

Advanced Master's Degree Senior Fashion and Luxury Management

Accreditation/Membership



Economics, Business
and Enterprise Association

A man with a beard, wearing a grey suit jacket, a light blue shirt, and a dark tie, is looking out of a large window. The view outside shows a modern building with a glass facade and a curved, ornate architectural element. The image is partially obscured by a diagonal white line that runs from the top right towards the bottom left.

tech global
university



Advanced Master's Degree Senior Fashion and Luxury Management

- » Modality: online
- » Duration: 2 years
- » Certificate: TECH Global University
- » Accreditation: 120 ECTS
- » Schedule: at your own pace
- » Exams: online

Website: www.techtute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-senior-fashion-luxury-management

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01

Introduction to the Program

Efficient supply chain management is essential to maintain the quality and exclusivity that characterize fashion and luxury brands. In this line, managers must ensure that each stage, from the procurement of materials to the final distribution, is carried out with precision and consistency with the brand's standards. For this reason, it is essential that professionals handle the most sophisticated techniques to optimize operations and meet the demands of the global market. In this context, TECH presents an innovative online university degree focused on Senior Management in Fashion and Luxury.



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A comprehensive and 100% online program, exclusive to TECH, with an international perspective supported by our membership with The Economics, Business and Enterprise Association”

Senior management in the fashion and luxury industry faces unique challenges due to the highly specialized and emotional nature of these markets. Consumers are not only looking for quality products, but also for personalized experiences that reflect their values and lifestyle. Faced with this reality, professionals need to adapt to new market demands, integrate the latest trends in sustainability and design business strategies that effectively connect with the modern consumer.

In order to facilitate this task, TECH is launching a cutting-edge Advanced Master's Degree in Senior Fashion and Luxury Management. Designed by renowned experts in this field, the academic itinerary will delve into issues ranging from the use of social networks or marketing management to the use of cutting-edge technological tools to automate tedious tasks. In this way, students will develop the necessary skills to lead Fashion and Luxury companies, implementing digital communication strategies, optimizing operational processes and personalizing experiences.

On the other hand, this program is based entirely on a 100% online modality, making it easier for specialists to plan their own study schedules in order to experience a completely efficient update. In addition, professionals will enjoy a wide variety of multimedia resources designed to promote a dynamic and natural updating of knowledge. To access the Virtual Campus, all professionals will need is a device with Internet access (including their own cell phone). They will also be supported at all times by an experienced teaching staff, who will resolve all the doubts that may arise during their study plan. In addition, the university program includes innovative Masterclasses given by a prestigious International Guest Director.

Thanks to the membership in the **Economics, Business and Enterprise Association (EBEA)**, graduates will have access to publications, digital resources, and online seminars to stay up to date. They will also be able to participate in annual conferences and apply for the EBEA professional recognition, boosting their growth and professional excellence in economics and business.

This **Advanced Master's Degree in Senior Fashion and Luxury Management** contains the most complete and up-to-date educational program on the market. Its most notable features are:

- ♦ The development of case studies presented by experts in Senior Fashion and Luxury Management
- ♦ The graphic, schematic, and practical contents with which they are created, provide scientific and practical information on the disciplines that are essential for professional practice
- ♦ Practical exercises where self-assessment can be used to improve learning
- ♦ Special emphasis on innovative methodologies in Senior Fashion and Luxury 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



A renowned International Guest Director will offer exclusive Masterclasses on the latest trends in Senior Fashion and Luxury Management”

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You will have all the support of TECH, the largest online academic institution in the world with the latest educational technology at your disposal"

You will create marketing strategies specific to the Fashion and Luxury industry, including building immersive experiences.

Thanks to the Relearning system used by TECH, you will reduce the long hours of study and memorization.

It includes in its teaching staff professionals belonging to the field of Senior Management in Fashion and Luxury, who pour into this program the experience of their work, in addition to recognized specialists from leading companies 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 an immersive learning experience designed to prepare for real-life situations.

This program is designed around Problem-Based Learning, whereby the student must try to solve the different professional practice situations that arise throughout the program. For this purpose, the professional will be assisted by an innovative interactive video system created by renowned and experienced experts.



02

Why Study at TECH?

TECH is the world's largest online university. With an impressive catalog of more than 14,000 university programs, available in 11 languages, it is positioned as a leader in employability, with a 99% job placement rate. In addition, it has a huge faculty of more than 6,000 professors of the highest international prestige.



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Study at the largest online university in the world and ensure your professional success. The future begins at TECH”

The world's best online university, according to FORBES

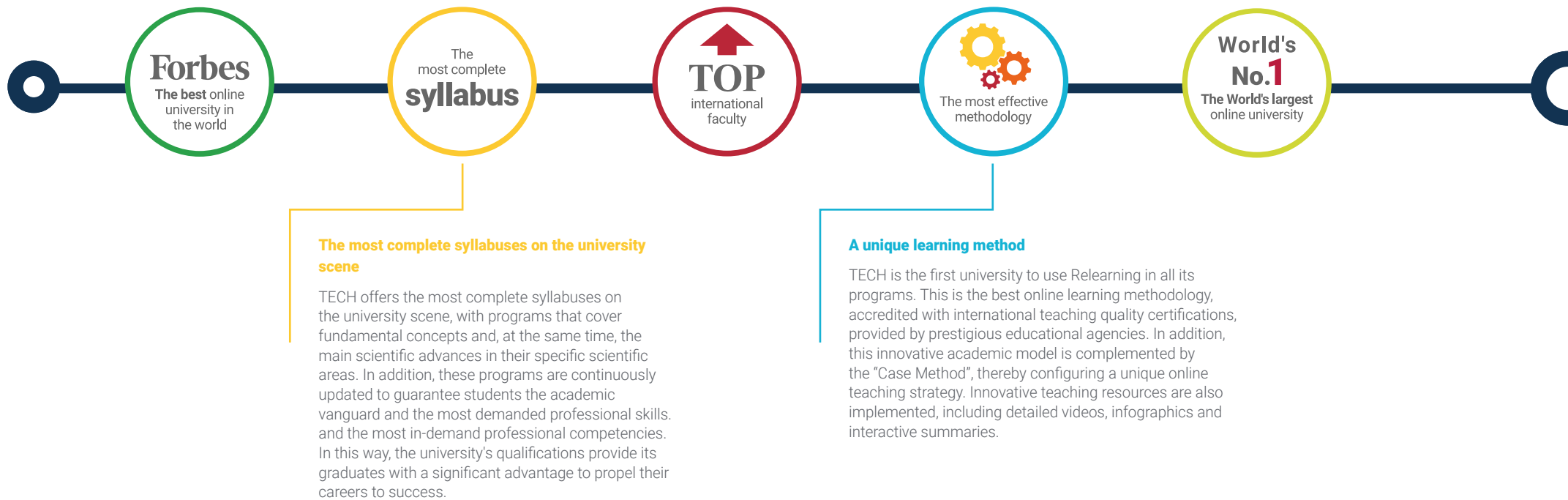
The prestigious Forbes magazine, specialized in business and finance, has highlighted TECH as "the best online university in the world" This is what they have recently stated in an article in their digital edition in which they echo the success story of this institution, "thanks to the academic offer it provides, the selection of its teaching staff, and an innovative learning method oriented to form the professionals of the future".

The best top international faculty

TECH's faculty is made up of more than 6,000 professors of the highest international prestige. Professors, researchers and top executives of multinational companies, including Isaiah Covington, performance coach of the Boston Celtics; Magda Romanska, principal investigator at Harvard MetaLAB; Ignacio Wistumba, chairman of the department of translational molecular pathology at MD Anderson Cancer Center; and D.W. Pine, creative director of TIME magazine, among others.

The world's largest online university

TECH is the world's largest online university. We are the largest educational institution, with the best and widest digital educational catalog, one hundred percent online and covering most areas of knowledge. We offer the largest selection of our own degrees and accredited online undergraduate and postgraduate degrees. In total, more than 14,000 university programs, in ten different languages, making us the largest educational institution in the world.



The official online university of the NBA

TECH is the official online university of the NBA. Thanks to our agreement with the biggest league in basketball, we offer our students exclusive university programs, as well as a wide variety of educational resources focused on the business of the league and other areas of the sports industry. Each program is made up of a uniquely designed syllabus and features exceptional guest hosts: professionals with a distinguished sports background who will offer their expertise on the most relevant topics.

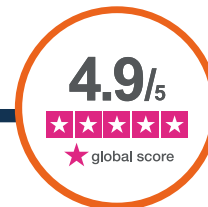
Leaders in employability

TECH has become the leading university in employability. Ninety-nine percent of its students obtain jobs in the academic field they have studied within one year of completing any of the university's programs. A similar number achieve immediate career enhancement. All this thanks to a study methodology that bases its effectiveness on the acquisition of practical skills, which are absolutely necessary for professional development.



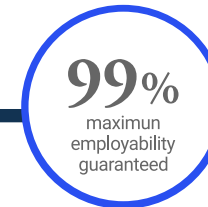
Google Premier Partner

The American technology giant has awarded TECH the Google Premier Partner badge. This award, which is only available to 3% of the world's companies, highlights the efficient, flexible and tailored experience that this university provides to students. The recognition not only accredits the maximum rigor, performance and investment in TECH's digital infrastructures, but also places this university as one of the world's leading technology companies.



The top-rated university by its students

Students have positioned TECH as the world's top-rated university on the main review websites, with a highest rating of 4.9 out of 5, obtained from more than 1,000 reviews. These results consolidate TECH as the benchmark university institution at an international level, reflecting the excellence and positive impact of its educational model.



03 Syllabus

Through this university program, professionals will stand out for their comprehensive understanding of Senior Management in Fashion and Luxury. To this end, the curriculum will delve into subjects ranging from talent management or financial management to the most sophisticated marketing strategies to increase the visibility of products in the market. Thanks to this, graduates will develop advanced skills to position exclusive brands, maintaining their prestige and differentiation.



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You will apply innovative ideas that boost the differentiation and competitiveness of Fashion or Luxury companies”

Module 1. Leadership, Ethics and Social Responsibility in Companies

- 1.1. Globalization and Governance
 - 1.1.1. Governance and Corporate Governance
 - 1.1.2. The Fundamentals of Corporate Governance in Companies
 - 1.1.3. The Role of the Board of Directors in the Corporate Governance Framework
- 1.2. Leadership
 - 1.2.1. Leadership. A Conceptual Approach
 - 1.2.2. Leadership in Companies
 - 1.2.3. The Importance of Leaders in Business Management
- 1.3. *Cross-Cultural Management*
 - 1.3.1. Cross-Cultural Management Concept
 - 1.3.2. Contributions to Knowledge of National Cultures
 - 1.3.3. Diversity Management
- 1.4. Management and Leadership Development
 - 1.4.1. Concept of Management Development
 - 1.4.2. Concept of Leadership
 - 1.4.3. Leadership Theories
 - 1.4.4. Leadership Styles
 - 1.4.5. Intelligence in Leadership
 - 1.4.6. The Challenges of Today's Leader
- 1.5. Business Ethics
 - 1.5.1. Ethics and Morals
 - 1.5.2. Business Ethics
 - 1.5.3. Leadership and Ethics in Companies
- 1.6. Sustainability
 - 1.6.1. Sustainability and Sustainable Development
 - 1.6.2. The 2030 Agenda
 - 1.6.3. Sustainable Companies
- 1.7. Corporate Social Responsibility
 - 1.7.1. International Dimensions of Corporate Social Responsibility
 - 1.7.2. Implementing Corporate Social Responsibility
 - 1.7.3. The Impact and Measurement of Corporate Social Responsibility

- 1.8. Responsible Management Systems and Tools
 - 1.8.1. CSR: Corporate Social Responsibility
 - 1.8.2. Essential Aspects for Implementing a Responsible Management Strategy
 - 1.8.3. Steps for the Implementation of a Corporate Social Responsibility Management System
 - 1.8.4. Tools and Standards of Corporate Social Responsibility
- 1.9. Multinationals and Human Rights
 - 1.9.1. Globalization, Multinational Corporations and Human Rights
 - 1.9.2. Multinational Corporations and International Law
 - 1.9.3. Legal Instruments for Multinationals in the Area of Human Rights
- 1.10. Legal Environment and Corporate Governance
 - 1.10.1. International Rules on Importation and Exportation
 - 1.10.2. Intellectual and Industrial Property
 - 1.10.3. International Labor Law

Module 2. Strategic Direction and Executive Management

- 2.1. Organizational Analysis and Design
 - 2.1.1. Conceptual Framework
 - 2.1.2. Key Elements in Organizational Design
 - 2.1.3. Basic Organizational Models
 - 2.1.4. Organizational Design: Typologies
- 2.2. Corporate Strategy
 - 2.2.1. Competitive Corporate Strategy
 - 2.2.2. Types of Growth Strategies
 - 2.2.3. Conceptual Framework
- 2.3. Strategic Planning and Strategy Formulation
 - 2.3.1. Conceptual Framework
 - 2.3.2. Elements of Strategic Planning
 - 2.3.3. Strategy Formulation: Process of Strategic Planning
- 2.4. Strategic Thinking
 - 2.4.1. The Company as a System
 - 2.4.2. Organization Concept

- 2.5. Financial Diagnosis
 - 2.5.1. Concept of Financial Diagnosis
 - 2.5.2. Stages of Financial Diagnosis
 - 2.5.3. Assessment Methods for Financial Diagnosis
- 2.6. Planning and Strategy
 - 2.6.1. The Plan from a Strategy
 - 2.6.2. Strategic Positioning
 - 2.6.3. Strategy in Companies
- 2.7. Strategy Models and Patterns
 - 2.7.1. Conceptual Framework
 - 2.7.2. Strategic Models
 - 2.7.3. Strategic Patterns: The Five P's of Strategy
- 2.8. Competitive Strategy
 - 2.8.1. Competitive Advantage
 - 2.8.2. Choosing a Competitive Strategy
 - 2.8.3. Strategies Based on the Strategic Clock Model
 - 2.8.4. Types of Strategies according to the Industrial Sector Life Cycle
- 2.9. Strategic Management
 - 2.9.1. The Concept of Strategy
 - 2.9.2. The Process of Strategic Management
 - 2.9.3. Approaches in Strategic Management
- 2.10. Strategy Implementation
 - 2.10.1. Indicator Systems and Process Approach
 - 2.10.2. Strategic Map
 - 2.10.3. Strategic Alignment
- 2.11. Executive Management
 - 2.11.1. Conceptual Framework of Executive Management
 - 2.11.2. Executive Management. The Role of the Board of Directors and Corporate Management Tools
- 2.12. Strategic Communication
 - 2.12.1. Interpersonal Communication
 - 2.12.2. Communication Skills and Influence
 - 2.12.3. Internal Communication
 - 2.12.4. Barriers to Business Communication

Module 3. People and Talent Management

- 3.1. Organizational Behavior
 - 3.1.1. Organizational Behavior. Conceptual Framework
 - 3.1.2. Main Factors of Organizational Behavior
- 3.2. People in Organizations
 - 3.2.1. Quality of Work Life and Psychological Well-Being
 - 3.2.2. Work Teams and Meeting Management
 - 3.2.3. Coaching and Team Management
 - 3.2.4. Managing Equality and Diversity
- 3.3. Strategic People Management
 - 3.3.1. Strategic Management and Human Resources
 - 3.3.2. Strategic People Management
- 3.4. Evolution of Resources. An Integrated Vision
 - 3.4.1. The Importance of Human Resources
 - 3.4.2. A New Environment for People Management and Leadership
 - 3.4.3. Strategic Human Resources Management
- 3.5. Selection, Group Dynamics and Human Resources Recruitment
 - 3.5.1. Approach to Recruitment and Selection
 - 3.5.2. Recruitment
 - 3.5.3. The Selection Process
- 3.6. Human Resources Management by Competencies
 - 3.6.1. Analysis of the Potential
 - 3.6.2. Remuneration Policy
 - 3.6.3. Career/Succession Planning
- 3.7. Performance Evaluation and Performance Management
 - 3.7.1. Performance Management
 - 3.7.2. Performance Management: Objectives and Process
- 3.8. Management of Training
 - 3.8.1. Learning Theories
 - 3.8.2. Talent Detection and Retention
 - 3.8.3. Gamification and Talent Management
 - 3.8.4. Training and Professional Obsolescence

