
- 17.9.3. Challenges and Precautions Prior to Solution Implementation

### 17.10. Good and Bad Practices in Design Thinking

- 17.10.1. Risks and Common Mistakes in the Practice of Design Thinking
- 17.10.2. Cases in Which We Should Not Apply this Methodology
- 17.10.3. Final Recommendations and Checklist

## Module 18. Agile Methodologies for New Products and Businesses: Lean Start-Up

### 18.1. Entrepreneurial Spirit

- 18.1.1. Entrepreneur
- 18.1.2. Entrepreneur Characteristics
- 18.1.3. Types of Entrepreneurs

### 18.2. Entrepreneurship and Teamwork

- 18.2.1. Teamwork
- 18.2.2. Characteristics of Teamwork
- 18.2.3. Advantages and Disadvantages of Teamwork

### 18.3. Creation of a Company

- 18.3.1. Being an Entrepreneur
- 18.3.2. Company Concept and Model
- 18.3.3. Stages of the Business Creation Process

### 18.4. Basic Components of a Company

- 18.4.1. Different Approaches
- 18.4.2. The 8 Components of a Company
  - 18.4.2.1. Customers
  - 18.4.2.2. Environment
  - 18.4.2.3. Technology
  - 18.4.2.4. Material Resources
  - 18.4.2.5. Human Resources
  - 18.4.2.6. Finances
  - 18.4.2.7. Enterprise Networks
  - 18.4.2.8. Opportunity

### 18.5. Value Proposition

- 18.5.1. Value Proposition
- 18.5.2. Ideas Generation
- 18.5.3. General Recommendations for Value Propositions

### 18.6. Helpful Tools for the Entrepreneur

- 18.6.1. Lean Start-Up
- 18.6.2. Design Thinking
- 18.6.3. Open Innovation

### 18.7. Lean Start-Ups

- 18.7.1. Lean Start-Up
- 18.7.2. Lean Start-Up Methodology
- 18.7.3. Phases a Start-Up Goes Through

### 18.8. Business Approach Sequence

- 18.8.1. Validate Hypotheses
- 18.8.2. MVP: Minimum Viable Product MVP
- 18.8.3. Measure: Lean Analytics
- 18.8.4. Pivot or Persevere

### 18.9. Innovate

- 18.9.1. Innovation
- 18.9.2. The Ability to Innovate, Creativity and Growth
- 18.9.3. Innovation Cycle

### 18.10. Creativity

- 18.10.1. Creativity as a Skill
- 18.10.2. Creativity Process
- 18.10.3. Types of Creativity

## Module 19. New Trends in Digital Transformation and their Impact on Businesses

### 19.1. Internet Evolution

- 19.1.1. Evolution of the Digital Ecosystem
- 19.1.2. New Digital Trends
- 19.1.3. New Customer and Future Customer

### 19.2. E-Commerce 2.0: Trends

- 19.2.1. From 1.0 to 2.0
- 19.2.2. Emotional Selling
- 19.2.3. Sharing Economy
- 19.2.4. New Trends in Online Sales

### 19.3. CRO and Growth Hacking

- 19.3.1. Importance of Conversion
- 19.3.2. CRO
- 19.3.3. Growth Hacking

### 19.4. Big Data and Data Science

- 19.4.1. The Importance of Data
- 19.4.2. Big Data
- 19.4.3. Data Scientist Role

### 19.5. Internet of Things (IoT)

- 19.5.1. IoT Analysis
- 19.5.2. Impact on the Company
- 19.5.3. Wearables
- 19.5.4. Connected Home

### 19.6. Industry 4.0

- 19.6.1. New Trends
- 19.6.2. Makers
- 19.6.3. New Industrial Production and Robotization

### 19.7. Digital Marketing Trends:

- 19.7.1. Programmatic
- 19.7.2. Video
- 19.7.3. Content: Native Advertising

### 19.8. Internet 3.0 Semantic Web

- 19.8.1. Where the Network is Evolving To
- 19.8.2. Robot Assistants: Alexa, Siri and Google Assistant
- 19.8.3. Semantic Web

### 19.9. Future of Relationships: The Privacy Challenge

- 19.9.1. Privacy Challenge
- 19.9.2. Data Protection Regulation
- 19.9.3. Consumer Privacy

