Advanced Master's Degree
Senior Digital Transformation Management

AMGDDT

tech global university

tech global university

Advanced Master's Degree
Senior Digital Transformation Management

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

Website: **www.techtitute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-senior-digital-transformation-management**

Index

01

Introduction

Advances in the Internet have boosted business development. In fact, almost no business can afford not to be online, as the network has become the hub that connects them all. It is in this context that this program was created, with the aim of providing the necessary business tools to enter the digital environment. Accordingly, this program in Senior Management of Digital Transformation has been designed to train graduates in the management and direction of online companies, with updated and high quality content, which will allow them to acquire the necessary skills in this sector.

With this fully online Advanced Master's Degree, you will lead Digital Transformation processes within organizations and drive the adoption of emerging technologies such as the Internet of Things"

Senior management is responsible for guiding their organizations through digital transformation, a process that affects not only technology tools and systems, but also strategy, culture and internal operations. In an environment of rapid technological advances and changing consumer expectations, companies must be agile and able to adapt. Therefore, it is critical for professionals to develop the most innovative strategies to lead organizational changes that will improve the operational efficiency of companies in the long term.

In this context, TECH presents an innovative Advanced Master's Degree in Senior Digital Transformation Management. Prepared by experts in this field, the academic itinerary will delve into subjects ranging from the fundamentals of executive management or the management of cutting-edge technological tools such as the Internet of Things to the creation of new business models in digital environments. In this way, graduates will develop advanced competencies to lead the digital transformation in their organizations, integrating emerging technologies in all aspects of business operations. They will also be able to design and implement digital strategies that optimize internal processes, improve customer experience and ensure long-term competitiveness.

Moreover, the university degree is based on the innovative Relearning method. This educational delivery system focuses on reiterating key principles to ensure a complete understanding of the content. The only thing students will require is a device with an Internet connection to access the Virtual Campus, where they will find a library full of multimedia resources with which they will strengthen their learning process in a dynamic way. In addition, the academic plan will include comprehensive Masterclasses given by a renowned international expert.

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

- The development of practical cases presented by experts in Senior Digital Transformation 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 the self-assessment process can be carried out to improve learning
- Its special emphasis on innovative methodologies in financial practice
- 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

You will have access to quality training in Digital Transformation, thanks to detailed Masterclasses given by an International Guest Director"

Thanks to TECH's relearning, you can assimilate the essential concepts in a fast, natural and precise way"

You will delve into the integration of technological solutions such as Big Data to automate complex and repetitive tasks.

You will optimize the customer experience through scalable and intuitive digital platforms.

It includes in its teaching staff professionals belonging to the field of Senior Digital Transformation Management, 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.

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 most complete syllabuses on the university scene

TECH offers the most complete syllabuses on the university scene, with programs that cover fundamental concepts and, at the same time, the main scientific advances in their specific scientific areas. In addition, these programs are continuously updated to guarantee students the academic vanguard and the most demanded professional skills. and the most in-demand professional competencies. In this way, the university's qualifications provide its graduates with a significant advantage to propel their careers to success.

A unique learning method

TECH is the first university to use Relearning in all its programs. This is the best online learning methodology, accredited with international teaching quality certifications, provided by prestigious educational agencies. In addition, this innovative academic model is complemented by the "Case Method", thereby configuring a unique online teaching strategy. Innovative teaching resources are also implemented, including detailed videos, infographics and interactive summaries.

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

The curriculum has been designed to provide a comprehensive vision of business management in a globalized and digitized environment. Therefore, professionals will learn about the latest trends in leadership and management, developing key skills to make strategic decisions in complex and unstable contexts. In addition, they will delve into the importance of sustainability and international standards, guiding leaders to integrate these criteria into their business plans. They will also be able to manage Human Resources, optimizing the performance of their teams, and to direct the economic and financial plan of the company, ensuring its viability and growth.

You will apply innovative methodologies that will allow you to drive digital transformation in their organizations, through the best didactic materials, at the forefront of technology and academia"

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. Corporate Social Responsibility: 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. CSR Tools and Standards

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 Management 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: Typology

2.2. Corporate Strategy
- 2.2.1. Competitive Corporate Strategy
- 2.2.2. Growth Strategies: Typology
- 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. Strategic 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 HR
- 3.4.2. A New Environment for People Management and Leadership
- 3.4.3. Strategic HR Management

3.5. Selection, Group Dynamics and HR 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 HR
- 3.12.2. Personal Branding for HR 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 Risk Prevention 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
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 for 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. Corporate 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 or ERP Systems

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. The Basic Elements of Marketing
- 7.2.3. Marketing Activities in Companies

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 through 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 in Launching 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 in Creating 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 HR
- 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 Direction and Management
- 9.5.1. Project Management and Direction: 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*
- 9.3.1. Creation of a Startup
- 9.3.2. Organization and Culture
- 9.3.3. 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 General Manager's Action
- 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. Digital Impact in Businesses: New E-Commerce Business Models

11.1. Internet and Its Impact on Society
- 11.1.1. Internet Development and Its Social Impact
- 11.1.2. Web 1.0 Start
- 11.1.3. Connectivity
- 11.1.4. Future New Trends

11.2. The Internet as a Means of Communication: Social and Economic Changes
- 11.2.1. The Media
- 11.2.2. Contribution of the Internet as a Means of Communication
- 11.2.3. Inconveniences

11.3. Web 2.0: Paradigm Shift
- 11.3.1. Internet 2.0
- 11.3.2. The ClueTrain Manifesto
- 11.3.3. The New Communication Paradigm and the New Consumer
- 11.3.4. *Mobile*

11.4. Business Models
- 11.4.1. Business Model
- 11.4.2. Revenue Generation
- 11.4.3. Target Audience
- 11.4.4. The Competition
- 11.4.5. Value Proposition

11.5. Competing in the Digital Economy
- 11.5.1. New Developments in the Digital Economy
- 11.5.2. Increased Competition
- 11.5.3. Innovations and Their Impact

11.6. Business Models of the Digital Economy I: Publicity
- 11.6.1. Content Based Business Models
- 11.6.2. Publicity
- 11.6.3. Affiliation

11.7. Business Models of the Digital Economy II: Transaction
- 11.7.1. Online Stores
- 11.7.2. *Marketplaces*
- 11.7.2. Subscription
- 11.7.3. *Sharing Economy*
- 11.7.4. *Freemium*

11.8. Business Models of the Digital Economy III: Products and Services
- 11.8.1. Products
- 11.8.2. Services
- 11.8.3. Information
- 11.8.4. Community

11.9. Competition Based on New Business Models
- 11.9.1. Contribution Value vs. Revenue
- 11.9.2. Revenue Models Development
- 11.9.3. Competing in the New Digital Environment

11.10. Development of Projects in the Digital Economy
- 11.10.1. Valuation of Companies
- 11.10.2. Priorities
- 11.10.3. Procurement Policy
- 11.10.4. Financing

Module 12. The Digital Environment in Business Processes

12.1. The Digital World
- 12.1.1. Trends and Opportunities
- 12.1.2. Digital Transformation: Option or Necessity
- 12.1.3. The Impact of the Digital Age on Customers

12.2. Impacts of Digital Transformation
- 12.2.1. Internal and External Communication
- 12.2.2. In Sales and Customer Channels
- 12.2.3. New Business Models.

12.3. Process Management
- 12.3.1. Processes
- 12.3.2. Process and Cycle Deming
- 12.3.3. Business Process Mapping
  - 12.3.3.1. Strategic Management
  - 12.3.3.2. Operational or Value Chain
  - 12.3.3.3. Support

12.4. Optimization in Process Management
- 12.4.1. Process Based Focus
- 12.4.2. Process Improvement Phases
- 12.4.3. Continuous Improvement and Organization

12.5. Process Innovation
- 12.5.1. *Design Thinking*
- 12.5.2. Agile Approach
- 12.5.3. *Lean Start-up*

12.6. Digital Strategy in the Company
- 12.6.1. Digital Marketing and e-Commerce
- 12.6.2. Integrating Traditional and Digital Marketing
- 12.6.3. Online Marketing Tools

12.7. Organizational Environment
- 12.7.1. Change Management
- 12.7.2. Strategy for the Management of Change
- 12.7.3. Organizational Change Implementation

12.8. Analysis and Management of Data
- 12.8.1. History, Evolution and Trends of Web Analytics
- 12.8.2. The Importance of Data Analytics
- 12.8.3. Big Data and Business Intelligence
  - 12.8.3.1. *Big Data*
  - 12.8.3.2. Business Intelligence (BI)

12.9. Innovation and Technology
- 12.9.1. Innovative Companies
- 12.9.2. Competitiveness Factors. Creativity and Innovation
- 12.9.3. Innovation and Process Management

12.10. Applications and Success Stories
- 12.10.1. Path of Digital Transformation
- 12.10.2. Projecting Digital Transformation
- 12.10.3. How to Succeed in Digital Transformation

Module 13. Digital Transformation of a Business: Areas Impacted by the Transformation

13.1. Digital Transformation
- 13.1.1. The New Industrial Revolution
- 13.1.2. Growing in a Digital Environment
- 13.1.3. Corporate Culture in a Digital Environment
- 13.1.4. Digital Native Companies