- 3.9. Talent Management
 - 3.9.1. Keys for Positive Management
 - 3.9.2. Conceptual Origin of Talent and Its Implication in the Company
 - 3.9.3. Map of Talent in the Organization
 - 3.9.4. Cost and Added Value
- 3.10. Innovation in Talent and People Management
 - 3.10.1. Strategic Talent Management Models
 - 3.10.2. Talent Identification, Training and Development
 - 3.10.3. Loyalty and Retention
 - 3.10.4. Proactivity and Innovation
- 3.11. Motivation
 - 3.11.1. The Nature of Motivation
 - 3.11.2. Expectations Theory
 - 3.11.3. Needs Theory
 - 3.11.4. Motivation and Financial Compensation
- 3.12. *Employer Branding*
 - 3.12.1. Employer Branding in Human Resources
 - 3.12.2. Personal Branding for Human Resources Professionals
- 3.13. Developing High-Performance Teams
 - 3.13.1. High-Performance Teams: Self-Managed Teams
 - 3.13.2. Methodologies for the Management of High-Performance Self-Managed Teams
- 3.14. Management Skills Development
 - 3.14.1. What are Manager Competencies?
 - 3.14.2. Elements of Competencies
 - 3.14.3. Knowledge
 - 3.14.4. Management Skills
 - 3.14.5. Attitudes and Values in Managers
 - 3.14.6. Managerial Skills
- 3.15. Time Management
 - 3.15.1. Benefits
 - 3.15.2. What Can Be the Causes of Poor Time Management?
 - 3.15.3. Time
 - 3.15.4. Time Illusions
 - 3.15.5. Attention and Memory
 - 3.15.6. State of Mind
 - 3.15.7. Time Management
 - 3.15.8. Being Proactive
 - 3.15.9. Be Clear About the Objective
 - 3.15.10. Order
 - 3.15.11. Planning
- 3.16. Change Management
 - 3.16.1. Change Management
 - 3.16.2. Type of Change Management Processes
 - 3.16.3. Stages or Phases in the Change Management Process
- 3.17. Negotiation and Conflict Management
 - 3.17.1. Negotiation
 - 3.17.2. Conflict Management
 - 3.17.3. Crisis Management
- 3.18. Executive Communication
 - 3.18.1. Internal and External Communication in the Corporate Environment
 - 3.18.2. Communication Departments
 - 3.18.3. The Person in Charge of Communication of the Company. The Profile of the Dircom
- 3.19. Human Resources Management and Occupational Health and Safety Teams
 - 3.19.1. Management of Human Resources and Teams
 - 3.19.2. Occupational Risk Prevention
- 3.20. Productivity, Attraction, Retention and Activation of Talent
 - 3.20.1. Productivity
 - 3.20.2. Talent Attraction and Retention Levers

- 3.21. Monetary Compensation vs. Non-Cash
 - 3.21.1. Monetary Compensation vs. Non-Cash
 - 3.21.2. Wage Band Models
 - 3.21.3. Non-Cash Compensation Models
 - 3.21.4. Working Model
 - 3.21.5. Corporate Community
 - 3.21.6. Company Image
 - 3.21.7. Emotional Salary
- 3.22. Innovation in Talent and People Management
 - 3.22.1. Innovation in Organizations
 - 3.22.2. New Challenges in the Human Resources Department
 - 3.22.3. Innovation Management
 - 3.22.4. Tools for Innovation
- 3.23. Knowledge and Talent Management
 - 3.23.1. Knowledge and Talent Management
 - 3.23.2. Knowledge Management Implementation
- 3.24. Transforming Human Resources in the Digital Era
 - 3.24.1. The Socioeconomic Context
 - 3.24.2. New Forms of Corporate Organization
 - 3.24.3. New Methodologies

Module 4. Economic and Financial Management

- 4.1. Economic Environment
 - 4.1.1. Macroeconomic Environment and the National Financial System
 - 4.1.2. Financial Institutions
 - 4.1.3. Financial Markets
 - 4.1.4. Financial Assets
 - 4.1.5. Other Financial Sector Entities
- 4.2. Company Financing
 - 4.2.1. Sources of Financing
 - 4.2.2. Types of Financing Costs

- 4.3. Executive Accounting
 - 4.3.1. Basic Concepts
 - 4.3.2. The Company's Assets
 - 4.3.3. The Company's Liabilities
 - 4.3.4. The Company's Net Worth
 - 4.3.5. Results Research
- 4.4. Management Accounting to Cost Accounting
 - 4.4.1. Elements of Cost Calculation
 - 4.4.2. Expenses in General Accounting and Cost Accounting
 - 4.4.3. Costs Classification
- 4.5. Information Systems and Business Intelligence
 - 4.5.1. Fundamentals and Classification
 - 4.5.2. Cost Allocation Phases and Methods
 - 4.5.3. Choice of Cost Center and Impact
- 4.6. Budget and Management Control
 - 4.6.1. The Budget Model
 - 4.6.2. Capital Budget
 - 4.6.3. The Operating Budget
 - 4.6.5. The Treasury's Budget
 - 4.6.6. Budget Monitoring
- 4.7. Treasury Management
 - 4.7.1. Accounting Working Capital and Required Working Capital
 - 4.7.2. Calculation of Operating Cash Requirements
 - 4.7.3. *Credit Management*
- 4.8. Corporate Tax Responsibility
 - 4.8.1. Basic Tax Concepts
 - 4.8.2. Corporate Income Tax
 - 4.8.3. Value Added Tax
 - 4.8.4. Other Taxes Related to Commercial Activity
 - 4.8.5. The Company as a Facilitator of the Work of the State

- 4.9. Corporate Control Systems
 - 4.9.1. Analysis of Financial Statements
 - 4.9.2. The Company's Balance Sheet
 - 4.9.3. The Profit and Loss Statement
 - 4.9.4. The Statement of Cash Flows
 - 4.9.5. Ratio Analysis
- 4.10. Financial Management
 - 4.10.1. The Company's Financial Decisions
 - 4.10.2. Financial Department
 - 4.10.3. Cash Surpluses
 - 4.10.4. Risks Associated with Financial Management
 - 4.10.5. Financial Administration Risk Management
- 4.11. Financial Planning
 - 4.11.1. Definition of Financial Planning
 - 4.11.2. Actions to be Taken in Financial Planning
 - 4.11.3. Creation and Establishment of the Business Strategy
 - 4.11.4. The Cash Flow Table
 - 4.11.5. The Working Capital Table
- 4.12. Corporate Financial Strategy
 - 4.12.1. Corporate Strategy and Sources of Financing
 - 4.12.2. Financial Products for Corporate Financing
- 4.13. Macroeconomic Context
 - 4.13.1. Macroeconomic Context
 - 4.13.2. Relevant Economic Indicators
 - 4.13.3. Mechanisms for the Control of Macroeconomic Magnitudes
 - 4.13.4. Economic Cycles
- 4.14. Strategic Financing
 - 4.14.1. Self-Financing
 - 4.14.2. Increase in Equity
 - 4.14.3. Hybrid Resources
 - 4.14.4. Financing Through Intermediaries

- 4.15. Money and Capital Markets
 - 4.15.1. Money Market
 - 4.15.2. Fixed Income Market
 - 4.15.3. Equity Markets
 - 4.15.4. The Foreign Exchange Market
 - 4.15.5. The Derivatives Market
- 4.16. Financial Analysis and Planning
 - 4.16.1. Analysis of the Balance Sheet
 - 4.16.2. Income Statement Analysis
 - 4.16.3. Profitability Analysis
- 4.17. Analyzing and Solving Cases/Problems
 - 4.17.1. Financial Information on Industria de Diseño y Textil, S.A. (INDITEX)

Module 5. Operations and Logistics Management

- 5.1. Operations Direction and Management
 - 5.1.1. The Role of Operations
 - 5.1.2. The Impact of Operations on the Management of Companies
 - 5.1.3. Introduction to Operations Strategy
 - 5.1.4. Operations Management
- 5.2. Industrial Organization and Logistics
 - 5.2.1. Industrial Organization Department
 - 5.2.2. Logistics Department
- 5.3. Structure and Types of Production (MTS, MTO, ATO, ETO...)
 - 5.3.1. Production System
 - 5.3.2. Production Strategy
 - 5.3.3. Inventory Management System
 - 5.3.4. Production Indicators
- 5.4. Structure and Types of Procurement
 - 5.4.1. Function of Procurement
 - 5.4.2. Procurement Management
 - 5.4.3. Types of Purchases
 - 5.4.4. Efficient Purchasing Management of a Company
 - 5.4.5. Stages of the Purchase Decision Process

- 5.5. Economic Control of Purchasing
 - 5.5.1. Economic Influence of Purchases
 - 5.5.2. Cost Centers
 - 5.5.3. Budget
 - 5.5.4. Budgeting vs. Actual Expenditure
 - 5.5.5. Budgetary Control Tools
- 5.6. Warehouse Operations Control
 - 5.6.1. Inventory Control
 - 5.6.2. Location Systems
 - 5.6.3. Stock Management Techniques
 - 5.6.4. Storage Systems
- 5.7. Strategic Purchasing Management
 - 5.7.1. Business Strategy
 - 5.7.2. Strategic Planning
 - 5.7.3. Purchasing Strategies
- 5.8. Typologies of the Supply Chain (SCM)
 - 5.8.1. Supply Chain
 - 5.8.2. Benefits of Supply Chain Management
 - 5.8.3. Logistical Management in the Supply Chain
- 5.9. *Supply Chain Management*
 - 5.9.1. The Concept of Supply Chain Management (SCM)
 - 5.9.2. Costs and Efficiency of the Operations Chain
 - 5.9.3. Demand Patterns
 - 5.9.4. Operations Strategy and Change
- 5.10. Interactions Between the SCM and All Other Departments
 - 5.10.1. Interaction of the Supply Chain
 - 5.10.2. Interaction of the Supply Chain. Integration by Parts
 - 5.10.3. Supply Chain Integration Problems
 - 5.10.4. Supply Chain 4.0
- 5.11. Logistics Costs
 - 5.11.1. Logistics Costs
 - 5.11.2. Problems with Logistics Costs
 - 5.11.3. Optimizing Logistic Costs
- 5.12. Profitability and Efficiency of Logistics Chains: KPIs
 - 5.12.1. Logistics Chain
 - 5.12.2. Profitability and Efficiency of the Logistics Chain
 - 5.12.3. Indicators of Profitability and Efficiency of the Supply Chain
- 5.13. Process Management
 - 5.13.1. Process Management
 - 5.13.2. Process-Based Approach: Process Mapping
 - 5.13.3. Improvements in Process Management
- 5.14. Distribution and Transportation Logistics
 - 5.14.1. Distribution in the Supply Chain
 - 5.14.2. Transportation Logistics
 - 5.14.3. Geographic Information Systems as a Support to Logistics
- 5.15. Logistics and Customers
 - 5.15.1. Demand Analysis
 - 5.15.2. Demand and Sales Forecast
 - 5.15.3. Sales and Operations Planning
 - 5.15.4. Collaborative Planning, Forecasting and Replenishment (CPFR)
- 5.16. International Logistics
 - 5.16.1. Export and Import Processes
 - 5.16.2. Customs
 - 5.16.3. Methods and Means of International Payment
 - 5.16.4. International Logistics Platforms
- 5.17. Outsourcing of Operations
 - 5.17.1. Operations Management and Outsourcing
 - 5.17.2. Outsourcing Implementation in Logistics Environments
- 5.18. Competitiveness in Operations
 - 5.18.1. Operations Management
 - 5.18.2. Operational Competitiveness
 - 5.18.3. Operations Strategy and Competitive Advantages
- 5.19. Quality Management
 - 5.19.1. Internal and External Customers
 - 5.19.2. Quality Costs
 - 5.19.3. Ongoing Improvement and the Deming Philosophy

Module 6. Information Systems Management

- 6.1. Technological Environment
 - 6.1.1. Technology and Globalization
 - 6.1.2. Economic Environment and Technology
 - 6.1.3. Technological Environment and Its Impact on Companies
- 6.2. Information Systems in Companies
 - 6.2.1. The Evolution of the IT Model
 - 6.2.2. Organization and IT Departments
 - 6.2.3. Information Technology and Economic Environment
- 6.3. Corporate Strategy and Technology Strategy
 - 6.3.1. Creating Value for Customers and Shareholders
 - 6.3.2. Strategic IS/IT Decisions
 - 6.3.3. Corporate Strategy vs. Technological and Digital Strategy
- 6.4. Information Systems Management
 - 6.4.1. Corporate Governance of Technology and Information Systems
 - 6.4.2. Management of Information Systems in Companies
 - 6.4.3. Expert Managers in Information Systems: Roles and Functions
- 6.5. Information Technology Strategic Planning
 - 6.5.1. Information Systems and Corporate Strategy
 - 6.5.2. Strategic Planning of Information Systems
 - 6.5.3. Phases of Information Systems Strategic Planning
- 6.6. Information Systems for Decision-Making
 - 6.6.1. *Business Intelligence*
 - 6.6.2. *Data Warehouse*
 - 6.6.3. Balanced Scorecard (BSC)
- 6.7. Exploring the Information
 - 6.7.1. SQL: Relational Databases. Basic Concepts
 - 6.7.2. Networks and Communications
 - 6.7.3. Operational System: Standardized Data Templates
 - 6.7.4. Strategic System: OLAP, Multidimensional Model and Graphical Dashboards
 - 6.7.5. Strategic DB Analysis and Report Composition
- 6.8. *Enterprise Business Intelligence*
 - 6.8.1. The World of Data
 - 6.8.2. Relevant Concepts
 - 6.8.3. Main Characteristics
 - 6.8.4. Solutions in Today's Market
 - 6.8.5. Overall Architecture of a BI Solution
 - 6.8.6. Cybersecurity in BI and Data Science
- 6.9. New Business Concept
 - 6.9.1. Why BI?
 - 6.9.2. Obtaining Information
 - 6.9.3. BI in the Different Departments of the Company
 - 6.9.4. Reasons to Invest in BI
- 6.10. BI Tools and Solutions
 - 6.10.1. How to Choose the Best Tool?
 - 6.10.2. Microsoft Power BI, MicroStrategy and Tableau
 - 6.10.3. SAP BI, SAS BI and Qlikview
 - 6.10.4. Prometheus
- 6.11. BI Project Planning and Management
 - 6.11.1. First Steps to Define a BI Project
 - 6.11.2. BI Solution for the Company
 - 6.11.3. Requirements and Objectives
- 6.12. Corporate Management Applications
 - 6.12.1. Information Systems and Corporate Management
 - 6.12.2. Applications for Corporate Management
 - 6.12.3. Enterprise Resource Planning Systems or ERP
- 6.13. Digital Transformation
 - 6.13.1. Conceptual Framework of Digital Transformation
 - 6.13.2. Digital Transformation; Key Elements, Benefits and Drawbacks
 - 6.13.3. Digital Transformation in Companies
- 6.14. Technology and Trends
 - 6.14.1. Main Trends in the Field of Technology that are Changing Business Models
 - 6.14.2. Analysis of the Main Emerging Technologies

- 6.15. IT Outsourcing
 - 6.15.1. Conceptual Framework of Outsourcing
 - 6.15.2. IT Outsourcing and its Impact on the Business
 - 6.15.3. Keys to Implement Corporate IT Outsourcing Projects

Module 7. Commercial Management, Strategic Marketing and Corporate Communications

- 7.1. Commercial Management
 - 7.1.1. Conceptual Framework of Commercial Management
 - 7.1.2. Business Strategy and Planning
 - 7.1.3. The Role of Sales Managers
- 7.2. Marketing
 - 7.2.1. The Concept of Marketing
 - 7.2.2. Basic Elements of Marketing
 - 7.2.3. Marketing Activities of the Company
- 7.3. Strategic Marketing Management
 - 7.3.1. The Concept of Strategic Marketing
 - 7.3.2. Concept of Strategic Marketing Planning
 - 7.3.3. Stages in the Process of Strategic Marketing Planning
- 7.4. Digital Marketing and E-Commerce
 - 7.4.1. Digital Marketing and E-Commerce Objectives
 - 7.4.2. Digital Marketing and Media Used
 - 7.4.3. E-Commerce. General Context
 - 7.4.4. Categories of E-Commerce
 - 7.4.5. Advantages and Disadvantages of E-commerce Versus Traditional Commerce
- 7.5. *Managing Digital Business*
 - 7.5.1. Competitive Strategy in the Face of the Growing Digitalization of the Media
 - 7.5.2. Designing and Creating a Digital Marketing Plan
 - 7.5.3. ROI Analysis in a Digital Marketing Plan
- 7.6. Digital Marketing to Reinforce a Brand
 - 7.6.1. Online Strategies to Improve Your Brand's Reputation
 - 7.6.2. *Branded Content and Storytelling*
- 7.7. Digital Marketing Strategy
 - 7.7.1. Defining the Digital Marketing Strategy
 - 7.7.2. Digital Marketing Strategy Tools
- 7.8. Digital Marketing to Attract and Retain Customers
 - 7.8.1. Loyalty and Engagement Strategies using the Internet
 - 7.8.2. *Visitor Relationship Management*
 - 7.8.3. Hypersegmentation
- 7.9. Managing Digital Campaigns
 - 7.9.1. What Is a Digital Advertising Campaign?
 - 7.9.2. Steps to Launch an Online Marketing Campaign
 - 7.9.3. Mistakes in Digital Advertising Campaigns
- 7.10. Online Marketing Plan
 - 7.10.1. What Is an Online Marketing Plan?
 - 7.10.2. Steps to Create an Online Marketing Plan
 - 7.10.3. Advantages of Having an Online Marketing Plan
- 7.11. Blended Marketing
 - 7.11.1. What Is Blended Marketing?
 - 7.11.2. Differences Between Online and Offline Marketing
 - 7.11.3. Aspects to Be Taken into Account in the Blended Marketing Strategy
 - 7.11.4. Characteristics of a Blended Marketing Strategy
 - 7.11.5. Recommendations in Blended Marketing
 - 7.11.6. Benefits of Blended Marketing
- 7.12. Sales Strategy
 - 7.12.1. Sales Strategy
 - 7.12.2. Sales Methods
- 7.13. Corporate Communication
 - 7.13.1. Concept
 - 7.13.2. The Importance of Communication in the Organization
 - 7.13.3. Type of Communication in the Organization
 - 7.13.4. Functions of Communication in the Organization
 - 7.13.5. Elements of Communication
 - 7.13.6. Communication Problems
 - 7.13.7. Communication Scenarios