### 19.10. New Technological Horizons

- 19.10.1. New Trends
- 19.10.2. Blockchain
- 19.10.3. Future Evolution and New Challenges
- 19.10.4. Upcoming Technologies

**Module 20. Legal Aspects of the Digital Transformation****20.1. Law in the Digital Transformation**

- 20.1.1. Relationship Between Law and Technology
- 20.1.2. Legal Challenges in the Digital Era
- 20.1.3. Forms of Association
- 20.1.4. Big Data
- 20.1.5. Legal Challenges of Artificial Intelligence
- 20.1.6. Tax Aspects

**20.2. Corporate Recruitment**

- 20.2.1. Conceptualization of Corporate Recruitment
- 20.2.2. Technology Transfer Contracts
- 20.2.3. Smart Contracts
- 20.2.4. Cloud Computing
- 20.2.5. The Digital Labor Contract
- 20.2.6. Remote Work

**20.3. Intellectual Property**

- 20.3.1. Copyright and Related Rights
- 20.3.2. Multimedia Content and Protection Measures in the Digital Environment
- 20.3.3. International Copyright System
- 20.3.4. Distinctive Signs (Trademarks, Names, Trade Names, Trade Ensigns and Appellations of Origin)

- 20.3.5. Patents (Inventions, Utility Models and Industrial Designs)
- 20.3.6. Domain Names

**20.4. Legal Information Technology**

- 20.4.1. Blockchain
- 20.4.2. Digital Signatures and Electronic Signatures
- 20.4.3. Computer Forensics

**20.5. Competition/Antitrust**

- 20.5.1. Market Analysis: Microeconomics
- 20.5.2. Competition Law in the Digital Age
- 20.5.3. Defence and Compliance Strategies

**20.6. Free Trade Agreements**

- 20.6.1. Fundamental Elements of Free Trade Agreements
- 20.6.2. Competitive Advantages of Free Trade Agreement Management

- 20.6.3. Main Free Trade Agreements in the Digital Area

**20.7. Valuation of Intangible Assets**

- 20.7.1. Classification of Intangible Assets
- 20.7.2. International Asset Valuation Standards
- 20.7.3. Current Trends in the Intangible Economy

**20.8. Protection of Personal Data**

- 20.8.1. Applicable Concepts
- 20.8.2. Databases
- 20.8.3. Big Data
- 20.8.4. Data Protection in the European Union and in the United States

**20.9. Protection of Consumer Rights**

- 20.9.1. Consumer Rights
- 20.9.2. International Regulation of Electronic Commerce
- 20.9.3. Consumer Arbitration
- 20.9.4. Tendencies

**20.10. Legal TECH**

- 20.10.1. Legal TECH for Documents
- 20.10.2. Legal TECH for Contracts
- 20.10.3. Legal TECH for Financial
- 20.10.4. Legal TECH for Design
- 20.10.5. Legal TECH for Evidence

07

# Methodology

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

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





“

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



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

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

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



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



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

### A learning method that is different and innovative

This TECH program is an intensive educational program, created from scratch to present executives with challenges and business decisions at the highest level, whether at the national or international level. This methodology promotes personal and professional growth, representing a significant step towards success. The case method, a technique that lays the foundation for this content, ensures that the most current economic, social and business reality is taken into account.

**“** *You will learn, through collaborative activities and real cases, how to solve complex situations in real business environments”*

The case method has been the most widely used learning system among the world's leading business schools for as long as they have existed. The case method was developed in 1912 so that law students would not only learn the law based on theoretical content. It consisted of presenting students with real-life, complex situations for them to make informed decisions and value judgments on how to resolve them. In 1924, Harvard adopted it as a standard teaching method.

What should a professional do in a given situation? This is the question we face in the case method, an action-oriented learning method. Throughout the program, the studies will be presented with multiple real cases. They must integrate all their knowledge, research, argue and defend their ideas and decisions.