13.2. Organizational Culture and Leadership
- 13.2.1. Initial Analysis, Identifying the Degree of Maturity of the Organization in the Aspects of Leadership and Digitalization
- 13.2.2. Definition of Strategic Objectives for Digital Transformation
- 13.2.3. Development of a Strategic Plan, Identifying Initiatives and Needs. Prioritizing Those Important Ones Considered in the Strategic Objectives
- 13.2.4. Leadership in Digital Transformation
- 13.2.5. Measurement and Monitoring of Strategic Objectives

13.3. IT Department
- 13.3.1. New Roles in the Organization
- 13.3.2. Tools for Use in IT
- 13.3.3. Digital Transformation Leadership by the IT Department

13.4. Customer Digitization
- 13.4.1. Factors that Influence Customer Loyalty
- 13.4.2. Customer Orientation: A Key Strategy
- 13.4.3. Understand Customer Behavior
- 13.4.4. Use of Data to Learn About the Customer
- 13.4.5. Corporate Reputation, Customer Satisfaction, Efficiency

13.5. From HR to People Management
- 13.5.1. Changes from the HR Point of View
- 13.5.2. New Digital Skills for the New Workers
- 13.5.3. Digital Experts vs. Digital Talent
- 13.5.4. Talent Selection Tools
- 13.5.5. Data-Driven Decision Making

13.6. Marketing and Sales
- 13.6.1. From Interrupting the Conversation to Being Part of it with Relevant Content
- 13.6.2. Transmit Emotions from Our Digital Assets in an Immersive Way
- 13.6.3. Integrating Commerce + Mobile + Social + AI to Achieve Impact to Accelerate Purchase
- 13.6.4. Hyper-Localization: Local is Global, Breaking Trade Paradigms of Commerce
- 13.6.5. Social Intelligence: From Big Data to Small Data to Predict Behaviors

13.7. Purchasing Department
- 13.7.1. Revaluation of the Purchasing Department
- 13.7.2. New Functionalities and Roles
- 13.7.3. More Effective Supply Chain Optimization
- 13.7.4. Skills and Capabilities of Purchasing Personnel

13.8. Industry 4.0
- 13.8.1. Mobile Internet and M2M Communication are the Foundation of IoT
- 13.8.2. Data Analysis (Big Data) Will Make It Possible to Identify Patterns and Interdependencies, Find Inefficiencies, and Even Predict Future Events
- 13.8.3. Applications and Infrastructures Offered in the Cloud

13.9. Financial Department
- 13.9.1. Data Analytics: Automated Data Analysis
- 13.9.2. Fact-Based Analysis of Actual Processes and Events
- 13.9.3. Artificial Intelligence for the Development of New Financial Models
- 13.9.4. Automation of the Most Repetitive Processes
- 13.9.5. Control of Operations by Blockchain

13.10. Logistics Department
- 13.10.1. Customer Experience
- 13.10.2. New Digital Profiles for Logistics
- 13.10.3. Leadership
- 13.10.4. Digital Platforms

Module 14. Digital Transformation as a 360º Strategy

14.1. 360º Strategy
- 14.1.1. *Brand Awareness*
- 14.1.2. Content Mapping and Customer Journey
- 14.1.3. Always On Strategy

14.2. *Rebranding*
- 14.2.1. *Rebranding*
- 14.2.2. When to Apply Rebranding Strategy
- 14.2.3. How to Apply Rebranding Strategy

14.3. HR Marketing
- 14.3.1. *Recruitment Marketing*
- 14.3.2. Phases of HR Marketing
- 14.3.3. Communication Strategy: Internal and External

14.4. Relationship Marketing
- 14.4.1. Relationship Marketing
- 14.4.2. *Inbound Marketing*
- 14.4.3. Tools

14.5. Innovation Ecosystems and Communities
- 14.5.1. Innovation Ecosystems
- 14.5.2. Types of Profiles
- 14.5.3. Keys for Having a Internal and External Community

14.6. *Social Selling*
- 14.6.1. *Social Selling*
- 14.6.2. How to Apply a Social Selling Strategy
- 14.6.3. Applications Based on Social Selling

14.7. Experience Marketing
- 14.7.1. Experience Marketing
- 14.7.2. Objectives in an Experiential Marketing Campaign
- 14.7.3. Use of Technology in Experiential Marketing

14.8. Branded Content and Native Advertising
- 14.8.1. Branded Content and Debranding
- 14.8.2. Content Marketing vs. *Brand Journalism*
- 14.8.3. Native Publicity

14.9. *Real Time Marketing*
- 14.9.1. *Real Time Marketing*
- 14.9.2. Preparation of a Real Time Marketing Campaign
- 14.9.3. Personalization as a Key Concept
- 14.9.4. Corporate Social Responsibility

14.10. Key Performance Indicators (KPIs) in the Digital Era
- 14.10.1. Organizational Indicators
- 14.10.2. Innovation Indicators
- 14.10.3. Marketing Indicators

Module 15. The New Digital Era: Internet of Things (IoT)

15.1. *Internet Of Things*
- 15.1.1. Analysis of Internet Of Things
- 15.1.2. Scope and Evolution
- 15.1.3. Transformation Implications for Companies

15.2. *Big Data*
- 15.2.1. Big Data and Small Data
- 15.2.2. The 4 V's of Big Data
- 15.2.3. Predictive Analytics
- 15.2.4. Focus Data Driven

15.3. *Cloud Productivity*
- 15.3.1. Features
- 15.3.2. Implementation Models
- 15.3.3. Levels or Layers

15.4. Technology Blockchain
- 15.4.1. *Blockchain*
- 15.4.2. Benefits of Blockchain
- 15.4.3. Blockchain Applications in the Business World

15.5. Artificial Intelligence (AI)
- 15.5.1. Artificial Intelligence
- 15.5.2. Types of Artificial Intelligence
- 15.5.3. Applications of Artificial Intelligences
- 15.5.4. Machine Learning vs. Artificial Intelligence

15.6. Extended Reality (XR)
- 15.6.1. Extended Reality (XR)
- 15.6.2. Virtual Reality (VR)
- 15.6.3. Augmented Reality (AR)
- 15.6.4. Mixed Reality (MR)

15.7. Augmented Humans or Human 2.0.
- 15.7.1. Human Enhancement Technologies (HET)
- 15.7.2. *Biohacking*
- 15.7.3. *Accelerated Learning*

15.8. 3D Printing
- 15.8.1. Evolution and Scope of 3D Printing
- 15.8.2. Types of 3D Printing
- 15.8.3. Applications of 3D Printing

15.9. Localization-Based Services (LBS)
- 15.9.1. Bluetooth Low Energy (BLE): *Beacons*
- 15.9.2. GPS Location
- 15.9.3. Wireless Location: Geofending and Geotagging (RFID and NFC, Barcodes, QR Scanners)

15.10. 5G Technology
- 15.10.1. Connectivity
- 15.10.2. Advantages of 5G
- 15.10.3. Applications

Module 16. Marketing Channels in the Digital Era

16.1. Social Networks
- 16.1.1. Relational
- 16.1.2. Entertainment
- 16.1.3. Professional
- 16.1.4. Niche

16.2. *Influencer Marketing*
- 16.2.1. Classification of Influencers
- 16.2.2. Design of Campaign with Influencers
- 16.2.3. Types of Campaign with Influencers

16.3. *E-Mail Marketing*
- 16.3.1. Objectives of E-Mail Marketing
- 16.3.2. Key Factors in E-Mail Marketing
- 16.3.3. *E-mail Automation*

16.4. Website and SEO
- 16.4.1. Website
- 16.4.2. SEO On Page
- 16.4.3. SEO Off Page

16.5. Mobile Applications and ASO
- 16.5.1. Types of Applications
- 16.5.2. Key Concepts
- 16.5.3. ASO Positioning

16.6. Paid Campaigns
- 16.6.1. Paid-Media Strategy
- 16.6.2. Google Ads
- 16.6.3. Facebook Ads

16.7. Affiliate Marketing
- 16.7.1. Affiliate Marketing Analysis
- 16.7.2. Affiliate Marketing Types
- 16.7.3. Key Aspects

16.8. Programmed Advertising
- 16.8.1. Programmed Advertising
- 16.8.2. Fundamental Actors
- 16.8.3. Benefits of Programmed Advertising
- 16.8.4. Real Time Bidding (RTB)

16.9. Loyalty Programs
- 16.9.1. Loyalty Programs
- 16.9.2. Importance of Gammification
- 16.9.3. Types of Loyalty Programs

16.10. *Cobranding*
- 16.10.1. Cobranding Campaign
- 16.10.2. Types of Cobranding
- 16.10.3. Co-Branding Vs. *Comarketing*

Module 17. Digital Marketing: The Transformation of Communication and Marketing

17.1. The Digital Revolution in Marketing
- 17.1.1. The Impact of the Internet on Communication
- 17.1.2. Transcendence of the Internet in Communication
- 17.1.3. The 4P's of Online Marketing

17.2. The Marketing Plan in a Digital Environment
- 17.2.1. Utility of the Digital Marketing Plan
- 17.2.2. Plan Parts
- 17.2.3. Preparation of an Effective Marketing Plan