- 7.14. Corporate Communication Strategy
 - 7.14.1. Motivational Programs, Social Action, Participation and Training with Human Resources
 - 7.14.2. Internal Communication Support and Tools
 - 7.14.3. Internal Communication Plan
- 7.15. Digital Communication and Reputation
 - 7.15.1. Online Reputation
 - 7.15.2. How to Measure Digital Reputation?
 - 7.15.3. Online Reputation Tools
 - 7.15.4. Online Reputation Report
 - 7.15.5. Online Branding

Module 8. Market Research, Advertising and Commercial Management

- 8.1. Market Research
 - 8.1.1. Marketing Research: Historical Origin
 - 8.1.2. Analysis and Evolution of the Conceptual Framework of Marketing Research
 - 8.1.3. Key Elements and Value Contribution of Market Research
- 8.2. Quantitative Research Methods and Techniques
 - 8.2.1. Sample Size
 - 8.2.2. Sampling
 - 8.2.3. Types of Quantitative Techniques
- 8.3. Qualitative Research Methods and Techniques
 - 8.3.1. Types of Qualitative Research
 - 8.3.2. Qualitative Research Techniques
- 8.4. Market Segmentation
 - 8.4.1. Market Segmentation Concept
 - 8.4.2. Utility and Segmentation Requirements
 - 8.4.3. Consumer Market Segmentation
 - 8.4.4. Industrial Market Segmentation
 - 8.4.5. Segmentation Strategies
 - 8.4.6. Segmentation Based on Marketing Mix Criteria
 - 8.4.7. Market Segmentation Methodology





- 8.5. Research Project Management
 - 8.5.1. Market Research as a Process
 - 8.5.2. Planning Stages in Market Research
 - 8.5.3. Execution Stages in Marketing Research
 - 8.5.4. Managing a Research Project
- 8.6. International Market Research
 - 8.6.1. International Market Research
 - 8.6.2. International Market Research Process
 - 8.6.3. The Importance of Secondary Sources in International Market Research
- 8.7. Feasibility Studies
 - 8.7.1. Concept and Usefulness
 - 8.7.2. Outline of a Feasibility Study
 - 8.7.3. Development of a Feasibility Study
- 8.8. Publicity
 - 8.8.1. Historical Background of Advertising
 - 8.8.2. Conceptual Framework of Advertising; Principles, Concept of Briefing and Positioning
 - 8.8.3. Advertising Agencies, Media Agencies and Advertising Professionals
 - 8.8.4. Importance of Advertising in Business
 - 8.8.5. Advertising Trends and Challenges
- 8.9. Developing the Marketing Plan
 - 8.9.1. Marketing Plan Concept
 - 8.9.2. Situation Analysis and Diagnosis
 - 8.9.3. Strategic Marketing Decisions
 - 8.9.4. Operating Marketing Decisions
- 8.10. Promotion and **Merchandising** Strategies
 - 8.10.1. Integrated Marketing Communication
 - 8.10.2. Advertising Communication Plan
 - 8.10.3. Merchandising as a Communication Technique
- 8.11. Media Planning
 - 8.11.1. Origin and Evolution of Media Planning
 - 8.11.2. Media
 - 8.11.3. Media Plan

- 8.12. Fundamentals of Commercial Management
 - 8.12.1. The Role of Commercial Management
 - 8.12.2. Systems of Analysis of the Company/Market Commercial Competitive Situation
 - 8.12.3. Commercial Planning Systems of the Company
 - 8.12.4. Main Competitive Strategies
- 8.13. Commercial Negotiation
 - 8.13.1. Commercial Negotiation
 - 8.13.2. Psychological Issues in Negotiation
 - 8.13.3. Main Negotiation Methods
 - 8.13.4. The Negotiation Process
- 8.14. Decision-Making in Commercial Management
 - 8.14.1. Commercial Strategy and Competitive Strategy
 - 8.14.2. Decision Making Models
 - 8.14.3. Decision-Making Analytics and Tools
 - 8.14.4. Human Behavior in Decision Making
- 8.15. Sales Network Management
 - 8.15.1. Sales Management
 - 8.15.2. Networks Serving Commercial Activity
 - 8.15.3. Salesperson Recruitment and Training Policies
 - 8.15.4. Remuneration Systems for Own and External Commercial Networks
 - 8.15.5. Management of the Commercial Process. Control and Assistance to the Work of the Sales Representatives Based on the Information
- 8.16. Implementing the Commercial Function
 - 8.16.1. Recruitment of Own Sales Representatives and Sales Agents
 - 8.16.2. Controlling Commercial Activity
 - 8.16.3. The Code of Ethics of Sales Personnel
 - 8.16.4. Compliance with Legislation
 - 8.16.5. Generally Accepted Standards of Business Conduct
- 8.17. Key Account Management
 - 8.17.1. Concept of Key Account Management
 - 8.17.2. The Key Account Manager
 - 8.17.3. Key Account Management Strategy

- 8.18. Financial and Budgetary Management
 - 8.18.1. The Break-Even Point
 - 8.18.2. The Sales Budget. Control of Management and of the Annual Sales Plan
 - 8.18.3. Financial Impact of Strategic Sales Decisions
 - 8.18.4. Cycle Management, Turnover, Profitability and Liquidity
 - 8.18.5. Income Statement

Module 9. Innovation and Project Management

- 9.1. Innovation
 - 9.1.1. Introduction to Innovation
 - 9.1.2. Innovation in the Entrepreneurial Ecosystem
 - 9.1.3. Instruments and Tools for the Business Innovation Process
- 9.2. Innovation Strategy
 - 9.2.1. Strategic Intelligence and Innovation
 - 9.2.2. Innovation from Strategy
- 9.3. Project Management for Startups
 - 9.3.1. Startup Concept
 - 9.3.2. Lean Startup Philosophy
 - 9.3.3. Stages of Startup Development
 - 9.3.4. The Role of a Project Manager in a Startup
- 9.4. Business Model Design and Validation
 - 9.4.1. Conceptual Framework of a Business Model
 - 9.4.2. Business Model Design and Validation
- 9.5. Project Management and Direction
 - 9.5.1. Project Management: Identification of Opportunities to Develop Corporate Innovation Projects
 - 9.5.2. Main Stages or Phases in the Direction and Management of Innovation Projects
- 9.6. Project Change Management: Training Management
 - 9.6.1. Concept of Change Management
 - 9.6.2. The Change Management Process
 - 9.6.3. Change Implementation

- 9.7. Project Communication Management
 - 9.7.1. Project Communications Management
 - 9.7.2. Key Concepts for Project Communications Management
 - 9.7.3. Emerging Trends
 - 9.7.4. Adaptations to Equipment
 - 9.7.5. Planning Communications Management
 - 9.7.6. Managing Communications
 - 9.7.7. Monitoring Communications
- 9.8. Traditional and Innovative Methodologies
 - 9.8.1. Innovative Methodologies
 - 9.8.2. Basic Principles of Scrum
 - 9.8.3. Differences between the Main Aspects of Scrum and Traditional Methodologies
- 9.9. Creation of a Startup
 - 9.9.1. Creation of a Startup
 - 9.9.2. Organization and Culture
 - 9.9.3. Top Ten Reasons Why Startups Fail
- 9.10. Project Risk Management Planning
 - 9.10.1. Risk Planning
 - 9.10.2. Elements for Creating a Risk Management Plan
 - 9.10.3. Tools for Creating a Risk Management Plan
 - 9.10.4. Content of the Risk Management Plan

Module 10. Executive Management

- 10.1. *General Management*
 - 10.1.1. The Concept of General Management
 - 10.1.2. The Role of the CEO
 - 10.1.3. The CEO and Their Responsibilities
 - 10.1.4. Transforming the Work of Management
- 10.2. Manager Functions: Organizational Culture and Approaches
 - 10.2.1. Manager Functions: Organizational Culture and Approaches

- 10.3. Operations Management
 - 10.3.1. The Importance of Management
 - 10.3.2. Value Chain
 - 10.3.3. Quality Management
- 10.4. Public Speaking and Spokesperson Education
 - 10.4.1. Interpersonal Communication
 - 10.4.2. Communication Skills and Influence
 - 10.4.3. Communication Barriers
- 10.5. Personal and Organizational Communications Tools
 - 10.5.1. Interpersonal Communication
 - 10.5.2. Interpersonal Communication Tools
 - 10.5.3. Communication in the Organization
 - 10.5.4. Tools in the Organization
- 10.6. Communication in Crisis Situations
 - 10.6.1. Crisis
 - 10.6.2. Phases of the Crisis
 - 10.6.3. Messages: Contents and Moments
- 10.7. Preparation of a Crisis Plan
 - 10.7.1. Analysis of Possible Problems
 - 10.7.2. Planning
 - 10.7.3. Adequacy of Personnel
- 10.8. Emotional Intelligence
 - 10.8.1. Emotional Intelligence and Communication
 - 10.8.2. Assertiveness, Empathy and Active Listening
 - 10.8.3. Self-Esteem and Emotional Communication
- 10.9. Personal Branding
 - 10.9.1. Strategies for Personal Brand Development
 - 10.9.2. Personal Branding Laws
 - 10.9.3. Tools for Creating Personal Brands
- 10.10. Leadership and Team Management
 - 10.10.1. Leadership and Leadership Styles
 - 10.10.2. Leader Capabilities and Challenges
 - 10.10.3. Managing Change Processes
 - 10.10.4. Managing Multicultural Teams

Module 11. Introduction to Communication in the Fashion, Beauty and Luxury Industry

- 11.1. Development and Evolution of the Fashion Industry
 - 11.1.1. Fashion Throughout History
 - 11.1.2. Evolution of the Textile Industry
 - 11.1.3. The Fast Fashion Model and Today's Consumer Industry
- 11.2. Main Milestones and Characteristics of the Beauty and Perfumery Industry
 - 11.2.1. History of Perfumery
 - 11.2.2. Perfumery as the Main Point of Contact to the Luxury Market
 - 11.2.3. Communication in the Main Beauty and Perfumery Retail Chains
- 11.3. Introduction to the Sociology of Fashion
 - 11.3.1. Fashion as a Social Agent
 - 11.3.2. Sociology of Trends
 - 11.3.3. Fashion as an Artistic Concept
- 11.4. Luxury in the 21st Century and the Digital Experience
 - 11.4.1. New Ways of Understanding Luxury
 - 11.4.2. Fashion and Luxury in the Digital Environment
 - 11.4.3. How Digital Tools Can Enrich the Luxury Experience
- 11.5. Adaptation of the Brand Discourse to Each Communication Channel
 - 11.5.1. Main Communication Channels in the Fashion, Beauty and Luxury Industry
 - 11.5.2. Mapping the Communication Strategy. Choice of Channel and Message
 - 11.5.3. The Profile of the Communicator in Social Social Networks
- 11.6. Evolution of Brand Legacy in the Luxury Industry
 - 11.6.1. History as a Backdrop. Building a Brand Discourse from the Past.
 - 11.6.2. The Role of Creative Management in the Brand Discourse
 - 11.6.3. Beginning the Brand Legacy in the 21st Century
- 11.7. Fashion Communication in the Digital Environment. Globalization and the Single Market
 - 11.7.1. Communicating in the Digital Environment
 - 11.7.2. Internationalization of Brands
 - 11.7.3. Effects of Globalization on Fashion and Beauty Communication

- 11.8. Principles of Branding
 - 11.8.1. The Brand Is What Prevails. Management of Intangibles
 - 11.8.2. Tons and Manners. Construction of the Brand Discourse
 - 11.8.3. Building a Brand in a Global Market
- 11.9. Approach to Sustainability in the MBL Markets
 - 11.9.1. Sustainability and Environment in the Fashion System. Actors and Processes
 - 11.9.2. Diversity and Inclusion in the Fashion and Beauty Industry
 - 11.9.3. Sustainability in the Luxury Market
- 11.10. The Communication Professional in the Fashion Industry
 - 11.10.1. The Role of the Communication Department in a Fashion Company
 - 11.10.2. Outsourcing of the Communication Department The Role of Agencies
 - 11.10.3. Professional Profiles of Communication in the Fashion, Beauty and Luxury Industry

Module 12. Consumer Identity and Evolving Trends

- 12.1. Fashion as a Social Communication Tool
 - 12.1.1. Expansion of the Fashion Phenomenon and Social Changes
 - 12.1.2. Appearance as a Form of Individual Identity
 - 12.1.3. Elements Defining the Visual Language of Fashion
- 12.2. Visual Expression of Color
 - 12.2.1. The Importance of Color in Purchasing Decisions
 - 12.2.2. Color Theory and Chromatic Emotions
 - 12.2.3. The Use of Color in the Fashion Ecosystem
- 12.3. New Consumer Profiles
 - 12.3.1. The Correct Segmentation of Consumers in the 21st Century
 - 12.3.2. Brands Facing New Customers: From Consumers to Prosumers
 - 12.3.3. Trends and Factors Conditioning the Purchasing Process
- 12.4. Preferences of the Luxury Consumer
 - 12.4.1. The Lifestyle of the Luxury Client: Values and Priorities
 - 12.4.2. The Dynamics of Consumption in the Luxury World
 - 12.4.3. Discovering Luxury Retail and E-tail

- 12.5. Observation and Research of Trends in Coolhunting Theory
 - 12.5.1. The Figure of the Trend Hunter in the Fashion Industry
 - 12.5.2. From Trendsetters to Mass Consumption
 - 12.5.3. Trend Research Agencies
- 12.6. Innovation, Trend and "Hype". From Innovation to Consolidation
 - 12.6.1. Differentiation of Concepts
 - 12.6.2. Macrotrends and Microtrends
 - 12.6.3. Cycles and Theories of Trend Diffusion
- 12.7. Methodology and Analysis for Trend Detection
 - 12.7.1. The Art and Science of Trend Spotting. CSI (Coolhunting Science Insights)
 - 12.7.2. Observation and Documentation as Disciplines of Analysis
 - 12.7.3. Methods to Obtain Data From the Interview to the Delphi Method
- 12.8. The Cosmetics Sector, Beauty as a Lifestyle
 - 12.8.1. The Beauty Industry, the Sale of Intangibles
 - 12.8.2. Market Trends in the 21st Century
 - 12.8.3. The Informed Consumer: The Rise of Niche and Eco Cosmetics
- 12.9. Concept Stores. Physical and Digital Trend Spaces
 - 12.9.1. An Unusual Selling Space in the Right Hotspots
 - 12.9.2. The Shopping Experience Beyond Fashion. Art, Culture and Design
 - 12.9.3. Concept Stores also Online
- 12.10. Post-COVID19 Fashion, Beauty and Luxury Consumer Trends
 - 12.10.1. What Has Changed Forever in Consumption Habits
 - 12.10.2. What the Shopping of the Future Will Be Like
 - 12.10.3. Sustainability, Technology and Innovation as Key Elements

Module 13. Content Creation: The Message

- 13.1. Elements of Communication: The Sender, the Receiver and the Message - Slogan
 - 13.1.1. The Communication Process and the Components Involved.
 - 13.1.2. Cognitive, Emotional and Social Messages in the Fashion Ecosystem
 - 13.1.3. Evolution of the Advertising Slogan in the Beauty Market
- 13.2. Traditional Methods of Information Transmission in the Fashion Industry: Advertising
 - 13.2.1. Advertisements as Sources of Value Transmission
 - 13.2.2. The Formation of the Stereotype from the Prototype
 - 13.2.3. The Structure and Composition of an Advertising Cartoon
- 13.3. New Tools for Digital Content Creation: Ads
 - 13.3.1. Google Ads Algorithm
 - 13.3.2. Matching Levels and Key Metrics
 - 13.3.3. Creating an Ad for the Digital Environment
- 13.4. Channels for the Diffusion of Content in Fashion, Luxury & Beauty
 - 13.4.1. Fashion Consumer Preferences
 - 13.4.2. The Off and Online Media and Their Complementarity
 - 13.4.3. Trends in the Dissemination of Information in the Luxury Market
- 13.5. Personalization of Contents in the Luxury Sector
 - 13.5.1. The Style of Fashion Language and Its Technicalities
 - 13.5.2. Happiness, Quality and Functionality versus Cheap, Free and Urgent
 - 13.5.3. Omnidirectional Communication between Brand and User
- 13.6. Implementing Content Automation in CRM
 - 13.6.1. What Is CRM and What Is It For?
 - 13.6.2. Types of Messages According to Customer Segmentation
 - 13.6.3. Salesforce Structure and Usability
- 13.7. Design and Layout of the Fashion, Beauty and Luxury Newsletter
 - 13.7.1. The Organization and Structure of the Information
 - 13.7.2. Differences between the Press Release, the Newsletter and the Advertisement
 - 13.7.3. Frequency of Notifications and Measurement of Impact
- 13.8. The Style of Language and the Impact of Image in the Fashion Industry
 - 13.8.1. The "Fashion" Colors: Integrating Pantone in Your Communication Strategy
 - 13.8.2. What Do Fashion Specialists Talk About?
 - 13.8.3. Information Design
- 13.9. CMS Structure and Application
 - 13.9.1. The Purpose of the Content Management System
 - 13.9.2. Content Types for the Fashion Web
 - 13.9.3. Prestashop
- 13.10. The Contingency Plan
 - 13.10.1. Key Points in the Planning of Content in the Fashion and Beauty Areas
 - 13.10.2. Seasonal Campaigns in the Fashion Industry
 - 13.10.3. Launching Flash Campaigns