## Relearning Methodology

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

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

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

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

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



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

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

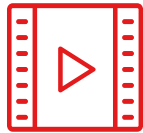
*Relearning will allow you to learn with less effort and better performance, involving you more in your specialization, developing a critical mindset, defending arguments, and contrasting opinions: a direct equation to success.*

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

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



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



#### Study Material

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

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



#### Classes

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

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



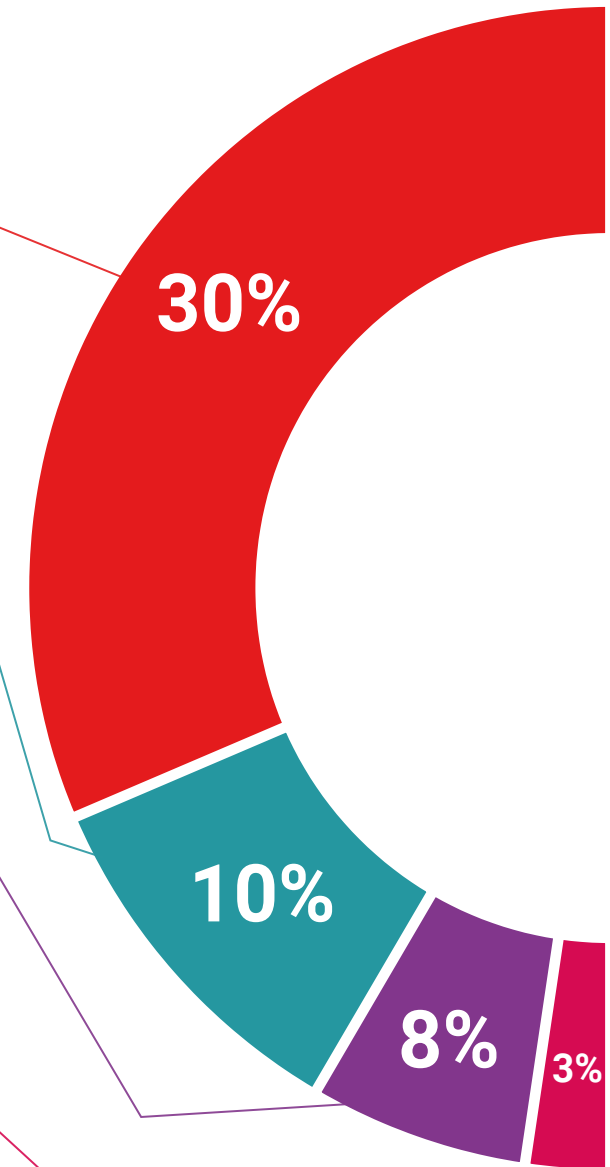
#### Management Skills Exercises

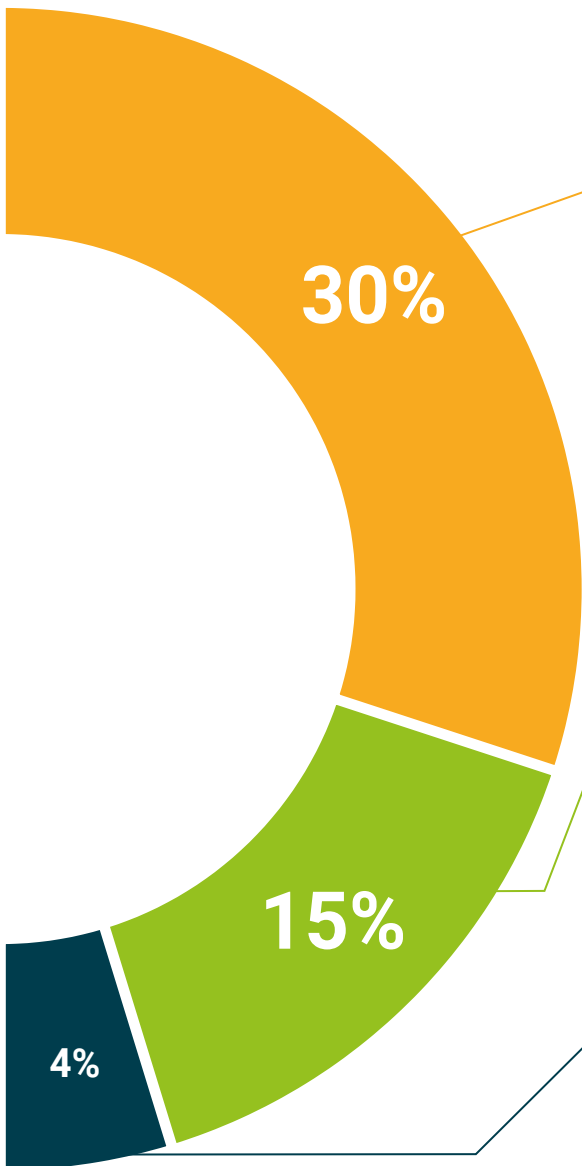
They will carry out activities to develop specific executive competencies in each thematic area. Practices and dynamics to acquire and develop the skills and abilities that a high-level manager needs to develop in the context of the globalization we live in.