17.3. Competitive Strategy
- 17.3.1. Contribution Value
- 17.3.2. The Brand as a Competitive Element
- 17.3.3. Unique Selling Proposition
- 17.3.4. Changes in Brand-Consumer Relationships

17.4. Communication Objectives
- 17.4.1. Types of Objectives
- 17.4.2. *Branding*
- 17.4.3. *Performance*
- 17.4.4. SMART Objectives

17.5. Target Audience
- 17.5.1. How Should Be defined
- 17.5.2. Segmentation
- 17.5.3. Buyer Persona

17.6. Communication Strategy
- 17.6.1. Insights
- 17.6.2. Positioning
- 17.6.3. The Message

17.7. Digital Marketing Tools I: The Web
- 17.7.1. Web
- 17.7.2. Web Types
- 17.7.3. Operation
- 17.7.4. Content Management System (CMS)

17.8. Digital Marketing Tools II: Search Engines
- 17.8.1. Search Engine Marketing
- 17.8.2. SEO
- 17.8.3. SEM

17.9. Digital Marketing Tools III: Social Media
- 17.9.1. Types of Networks
- 17.9.2. *Social Media Optimization*
- 17.9.3. *Social Ads*

17.10. Digital Marketing Tools IV: Other Tools
- 17.10.1. *Emailing*
- 17.10.2. Affiliation
- 17.10.3. *Display*
- 17.10.4. Videos

Module 18. User Experience Management in a Digital Ecosystem

18.1. User Experience
- 18.1.1. User Experience and Its Value
- 18.1.2. Why it Cannot Be Analyzed as an Isolated Entity
- 18.1.3. Process: Lean UX

18.2. User Experience Research Techniques in a Digital Ecosystem I: *User Research*
- 18.2.1. *User Research*
- 18.2.2. Key Methods
- 18.2.3. Practical Application

18.3. User Experience Research Techniques in a Digital Ecosystem II: User Research Strategy
- 18.3.1. Other User Research Methods
- 18.3.2. Methodologies to Be Used According to Project
- 18.3.3. Combination with Other Data

18.4. User Experience Research Techniques in a Digital Ecosystem III: User Interviews
- 18.4.1. When to Do Them and Why
- 18.4.2. User Interview Types
- 18.4.3. Practical Application

18.5. User Experience Research Techniques in a Digital Ecosystem IV: People
- 18.5.1. Definition and Identification
- 18.5.2. Creation
- 18.5.3. Application of this Methodology in Practice

18.6. User Experience Research Techniques in a Digital Ecosystem V: Usability Testing
- 18.6.1. Step-by-step Instructions on How to Conduct Your Own Usability Studies
- 18.6.2. Objectives, Benefits and Limitations
- 18.6.3. Application of this Methodology in Practice

18.7. User Experience Research Techniques in a Digital Ecosystem VI: Remote Usability Testing
- 18.7.1. Definition and Types
- 18.7.2. Tools and How to Recruit Users
- 18.7.3. Data Analysis and Presentation of Findings

18.8. User Experience Research Techniques in a Digital Ecosystem VII: User Experience Analysis
- 18.8.1. What to Do When We Have No Data on Our Users
- 18.8.2. Usability Inspection Methods
- 18.8.3. Other Techniques

18.9. User Experience Research Techniques in a Digital Ecosystem VIII: MVP
- 18.9.1. Formulate Hypotheses to be Validated and Prioritize Them
- 18.9.2. MVP and Its Benefits
- 18.9.3. Most Common Mistakes

18.10. User Experience Research Techniques in a Digital Ecosystem IX: Web Analytics
- 18.10.1. User Research and Analytics
- 18.10.2. UX Discovery, Optimization and Goals
- 18.10.3. Define Metrics

Module 19. E-Commerce: New Sales Channel Channels:

19.1. E-commerce and E-Commerce Types
- 19.1.1. Sales Channels
- 19.1.2. Origin of E-Markets
- 19.1.3. Advantages and Challenges
- 19.1.4. Types of E-commerce

19.2. E-Commerce Strategy and Competitive Advantage
- 19.2.1. Key Success Factors
- 19.2.2. The Long Tail
- 19.2.3. Competitive Advantage in Online Selling

19.3. Technology
- 19.3.1. Technology Requirements
- 19.3.2. Elements of a Sales Platform
- 19.3.3. Platform Types

19.4. Operations
- 19.4.1. Online Sales Operations
- 19.4.2. Operational and Logistical Processes
- 19.4.3. Customer Service

19.5. Means of Payment
- 19.5.1. Relevance
- 19.5.2. Main Means of Payment
- 19.5.3. Fraud and Its Management

19.6. Online Sales
- 19.6.1. Levers
- 19.6.2. Visits
- 19.6.3. Conversion
- 19.6.4. Average Order

19.7. Sales Funnel
- 19.7.1. Sales Funnel Development
- 19.7.2. *Engagement*
- 19.7.3. *Check Out*

19.8. Loyalty
- 19.8.1. Customer Relationship Management (CRM)
- 19.8.2. Process
- 19.8.3. Segmentation

19.9. Internationalization
- 19.9.1. First Stage
- 19.9.2. Second Stage
- 19.9.3. Third Stage
- 19.9.4. Fourth Stage

19.10. Omnichannel
- 19.10.1. Cell Phone Impact
- 19.10.2. Multichannel vs. Omnichannel
- 19.10.3. Omnichannel Challenges

Module 20. New Behavior in the Digital Transformation of Companies

20.1. New Adopted Behaviors
- 20.1.1. *Social Distancing*
- 20.1.2. *A-Commerce*
- 20.1.3. Mentor to Protége (M2P)

20.2. Trends in Communication
- 20.2.1. Inclusive and Social Marketing
- 20.2.2. Ecology and Proximity
- 20.2.3. Humanization
- 20.2.4. Differentiation

20.3. Evolution of the Contents
- 20.3.1. Evolution of Fast Content
- 20.3.2. Immediate Content
- 20.3.3. From Storytelling to Storydoing
- 20.3.4. The Rise of Premium Content

20.4. The Evolution of Searches
- 20.4.1. The Intention of Searches
- 20.4.2. *Voice Marketing*
- 20.4.3. *Visual Search*
- 20.4.4. Interactive Search

20.5. Support Advances
- 20.5.1. OOH Digital Advertising
- 20.5.2. Connected TV and Over-the-Top (OTT) Video
- 20.5.3. Podcasting and Online Audio
- 20.5.4. *Streaming*

20.6. *Customer Centric*
- 20.6.1. Customer Centric vs. Customer Experience vs. *Product Centric*
- 20.6.2. *User Generated Content*
- 20.6.3. *Share of Voice*
- 20.6.4. Personalization

20.7. The Evolution of E-Commerce
- 20.7.1. Evolution and Perspectives
- 20.7.2. System Types
- 20.7.3. Types of E-Commerce

20.8. Behavioral Economics
- 20.8.1. Behavioral Economics
- 20.8.2. Types of Biases and Nudges
- 20.8.3. CRO
- 20.8.4. UX vs. UI

20.9. Digital Transformation: Physical + Digital
- 20.9.1. Era of Digitalization
- 20.9.2. Social, Location and Mobile (SoLoMo)
- 20.9.3. Evolution of Payment Methods
- 20.9.4. New Challenges for Retail

20.10. Evolution of Sectors in the Digital environment
- 20.10.1. Tourism
- 20.10.2. Mobility
- 20.10.3. Health

Module 21. Business Process Management (BPM)

21.1. Enterprise Architecture
- 21.1.1. Holistic View of Business Architecture
- 21.1.2. Value Chain
- 21.1.3. Process Architecture

21.2. Diagnosis of BPM
- 21.2.1. *Business Process Management*
- 21.2.2. Business Drivers
- 21.2.3. Necessary Elements for a Successful Implementation
- 21.2.4. Maturity Cycle

21.3. BPM Principles
- 21.3.1. Context Adaptability
- 21.3.2. Continuity
- 21.3.3. Development of Competencies
- 21.3.4. Holism
- 21.3.5. Institutionalization
- 21.3.6. Participation of Key Stakeholders
- 21.3.7. Common Language
- 21.3.8. Intention
- 21.3.9. Simplicity
- 21.3.10. Adoption of Technology

21.4. Benefits of BPM
- 21.4.1. Corporate
- 21.4.2. Customers
- 21.4.3. Management
- 21.4.4. *Stakeholders*
- 21.4.5. BPM Applications
  - 21.4.5.1. Business Process Improvement (BPI)
  - 21.4.5.2. Enterprise Process Management (EPM)
  - 21.4.5.3. Continuous Refinement (CR)

21.5. Sectoral Application of BPM
- 21.5.1. Financial Entities
- 21.5.2. Telecommunications
- 21.5.3. Health
- 21.5.4. Insurance
- 21.5.5. Public Administration
- 21.5.6. Manufacturing Industry

21.6. Process Reference Models
- 21.6.1. APQC Model
- 21.6.2. SCOR Model

21.7. Process Center of Excellence (COE)
- 21.7.1. COE Functions and Benefits
- 21.7.2. Steps to Establish a COE and Governance Model