Module 14. Communication Techniques in the Fashion, Beauty and Luxury Ecosystem

- 14.1. The Fashion Ecosystem and Its Composition
 - 14.1.1. Construction and Maintenance of a Phygital Ecosystem
 - 14.1.2. Search Resources and the Development of SERPs
 - 14.1.3. Ecosystem Monitoring and Retrofitting
- 14.2. Creation of a Brand Ecosystem: SEO, SEM and SMO
 - 14.2.1. Positioning of Digital Content: SEO
 - 14.2.2. The Creativity of SEM Campaigns
 - 14.2.3. The Relevance of SMO in the Fashion Industry
- 14.3. Differences and Similarities in Fashion, Beauty and Luxury Brand Communication.
 - 14.3.1. Differences between a CMS Website and an E-Commerce Site
 - 14.3.2. Evolution of Communication Objectives
 - 14.3.3. Interaction in Content Creation
- 14.4. Traditional Offline Communication Techniques: Press Release, News, and News Report
 - 14.4.1. Objective Communication: The Press Release and Relevant Information
 - 14.4.2. Social Communication: The News as a Driver of New Information
 - 14.4.3. Commercial Communication: The Advertorial as a Sales Element.
- 14.5. The Creation of Blogs and Digital Dissemination Magazines
 - 14.5.1. Bidirectional Communication in Static Tools
 - 14.5.2. Structure and Composition of Blogs
 - 14.5.3. Content Creation for Digital Fashion Magazines
- 14.6. Transmedia Narrative and Storytelling
 - 14.6.1. The Composition of Space and Time in Fashion Communication
 - 14.6.2. Virtual Realism in Transmedia Storytelling
 - 14.6.3. Stages in Storytelling Creation
- 14.7. The Audiovisual Language in the Fashion Environment
 - 14.7.1. The Strength of the Image for the Beauty Sector
 - 14.7.2. The Storyline in a Brand Story
 - 14.7.3. The Creation of Fashion Icons and Myths

- 14.8. The Creation of Content Based on the Google Trends Universe
 - 14.8.1. Functioning and Search Dynamics in Google Trends
 - 14.8.2. The Description of the Story in Relation to Keywords and Fashion Tagging
 - 14.8.3. The Integration of Competitors and Virality
- 14.9. Functioning of an Ecosystem in the Whole Universe.
 - 14.9.1. Alignment of Content and Trends
 - 14.9.2. The Musical Atmosphere in Audiovisual Communication
 - 14.9.3. *Fashion Films*
- 14.10. Redefinition and Adaptation of the Brand Ecosystem
 - 14.10.1. Creativity, Innovation and Invention as Dynamics of Growth
 - 14.10.2. Inspiration and Aspirations of the Fashion Industry
 - 14.10.3. Reordering the Fashion Universe: Content for the Whole Community

Module 15. Metrics for Communication Analysis

- 15.1. The Analysis of Communication and the Management of Intangibles
 - 15.1.1. The Evolution of Communication: From Mass to Globalization
 - 15.1.2. Concept and Context of Intangible Assets
 - 15.1.3. The Measurement of the Brand, Identity and Corporate Culture
- 15.2. Specific Indicators: Beyond the Benchmark
 - 15.2.1. What Is Fashion Made of?
 - 15.2.2. Specific Indicators of the Fashion Environment
 - 15.2.3. The Objective of Measurement and the Choice of Method
- 15.3. Detection of Measurement Errors
 - 15.3.1. Error Analysis: Inference and the Contrastive Method
 - 15.3.2. Type of Errors and Their Seriousness in Fashion Communication
 - 15.3.3. The Planning and the Budget in the Communicative Actions.
- 15.4. Traditional Metrics for Communication Analysis
 - 15.4.1. Statistical Principles and Data Structure
 - 15.4.2. Qualitative Research Methodology
 - 15.4.3. Types of Traditional Metrics: Structure and Function

- 15.5. Digital Metrics: Google Analytics
 - 15.5.1. Web Positioning in Fashion Brands
 - 15.5.2. What Are We Measuring in the Digital Environment?
 - 15.5.3. Types of Digital Metrics: Structure and Function
- 15.6. Creation and Adaptation of the Communicative Product
 - 15.6.1. The Value of the Communicative Product in the Fashion Industry
 - 15.6.2. The Interpretation of Data and the Effectiveness of Solutions
 - 15.6.3. Individual Perceptions Hidden in the Psychology of the Fashion Consumer
- 15.7. Impact of Measurement on Decision-Making
 - 15.7.1. Appropriate Questions and Hypothesis Formulation
 - 15.7.2. Benchmark and the Competitive Environment
 - 15.7.3. Change Management, Trust and Measuring Success in a Fashion Brand
- 15.8. Forecasting and Metrics as a Long-Term Strategy
 - 15.8.1. The Brand Behavior Pattern
 - 15.8.2. Frequency Map and Fashion Evolution Analysis
 - 15.8.3. Simulating Innovation Scenarios
- 15.9. The Analytical Report and Its Presentation
 - 15.9.1. Purpose of the Report: The Brand's Behavior Pattern
 - 15.9.2. Components of the Analytical Report on Fashion Communication
 - 15.9.3. Data Visualization
- 15.10. Express Evaluation for Crisis Situations
 - 15.10.1. Decisive Variables
 - 15.10.2. Short-Term Impact and Strategy Reframing
 - 15.10.3. The Untouchables: The Scale of Priorities of a Fashion Brand

Module 16. Specialized Press and Public Relations

- 16.2. Evolution of Communication Models in PR
 - 16.2.1. Concept of Public Relations
 - 16.2.2. Theoretical Approach to Classic PR Models (Grunig and Hunt)
 - 16.2.3. Towards a New Approach to Public Relations, the 5th Model
- 16.3. Persuasive Communication in Public Relations
 - 16.3.1. Persuasive and Informative Public Relations Component
 - 16.3.2. Differentiation between Public Relations and Journalistic Activity
 - 16.3.3. The Role of PR vs. the Role of Marketing and Advertising
- 16.4. Tools for Communicating with the Press
 - 16.4.1. The Press Office and How It Works
 - 16.4.2. Useful Press Materials
 - 16.4.3. How to Construct an Effective Press Release
- 16.5. Fashion and Beauty Communication Planning and Strategy
 - 16.5.1. Preliminary Study: Briefing Analysis
 - 16.5.2. The RACE Method
 - 16.5.3. The Communication Plan
- 16.6. Communication Actions and Events for Fashion & Beauty
 - 16.6.1. Types of Communication in the Service of Brands
 - 16.6.2. Criteria for Selecting Communication Actions
 - 16.6.3. Design of Activities and Agenda Setting in Beauty and Fashion
- 16.7. Measuring Results
 - 16.7.1. The Need to Monitor Public Relations
 - 16.7.2. Classic Quantitative Measurement Tools: Clipping and V.P.E
 - 16.7.3. The Importance of Qualitative Valuation
- 16.8. Mistakes to Avoid in the Communication and Public Relations
 - 16.8.1. Downplaying the Importance of the Media
 - 16.8.2. Excessive Content and Lack of Relevance
 - 16.8.3. Improvisation vs. Planning
- 16.9. Ethics and Psychosocial Perspectives
 - 16.9.1. Public Relations in the 21st Century: Between Progress and Social Welfare
 - 16.9.2. Social Responsibility and Public Relations
 - 16.9.3. The Ethics of Public Relations: Self-Awareness, Independence, and Commitment

- 16.10. Latest Trends and Studies in Public Relations
 - 16.10.1. The New Public Relations, More "Social" than Ever Before
 - 16.10.2. Emotional Communication and Neuromarketing
 - 16.10.3. Key Insights into Today's Consumers

Module 17. New Communication Channels: Social Networks & YouTube

- 17.1. Influence and Other Power Strategies in the New Digital Channels
 - 17.1.1. Power Strategies Linked to Fashion Communication
 - 17.1.2. Influencing in the Field of Social Media
 - 17.1.3. The Management of the New Digital Leaders: Fashion Influencers
- 17.2. The Choice of Communication Channel: Forrester Research Theory
 - 17.2.1. The New Public Opinion: Managing the Masses One by One
 - 17.2.2. What Is the Forrester Theory?
 - 17.2.3. Application of the Forrester Research Theory to the Fashion Industry
- 17.3. The Power of Audio-Visual Language and Non-Verbal Communication
 - 17.3.1. The Growing Market Share of Non-Verbal Communication
 - 17.3.2. The Impact of the Audiovisual Message in Fashion
 - 17.3.3. Composition of the Photographic Discourse in Social Networks
- 17.4. Evolution and Functioning of Social Networks in the Fashion Industry
 - 17.4.1. Stages of Emergence and Evolution of the Internet
 - 17.4.2. The Multichannel Strategy Within Fashion Social Media
 - 17.4.3. What is a Social Network? Differences with Traditional Channels
- 17.5. Facebook, the Big Database
 - 17.5.1. Transversal Communication
 - 17.5.2. Community Interest
 - 17.5.3. Facebook Presence Models
- 17.6. Instagram, Much More than Fashion Photos
 - 17.6.1. Emotional Messages and Empathy Management
 - 17.6.2. The Intimacy of Everyday Life in Images
 - 17.6.3. Standing Out in the Most Important Social Network in Fashion

- 17.7. Professional Content on LinkedIn
 - 17.7.1. Creating a Personal Brand
 - 17.7.2. Cognitive Messages in Fashion Branding
 - 17.7.3. Managing Relationships with Competitors
- 17.8. The Politicization of Twitter
 - 17.8.1. Impulsive and Omnidirectional Communication
 - 17.8.2. The Direct Message and the Creation of Content in 20 Characters
 - 17.8.3. The Impact of Headlines: From Depth to Lightness
- 17.9. TikTok, Beyond Generation Z
 - 17.9.1. The Audiovisual Revolution and the Acceleration of the Makeover in a Slow Fashion Context
 - 17.9.2. The Democratization in the Creation of Audiovisual Content
 - 17.9.3. Fashion as a Newsworthy and News-Making Event
- 17.10. Youtube, as an Exponent of Audiovisual Content
 - 17.10.1. The Management of Expectations in the Creation of Audiovisual Content
 - 17.10.2. Map of Contents in Youtube about Fashion, Beauty and Luxury
 - 17.10.3. New Trends in Public Opinion: The Microinfluencers

Module 18. Internal Communication, Corporatism and Crisis Management

- 18.1. The Stakeholder Ecosystem: Who Are My Stakeholders?
 - 18.1.1. What Is a Stakeholder?
 - 18.1.2. The Main Stakeholders in Fashion: Consumer, Employee
 - 18.1.3. The Concept of Social Responsibility: Components and Principles
- 18.2. Internal Communication I: *Employer Branding*
 - 18.2.1. The Management of Internal Communication: Concept and Tools
 - 18.2.2. Evolution and Principles of Employer Branding
 - 18.2.3. Human Resources as a Communication Tool in the Fashion Industry
- 18.3. Internal Communication II: *Employer Advocacy*
 - 18.3.1. Employer Advocacy: Concept and Evolution
 - 18.3.2. Employees as Brand Ambassadors in the Luxury Industry
 - 18.3.3. Tools: Buffer and Hootsuite

- 18.4. Building Reputation I: Brand Identity in Fashion, Beauty and Luxury
 - 18.4.1. Concept of Brand Identity: Corporate Identity
 - 18.4.2. Brand Identity as an Element of Corporate Reputation
 - 18.4.3. Visual Identity in Fashion, Beauty and Luxury
- 18.5. Building Reputation II: Brand Image in Fashion, Beauty and Luxury
 - 18.5.1. Concept of Brand Image
 - 18.5.2. Brand Image as an Element of Corporate Reputation
 - 18.5.3. Branded Content in Fashion, Beauty and Luxury
- 18.6. Building Reputation III: Corporate Reputation in Fashion, Beauty and Luxury
 - 18.6.1. Reputation: Concept, Characteristics and Effects
 - 18.6.2. Metrics for the Analysis of a Global Reputation
 - 18.6.3. The Rise of Corporate Activism
- 18.7. Crisis Management I: Strategic Plan
 - 18.7.1. Types of Crisis
 - 18.7.2. Contingency Plan
 - 18.7.3. The Strategic Plan
- 18.8. Crisis Management II: Crisis Communication
 - 18.8.1. Spokespersons and the Discourse of Communication Leaders
 - 18.8.2. The Impact of the Crisis on the Income Statement
 - 18.8.3. Post-Crisis Actions: Getting back to Normality
- 18.9. Sustainability and Corporate Reputation in Fashion, Beauty and Luxury
 - 18.9.1. The Three Dimensions of Sustainability: Social, Environmental and Corporate in Fashion, Beauty and Luxury
 - 18.9.2. The Value Chain of the Fashion Industry
 - 18.9.3. Sustainability Communication: Reporting
- 18.10. Sustainability in Crisis Management in Fashion, Beauty and Luxury
 - 18.10.1. Types of Crisis in Each Area of Sustainability
 - 18.10.2. Authenticity and Transparency in the Eye of the Public
 - 18.10.3. Sustainability as Part of the Crisis Solution

Module 19. Business Strategies in MBL Companies

- 19.1. Strategic and Competitive Framework of the Fashion System
 - 19.1.1. The Fashion Industry Sector at a Global Level. Structure and Evolution of the Sector Worldwide
 - 19.1.2. The Concept of the Fashion Value Chain
 - 19.1.3. The Collaboration of the Links in the Value Chain
- 19.2. Business Models in the Fashion Industry
 - 19.2.1. The Evolution of Business Models: From Designers to Fast Fashion Chains
 - 19.2.2. The Competitiveness of Fashion Business Models: The French Model, the American Model, the Italian Model, the Asian Model
 - 19.2.3. Fashion Business Models: Designers, Luxury Brands, Premium Brands, Large-Scale Retailers
- 19.3. The Distribution of the Luxury Sector and the Profitability of Spaces
 - 19.3.1. Distribution in the Luxury Industry and Its Profitability
 - 19.3.2. The New Luxury Customers, Millennials, Asians, etc.
 - 19.3.3. The Integration of the Supply Chain in the Luxury Industry
- 19.4. Main Business Strategies in the Major Fashion Brands
 - 19.4.1. Main Operators in the Fashion Business
 - 19.4.2. Business Strategies of the Leading Fashion Retailers
 - 19.4.3. Business Strategies of the Cosmetics and Perfumes Retailers
- 19.5. Entrepreneurship and Creation of the Startup in the Fashion Sector
 - 19.5.1. What Is Entrepreneurship? The Entrepreneurial Ecosystem
 - 19.5.2. The Start Up Model in Fashion Businesses
 - 19.5.3. Entrepreneurs in the Fashion, Luxury and Beauty Sector; Success and Failure Cases
- 19.6. The Value Proposition of Beauty Brands
 - 19.6.1. The Cosmetics Franchise Sector
 - 19.6.2. What Is a Brand License?
 - 19.6.3. Licensing in the Cosmetics Sector
- 19.7. Profitability in Traditional Models
 - 19.7.1. The Evolution of the Multibrand Channel and Department Stores
 - 19.7.2. The Keys to the Future of the Multibrand Channel
 - 19.7.3. Differential Value and the Shopping Experience in Department Stores

- 19.8. E-Commerce in Fashion, Beauty and Luxury: Trends, Users and the Future
 - 19.8.1. Global Growth of E-Commerce
 - 19.8.2. E-Commerce Buyer Profile
 - 19.8.3. Trends in the E-Commerce Sector
- 19.9. Planning the Internationalization of the Fashion Company
 - 19.9.1. Internationalization Planning
 - 19.9.2. Internationalization Planning
 - 19.9.3. Research and Selection of Foreign Markets
- 19.10. Strategies for Accessing International Markets
 - 19.10.1. What Is Innovation?
 - 19.10.2. How to Materialize Innovation in My Company?
 - 19.10.3. Innovative Business Models

Module 20. The Communication Plan

- 20.1. The Fashion Calendar and the Dynamics of the Times in the Industry
 - 20.1.1. The Origin and Evolution of Fashion Weeks and Haute Couture
 - 20.1.2. General Calendar of the Industry
 - 20.1.3. How COVID Is Affecting the Established Dynamics
- 20.2. The Impact of Internal Communications on an MBL Brand
 - 20.2.1. Internal Communication
 - 20.2.2. Objectives and Tools
 - 20.2.3. Strategic Internal Communication Plan
- 20.3. Communicating Sustainable and Eco-Luxury Brands
 - 20.3.1. Slow Fashion and Eco-Luxury
 - 20.3.2. Evolution of Consumer Trends in the World of Fashion
 - 20.3.3. How to Communicate Sustainable Brands and Terminology to Be Used
- 20.4. The Functionality of the Communication Plan and Available Resources
 - 20.4.1. What Is the Communication Plan and What Is It For?
 - 20.4.2. *Above the Line – Below the Line*
 - 20.4.3. Communication Channels in Fashion Brands and Analysis of Available Resources 10.5.
- 20.5. SWOT Analysis and the Rice Matrix
 - 20.5.1. The Fashion Market and Its Competitors
 - 20.5.2. Development and Application of the SWOT Analysis
 - 20.5.3. The Rice Matrix as the Epicenter of the Blue Ocean