#### Additional Reading

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





#### Case Studies

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



#### Interactive Summaries

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

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



#### Testing & Retesting

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



08

# Our Students' Profiles

The Advanced Master's Degree in Senior Digital Transformation Management is a program aimed at experienced professionals who want to update their knowledge and advance in their professional career. This program uses a multidisciplinary approach as the students have a diverse set of academic profiles and represent multiple nationalities.



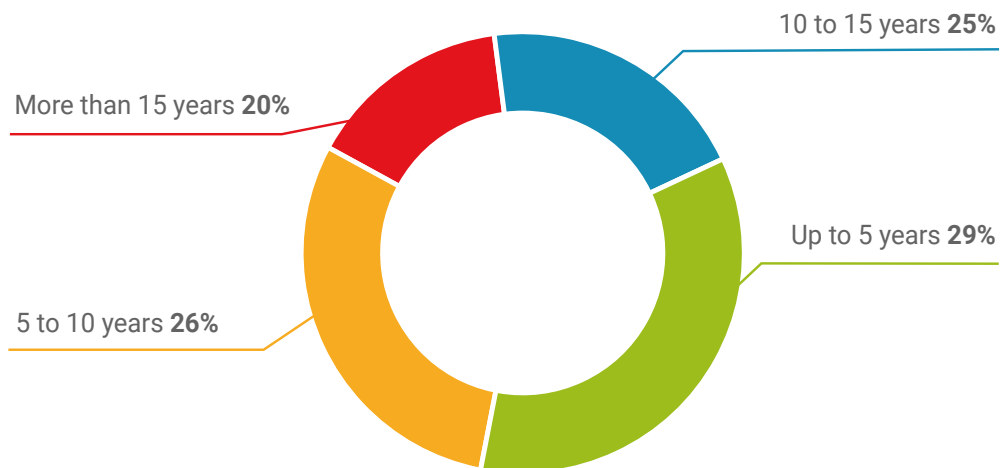
“

*If you have business management experience, and are looking for an interesting career boost while continuing to work, then this is the program for you”*