21.8. Steps to BPM Success
- 21.8.1. Discover and Simplify
- 21.8.2. Capture and Document
- 21.8.3. Publish and Animate
- 21.8.4. Design and Improve
- 21.8.5. Simulate and Optimize
- 21.8.6. Generate and Execute
- 21.8.7. Monitor and Manage

21.9. Challenges of Business Process Management
- 21.9.1. Risks Depending on the Stage of the Process
- 21.9.2. Strategies to Overcome Risk
- 21.9.3. Implementation Errors

21.10. Considerations when Starting a BPM Project
- 21.10.1. Select the Correct Starting Point
- 21.10.2. Engaging with Users
- 21.10.3. Measuring from the Start

Module 22. Process Modeling and Analysis

22.1. Process Modeling
- 22.1.1. Purposes of Process Modeling
- 22.1.2. Benefits of Using a Standardized Notational Model
- 22.1.3. Considerations for Selecting a Notation Model

22.2. Business Process Modeling Notation (BPMN)
- 22.2.1. BPMN Components
- 22.2.2. Types of BPMN Charts
- 22.2.3. Advantages of a BPMN
- 22.2.4. Disadvantages of BPMN

22.3. Other Types of Process Modeling
- 22.3.1. *Swim Lanes*
- 22.3.2. *Flow Charting*
- 22.3.3. Event Process Chain (EPC)
- 22.3.4. Unified Modeling Language (UML)
- 22.3.5. Integrated Definition Language (IDEF)
- 22.3.6. *Value Stream Mapping*

22.4. Process Modeling Approaches
- 22.4.1. Value Chain
- 22.4.2. Supplier Input Process Output Customer (SIPOC)
- 22.4.3. *System Dynamics*

22.5. Process Modeling Levels
- 22.5.1. Corporate Perspective
- 22.5.2. Business Perspective
- 22.5.3. Operational Perspective

22.6. Data Collection
- 22.6.1. Direct Observation
- 22.6.2. Interviews
- 22.6.3. Surveys
- 22.6.4. Structured Workshops
- 22.6.5. Web Conferences

22.7. Modeling Software (BPMS)
- 22.7.1. AuraPortal
- 22.7.2. Bizagi Modeler
- 22.7.3. Trisotech
- 22.7.4. iGrafx
- 22.7.5. IBM Blueworks Live
- 22.7.6. OnBase by Hyland
- 22.7.7. Oracle BPM Suite
- 22.7.8. Signavio

22.8. Process Analysis
- 22.8.1. Implementation Phase
- 22.8.2. Roles in the Analysis
- 22.8.3. Factors for Process Analysis
- 22.8.4. Economic Analysis
- 22.8.5. Cause and Effect Tree
- 22.8.6. Risk Analysis
- 22.8.7. Resource Capacity Analysis
- 22.8.8. Human Talent Analysis

22.9. Considerations for Process Analysis
- 22.9.1. Leadership at the Managerial Level
- 22.9.2. Process Management Maturity
- 22.9.3. Avoid Troubleshooting during Analysis
- 22.9.4. Efficient Analysis
- 22.9.5. Potential Resistance
- 22.9.6. Omission of Culpability in Non-conformities
- 22.9.7. Understanding Organizational Culture
- 22.9.8. Customer Focus
- 22.9.9. Resources Availability

22.10. Simulation of Business Processes
- 22.10.1. Technical and Policy Considerations for Simulation
- 22.10.2. Business Process Simulation Step by Step
- 22.10.3. Simulation Tools

Module 23. Process Control and Optimization

23.1. Process Design
- 23.1.1. Fundamental Aspects of Process Design
- 23.1.2. Transition from "AS IS" to "TO BE"
- 23.1.3. Economic Analysis of the "To Be" Process

23.2. Towards Process Performance Control
- 23.2.1. Taking into Account the Maturity Level of the Process
- 23.2.2. Performance Interpretations
- 23.2.3. Measurable Aspects
- 23.2.4. Performance Measurement Design

23.3. Process Performance Measurement and Control
- 23.3.1. Importance of Process Measurement
- 23.3.2. Process Management Indicators
- 23.3.3. Steps to Create Management Indicators

23.4. Methods to Measure and Control Performance
- 23.4.1. Value Stream Map (VSM)
- 23.4.2. Activity-based Costing Systems
- 23.4.3. Statistical Control

23.5. Statistical Process Control
- 23.5.1. Statistical Parameters
- 23.5.2. Variability Analysis
- 23.5.3. Control Charts
- 23.5.4. Sampling Plans

23.6. Process Mining
- 23.6.1. State of the Art of Process Mining
- 23.6.2. Process Mining Methodology
- 23.6.3. Factors to Consider for Implementation

23.7. Process Intelligence
- 23.7.1. Process Intelligence
- 23.7.2. BAM (Business Activity Monitoring) Tools
- 23.7.3. Dashboards

23.8. Change Management
- 23.8.1. Resistance to Change
- 23.8.2. Uncertainty Management of Human Talent
- 23.8.3. Change Management Process

23.9. Organizational Transformation
- 23.9.1. Beyond Improvement
- 23.9.2. Transforming the Organization
- 23.9.3. Continuous Optimization

23.10. A New Business Process Management
- 23.10.1. Aspects of a Process-Oriented Organization
- 23.10.2. Organizational Maturity Assessment
- 23.10.3. Implementation of the Governance Model
- 23.10.4. BPM Roadmap Design

Module 24. Agile Methodologies for the Development of New Business Models: *Canvas Business Model*

24.1. Development of New Business Models
- 24.1.1. Patterns
- 24.1.2. Design Ideas
- 24.1.3. Prototyping

24.2. Value Proposition
- 24.2.1. Giving Value to Our Customers
- 24.2.2. Solution to Our Customers Problems
- 24.2.3. Satisfied Customers and Their Needs
- 24.2.4. Particularize Products or Services to Each Customer Sector

24.3. Customer Segment Selection
- 24.3.1. Creating Value for Each Customer
- 24.3.2. Knowing How to Identify the Most Important Customers
- 24.3.3. Niche Markets

24.4. Communication and Distribution Channels
- 24.4.1. Make Customers Aware of Products/Services
- 24.4.2. Help Customers Evaluate the Proposal
- 24.4.3. Enable Customers to Purchase Products/Services
- 24.4.4. Provide Customers with a Value Proposition
- 24.4.5. Offer Customers After-Sales Services

24.5. Relationship with the Customer
- 24.5.1. Customer Acquisition
- 24.5.2. Customer Loyalty
- 24.5.3. Sales Stimulation

24.6. Revenue Flows
- 24.6.1. Revenues Within the Business Plan
- 24.6.2. Revenues from Transactions Derived from One-Time Payments
- 24.6.3. Recurring Income Derived from Periodic Payments

24.7. Key Resources
- 24.7.1. Physical
- 24.7.2. Intellectual
- 24.7.3. Human
- 24.7.4. Economic

24.8. Key Activities
- 24.8.1. Production Activities
- 24.8.2. Problem Solving Activities
- 24.8.3. Platform/Network Activities

24.9. Strategic Partnerships
- 24.9.1. Strategic Alliances Between Non-Competing Companies
- 24.9.2. Strategic Alliances Between Competing Companies
- 24.9.3. *Joint Ventures*
- 24.9.4. Customer-Supplier Relationships

24.10. Cost Structure
- 24.10.1. The Role of Cost in the Business Plan
- 24.10.2. Cost Structures According to Costs
- 24.10.3. Cost Structures According to Value

Module 25. Agile Methodologies for Project Management and Technology

25.1. State of the Art in Agile Methodologies
- 25.1.1. Context of the Emergence of these Methodologies
- 25.1.2. Challenges that Help Us Solve
- 25.1.3. Ecosystem of Methodologies and the Relationships Between Them

25.2. Agile Manifesto and Principles
- 25.2.1. Principles of the Manifesto
- 25.2.2. Meaning, Importance and Implications
- 25.2.3. Points of Contact with Key Aspects of Other Contemporary Methodologies

25.3. SCRUM I
- 25.3.1. SCRUM
- 25.3.2. Challenges and Benefits
- 25.3.3. SCRUM Features
- 25.3.4. Procedure and Phases
- 25.3.5. Roles

25.4. SCRUM II - Planning and Sprints
- 25.4.1. Study of the "Sprint"
- 25.4.2. Understanding this Phase
- 25.4.3. Objectives and Challenges
- 25.4.4. Practical Procedure

25.5. SCRUM III - Review Phase
- 25.5.1. Understanding this Phase
- 25.5.2. Objectives and Challenges
- 25.5.3. Practical Procedure

25.6. SCRUM IV - Retrospective Phase
- 25.6.1. Understanding this Phase
- 25.6.2. Objectives and Challenges
- 25.6.3. Practical Procedure

25.7. SCRUM V - Documentation and Good Practices
- 25.7.1. Why we should document
- 25.7.2. How to Document
- 25.7.3. Good Practices

25.8. *Extreme Programming*
- 25.8.1. Extreme Programming Analysis
- 25.8.2. Objectives and Challenges of Extreme Programming Methodology
- 25.8.3. Practical Procedure