- 20.6. Situation Analysis and Objective Setting
 - 20.6.1. Company Background and Diagnosis of the Brand's Situation with Respect to the Market
 - 20.6.2. Determination of Objectives in Relation to Goals
 - 20.6.3. Analysis and Reorganization of Objectives in a Fashion Firm
- 20.7. The Audience and the Message
 - 20.7.1. Is This Customer Profile for My Campaign?
 - 20.7.2. Are These Messages for My Campaign? Key Messages by Customer Type
 - 20.7.3. The Communication Strategy of Fashion Brands
- 20.8. The Channels: Offline and Online
 - 20.8.1. The Omnichannel Campaign
 - 20.8.2. The Online Campaign
 - 20.8.3. Advantages of the Online Channel
- 20.9. The Action Plan and the Calendar
 - 20.9.1. Types of Communicative Actions in Fashion
 - 20.9.2. Structure and Approach of the Action Plan
 - 20.9.3. Integration of the Action Plan into the Strategy as a Whole
- 20.10. Evaluation of the Communication and Strategy Plan
 - 20.10.1. Main Metrics for the Evaluation of the Communication Plan
 - 20.10.2. Advanced Analysis of the Communication Plan
 - 20.10.3. Reformulation of the Communication Strategy

Module 21. Fashion and Luxury in Europe and Asia

- 21.1. Progress in Europe
 - 21.1.1. The True Legacy of Luxury
 - 21.1.2. Appearances as a Social Distinction
 - 21.1.3. Individualism and Progress
- 21.2. Towards a New Luxury
 - 21.2.1. Art Associated with Luxury
 - 21.2.2. Italian Style
 - 21.2.3. Personal Pleasure and Social Pleasure

- 21.3. The Impact of Consumerism in France
 - 21.3.1. Austerity vs. the Joy of Shopping
 - 21.3.2. Fashion Opinion Leaders: Madame Pompadour
 - 21.3.3. The Current Keys of the First Influencer: Marie Antoinette
- 21.4. The Influence of the Elites in Industry
 - 21.4.1. First-Class Citizens and Second-Class Survivors
 - 21.4.2. Poiret and His Idea of Fashion
 - 21.4.3. Haute Couture as a Symbol of Distinction
- 21.5. A New Woman: A Woman of Fashion
 - 21.5.1. The End of Uniforms, the End of the War and the Post-War Era
 - 21.5.2. The Creative Revolution as a Business Model at Chanel
 - 21.5.3. The Era of the Great Designers: from Dior to Givenchy
- 21.6. The Democratization of the Fashion and Luxury Industry
 - 21.6.1. The Miniskirt
 - 21.6.2. Superficiality and Personal Pleasure
 - 21.6.3. Luxury as a Generator of Culture
- 21.7. The Legacy of the Asian Market
 - 21.7.1. The Silent Ostentation of the Asian Emperors
 - 21.7.2. The Silk Road
 - 21.7.3. The Opening to the Western World
- 21.9. The Sensory Experience in the Middle East
 - 21.8.1. Treasures of Architecture and Nature: Palaces and Gardens
 - 21.8.2. The Display of Wealth: The Age of Gold
 - 21.8.3. Luxury Shopping Malls, Perfumes and Spices
- 21.9. Exclusivity: The Dress as a Work of Art
 - 21.9.1. The Requirements of a Work of Art
 - 21.9.2. The High Standards of Exclusivity
 - 21.9.3. Temporary Exhibitions: Luxury as a Historic Testimony and a Showcase for Major Brands

Module 22. Marketing Management in the Current Fashion and Luxury Market

- 22.1. The Luxury Economic System
 - 22.1.1. Marketing Keys in the Luxury Industry
 - 22.1.2. Marketing Referents
 - 22.1.3. Marketing Management
- 22.2. *Business Intelligence*
 - 22.2.1. Strategy and Tactics for the Fashion Market
 - 22.2.2. The Balance between Short and Long Term
 - 22.2.3. Talking to Everyone in the Digital Age
- 22.3. Sales Drivers and Levers Applied to Today's Industry
 - 22.3.1. The Marketing Mix and the 4 Ps of Marketing
 - 22.3.2. Porter's 5 Forces Model
 - 22.3.3. Some Types of Marketing
- 22.4. The Approach to Competitive Advantage in New Markets
 - 22.4.1. *Luxury & Fashion Markets*
 - 22.4.2. New Competition Trends
 - 22.4.3. The Significance of Branding in the Fashion Market
- 22.5. The Structure of a Specific and Contextualized Marketing Plan
 - 22.5.1. The Rhythms of Luxury
 - 22.5.2. Market Metrics
 - 22.5.3. SMART: The Objectives of Success
- 22.6. Getting Started: Overcoming the Practical Hurdle
 - 22.6.1. Steps for Action
 - 22.6.2. Gantt Chart
 - 22.6.3. Monitoring, Control and Deviation
- 22.7. New Ways of Visualizing and Marketing the Plan
 - 22.7.1. Presentations for Luxury Brands
 - 22.7.2. Selection of Audiovisual Resources
 - 22.7.3. Marketing Intentions

- 22.8. A Real Budget for a Fashion and Luxury Brand
 - 22.8.1. Sales Forecasting as a Lever for the Plan
 - 22.8.2. Cost Control in a Luxury Product
 - 22.8.3. The Budget that Fits the Fashion Industry
- 22.9. The Right Price for a Product or Service in Today's Industry
 - 22.9.1. Parameters Influencing the Price of Fashion
 - 22.9.2. The Decision to Promote the Product
 - 22.9.3. The Keys to the Outlet Space
- 22.10. Mobile Marketing & Gamificación
 - 22.10.1. WhatsApp Marketing in the Luxury Industry
 - 22.10.2. Videogames as Fashion Sales Scenarios
 - 22.10.3. From H&M in The Sims 2 Fashion Runway to Gucci in The Sims 4

Module 23. Customer Centric Strategy & Predictive Marketing

- 23.1. *Fashion Engagement*
 - 23.1.1. The Lifestyle of the Luxury Client
 - 23.1.2. Individual Identity and Brand Projection
 - 23.1.3. The Impact of Visual Language
- 23.2. Commitment to Luxury Customers
 - 23.2.1. The Lifestyle of the Luxury Client: Values and Priorities
 - 23.2.2. The Dynamics of Consumption in the Luxury World
 - 23.2.3. Discovering Luxury Retail and E-tail
- 23.3. Trends in Millennials Y Z: Prosumers
 - 23.3.1. The New Shopping Preferences
 - 23.3.2. Participation and Prosumer
 - 23.3.3. Purchasing Habits in the Luxury Industry
- 23.4. The New Customer Journey in Fashion and Luxury
 - 23.4.1. Decision-Making in the Purchase of Luxury Goods
 - 23.4.2. Information Gathering and the Purchase Decision
 - 23.4.2. Product Evaluation and After-Sales Service
- 23.5. New Preferences of the Luxury Consumers
 - 23.5.1. The Pace of Fashion Trends
 - 23.5.2. Consumer Habits in the New Setting
 - 23.5.3. Who's in Charge in the Luxury Sector?

- 23.6. Current Fashion Consumer Behavior Regarding Trends
 - 23.6.1. Novelty, Trends and Hype
 - 23.6.2. Macrotrends and Microtrends
 - 23.6.3. The Diffusion Cycle and Design Innovation Theory
- 23.7. *Big Data & Predictive Marketing*
 - 23.7.1. Between Art and Science
 - 23.7.2. Scientific Interpretation of Social Facts
 - 23.7.3. Predictive Marketing
- 23.8. Experiential Marketing in the Perfume Industry
 - 23.8.1. Beauty as a Gateway to Luxury
 - 23.8.2. The Multi-sensory Experience
 - 23.8.3. Eco-cosmetics and Niche Brands
- 23.9. Concept Store Dynamics: Off-Product Branding
 - 23.9.1. Marketing through an Intangible Value
 - 23.9.2. Art, Culture and Design in a Physical Space
 - 23.9.3. Digital Format of the User Experience
- 23.10. Post COVID19 Fashion and Luxury Consumer Trends
 - 23.10.1. Irreversible Changes after the Pandemic
 - 23.10.2. Purchases of the Future
 - 23.10.3. Integrating Technology and Sustainability in the Mind of the New Consumer

Module 24. Fashion Thinking in Fashion and Luxury Markets

- 24.1. *Phygital Management*
 - 24.1.1. *Luxury Experience*
 - 24.1.2. Search Resources and the Development of SERPs
 - 24.1.3. The Brand of Fashion in the Luxury World
- 24.2. DNA of the Luxury Brand
 - 24.2.1. The Business Purpose: The Mission of the Luxury Brand
 - 24.2.2. The Long Term of Marketing Actions: The Vision
 - 24.2.3. Brand Attributes and Identity: The Values

- 24.3. *Digital Media Track*
 - 24.3.1. Organic Reach in the Digital Environment: KDA
 - 24.3.2. The Creativity of SEM Campaigns
 - 24.3.3. The Relevance of SMO in the Luxury Industry
- 24.4. *Luxury E-Commerce*
 - 24.4.1. The Web of Content and an E-Commerce of Sales
 - 24.4.2. Evolution of Marketing Communication Objectives
 - 24.4.3. Interaction in Content Creation
- 24.5. *The Point of Wordpress and Other Static Tools*
 - 24.5.1. Two-Way and Static Communication
 - 24.5.2. Structure and Composition of Blogs
 - 24.5.3. The Editorial of Digital Fashion Magazines
- 24.6. *Inbound Marketing*
 - 24.6.1. Ambient Marketing in the Luxury Environment
 - 24.6.2. Virtual Realism in Transmedia Storytelling
 - 24.6.3. Stages in Storytelling Creation
- 24.7. *Attraction Marketing through Image*
 - 24.7.1. Beauty as a Visual Impulse
 - 24.7.2. The Storyline in a Brand Story
 - 24.7.3. How to Become a Reference?
- 24.8. *Google Trends*
 - 24.8.1. Immediate Content
 - 24.8.2. The Dynamics of the Most Searched Keywords
 - 24.8.3. We All Consult Trends: When the Trend Is Not Following the Trend
- 24.9. *Branding Strategy*
 - 24.9.1. Alignment of Content and Trends
 - 24.9.2. The Musical Atmosphere in Audiovisual Communication
 - 24.9.3. *Fashion Films*
- 24.10. *Remarketing: The Constant Growth of a Brand*
 - 24.10.1. Creativity, Innovation and Invention
 - 24.10.2. The Balance Between Inspiration and Aspiration in the Fashion Industry
 - 24.10.3. Post-Covid Rearrangement: Content for the Entire Community

Module 25. New Digital Marketing: Marketing Automation

- 25.1. *Marketing Strategy in the Current Industry*
 - 25.1.1. The Communication Process in Relation to Marketing
 - 25.1.2. Cognitive, Emotional and Social Messages
 - 25.1.3. The Slogan as a Legacy of Luxury Brands
- 25.2. *Mass Media to Global Media*
 - 25.2.1. Sources of Transmission of Values: Advertising
 - 25.2.2. The Formation of the Stereotype from the Prototype
 - 25.2.3. *Storyboard & Global Storyboard*
- 25.3. *Digital Media Ads*
 - 25.3.1. Google Ads Algorithm
 - 25.3.2. Check Matching Levels
 - 25.3.3. The Banner and Display for a Fashion and Luxury Company
- 25.4. *Branded Content*
 - 25.4.1. Fashion Consumer Preferences
 - 25.4.2. The Omnichannel Strategy Applied to the Luxury Sector
 - 25.4.3. Marketing Information in the Luxury Market
- 25.5. *Personalization of the Fashion and Luxury Sector*
 - 25.5.1. Keywords in the Language of Fashion
 - 25.5.2. The Messages of Fast and Slow Fashion
 - 25.5.3. Omnidirectional Communication between Brand and User
- 25.6. *E-mail Marketing: crm and Salesforce*
 - 25.6.1. Content Automation
 - 25.6.2. Segmentation and Message
 - 25.6.3. Salesforce as an Automation Tool
- 25.7. *Newsletter Design*
 - 25.7.1. An Efficient and Attractive Structure
 - 25.7.2. Personalization of Luxury Content
 - 25.7.3. Frequency of Notifications and Measurement of Impact
- 25.8. *Virality in the Luxury Industry*
 - 25.8.1. Information Dissemination Strategies
 - 25.8.2. Real Repositioning
 - 25.8.3. From Opinion Leaders to Influencers

- 25.9. The Usability of the CMS
 - 25.9.1. Content Managers
 - 25.9.2. Stay Up to Date on the Fashion Web
 - 25.9.3. Prestashop: Luxury Marketing
- 25.10. *Content Design*
 - 25.10.1. Strategic Scope of the Creative Effort: Create to Convert
 - 25.10.2. Seasonal Marketing: Predictable Marketing Campaigns
 - 25.10.3. Flash! Surprise

Module 26. New Experiences in the Fashion and Luxury World

- 26.1. *Haute Couture Management*
 - 26.1.1. Fashion Weeks and Haute Couture
 - 26.1.2. Timing in the Luxury Industry
 - 26.1.3. Post-Covid Patterns
- 26.2. *Fashion Event Management*
 - 26.2.1. Luxury Event Management
 - 26.2.2. National and International Must-Haves
 - 26.2.3. B2B Evaluation and Return
- 26.3. *Luxury Fashion Trends*
 - 26.3.1. Slow Fashion: Reinventing Fashion Cycles
 - 26.3.2. Eco Luxury: When Sustainability Comes into Play
 - 26.3.3. Strategic KPIs for Sustainable Brands
- 26.4. Analytics Marketing
 - 26.4.1. Situation Diagnosis: A Fashion Brand in the Luxury Market
 - 26.4.2. Real and Achievable Objectives
 - 26.4.3. Metrics for Rethinking the Strategy
- 26.5. Capacity Analysis Techniques
 - 26.5.1. Available Resources: Customer Acquisition, Customer Loyalty and Customer Service
 - 26.5.2. Entrepreneurship Assessment Indicators
 - 26.5.3. Reality Management and Exploitation

- 26.6. From SWOT Analysis to the Blue Ocean
 - 26.6.1. The Fashion Industry, the Luxury Industry
 - 26.6.2. Application of SWOT Analysis and Rice Matrix
 - 26.6.3. The Epicenter of the Blue Ocean
- 26.7. Personalized Marketing in the Luxury Market
 - 26.7.1. Alignment between Client and Campaign
 - 26.7.2. Key Messages by Customer Type
 - 26.7.3. The Communication Strategy of Fashion Brands
- 26.8. The Omnichannel Orchestra after the Pandemic
 - 26.8.1. Harmony in Channel Integration
 - 26.8.2. Optimization of the Offline Channel
 - 26.8.3. Advantages of the Online Channel
- 26.9. From Strategic Thinking to Tactical Actions in Haute Couture
 - 26.9.1. Tactics Applied to Fashion in the Luxury Sector
 - 26.9.2. Materializing Thought
 - 26.9.3. Integration of Tactics into the Strategy as a Whole
- 26.10. Metrics for the Evaluation of High Fashion Marketing Campaigns
 - 26.10.1. The Results, the Impressions in Figures
 - 26.10.2. Advanced Analysis
 - 26.10.3. Reformulation of the Strategy

Module 27. Data-Driven Marketing for Luxury Brands

- 27.1. The Product Life Cycle through PLM
 - 27.1.1. Product Life Cycle
 - 27.1.2. The PLM Tool (Product Lifecycle Management)
 - 27.1.3. Measuring the Product in Relation to the Brand
- 27.2. Strategic KPIs for Identity Analysis in Luxury Brands
 - 27.2.1. What Can Be Measured in Haute Couture
 - 27.2.2. Customized Strategic Indicators
 - 27.2.3. Metrics: Objectives and Errors

- 27.3. Inference as the Basis of Big Data
 - 27.3.1. The Rationale for Enterprise Solutions
 - 27.3.2. Errors to Avoid When Drawing Inferences
 - 27.3.3. Inference as the Basis of the Algorithm
- 27.4. Statistics Applied to the Luxury Market
 - 27.4.1. The Structure of Data in Scientific Analysis
 - 27.4.2. Qualitative Research Methodology
 - 27.4.3. Key Metrics for Perception of Impressions: The Exception
- 27.5. Lead Generation and Acquisition
 - 27.5.1. Google Analytics
 - 27.5.2. Metrics in the Digital Environment
 - 27.5.3. Decision-Making Linked to Results
- 27.6. The Key to Measurement: Data Interpretation in the Fashion Market
 - 27.6.1. Guidelines and Keys to Large Volumes of Data
 - 27.6.2. The Effectiveness of Inferred Solutions
 - 27.6.3. The Fashion Consumer's Triangle of Truth
- 27.7. Marketing Consulting in the Luxury Industry
 - 27.7.1. The Hypothesis: Questions and Problems, Answers and Solutions
 - 27.7.2. The Competitive Environment in Relation to Innovation
 - 27.7.3. The Success or Eternity of a Luxury Firm
- 27.8. How to Move from Predictive Modeling to Prescriptive Modeling in Fashion Branding
 - 27.8.1. The Brand Behavior Pattern
 - 27.8.2. The Frequency (F) Map
 - 27.8.3. Simulating Innovation Scenarios
- 27.9. Dashboard: Marketing Data Visualization with Power Bi
 - 27.9.1. Presentation of Results
 - 27.9.2. The Analytical Report
 - 27.9.3. Microsoft Power Bi

- 27.10. Internal Audit & Growth Hacking
 - 27.10.1. Customized Variables in a Fashion Brand
 - 27.10.2. Brand Growth through Internal Analysis
 - 27.10.3. The Untouchables: The Scale of Priorities of a Fashion Brand