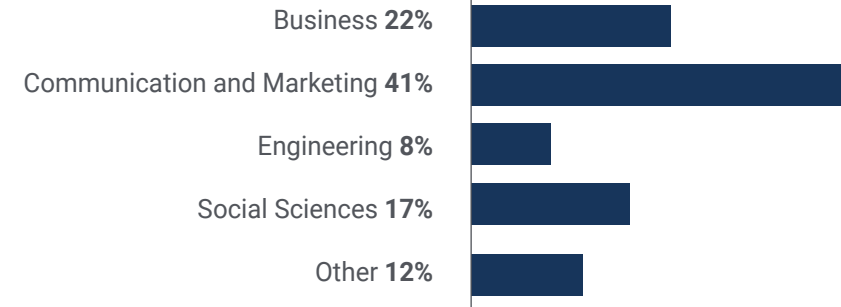
## Average Age

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

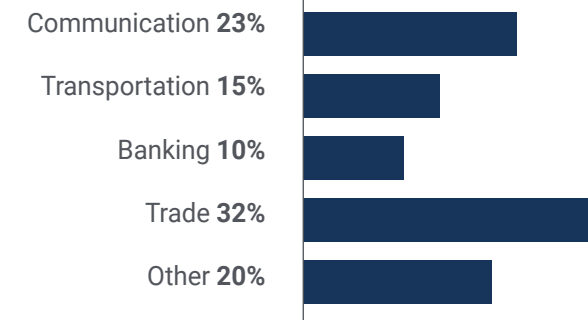
## Years of Experience



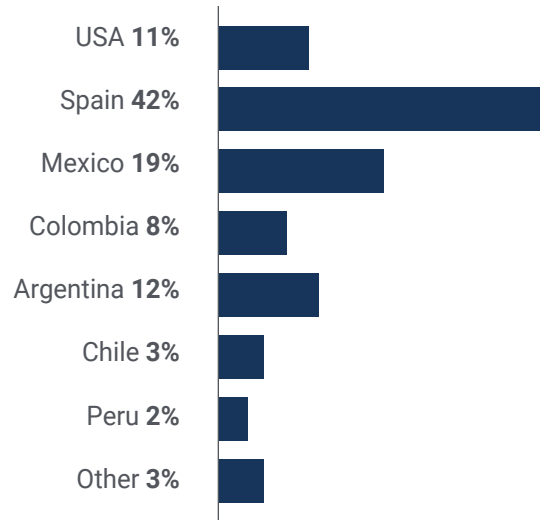
## Training



## Academic Profile



## Geographical Distribution



## Patricia García

**Managing director of a multinational digital company**

*"Digital companies are very common nowadays and, therefore, it is essential to specialize in this area. However, no matter how much one may wish to do so, considering taking an Advanced Master's Degree is not an easy task, especially when it has to be combined with professional commitments and family life. However, the Advanced Master's Degree in Senior Digital Transformation Management at TECH Technological University offered me the possibility to achieve it. The digital content greatly enhances their programs, and the high quality of the teaching staff makes the experience even more enriching"*

09

# Course Management

The program's faculty includes leading experts in project management, who bring the experience of their years of work to this program. In addition, other specialists of recognized prestige in related areas participate in its design and elaboration, completing the Advanced Master's Degree in an interdisciplinary way, making it a unique and highly nourishing experience at an academic level for the student.



“

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

## Management



### Mr. Barrientos, Giancarlo

- ♦ Information Systems Engineer
- ♦ Specialist in Software Engineering from USAL, Buenos Aires, Argentina
- ♦ He started his professional experience focusing on different markets in Latam America and Europe as a software engineer for Young & Rubicam Brands, Rocket Internet GmbH and Grupo Clarín
- ♦ Creator of a technology company for the digital transformation of the insurance industry in Argentina, logistics in Mexico and real estate in Colombia, which he sells to an insurance business group
- ♦ IT Manager at Assist-365



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

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

## Professors

### Ms. García Salvador, Laura

- ♦ Graduated in Advertising and Public Relations, Business Administration and Management
- ♦ Master's Degree in Digital Marketing at ESIC (Spain)
- ♦ She began her professional experience in the advertising agency CONTRAPUNTO BBDO, Creator of: Adopta Un Abuelo (NGO) and Ruralka Hoteles (Quality Club of Charming Hotels)

### Mr. Goenaga Peña, Andrés

- ♦ Lawyer and Writer
- ♦ Master's Degree in Industrial Property, Copyrights and New Technologies from the Colombia University
- ♦ Experience in advising on issues related to privacy policies and personal data processing, digital platforms, software licensing processes and technology transfer, data and digital content analysis

### Ms. Garrido Brito, Stephanie

- ♦ Industrial Engineer
- ♦ Postgraduate degree in Coaching, NLP and team leadership, logistics and process management from the Europea de Barcelona Business School
- ♦ Experience in coordination of operations and logistics processes
- ♦ Leader in project management for the optimization of processes in the Occupational Health and Safety sector. Also, in the development of information systems to automate the performance of vehicle safety and logistics operations

### Ms. Gómez Morales, María Daniela

- ♦ Industrial engineer from the University of the North
- ♦ Diploma in pedagogical training
- ♦ Experience in the productive and educational sector
- ♦ Experience in teaching, as well as in project design and process optimization through the use of management indicators
- ♦ Leader in the implementation of technological tools to improve performance in user services