25.9. KANBAN
- 25.9.1. Methodology KANBAN
- 25.9.2. Objectives, Benefits and Limitations
- 25.9.3. Methodology in Practice

25.10. Application of Agile Methodologies in Different Fields
- 25.10.1. Understanding How Agile Methodologies Can Help Us in Different Areas
- 25.10.2. *Agile Software Development*
- 25.10.3. *Agile Marketing*
- 25.10.4. *Agile Sales*

Module 26. Innovation Methodologies: *Design Thinking*

26.1. Design Thinking: Innovation Centered in People
- 26.1.1. Understand the Fundamental Principles of Design Thinking
- 26.1.2. Objectives and Limitations
- 26.1.3. Benefits Within the Current Context

26.2. Design Thinking Phases
- 26.2.1. Understand the Development Flow of this Methodology
- 26.2.2. Challenges in Each Phase of a Project
- 26.2.3. Errors and Malpractice

26.3. Research Methodologies in Design Thinking I
- 26.3.1. Methods I
- 26.3.2. Objectives, Benefits and Limitations I
- 26.3.3. Practical Application I

26.4. Research Methodologies in Design Thinking II
- 26.4.1. Methodology II
- 26.4.2. Objectives, Benefits and Limitations II
- 26.4.3. Practical Application II

26.5. *Customer Journey*
- 26.5.1. *Customer Journey*
- 26.5.2. Objectives, Benefits and Use Cases
- 26.5.3. Practical Application

26.6. Workflow in Design Thinking I: Immersion
- 26.6.1. Objectives
- 26.6.2. Procedure
- 26.6.3. Challenges and Good Practices

26.7. Workflow in Design Thinking II: Ideation
- 26.7.1. Objectives
- 26.7.2. Procedure
- 26.7.3. Challenges and Good Practices

26.8. Workflow in *Design Thinking* III: Implementation
- 26.8.1. Objectives
- 26.8.2. Procedure
- 26.8.3. Challenges and Good Practices

26.9. Workflow in Design Thinking IV: Testing and Closing
- 26.9.1. Objectives
- 26.9.2. Procedure
- 26.9.3. Challenges and Precautions Prior to Solution Implementation

26.10. Good and Malpractices in Design Thinking
- 26.10.1. Risks and Common Mistakes in Design Thinking Practice
- 26.10.2. Cases in Which This Methodology Should Not Be Applied
- 26.10.3. Final Recommendations and Checklist

Module 27. Agile Methodologies for New Products and Businesses: *Lean Start-Up*

27.1. Entrepreneurial Spirit
- 27.1.1. Entrepreneur
- 27.1.2. Entrepreneur Characteristics
- 27.1.3. Types of Entrepreneurs

27.2. Entrepreneurship and Teamwork
- 27.2.1. Teamwork
- 27.2.2. Characteristics of Teamwork
- 27.2.3. Advantages and Disadvantages of Teamwork

27.3. Creation of a Company
- 27.3.1. Being an Entrepreneur
- 27.3.2. Company Concept and Model
- 27.3.3. Stages of the Business Creation Process

27.4. Basic Components of a Company
- 27.4.1. Different Approaches
- 27.4.2. The 8 Components of a Company
  - 27.4.2.1. Customers
  - 27.4.2.2. Environment
  - 27.4.2.3. Technology
  - 27.4.2.4. Material Resources
  - 27.4.2.5. Human Resources
  - 27.4.2.6. Finances
  - 27.4.2.7. Enterprise Networks
  - 27.4.2.8. Opportunity

27.5. Value Proposition
- 27.5.1. Value Proposition
- 27.5.2. Ideas Generation
- 27.5.3. General Recommendations for Value Propositions

27.6. Support Tools for the Entrepreneur
- 27.6.1. *Lean Startup*
- 27.6.2. *Design Thinking*
- 27.6.3. *Open Innovation*

27.7. *Lean Start-ups*
- 27.7.1. *Lean Start-up*
- 27.7.2. Lean Start-up Methodology
- 27.7.3. Phases a Start-up Goes Through

27.8. Business Approach Sequence
- 27.8.1. Validate Hypotheses
- 27.8.2. MVP: Minimum Viable Product (MVP)
- 27.8.3. Measure: *Lean Analytics*
- 27.8.4. Pivot or Persevere

27.9. Innovate
- 27.9.1. Innovation
- 27.9.2. The Ability to Innovate, Creativity and Growth
- 27.9.3. Innovation Cycle

27.10. Creativity
- 27.10.1. Creativity as a Skill
- 27.10.2. Creativity Process
- 27.10.3. Types of Creativity

Module 28. New Trends in Digital Transformation and their Impact on Businesses

28.1. Internet Evolution
- 28.1.1. Evolution of the Digital Ecosystem
- 28.1.2. New Digital Trends
- 28.1.3. New Customer and Future Customer

28.2. E-Commerce 2.0: Trends
- 28.2.1. From 1.0 to 2.0.
- 28.2.2. Emotional Selling
- 28.2.3. *Sharing Economy*
- 28.2.4. New Trends in Online Sales

28.3. CRO and Growth Hacking
- 28.3.1. Importance of Conversion
- 28.3.2. CRO
- 28.3.3. *Growth Hacking*

28.4. Big Data and Data Science
- 28.4.1. The Importance of Data
- 28.4.2. Big Data
- 28.4.3. Data Scientist Role

28.5. Internet of Things (IoT)
- 28.5.1. IoT Analysis
- 28.5.2. Impact on the Company
- 28.5.3. Wearables
- 28.5.4. Connected Home

28.6. Industry 4.0
- 28.6.1. New Trends
- 28.6.2. The Makers
- 28.6.3. New Industrial Production and Robotization

28.7. Digital Marketing Trends
- 28.7.1. Programmatic
- 28.7.2. Video
- 28.7.3. Contents: Native Publicity

28.8. Internet 3.0 Semantic Web
- 28.8.1. Where the Network is Evolving To
- 28.8.2. Robot Assistants: Alexa, Siri and Google Assistant
- 28.8.3. Semantic Web

28.9. The Future of Match: Privacy Challenge
- 28.9.1. Privacy Challenge
- 28.9.2. Data Protection Regulation
- 28.9.3. Consumer Privacy

28.10. New Technological Horizons
- 28.10.1. New Trends
- 28.10.2. The Blockchain.
- 28.10.3. Future Developments and New Challenges
- 28.10.4. Upcoming Technologies

Through agile methodologies, such as Scrum, and creative approaches, such as Design Thinking, you will be prepared to manage change, as well as to create new technology products and services"

04

Teaching Objectives

This program will address the latest trends in business management and leadership, with an emphasis on sustainability, innovation and decision-making in complex contexts. Therefore, entrepreneurs will develop advanced skills to manage human, financial and logistical resources, as well as to design and execute comprehensive digital strategies that enhance both the customer experience and internal operations. In addition, you will delve into agile methodologies such as Scrum and Design Thinking, Digital Marketing tools, business models and business process automation through Business Process Management (BPM).

You will successfully face the challenges of digital transformation, acquiring tools to develop innovative and sustainable strategies that drive your organization forward"

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
- Delve into the the sustainability criteria set by international standards when developing a business plan
- Develop strategies for making decisions in a complex and unstable environment
- Define the best way to manage the company's Human Resources, achieving a better performance
- Be able to manage the company's economic and financial plan
- Understand the logistic operations that are necessary in the business environment in order to develop an adequate management of these operations
- Be able to develop all the phases of a business idea: Design, Feasibility Plan, Execution, Follow-up
- Identify innovative processes that allow the creation of new technological products and services
- Model and design business processes using BPM methodology, creating process maps and process documentation
- Develop a conceptual framework for the analysis of digital maturity and the challenges at the level of strategy, processes, technology, culture and people
- Implement process automation and integration with customers, suppliers, workers, organizations, documents, systems and technology
- Establish the Digital Strategy, understanding this with a 360º vision, applied to the customer experience as well as to the internal experience in the company
- Define a marketing plan, through an exhaustive analysis of the tools to be used in social networks, Influencer Marketing, Email Marketing, SEO positioning, Mobile Marketing and ASO
- Implement Business Process Management in a timely and successful manner
- Create business process models taking into account the most commonly used types of notation knowing their relevant aspects
- Develop solid structures on legal issues related to digital transformation processes
- Understand the main challenges of digital transformation in each area of the company
- Delve into the main digital business models and how they are used in this environment to compete
- Master the keys of the main Agile Methodologies for the Management and Transformation of the company

Specific Objectives

Module 1. Leadership, Ethics and Social Responsibility in Companies

- Develop ethical leadership skills that integrate social responsibility and sustainability practices into business strategy
- Make decisions that promote social well-being, respect for the environment and long-term value creation for all stakeholders

Module 2. Strategic Management and Executive Management

- Specialize in the formulation and execution of business strategies that guarantee sustainable growth and competitiveness in dynamic markets
- Acquire competencies in the management of executive teams, leading the transformation of the organization to adapt to the challenges of the global environment

Module 3. People and Talent Management

- Provide tools for human talent management, from attracting to retaining the best professionals
- Design human resources strategies that align personnel competencies with the company's strategic objectives