Module 28. New Interactions in the Luxury and Fashion Markets

- 28.1. The Role of PR in a Fashion Brand
 - 28.1.1. Public Relations in the Luxury Industry
 - 28.1.2. The Gruning and Hunt Models
 - 28.1.3. PR Model 5
- 28.2. The Strategic Message
 - 28.2.1. The Persuasive Components of Information
 - 28.2.2. The Role of Public Relations vs. the Role of Marketing and Advertising
 - 28.2.3. Criteria for Selecting Communication Actions
- 28.3. Metrics for PR Analysis
 - 28.3.1. The Need for Public Relations Monitoring
 - 28.3.2. Clipping Tools and VPE
 - 28.3.3. Qualitative Valuation in a Luxury Firm
- 28.4. Mistakes to Avoid in Public Relations
 - 28.4.1. Mass Media Are No Longer the Only Ones
 - 28.4.2. Excessive Content and Lack of Relevance
 - 28.4.3. Improvisation vs. Planning
- 28.5. New Post Covid Trends in Luxury Public Relations
 - 28.5.1. More "Social" than Ever, Digital and Personal Interaction
 - 28.5.2. Emotional Communication and Neuromarketing
 - 28.5.3. Key Insights of Current Consumers
- 28.6. *Social Media Marketing*
 - 28.6.1. Internet: The Gateway to Digital Interaction
 - 28.6.2. Social Network as the Preferred Channel for the Millennial Audience
 - 28.6.3. *Brand Ambassador*
- 28.7. Digital Power Strategies: Influencer Marketing in Fashion and Luxury
 - 28.7.1. Influencing in the Field of Social Media
 - 28.7.2. Managing the New Digital Leaders: Fashion Influencers
 - 28.7.3. Microinfluencers and Their Growth Plans

- 28.8. Consolidation of Audiovisual Content: YouTube and TikTok
 - 28.8.1. The Growing Market Share of Non-Verbal Communication
 - 28.8.2. The Democratization in the Creation of Audiovisual Content
 - 28.8.3. The Management of Expectations in the Creation of Audiovisual Content
- 28.9. Influencing Communities: Facebook and Instagram
 - 28.9.1. Transversal Communication
 - 28.9.2. Community Interest
 - 28.9.3. Emotional Messages and Empathy Management
- 28.10. Personal Brand Strategies: LinkedIn and Twitter
 - 28.10.1. Great Showcases for Corporate Profiles
 - 28.10.2. When the Competition Are Your Friends
 - 28.10.3. The Impact of Headlines: From Depth to Lightness

Module 29. Artificial Intelligence in the Age of Corporatism

- 29.1. Corporate Social Responsibility in the Current Context
 - 29.1.1. The Stakeholder Ecosystem
 - 29.1.2. The Consumer and the Employee in the Luxury Market
 - 29.1.3. Social Responsibility as a Precedent for Fashion Brands
- 29.2. The Value of Reputation in Luxury Brands
 - 29.2.1. The Global Effects on the Luxury Market
 - 29.2.2. Analytics for Globalization
 - 29.2.3. Corporate Activism and Brand Ambassadors
- 29.3. Crisis Management in Fashion Companies
 - 29.3.1. Types of Crisis
 - 29.3.2. Contingency Plan
 - 29.3.3. The Strategic Plan
- 29.4. Communication in Times of Crisis
 - 29.4.1. Spokespersons and the Discourse of Communication Leaders
 - 29.4.2. The Impact of the Crisis on the Income Statement
 - 29.4.3. Post-Crisis Actions: Getting back to Normality
- 29.5. Sustainability: Brand Growth Strategies
 - 29.5.1. The Three Dimensions of Sustainability: Social, Environmental and Corporate at MBL
 - 29.5.2. The Value Chain of the Fashion Industry
 - 29.5.3. Sustainability Communication: Reporting

- 29.6. Sustainability: A Way Out of the Crisis?
 - 29.6.1. Types of Crisis in Each Area of Sustainability
 - 29.6.2. Authenticity and Transparency in the Eye of the Public
 - 29.6.3. Sustainability as Part of the Crisis Solution
- 29.7. Digital Transformation in the Fashion Industry
 - 29.7.1. Data
 - 29.7.2. e-Commerce
 - 29.7.3. Innovation
- 29.8. Artificial Intelligence Applied to Luxury
 - 29.8.1. Machine Learning
 - 29.8.2. Omnichannel and Phygital Space through the Lens of Artificial Intelligence
 - 29.8.3. Customized Recommendation Tools
- 29.9. The Implementation of Robotics in the Luxury World
 - 29.9.1. Digital Interaction: A World Without Human Contact
 - 29.9.2. Chatbot and the Virtual Personal Shopper
 - 29.9.3. The Digital Experience
- 29.10. Virtual Reality of Fashion: the New Catwalks
 - 29.10.1. Definition and Functionality of Virtual Reality
 - 29.10.2. The Fashion Show with 3D Models
 - 29.10.3. Virtual Reality Tools in the Luxury Market

Module 30. Internationalization and New Global Environments in the Fashion Market

- 30.1. The Fashion Collection in the Context of Globalization
 - 30.1.1. Moodboards and International Inspiration
 - 30.1.2. Factories and Suppliers Worldwide
 - 30.1.3. Labeling and Packaging in the Age of Globalization
- 30.2. The Key to the Value Chain in the Luxury Industry
 - 30.2.1. From Internationalization to Globalization without Losing Identity
 - 30.2.2. Adaptation of the Value Chain to Each New Trend
 - 30.2.3. The Weight of the Links in the Value Chain of a Luxury Brand and a Fashion Brand

- 30.3. Strategic Alliances and Partnerships
 - 30.3.1. Choose Partners
 - 30.3.2. Collaborations between Designers and Artists
 - 30.3.3. Capsule Collections
- 30.4. Blockchain and the New Logistics Management
 - 30.4.1. Luxury Logistics and Mechanics of the Production Process
 - 30.4.2. Retail Distribution and Wholesalers
 - 30.4.3. Commercialization of Know How
- 30.5. The Asian, European and American Consumer
 - 30.5.1. The French and Italian Model
 - 30.5.2. The American Model
 - 30.5.3. The Asian Model
- 30.6. Brand Relocation
 - 30.6.1. Profitability of the Physical Store
 - 30.6.2. The Integration of the Supply Chain in the Luxury Industry
 - 30.6.3. Mobile as a Tool for Doing Business
- 30.7. Marketplaces in the Luxury Industry
 - 30.7.1. The Demise of Department Stores and the Rise of Marketplaces
 - 30.7.2. The Keys to the Future of the Multibrand Channel
 - 30.7.3. Differential Value and Shopping Experience in Digital Stores
- 30.8. The Consolidation of E-commerce as a Global Channel
 - 30.8.1. Exponential Growth of Digital Sales
 - 30.8.2. Sales and Marketing Strategies
 - 30.8.3. The Projection of the Digital Channel
- 30.9. Internationalizing Fashion Brands and Planning for Luxury Growth
 - 30.9.1. Planning Internationalization
 - 30.9.2. Criteria for the Selection of Foreign Markets
 - 30.9.3. Research and Selection of Foreign Markets
- 30.10. Global Growth Strategies
 - 30.10.1. Brand Licenses
 - 30.10.2. Concessions or Agents
 - 30.10.3. Franchises



Practical exercises based on real cases and videos in detail elaborated by the teachers themselves will be the key to your success in this university program"

04 Teaching Objectives

Upon completion of this Advanced Master's Degree, professionals will develop a comprehensive understanding of senior management strategies applied to the Fashion and Luxury sector. They will also acquire skills in leadership, brand management, luxury marketing, technological innovation and customer experience. In addition, they will be trained to design and implement strategic plans, manage multidisciplinary teams and adapt global trends, enhancing their professional perspectives to assume senior management roles in the industry.





“

*You will create unique experiences
for clients, ensuring loyalty and
satisfaction in the Luxury sector”*



General Objectives

- ♦ Define the latest trends in business management, taking into account the globalized environment that governs senior management criteria
- ♦ Develop the key leadership skills that should define working professionals
- ♦ Develop strategies for making decisions in a complex and unstable environment
- ♦ Create corporate strategies that set the script for the company to follow in order to be more competitive and achieve its own objectives
- ♦ Design innovative strategies and policies to improve management and business efficiency
- ♦ Understand the best way to manage the company's human resources, getting greater performance from employees that, in turn, increases the company's profits
- ♦ Acquire the communication skills that a business leader needs in order to ensure that their message is heard and understood by the members of their community
- ♦ Understand the economic environment in which the company operates and develop appropriate strategies to anticipate changes
- ♦ Be able to manage the company's economic and financial plan
- ♦ Understand the logistic operations that are necessary in the business environment, so as to manage them appropriately





Specific Objectives

Module 1. Leadership, Ethics and Social Responsibility in Companies

- ♦ Develop ethical leadership skills that integrate corporate social responsibility principles in decision making
- ♦ Train in the implementation of social responsibility policies that generate a positive impact on the community and the environment

Module 2. Strategic Management and Executive Management

- ♦ Delve into the formulation and execution of effective business strategies
- ♦ Obtain skills in the management of management teams to improve organizational performance

Module 3. People and Talent Management

- ♦ Delve into the effective management of human talent, focusing on the attraction, development and retention of key employees
- ♦ Be able to create and manage high-performance teams aligned with organizational objectives

Module 4. Economic and Financial Management

- ♦ Manage innovative tools for making strategic financial decisions that optimize resources and ensure the company's profitability
- ♦ Train in the preparation and management of budgets, financial reports and project feasibility analysis

Module 5. Operations and Logistics Management

- ♦ Develop skills in the planning, coordination and control of logistics operations within the supply chain
- ♦ Optimize operational processes and reduce costs associated with business logistics

Module 6. Information Systems Management

- ♦ Optimize information systems management to improve organizational efficiency
- ♦ Develop skills to make decisions on the implementation of information systems aligned to business objectives

Module 7. Commercial Management, Strategic Marketing and Corporate Communication

- ♦ Train in the creation and execution of commercial and marketing strategies that align the business offer with market demands
- ♦ Develop skills in corporate communication management to strengthen brand image

Module 8. Market Research, Advertising and Commercial Management

- ♦ Master the use of tools and methodologies to conduct market research to identify business opportunities
- ♦ Manage effective advertising campaigns and make strategic decisions in commercial management

Module 9. Innovation and Project Management

- ♦ Develop the ability to manage innovative projects that add value and differentiate the company in the market
- ♦ Develop skills in the planning, execution and control of projects with a focus on innovation and sustainability

Module 10. Executive Management

- ♦ Obtain skills to lead management teams in dynamic and globalized business environments
- ♦ Train to make strategic decisions that optimize resources and improve organizational performance

Module 11. Introduction to Communication in the MBL Industry

- ♦ Provide an overview of communication within the fashion, beauty and luxury industry
- ♦ Explore how brands manage their communication to connect with consumers and position themselves in the marketplace

Module 12. Consumer Identity and Evolving Trends

- ♦ Analyze the evolution of consumers in the Fashion, Beauty and Luxury market
- ♦ Delve into how institutions can adapt to changing trends, creating brand identities that resonate with the expectations and values of today's consumers

Module 13. Content Creation: The Message

- ♦ Develop skills to create effective communication messages that connect emotionally with the target audience
- ♦ Be able to adapt content to the different channels and platforms used in the Fashion, Beauty and Luxury industry

Module 14. Communication Techniques in the Fashion, Beauty and Luxury Ecosystem

- ♦ Train in the specific communication techniques used in the fashion, beauty and luxury industry
- ♦ Address the management of brand image, storytelling and relationships with influencers and media

Module 15. Metrics for Communication Analysis

- ♦ Use tools and metrics to measure the impact of communication campaigns in the Fashion, Beauty and Luxury sector
- ♦ Analyze the results obtained to optimize future strategies and improve ROI

Module 16. Specialized Press and Public Relations

- ♦ Analyze the role of the specialized press in the fashion, beauty and luxury industry
- ♦ Delve into how public relations can be used strategically to manage brand reputation and strengthen its presence in the media

Module 17. New Communication Channels: Social Networks & YouTube

- ♦ Train in the use of social networks and platforms such as YouTube to develop innovative communication strategies
- ♦ Increase the visibility of fashion, beauty and luxury brands, encouraging interaction with consumers

Module 18. Internal Communication, Corporatism and Crisis Management

- ♦ Develop skills in the management of internal communication within fashion, beauty and luxury companies
- ♦ Delve into the creation of a solid corporate culture and effective crisis management to protect the brand image

Module 19. Business Strategies in MBL Companies

- ♦ Delve into the formulation of business strategies for fashion, beauty and luxury companies
- ♦ Examine competitiveness, market segmentation, product development and implementation of innovative business models

Module 20. The Communication Plan

- ♦ Be able to design and execute a strategic communication plan that addresses the specific needs of Fashion, Beauty and Luxury companies
- ♦ Ensure proper alignment with the organization's business objectives

Module 21. Fashion and Luxury in Europe and Asia

- ♦ Analyze the particularities of the Fashion and Luxury market in both Europe and Asia
- ♦ Delve into cultural differences and global expansion opportunities for brands operating in these key markets

Module 22. Marketing Management in the Current Fashion and Luxury Market

- ♦ Develop specific marketing strategies for the Fashion and Luxury industry
- ♦ Delve into new consumer trends and behaviors to improve brand visibility and positioning

Module 23. Customer Centric Strategy & Predictive Marketing

- ♦ Train in the implementation of customer-centric strategies
- ♦ Master predictive marketing techniques to anticipate consumer needs and improve the personalization of shopping experiences

Module 24. Fashion Thinking in Fashion and Luxury Markets

- ♦ Develop skills in the use of fashion thinking, a creative and design-focused approach, to address strategic problems in the Fashion and Luxury industry
- ♦ Improve innovation and brand differentiation

Module 25. New Digital Marketing: Marketing Automation

- ♦ Manage digital marketing automation tools
- ♦ Create customized campaigns and optimize of communication processes in the Fashion, Beauty and Luxury industry

Module 26. New Experiences in the Fashion and Luxury World

- ♦ Explore new ways to create immersive and exclusive experiences in the fashion and luxury sector
- ♦ Use innovative technologies and experiential marketing strategies

Module 27. Data-Driven Marketing for Luxury Brands

- ♦ Train in the application of data-driven marketing for luxury brands
- ♦ Use data analytics to personalize campaigns and optimize interactions with consumers

Module 28. New Interactions in the Luxury and Fashion Markets

- ♦ Explore new forms of interaction between luxury brands and their consumers
- ♦ Consider technological innovations and how they transform the way brands communicate and connect with customers

Module 29. Artificial Intelligence in the Age of Corporatism

- ♦ Develop an understanding of how artificial intelligence is transforming the fashion, beauty and luxury industry
- ♦ Delve into customer experience personalization, supply chain optimization and business decision making

Module 30. Internationalization and New Global Environments in the Fashion Market

- ♦ Develop internationalization strategies for fashion and luxury brands
- ♦ Address the challenges of expanding into new global markets and adapting to cultural, economic and commercial differences in different regions

05 Career Opportunities

Upon completion of this Advanced Master's Degree, professionals will have a holistic understanding of senior management strategies applied to the Fashion and Luxury sector. Graduates will design and implement strategic plans that drive innovation, exclusive brand management and customer experience. In addition, they will develop skills in leadership, luxury marketing and operations management. In this way, experts will enhance their career prospects and take on specialized roles such as Luxury Brand Director or Fashion Strategy Manager.





“

*You will implement new technologies
in the production of Fashion and
Luxury products, fostering creativity”*

Graduate Profile

The graduate of this university program is a highly qualified professional to manage and lead companies in the Fashion and Luxury sector. At the same time, they have a deep knowledge of market trends, branding strategies, customer experience management and innovative technologies applied to the sector. In addition, you are prepared to design and implement customized strategic plans, collaborate with multidisciplinary teams and act as a mediator between designers, suppliers and customers, promoting excellence and innovation in the industry.

You will organize exclusive events for the promotion of fashion and luxury brands, creating unique experiences that reinforce their image.

- ♦ **Strategic Leadership:** Professionals develop skills to lead multidisciplinary teams, make strategic decisions and manage change within Fashion and Luxury organizations
- ♦ **Brand Management and Branding:** Skills to develop and manage the identity of Luxury brands, creating branding strategies that reflect exclusivity and added value
- ♦ **Innovation and Creativity:** Foster the ability to innovate in products and services, applying emerging trends and technologies to maintain competitiveness in the Fashion and Luxury marketplace
- ♦ **Financial and Budgetary Management:** Ability to manage financial resources, prepare budgets and perform economic analysis to ensure the profitability and sustainability of the business



After completing the Advanced Master's Degree, you will be able to apply your knowledge and skills in the following positions:

1. **Luxury Brand Director:** Expert in the management and direction of high-end brands in the Fashion and Luxury sector, ensuring their positioning and prestige in the market
2. **Fashion Strategy Manager:** Professional in charge of developing and implementing growth and positioning strategies for Fashion and Luxury brands, aligning business objectives with market trends
3. **Luxury Marketing Director:** Responsible for creating and managing marketing campaigns targeting consumers of Luxury products, using advanced techniques to increase brand visibility and prestige
4. **Operations Manager in Fashion Companies:** Responsible for overseeing and optimizing the daily operations of companies in the Fashion and Luxury sector, ensuring efficiency and quality in all processes
5. **Fashion and Luxury Consultant:** Professional advisor who provides consulting in areas such as branding, market strategy and product development for Fashion and Luxury brands, helping to improve their competitiveness and success
6. **Fashion Innovation Director:** Professional dedicated to the implementation of new technologies and innovative trends in the design and production of Fashion and Luxury products, fostering creativity and differentiation
7. **High End Sales Manager:** Responsible for leading sales teams and developing strategies to market Luxury products to exclusive customers, ensuring the achievement of sales targets
8. **Fashion E-Commerce Manager:** Responsible for managing and optimizing e-commerce platforms for Fashion and Luxury brands, enhancing the online shopping experience and increasing digital sales
9. **Fashion and Luxury Events Coordinator:** Professional who organizes and manages exclusive events for the promotion of Fashion and Luxury brands, creating unique experiences that reinforce the brand image.
10. **Fashion Sustainability Specialist:** Responsible for implementing sustainable and responsible practices in the production and management of Fashion and Luxury brands, promoting social and environmental responsibility



You will be responsible for overseeing the launch process of new Fashion and Luxury products, from conception to commercialization"

06

Study Methodology

TECH is the world's first university to combine the **case study** methodology with **Relearning**, a 100% online learning system based on guided repetition.