### Mr. Cotes, Jaime

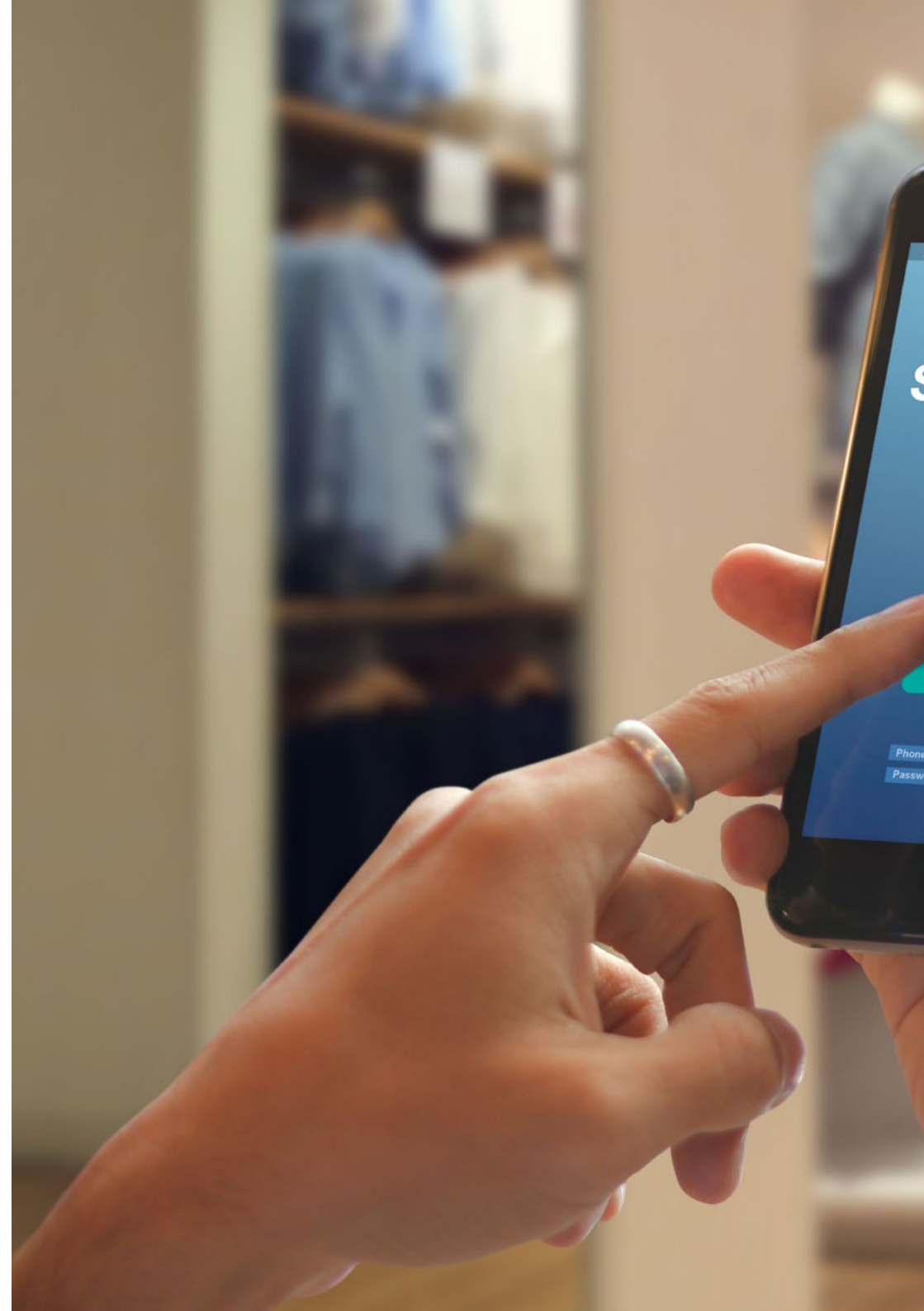
- ♦ Electrical Engineer
- ♦ Specialist in Computer Networks and Professional Master's Degree in Business Administration, University of the North.
- ♦ International Online Professional Master's Degree in Marketing and Digital Business, IEMD, Spain
- ♦ Master's Candidate in Marketing and Digital Transformation
- ♦ Master's Degree in Digital Team Management and Direction
- ♦ Certificate of Digital Coach, at the European Business School of Barcelona S.L.
- ♦ Certificate in Virtual Tutoring Training and Certificate in University Teaching, University of the North
- ♦ Graduate of the School of Consultant Training Rosario University - University of the North
- ♦ International Certified Consultant by BVQI (Bureau Veritas Quality International)
- ♦ Candidate at the Academy of Digital Consultants

**Mr. García Rodrigo, Javier**

- ◆ Director of the R&D Project and Innovation Management Office of Telefónica
- ◆ Master's Degree in Electrical and Computer Engineering, Polytechnic University of Madrid (Spain)
- ◆ Double Professional Master's Degree in Business Innovation Management from the University of Barcelona (Spain) and EAE Business School (Spain)
- ◆ Member of the wireless connectivity group at Telefónica, where he worked on several projects with the Spanish public administration leading the transition between 3G and 4G networks. 2009
- ◆ Member of Telefónica Research, where he managed the project portfolio strategy for the development of European innovation projects. 2011