Module 4. Economic and Financial Management

- Delve into strategic financial decision making to maximize profitability and minimize risks in the company
- Develop skills in financial planning, budget control and investment management at the organizational level

Module 5. Operations and Logistics Management

- Delve into the efficient management of operations and logistics, optimizing the supply chain to reduce costs and improve productivity
- Specialize in the implementation of operational processes that align business strategy with market demand

Module 6. Information Systems Management

- Delve into the integration and management of information systems within the company, improving operational efficiency and data-driven decision making
- Develop skills to apply technological solutions that optimize processes and ensure market competitiveness

Module 7. Commercial Management, Strategic Marketing and Corporate Communication

- Delve into the creation of commercial and marketing strategies that increase brand visibility and optimize customer relations
- Examine the management of corporate communication to strengthen the company's identity and reputation in the marketplace

Module 8. Market Research, Advertising and Commercial Management

- Master market research techniques to identify business opportunities and develop effective advertising strategies
- Obtain skills to manage commercial activity, optimizing advertising campaigns and ensuring the achievement of objectives

Module 9. Innovation and Project Management

- Develop skills in the management of innovative projects, managing change and continuous adaptation to new trends and technologies
- Specialize in the planning, execution and evaluation of innovation projects that generate long-term value for the organization

Module 10. Executive Management

- Specialize in the development of management skills to lead teams, make strategic decisions and manage organizational performance
- Be able to create a culture of innovation, responsibility and commitment that optimizes the company's results

Module 11. Digital Impact in Businesses: New Digital Business Models

- Understand the impact of digitalization on business models and how to leverage emerging technologies to innovate
- Design new digital business models that improve competitiveness and generate new revenue sources

Module 12. The Digital Environment in Business Processes

- Address the adaptation of organizational processes to the digital environment, optimizing operations and improving efficiency
- Integrate digital tools that enable automation and digitization of business processes

Module 13. Digital Transformation of a Business: Areas Impacted by the Transformation

- Detect the key areas within the company that are impacted by digital transformation
- Lead the digital transition in all areas of the organization, ensuring the integration of to improve results

Module 14. Digital Transformation as a 360º Strategy

- Analyze the creation of comprehensive digital strategies that cover all aspects of the company, from operations to external communication
- Train in the management of digital transformation as a continuous process that generates value for the company through innovation

Module 15. The New Digital Era: Internet of Things (IoT)

- Manage emerging technologies such as the Internet of Things (IoT) to improve operational efficiency and create new products and services
- Develop skills to integrate IoT solutions within the company's processes and products to increase its competitiveness

Module 16. Marketing Channels in the Digital Era

- Manage key digital marketing channels, including social media, email and content marketing, to maximize brand visibility
- Train in the design and execution of multichannel strategies that improve customer experience and lead conversion

Module 17. Digital Marketing: The Transformation of Communication and Marketing

- Develop skills to design and execute digital marketing strategies that transform the way companies communicate with their customers
- Train in the creation of online marketing campaigns that leverage digital platforms to increase reach and effectiveness

Module 18. User Experience Management in a Digital Ecosystem

- Delve into the management of the user experience in digital environments, optimizing the interaction between the customer and the brand
- Acquire skills to improve user interface design and experience in digital platforms, improving satisfaction and loyalty

Module 19. E-Commerce: New Sales Channel Channels:

- Delve into the creation and management of e-commerce channels to increase sales and reach new markets
- Train in e-commerce platform optimization to improve conversion, retention and customer shopping experience

Module 20. New Behavior in the Digital Transformation of Companies

- Analyze how digital transformation is changing consumer behavior and the internal organization of companies
- Train in adapting business strategies to new consumer behaviors and technological advances

Module 21. Business Process Management (BPM)

- Delve into business process management to improve organizational efficiency and effectiveness
- Develop skills to identify, model and optimize processes within the company to ensure they are aligned with strategic objectives

Module 22. Process Modeling and Analysis

- Master advanced techniques and tools to model, analyze and improve processes within the organization
- Train in the creation of process models to improve quality, reduce costs and increase productivity

Module 23. Process Control and Optimization

- Delve into the design and control of systems that ensure the continuous improvement of the processes within the company
- Develop skills to identify areas of improvement in processes and apply methodologies to optimize organizational performance

Module 24. Agile Methodologies for the Development of New Business Models: Canvas Business Model

- Apply agile methodologies for the development of new business models, using the Canvas Business Model
- Delve into the creation of innovative business models that adapt quickly to market changes

Module 25. Agile Methodologies for Project Management and Technology

- Train in the implementation of agile methodologies, such as Scrum and Kanban for the management of technology projects
- Manage projects in a flexible and efficient way, ensuring that the objectives are met in reduced timeframes

Module 26. Innovation Methodologies: *Design Thinking*

- Delve into the use of the Design Thinking innovation methodology to solve complex problems and generate creative solutions
- Design innovation processes that involve users and stakeholders in the creative process

Module 27. Agile Methodologies for New Products and Businesses: *Lean Start-up*

- Delve into the Lean Startup methodology for the rapid development of new products and businesses
- Develop skills in prototyping and early validation of ideas to reduce risks and optimize resources

Module 28. New Trends in Digital Transformation and their Impact on Businesses

- Identify and apply the latest trends in digital transformation that impact on business
- Train in the integration of technological solutions that improve competitiveness and efficiency of companies

You have at your disposal a wide range of learning resources, accessible 24 hours a day, 7 days a week"

05

Career Opportunities

Graduates will be prepared to assume strategic leadership roles in companies undergoing digital transformation, both nationally and internationally. They will also be able to occupy positions as digital transformation directors, Chief Digital Officers (CDO), innovation managers, digital strategy consultants or operations managers in the field of technology. In addition, they will have the necessary skills to lead multidisciplinary teams, manage complex automation and digitization projects, and apply innovative business models, becoming agents of change in organizations seeking to adapt and thrive in the digital era.

This Advanced Master's Degree in Senior Digital Transformation Management will offer entrepreneurs a wide range of career opportunities in several key sectors of the digital economy"

Graduate Profile

The graduate will be a visionary and strategic leader, with the ability to lead the digitalization process of a company in a global and highly competitive environment. They will also have a deep knowledge of the latest technological and business management trends, as well as the skills to make informed decisions in complex and unstable situations. In addition, you will be adept at implementing digital strategies, optimizing resources and automating processes, with a focus on innovation, sustainability and improving the customer and employee experience.

> *You will be able to apply agile methodologies, lead multidisciplinary teams and manage organizational change, becoming a key agent of digital transformation in your sector.*

- **Strategic Leadership:** Be able to inspire, motivate and lead employees towards the achievement of strategic objectives, promoting an organizational culture oriented towards innovation and continuous improvement
- **Change Management:** Acquire skills such as the implementation of new technologies, the adaptation of the organizational structure and the alignment of human and technological resources
- **Analytical Thinking and Problem Solving:** Identify opportunities and risks in complex environments, designing innovative and effective solutions to both operational and strategic business problems, always with a digital approach
- **Effective Communication and Negotiation:** Ability to communicate clearly and persuasively will be essential to interact with different stakeholders (employees, customers, suppliers, investors)

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

1. **Digital Transformation Manager:** Responsible for leading the digitalization process, identifying opportunities for technological improvement and ensuring that digital initiatives are aligned with the overall business strategy.
2. Chief Digital Officer (CDO): Responsible for developing and executing the company's digital strategy, promoting innovation and adoption of new technologies to optimize processes and improve customer experience.
3. **Innovation and Technology Manager:** Responsible for implementing new technological solutions, managing innovation projects to improve products, services and internal processes to maintain competitiveness.
4. **Digital Strategy Consultant:** Provides advice to companies in their digital transformation process, helping to define technological strategies, optimize operations and develop new business models based on digitalization.
5. **Digital Operations Director:** Manages operations focused on digitalization, overseeing the implementation of technological solutions that improve operational efficiency and systems integration at the organizational level.
6. **Digital Marketing Manager:** Leads Digital Marketing strategies, using tools such as SEO, SEM, social media and data analytics to maximize reach, conversion and customer retention.
7. **Chief Technology Officer (CTO):** Responsible for technology direction, overseeing the development, implementation and maintenance of technology infrastructures, software systems and digital platforms.
8. **Digital Human Resources Director:** Manages HR processes with a digital focus, implementing technology solutions to improve talent management, training and employee performance.
9. **Digital Transformation Project Manager:** Oversees and coordinates strategic digitalization projects, ensuring that deadlines, budgets and defined objectives are met.
10. **E-Commerce Director:** Responsible for managing online sales, developing e-commerce strategies, managing digital sales platforms and ensuring the integration of the customer experience.

"You will address specific challenges of digital transformation, covering the digital maturity of organizations in key aspects such as strategy, processes, technology, culture and people"

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.