This disruptive pedagogical strategy has been conceived to offer professionals the opportunity to update their knowledge and develop their skills in an intensive and rigorous way. A learning model that places students at the center of the educational process giving them the leading role, adapting to their needs and leaving aside more conventional methodologies.



“

TECH will prepare you to face new challenges in uncertain environments and achieve success in your career”

The student: the priority of all TECH programs

In TECH's study methodology, the student is the main protagonist.

The teaching tools of each program have been selected taking into account the demands of time, availability and academic rigor that, today, not only students demand but also the most competitive positions in the market.

With TECH's asynchronous educational model, it is students who choose the time they dedicate to study, how they decide to establish their routines, and all this from the comfort of the electronic device of their choice. The student will not have to participate in live classes, which in many cases they will not be able to attend. The learning activities will be done when it is convenient for them. They can always decide when and from where they want to study.

“

*At TECH you will NOT have live classes
(which you might not be able to attend)”*



The most comprehensive study plans at the international level

TECH is distinguished by offering the most complete academic itineraries on the university scene. This comprehensiveness is achieved through the creation of syllabi that not only cover the essential knowledge, but also the most recent innovations in each area.

By being constantly up to date, these programs allow students to keep up with market changes and acquire the skills most valued by employers. In this way, those who complete their studies at TECH receive a comprehensive education that provides them with a notable competitive advantage to further their careers.

And what's more, they will be able to do so from any device, pc, tablet or smartphone.

“*TECH's model is asynchronous, so it allows you to study with your pc, tablet or your smartphone wherever you want, whenever you want and for as long as you want*”

Case Studies and Case Method

The case method has been the learning system most used by the world's best business schools. Developed in 1912 so that law students would not only learn the law based on theoretical content, its function was also to present them with real complex situations. In this way, they could make informed decisions and value judgments about how to resolve them. In 1924, Harvard adopted it as a standard teaching method.

With this teaching model, it is students themselves who build their professional competence through strategies such as Learning by Doing or Design Thinking, used by other renowned institutions such as Yale or Stanford.

This action-oriented method will be applied throughout the entire academic itinerary that the student undertakes with TECH. Students will be confronted with multiple real-life situations and will have to integrate knowledge, research, discuss and defend their ideas and decisions. All this with the premise of answering the question of how they would act when facing specific events of complexity in their daily work.



Relearning Methodology

At TECH, case studies are enhanced with the best 100% online teaching method: Relearning.

This method breaks with traditional teaching techniques to put the student at the center of the equation, providing the best content in different formats. In this way, it manages to review and reiterate the key concepts of each subject and learn to apply them in a real context.

In the same line, and according to multiple scientific researches, reiteration is the best way to learn. For this reason, TECH offers between 8 and 16 repetitions of each key concept within the same lesson, presented in a different way, with the objective of ensuring that the knowledge is completely consolidated during the study process.

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.



A 100% online Virtual Campus with the best teaching resources

In order to apply its methodology effectively, TECH focuses on providing graduates with teaching materials in different formats: texts, interactive videos, illustrations and knowledge maps, among others. All of them are designed by qualified teachers who focus their work on combining real cases with the resolution of complex situations through simulation, the study of contexts applied to each professional career and learning based on repetition, through audios, presentations, animations, images, etc.

The latest scientific evidence in the field of Neuroscience points to the importance of taking into account the place and context where the content is accessed before starting a new learning process. Being able to adjust these variables in a personalized way helps people to remember and store knowledge in the hippocampus to retain it in the long term. This is a model called Neurocognitive context-dependent e-learning that is consciously applied in this university qualification.

In order to facilitate tutor-student contact as much as possible, you will have a wide range of communication possibilities, both in real time and delayed (internal messaging, telephone answering service, email contact with the technical secretary, chat and videoconferences).

Likewise, this very complete Virtual Campus will allow TECH students to organize their study schedules according to their personal availability or work obligations. In this way, they will have global control of the academic content and teaching tools, based on their fast-paced professional update.



The online study mode of this program will allow you to organize your time and learning pace, adapting it to your schedule”

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

1. Students who follow this method not only achieve the assimilation of concepts, but also a development of their mental capacity, through exercises that assess real situations and the application of knowledge.
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. Students like to feel that the effort they put into their studies is worthwhile. This then translates into a greater interest in learning and more time dedicated to working on the course.

The university methodology top-rated by its students

The results of this innovative teaching model can be seen in the overall satisfaction levels of TECH graduates.

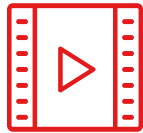
The students' assessment of the quality of teaching, quality of materials, course structure and objectives is excellent. Not surprisingly, the institution became the best rated university by its students on the Trustpilot review platform, obtaining a 4.9 out of 5.

Access the study contents from any device with an Internet connection (computer, tablet, smartphone) thanks to the fact that TECH is at the forefront of technology and teaching.

You will be able to learn with the advantages that come with having access to simulated learning environments and the learning by observation approach, that is, Learning from an expert.



As such, the best educational materials, thoroughly prepared, will be available in this program:



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.

This content is then adapted in an audiovisual format that will create our way of working online, with the latest techniques that allow us to offer you high quality in all of the material that we provide you with.



Practicing Skills and Abilities

You will carry out activities to develop specific competencies and skills in each thematic field. Exercises and activities to acquire and develop the skills and abilities that a specialist needs to develop within the framework of the globalization we live in.



Interactive Summaries

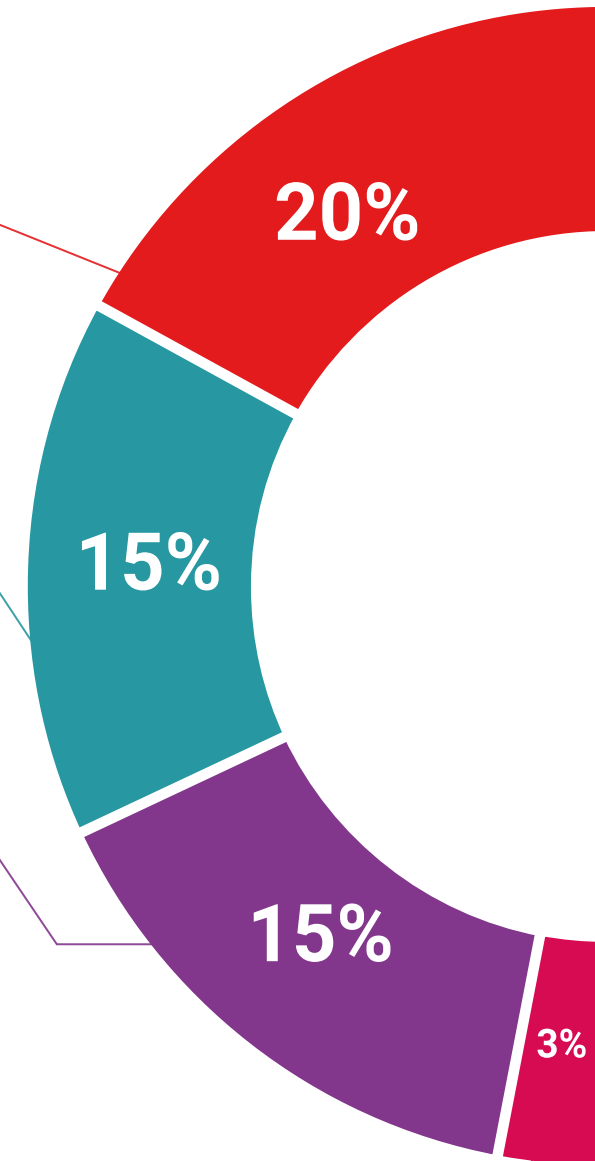
We present the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

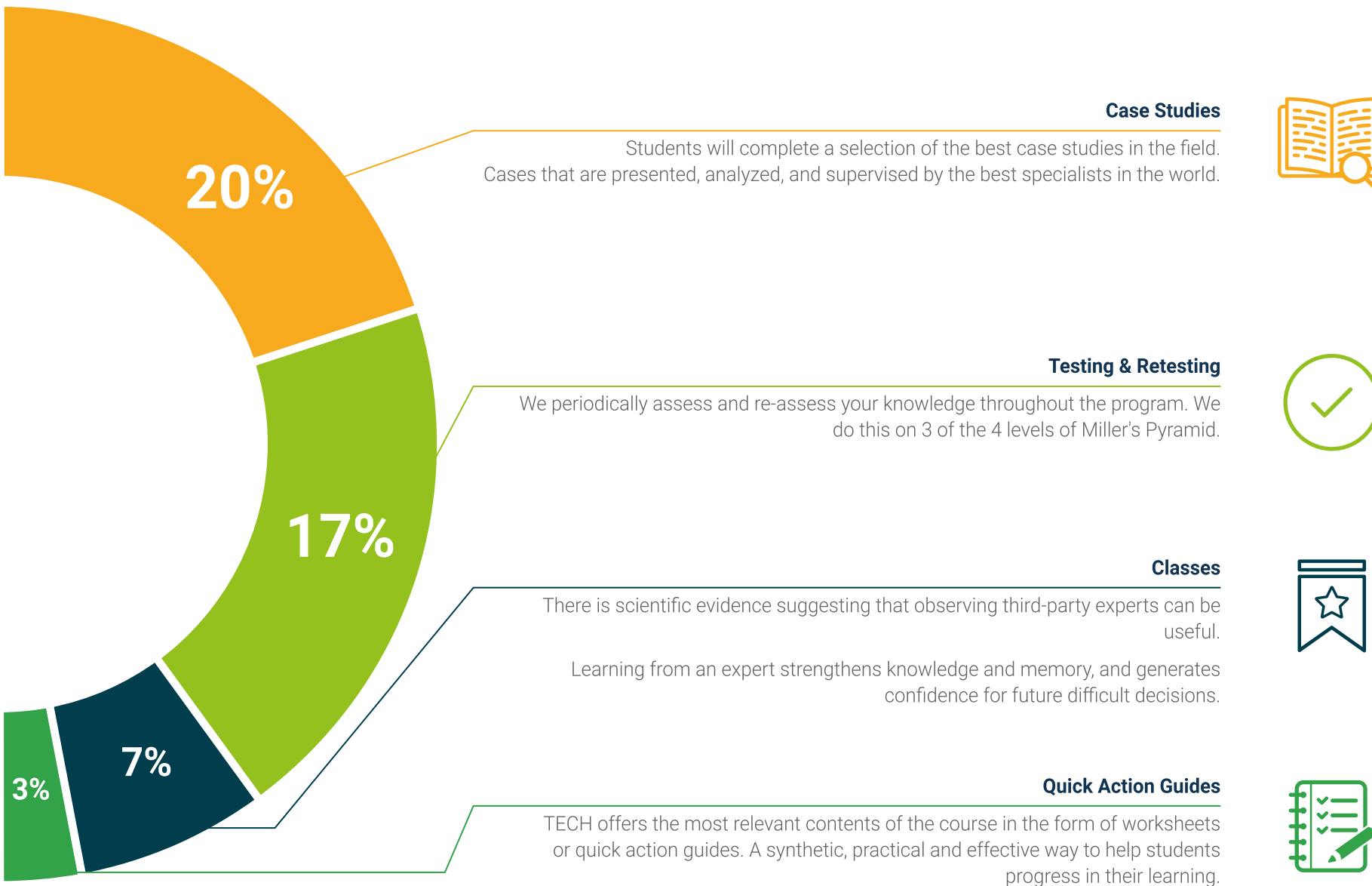
This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



Additional Reading

Recent articles, consensus documents, international guides... In our virtual library you will have access to everything you need to complete your education.





07

Teaching Staff

TECH's fundamental premise is based on making available to anyone the most complete and updated university programs in the academic panorama. For this reason, it carries out a rigorous process to form each of its teaching staff. Thanks to this effort, this Advanced Master's Degree has the participation of recognized experts in Fashion and Luxury Management. These professionals have elaborated a myriad of didactic contents that stand out for their high quality as well as for their adaptation to the demands of the current labor market. As a result, students will enjoy an immersive experience that will increase their job prospects.



“

An experienced teaching staff made up of experts in Fashion and Luxury Management will guide you throughout the curriculum, answering any questions you may have”

International Guest Director

With an extensive career in the **Fashion and Luxury**, Dr. Eleonora Cattaneo stands out internationally for her contributions as a **consultant** to globally renowned brands.

This renowned expert has been involved with some of the most powerful **Fortune 500** companies such as **Fiat, CNH Industrial, Renault** and **Nestlé**, among others.

For years, the researcher has investigated the **socio-cultural contexts** linked to luxury and the ways in which the most prestigious companies in this field **create meanings** and **enhance their products or services**. Her most recent book, *Managing Luxury Brands*, also shows her interest in **analyzing the environmental** and **social influence** of this industry, as well as the opportunities that current technological innovations offer to this field.

At the same time, Dr. Cattaneo has collaborated as **Internal Advisor** to several **Marketing Directors** for several corporations. In this way, she has provided information and support in the deployment of new **market entry strategies, brand repositioning** and **product launches**. On the other hand, **international communications** is another of her most experienced fields of work.

Based on her extensive training, the specialist was selected to lead the **Program in Luxury and Guest Experience Management** at the renowned Glion Institute in Switzerland. In this institution of reference for the entire European business network, the expert has supported the **development** of **interpersonal** and **professional skills** in corporate leaders around the world. Prior to this position, she was **Director of Executive Programs** or the Swiss Education Group and at Regent's University in London.

Cattaneo holds a **Ph.D. in Marketing** from the University of Pavia, Italy, and an **MBA** from the SDA Bocconi School of Management.



Dr. Cattaneo, Eleonora

- Director of the Luxury and Guest Experience Management Program, Glion Institute, Switzerland
- Director of Executive Programs at the Swiss Education Group
- Head of the Luxury Brand Management Program at Regent's University of London
- Professor of International Marketing at the University Institute Carlo Cattaneo
- Consultant to brands such as Fiat, CNH Industrial, Renault and Nestlé and other Fortune 500 brands
- Doctorate in Marketing from the University of Pavia, Italy
- MBA from the SDA Bocconi School of Management, Italy
- Bachelor's Degree from Bristol University, United Kingdom
- Member of: UK Chartered Institute of Management and Swiss Centre for Luxury Research

“

Thanks to TECH, you will be able to learn with the best professionals in the world"

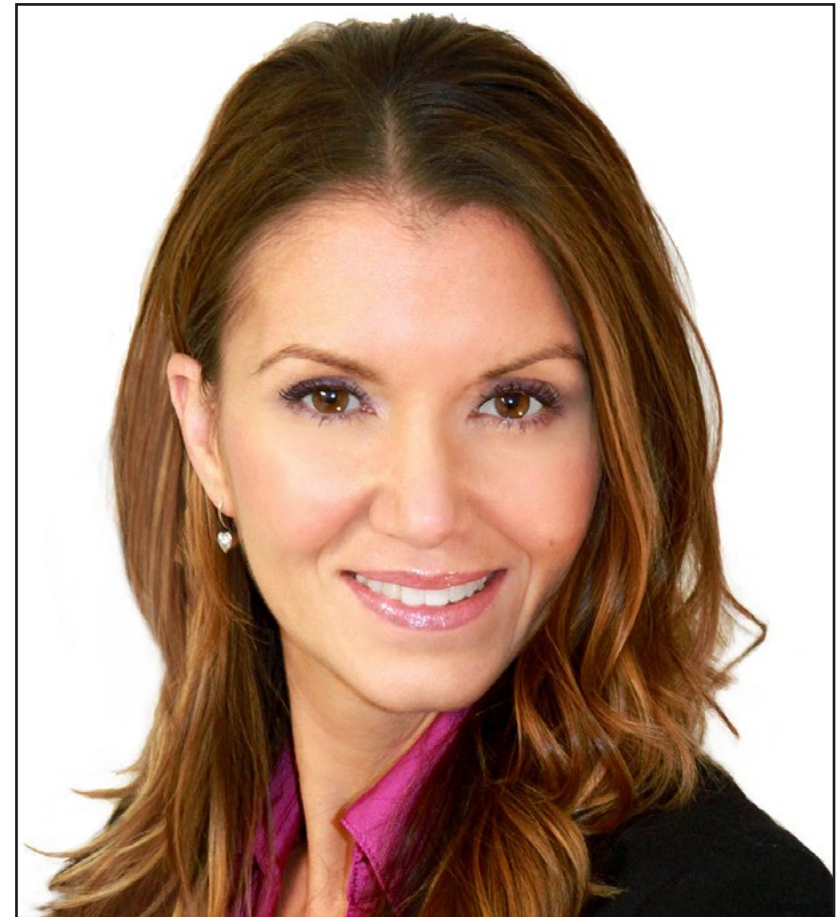
International Guest Director

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 **Human Resources** 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 has held management positions in recruitment for companies in various areas.