**Ms. Garbarino, Lucía**

- ◆ User-Centered Product Designer
- ◆ More than 9 years of experience working in high-impact startups in the digital industry such as Rappi and Eventbrite
- ◆ Passionate about creating products that deliver an amazing user experience
- ◆ Founder of the Argentinian User experience community
- ◆ Co-Organizer of Mind the Product





**Ms. Santiago, Claudia**

- ◆ Degree in International Business and Finance from the Autonomous University of the Caribbean
- ◆ Professional Master's Degree in Marketing and Advertising Communication from the USAL
- ◆ Outstanding experience in the commercial area with emphasis on the educational sector in the categories of universities, agencies, technology centers, schools and corporate management at national and international level, occupying managerial and executive positions in fast-growing companies, with a profile oriented to leadership and belonging

**Ms. Crespo García, Laura**

- ◆ Social Communicator and Journalist
- ◆ Professional Master's Degree in Audiovisual Communication
- ◆ Courses in the area of Digital Marketing and Community Manager
- ◆ Development in the area of Community Manager and Digital Marketing
- ◆ Public relations at Gente Estratégica, Barranquilla, Colombia
- ◆ Audiovisual Press at the multinational media company Zoomintv
- ◆ Audiovisual Production and Communication Assistant, Student Services of the Government of the City of Buenos Aires
- ◆ Audiovisual Producer at the Youth Olympic Games in Buenos Aires, Argentina
- ◆ Digital Marketing, Advertising and Community Manager at Multiled, an established company in the area of advertising and media management, sports media and major events in Argentina

10

# Impact on Your Career

We are aware that studying a program like this entails great economic, professional and, of course, personal investment. The ultimate goal of this great effort should be to achieve professional growth.

Therefore, we put all our efforts and tools at the student's disposal so that they can acquire the necessary skills and abilities that will allow them to achieve this change.



“

*Our aim is to generate a positive change in your professional career, and we are fully committed to helping you achieve it”*

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

The Advanced Master's Degree in Senior Digital Transformation Management of TECH Technological University is an intensive program that prepares students to face challenges and business decisions both nationally and internationally. The main objective is to promote your personal and professional growth, helping you achieve success.

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

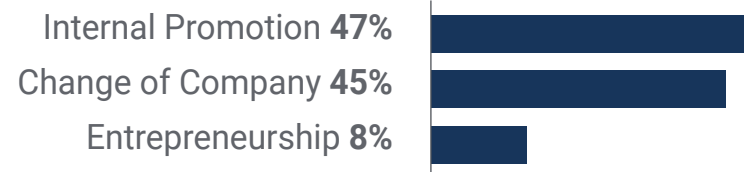
*Our program will help you achieve the professional change you desire.*

*Completing this Advanced Master's Degree will give you the opportunity to develop the skills required to be more successful in your profession.*

### When the change occurs



### Type of change



## Salary increase

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



# Benefits for Your Company

The Advanced Master's Degree in Senior Digital Transformation Management contributes to elevating the organization's talent to its full potential through the specialization of high-level leaders. Therefore, participating in this academic program will not only improve you on a personal level, but, above all, on a professional level, increasing your knowledge and improving your managerial skills. Additionally, joining TECH's educational community is a unique opportunity to access a powerful network of contacts in which to find future professional partners, clients, or suppliers.



“

*After completing this Advanced Master's Degree, you will bring a new business vision to your company”*

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

01

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

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

---

02

### **Retaining High-Potential Executives to Avoid Talent Drain**

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

03

### **Building Agents of Change**

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

---

04

### **Increased International Expansion Possibilities**

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



05

### **Project Development**

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

---

06

### **Increased Competitiveness**

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

# 12 Certificate

The Advanced Master's Degree in Senior Digital Transformation Management guarantees you, in addition to the most rigorous and up-to-date training, access to a Advanced Master's Degree issued by TECH Technological University.



“

*Successfully complete this program  
and receive your university degree  
without travel or laborious paperwork”*

This **Advanced Master's Degree in Senior Digital Transformation Management** contains the most complete and up-to-date program on the market.

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

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

Title: **Advanced Master's Degree in Senior Digital Transformation Management**  
Official N° of hours: **3,000 h.**





## Advanced Master's Degree

Senior Digital  
Transformation  
Management

Language: English

Course Modality: Online

Duration: 2 years

Accreditation: TECH Technological University

Official N° of hours: 3,000 h.

# Advanced Master's Degree Senior Digital Transformation Management