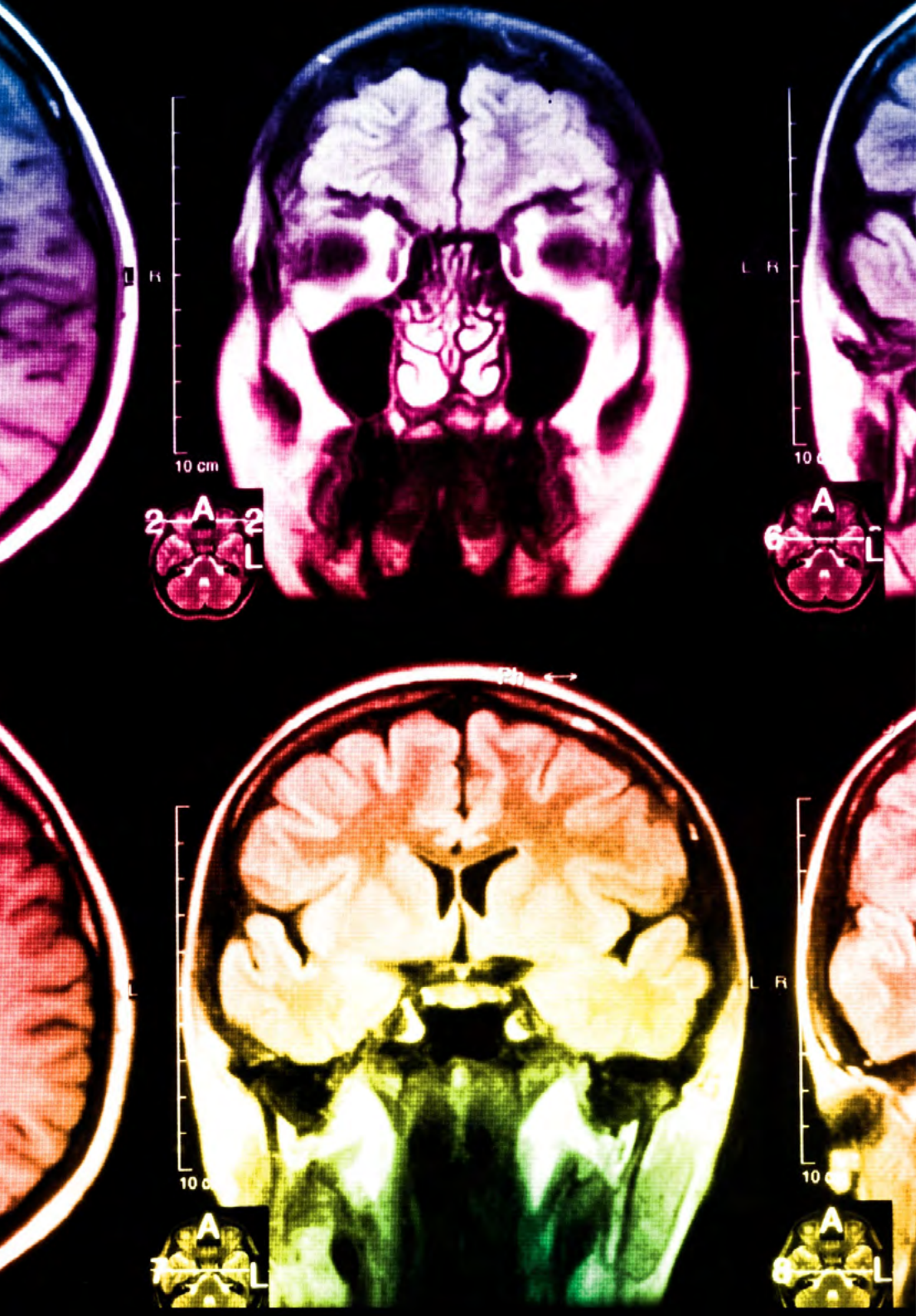
In order to facilitate tutor-student contact as much as possible, you will have a wide range of communication possibilities, both in real time and delayed (internal messaging, telephone answering service, email contact with the technical secretary, chat and videoconferences).

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 Global Score 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.

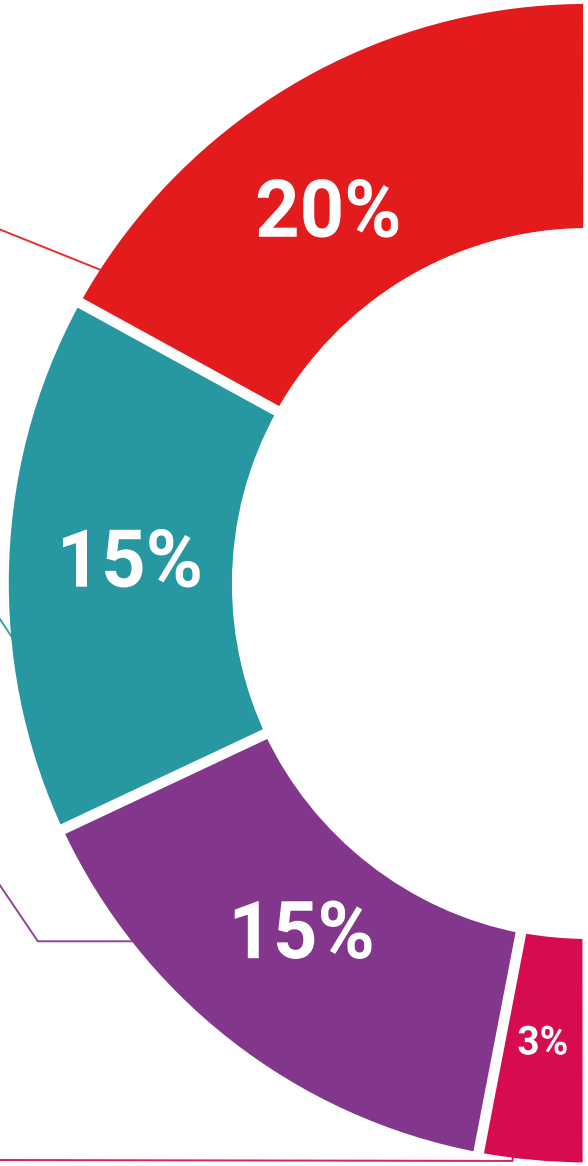
Interactive Summaries

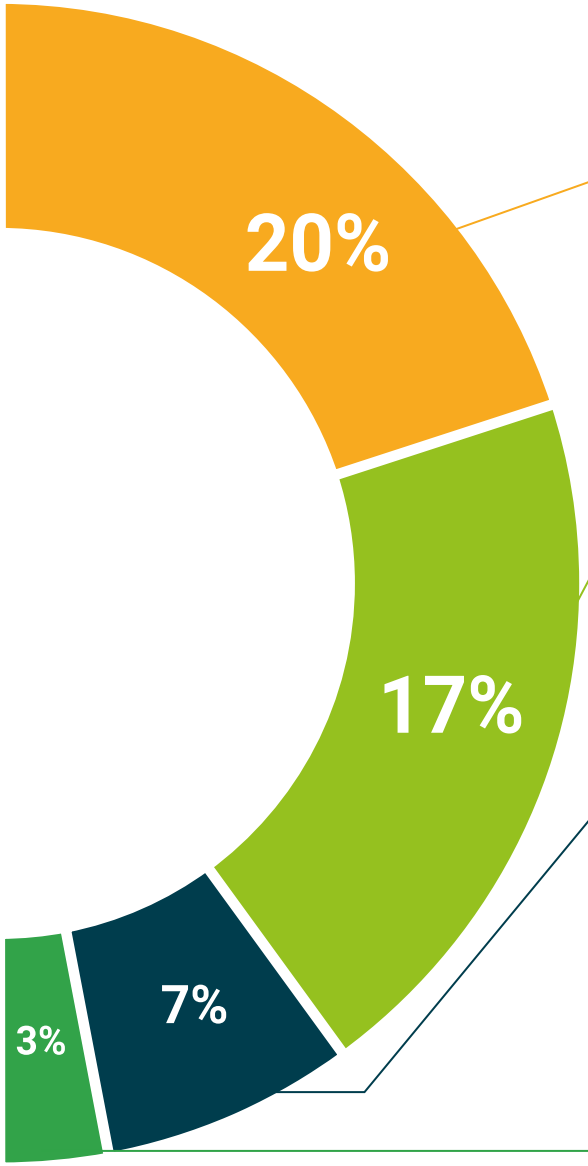
We present the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

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.





Case Studies

Students will complete a selection of the best case studies in the field. Cases that are presented, analyzed, and supervised by the best specialists in the world.

Testing & Retesting

We periodically assess and re-assess your knowledge throughout the program. We do this on 3 of the 4 levels of Miller's Pyramid.

Classes

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

Learning from an expert strengthens knowledge and memory, and generates confidence for future difficult decisions.