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
- Degree in Organizational Communication from the University of Miami

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

International Guest Director

A technology leader with decades of experience in major technology multinationals, Rick Gauthier has developed prominently in the field of cloud services and end-to-end process improvement. He has been recognized as a leader and manager of highly efficient teams, showing a natural talent for ensuring a high level of engagement among his employees.

He possesses innate gifts in strategy and executive innovation, developing new ideas and backing his success with quality data. His background at Amazon has allowed him to manage and integrate the company's IT services in the United States. At Microsoft he 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.



Mr. Gauthier, Rick

- Regional IT Director at Amazon, Seattle, United States
- 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
- Degree in Environmental Studies from The Evergreen State College

“

Take the opportunity to learn about the latest advances in this field in order 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. Therefore, his efforts have shown that in order to achieve sustainable success, it is essential to start from the needs of consumers and lay the foundations for the transformation of processes, data, technology and culture.

In addition, the executive stands out for his mastery of the **business applications of Artificial Intelligence**, a subject in which he holds a postgraduate degree from the London Business School. At the same time, he has accumulated experience in **IoT** and **Salesforce**.



Mr. Arman, Romi

- Digital Transformation Director (CDO) at Shell Energy Corporation, London, UK
- Global Director of E-Commerce and Customer Service at Shell Energy Corporation
- National Key Account Manager (OEM and automotive retailers) for Shell in Kuala Lumpur, Malaysia
- Senior Management Consultant (Financial Services Sector) for Accenture based in Singapore
- Graduate of the University of Leeds
- Graduate Diploma in Business Applications of AI for Senior Executives from London Business School
- CCXP Customer Experience Professional Certification
- IMD Executive Digital Transformation Course

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International Guest Director

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**, in 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 at Google, Ireland
- Senior Industry Analyst at Google, Germany
- Accounts Manager at Google, Ireland
- Accounts Payable at Eaton, UK
- Supply Chain Manager at Airbus, Germany

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International Guest Director

Andrea La Sala is an experienced Marketing executive whose projects have had a significant impact on the Fashion environment. Throughout his successful career he has developed different tasks related to Product, Merchandising and Communication. All of this linked to 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 accessories. His tactics have also focused on the retail environment and consumer needs and behavior. In this role, 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..

Furthermore, in companies such as Calvin Klein or Gruppo Coin, he has undertaken projects to boost the structure, and development of different collections. In turn, he has been in charge of creating effective calendars for buying and selling campaigns.

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).



Mr. 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
- Degree in Business and Economics from the University of Eastern Piedmont

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International Guest Director

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

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

One of his most outstanding projects in recent years has been the **Walmart Data Café 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 and Supply Chain Operations**. His team was recently recognized for its constant innovation regarding the use of Walmart Luminate's new API for Shopper and Channel insights.

As for his training, the executive has several Masters and postgraduate studies at prestigious centers such as the **University of Berkeley**, in the United States, and the **University of Copenhagen**, in Denmark. Through this continuous updating, the expert has attained cutting-edge competencies. Because of this, 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 Café
- 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
- Bachelor's and Master's Degree in Mathematics and Statistics at the University of Copenhagen

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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
- Master's Degree in Creative Writing from the University of California
- Bachelor's Degree in Telecommunications from the University of Florida

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International Guest Director

Awarded with the "International Content Marketing Awards" for her creativity, leadership and quality of her informative contents, Wendy Thole-Muir is a recognized **Communication Director** highly specialized in the field of **Reputation Management**.

In this sense, she has developed a solid professional career of more than two decades in this field, which has led her to be part of prestigious international reference entities such as **Coca-Cola**. Her role involves the supervision and management of corporate communication, as well as the control of the organizational image. Among her main contributions, she has led the implementation of the Yammer **internal interaction platform**. Thanks to this, employees increased their commitment to the brand and created a community that significantly improved the transmission of information.

On the other hand, she has been in charge of managing the communication of the companies' **strategic investments** in different African countries. An example of this is that she has managed dialogues around significant investments in Kenya, demonstrating the commitment of the entities to the economic and social development of the country. At the same time, she has achieved numerous **recognitions** for her ability to manage the perception of the firms in all the markets in which it operates. In this way, she has ensured that companies maintain a high profile and consumers associate them with high quality.

In addition, in her firm commitment to excellence, she has actively participated in renowned global **Congresses and Symposiums** with the objective of helping information professionals to stay at the forefront of the most sophisticated techniques to **develop successful strategic communication plans**. In this way, she has helped numerous experts to anticipate institutional crisis situations and to manage adverse events in an effective manner.



Ms. Thole-Muir, Wendy

- Director of Strategic Communications and Corporate Reputation at Coca-Cola, South Africa
- Head of Corporate Reputation and Communications at ABI at SABMiller de Lovania, Belgium
- Communications Consultant at ABI, Belgium
- Reputation and Communications Consultant at Third Door in Gauteng, South Africa
- Master's Degree in Social Behavioral Studies, University of South Africa
- Master's Degree in Sociology and Psychology, University of South Africa
- Bachelor of Arts in Political Science and Industrial Sociology from the University of KwaZulu-Natal, South Africa
- Bachelor of Arts in Psychology from the University of South Africa



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Management



Dr. García Barriga, María

- ♦ Doctorate in Design and Marketing Data
- ♦ Communicator at RTVE
- ♦ Communicator at Telemadrid
- ♦ Editor in Chief of Chroma Press
- ♦ Marketing and Social Media Account Executive at Servicecom
- ♦ Web Content Editor at Premium Diffusion, Siglo XXI Newspaper and Managers Magazine
- ♦ Doctorate in Design and Marketing Data from the Polytechnic University of Madrid
- ♦ Bachelor's Degree in Information Sciences, Communications, Marketing and Advertising from the Complutense University of Madrid
- ♦ Postgraduate Degree in Marketing and Communication in Fashion and Luxury Companies from the Complutense University of Madrid
- ♦ MBA at the Fashion Business School of the University of Navarra, Spain

Professors

Ms. Cayuela Maldonado, María José

- ♦ Director of Content and Communication at Prensa Ibérica
- ♦ Head of Content at The Blogs Family
- ♦ Contributing Journalist at Onda Cero
- ♦ Communications Director for The Net Street, Comunicas and BPMO Group
- ♦ Communications Director and Social Media Manager at Boutique Secret and DcorporateCom
- ♦ Editorial Coordinator at BPMO Edigrup, La Vanguardia-Grupo Godó and Televisión de Cataluña
- ♦ Master's Degree in Strategic Brand and Communication Management by ESADE
- ♦ Master's Degree in Digital Marketing Management from ESADE and Learning to Grow from IESE
- ♦ Master's Degree in Corporate and Institutional Communication Management from the Autonomous University of Barcelona
- ♦ Degree in Journalism from the Autonomous University of Barcelona

Ms. Molinero Trinchet, Claudia

- ♦ Project and Product Manager at Farlabo
- ♦ Advertising and Visual Communication Consultant for Loewe, Maronnaud and Courel
- ♦ Trend Analysis for Telve Magazine and Yo Dona Magazine
- ♦ Master's Degree in Fashion Business Management from the University of Navarra
- ♦ Degree in Audiovisual Communication, Advertising and Public Relations from CEU San Pablo University

Ms. Vela Covisa, Susana

- ♦ Director of the Polka Press Communication Agency
- ♦ Founder and director of the Atelier Couture Catwalk and promoter and coordinator of the Sustainable Experience space at MOMAD
- ♦ Professor and Tutor in different universities, business schools and training centers
- ♦ Fashion Technician, with additional training in Sustainable Fashion, specializing in Eco Design, Fashion and Communication

Ms. Villamil Navarro, Camila

- ♦ Fashion and trends editor at El Tiempo newspaper
- ♦ Digital Content Consultant at PRPARATODOS
- ♦ Reporter for fashion weeks in New York, Milan and Paris
- ♦ Researcher on the growth of Latin American fashion
- ♦ Social Communicator and Journalist graduated from La Sabana University

Ms. Báez Márquez, Verónica

- ♦ Marketing Director in Spain at The Bicester Village Shopping Collection
- ♦ Director of Marketing and Sales at national and international level in leading multinational companies such as L'Oréal Luxury Products Division, and Louis Vuitton Moët Moët, Hennessy-Beauty & Fragrance Brands
- ♦ International Luxury Business Development for Nextail
- ♦ Creator of the first Digital Marketplace for Spanish luxury fashion designers.
- ♦ Bachelor's Degree in Information Sciences
- ♦ MBA in Digital Business from ISDI

Ms. Ragel Mármol, Marta

- ♦ Head of Marketing and Communications at the International Association of Seville
- ♦ Marketing and Communication Manager at the Maribel Yébenes Institute of Beauty & Aesthetic Medicine
- ♦ Head of Communications and Marketing Manager at Brains International School
- ♦ Account Director at 3AWorldWide
- ♦ Internal Communications Assistant at Heineken Spain.
- ♦ Journalist at EFE Agency Switzerland
- ♦ Layout Designer at ABC
- ♦ Rector at RTVE Sevilla
- ♦ Degree in Journalism
- ♦ Master's Degree in Corporate Communication from CEU San Pablo University

Mr. Campos Bravo, Ignacio

- ♦ Head of Corporate Communications at L'Oréal Luxe
- ♦ Events Assistant at Loewe Perfumes
- ♦ Community Manager at Bumm Project Lab
- ♦ Journalist at Journal of Cordoba
- ♦ Executive Master's Degree in Fashion Business Management by ISEM Fashion Business School
- ♦ Master's Degree in Business Administration and Management at ThePower Business School
- ♦ Degree in Communication with Specialization in Media for Information and Corporate Communication from Loyola University of Andalusia

Dr. Muñiz, Eva

- ♦ CEO director of Press&Co Communication Agency
- ♦ Account and Showroom Manager at Ana Nebot Press Agency, specialized in Fashion
- ♦ Senior Account Executive, in the Beauty and Consumer Area of ACH&Asociados Consultancy, where she was part of the ADECEC Award team.
- ♦ Lifestyle Journalist at www.hola.com of ¡HOLA! magazine.
- ♦ Doctorate in Research and Analysis of Collective Communication from CEU San Pablo University
- ♦ Doctorate in Communication and Public Relations from CEU San Pablo University
- ♦ Degree in Journalism from CEU San Pablo University with the Extraordinary End of Degree Award
- ♦ Postgraduate in Economics on Communication Strategy and Business Image and Business Image
- ♦ Specialized in Fashion and Beauty with Expertise in the Luxury Niche and the Children's Universe

Ms. Zancajo Selfa, Isabel

- ♦ Communications and PR Director for Yves Saint Laurent and Biotherm in the L'Oreal Luxe division
- ♦ Press Officer for Giorgio Armani, Viktor&Rolf, Ralph Lauren, Cacharel, Diesel and Maison Martin Margiela
- ♦ Brand Marketing professional at Ketchum Pleon agency
- ♦ Degree in Advertising and Public Relations from the Complutense University of Madrid
- ♦ MBA from the Instituto de Empresa in Madrid

Dr. Gárgoles Saes, Paula

- ♦ PhD, Researcher and Consultant Specialist in Fashion, Communication and Sustainability
- ♦ Research Professor at the School of Communication and Head of the Corporate Communication at the Panamerican University, Mexico City
- ♦ Communications and Sustainability Consultant at Ethical Fashion Space, Mexico City
- ♦ Fashion journalist at Europa Press agency and Asmoda digital magazine
- ♦ Fashion Specialist at the Fashion Institute of Technology in New York and at the Future Concept Lab in Milan
- ♦ Certificate in Fashion Communication and Management from the Department of Communication, Villanueva University Center and ISEM Fashion Business School
- ♦ PhD *Cum Laude* in Applied Creativity from the University of Navarra , with the thesis *Reputational model for the fashion industry"*
- ♦ Degree in Journalism from the Complutense University of Madrid.
- ♦ *Executive Fashion MBA* at ISEM Fashion Business School

Ms. Rodríguez Flomenboim, Florencia

- ♦ Specialist in Fashion, Editorial and Trends
- ♦ Creative Staging for different plays, focusing on the image symbolism
- ♦ Fashion Producer and Editor in several entities
- ♦ External Marketing and Branding Consultant in several entities
- ♦ Image consultant in several entities
- ♦ Management of Showrooms and roll-out of Concept Stores
- ♦ General Manager at Alvato
- ♦ Bachelor's Degree in Performing Arts from the Escuela Superior de Arte Dramático. Murcia
- ♦ Graduated in International Relations for Marketing from ITC Sraffa. Milan
- ♦ Master's Degree in Fashion Production, Editorial and Fashion Design from the American Modern School of Design

Ms. Cid Sánchez, Marina

- ♦ Social Media Manager and Digital Marketing at Kimitec
- ♦ Social Media Manager at Phergal Laboratorios S.A.
- ♦ Digital Marketing at the Maribel Yébenes Institute of Beauty & Aesthetic Medicine
- ♦ Content Manager at Housell
- ♦ Content Creator at Adolfo Domínguez S.A.
- ♦ Graduated in Advertising and Public Relations at CEU San Pablo University.
- ♦ Master's Degree in Communication and Fashion from the European Institute of Design
- ♦ Advance Digital Marketing by the Institute of Digital Economy (ICEMD) of ESIC

Dr. Macías, Lola

- ♦ Internationalization Consultant at Thinking Out
- ♦ Internationalization Consultant certified by the Valencian Institute of Business Competitiveness
- ♦ Coordinator of the Textile Market Observatory at AITEX
- ♦ Professor of International Trade and Marketing and Advertising at the European University of Valencia
- ♦ Professor of Internationalization and Strategic Business Management at the CEU Cardenal Herrera University
- ♦ PhD in Marketing at the University of Valencia
- ♦ Degree in Business Administration and Management from the University of Valencia.
- ♦ Master's Degree in Management and Administration of Commercial Companies from the University of Paris
- ♦ Master's Degree in Teacher Training for Secondary, Baccalaureate and Vocational Training from the Catholic University of Valencia
- ♦ Master's Degree in Fashion, Design and Operations Management by AITEX

Ms. Alarcón, Patricia

- ♦ Communications Consultant
- ♦ Founder of the program Málaga Se Cuida on La Cope Málaga
- ♦ Contributor to the Health supplement of La Razón newspaper
- ♦ Project Manager at Palacio de Ferias and Congresos, Málaga
- ♦ Institutional Relations Manager at CIT
- ♦ Director of Communications at Quironsalud Group in Malaga
- ♦ Contributor to Psychologies
- ♦ Collaborator at AR
- ♦ Collaborator at Grupo Planeta
- ♦ Collaborator at Hearst Group
- ♦ Member of the Cadena Cope News Service Team
- ♦ America's Cup communications technician
- ♦ Master's Degree in Teacher Training
- ♦ Degree in Humanities from the International University of La Rioja
- ♦ Bachelor's Degree in Journalism from the University of Málaga





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08 Certificate

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A photograph of three black graduation caps (mortarboards) against a bright blue sky with wispy white clouds. The caps are positioned diagonally across the frame. The bottom-left corner of the image is cut off by a white diagonal shape that serves as a background for the quote.

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


 Dr. Pedro Navarro Illana
 Dean

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Advanced Master's Degree Senior Fashion and Luxury Management

General Structure of the Syllabus

Year	Subject	ECTS	Type	Year	Subject	ECTS	Type
1º	Leadership, Ethics and Social Responsibility in Companies	4	CO	2º	Specialized Press and Public Relations	4	CO
1º	Strategic Management and Executive Management	4	CO	2º	New Communication Channels: Social Networks & YouTube	4	CO
1º	People and Talent Management	4	CO	2º	Internal Communication, Corporatism and Crisis Management	4	CO
1º	Economic and Financial Management	4	CO	2º	Business Strategies in MBL Companies	4	CO
1º	Operations and Logistics Management	4	CO	2º	The Communication Plan	4	CO
1º	Information Systems Management	4	CO	2º	Fashion and Luxury in Europe and Asia	4	CO
1º	Commercial Management, Strategic Marketing and Corporate Communication	4	CO	2º	Marketing Management in the Current Fashion and Luxury Market	4	CO
1º	Market Research, Advertising and Commercial Management	4	CO	2º	Customer Centric Strategy & Predictive Marketing	4	CO
1º	Innovation and Project Management	4	CO	2º	Fashion Thinking in Fashion and Luxury Markets	4	CO
1º	Executive Management	4	CO	2º	New Digital Marketing: Marketing Automation	4	CO
1º	Introduction to Communication in the MBL Industry	4	CO	2º	New Experiences in the Fashion and Luxury World	4	CO
1º	Consumer Identity and Evolving Trends	4	CO	2º	Data-Driven Marketing for Luxury Brands	4	CO
1º	Content Creation: The Message	4	CO	2º	New Interactions in the Luxury and Fashion Markets	4	CO
1º	Communication Techniques in the Fashion, Beauty and Luxury Ecosystem	4	CO	2º	Artificial Intelligence in the Age of Corporatism	4	CO
1º	Metrics for Communication Analysis	4	CO	2º	Internationalization and New Global Environments in the Fashion Market	4	CO


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 Dean





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