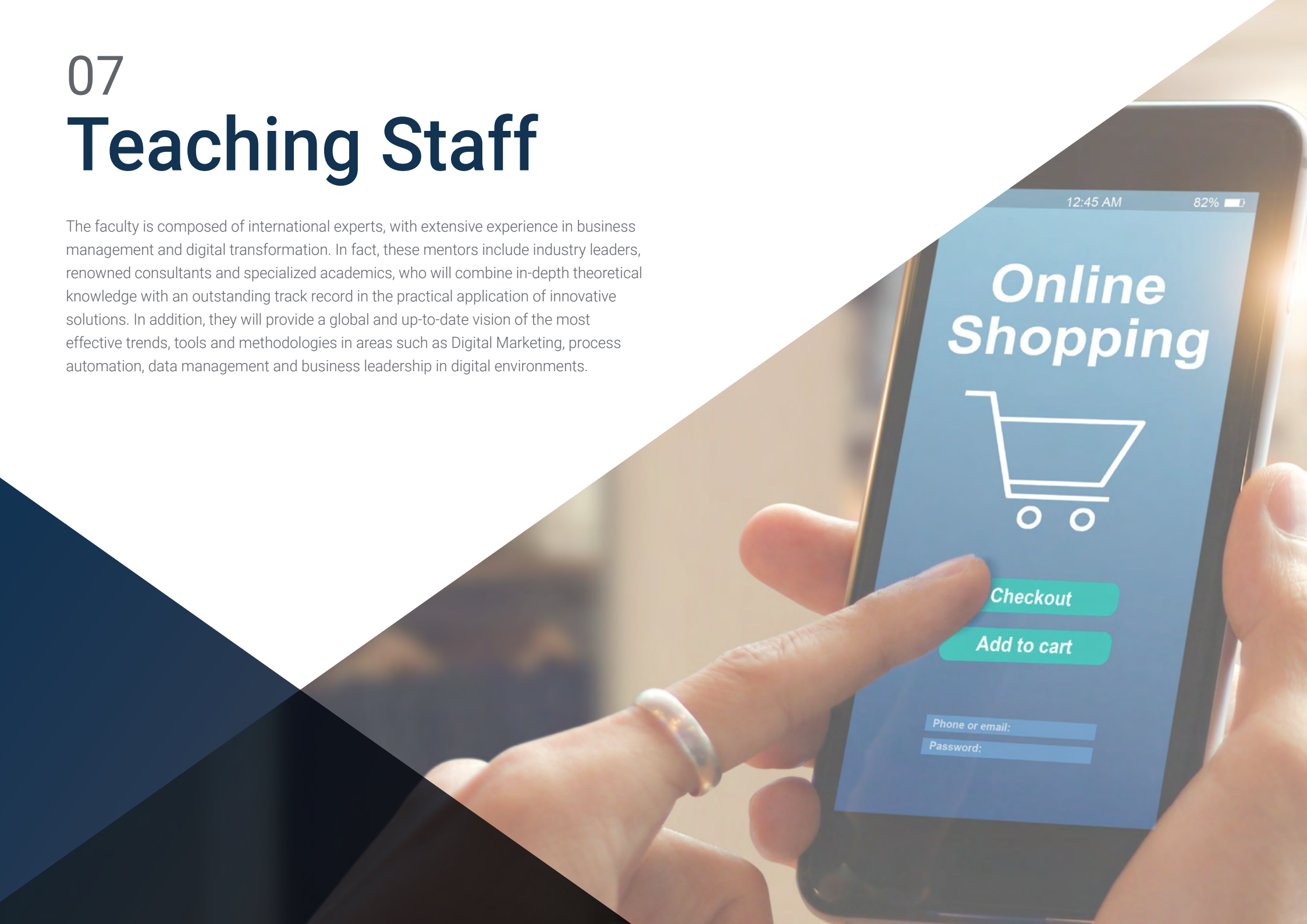
Quick Action Guides

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

07

Teaching Staff

The faculty is composed of international experts, with extensive experience in business management and digital transformation. In fact, these mentors include industry leaders, renowned consultants and specialized academics, who will combine in-depth theoretical knowledge with an outstanding track record in the practical application of innovative solutions. In addition, they will provide a global and up-to-date vision of the most effective trends, tools and methodologies in areas such as Digital Marketing, process automation, data management and business leadership in digital environments.



The teachers are characterized by their dynamic and practical approach, teaching real case studies that will allow you to immediately apply the knowledge acquired to your organization"

International Guest Director

Shahzeb Rauf is a leading **telecommunications** professional with over 18 years of experience. Specializing in complex program management and implementation of **technology solutions**, he combines advanced technical skills with **management**, **analytical** and **teamwork** capabilities. In fact, his approach is goal-oriented, standing out for his innovative capacity and his ability to negotiate and influence, which allows him to manage successful **working relationships** and meet **business objectives**.

As such, throughout his career, he has worked in key roles such as, for example, **Group Technical Director** at **Huawei**, **Pakistan**, where he has led strategic projects in the **IP Optics Access** and **Core** domains, mastering strategic transformation programs, such as the **modernization of IP** and **broadcast networks**, as well as the launch of **VoLTE** and **LTE Roaming**. These experiences have allowed him to hone his skills in **strategic project execution** and cross-functional team management.

Likewise, he has been internationally recognized for his ability to align **methodical tactics** with **business objectives**, as well as for his ability to build strong relationships with stakeholders. His expertise in **risk management**, **resource allocation** and **optimization** has been instrumental in his success in the **telecommunications industry**.

In addition to his professional background, Rauf has contributed to the industry through **project management** and **team mentoring**. In turn, his focus on **Huawei Level-5 solution architecture** and technical management has been key to the success of his projects. Likewise, his expertise in **network modernization** and **advanced technology implementation** underscores his commitment to excellence and innovation in a constantly evolving field such as **telecommunications**.

Mr. Shahzeb, Rauf

- Group Technical Director at Huawei, Islamabad, Pakistan
- Network Performance and Optimization Manager at NSN, Pakistan
- Wireless Networks Manager at Motorola, Pakistan
- L2 Wireless Support Team Leader at Motorola, Pakistan
- GS Systems Engineer at Motorola, Pakistan
- B.Sc. in Electronics and Communication

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

Jennifer Dove has demonstrated her commitment to continuous professional development by actively participating in networks of HR professionals and contributing to the onboarding of numerous employees at different companies. After earning her bachelor's degree in **Organizational Communication** from the University of Miami, she is now a graduate of the University of Miami.

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

Ms. Dove, Jennifer

- Vice President of Talent Acquisition at Mastercard, New York, United States
- Director of Talent Acquisition at NBCUniversal, New York, USA
- Head of Recruitment at Comcast
- Director of Recruiting at Rite Hire Advisory, New York, USA
- Executive Vice President of the Sales Division at Ardor NY Real Estate
- Director of Recruitment at Valerie August & Associates
- Account Executive at BNC
- Account Executive at Vault
- Degree in Organizational Communication from the University of Miami

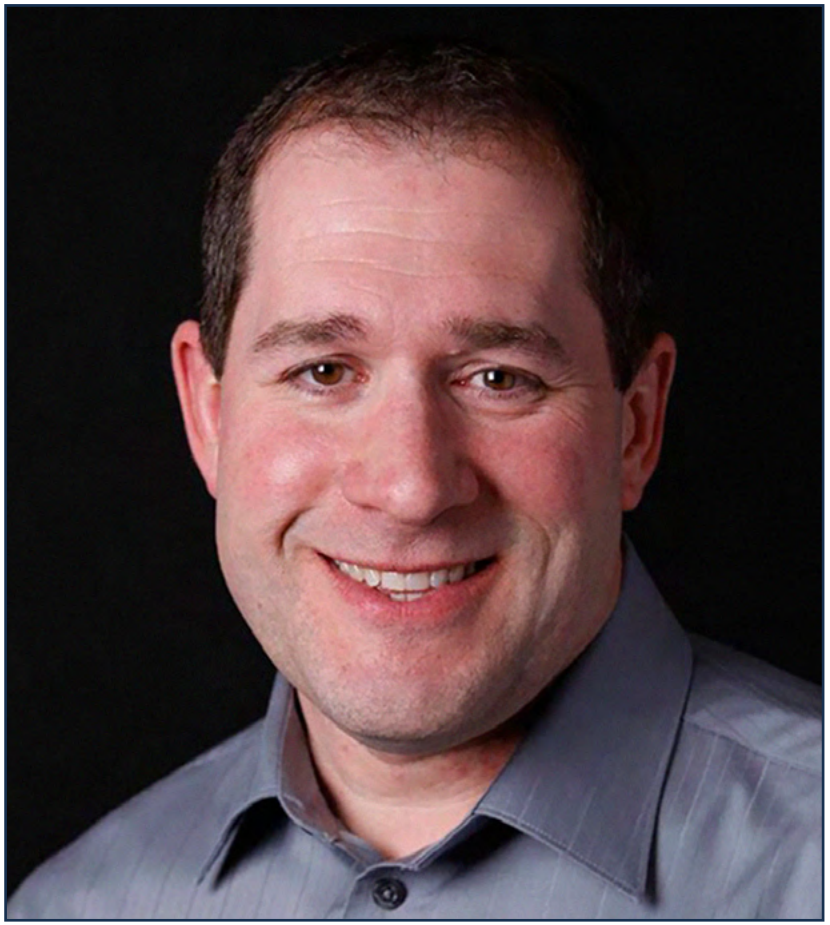
TECH has a distinguished and specialized group of International Guest Directors, with important leadership roles in the leading companies in the global market"

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

Internationally renowned experts will provide you with a holistic review of today's most important innovations in the management and business world"

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

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

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 process and workflow management improvements 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

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

International Guest Director

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

The most qualified and experienced professionals at international level are waiting for you at TECH to offer you a first class teaching, updated and based on the latest scientific evidence. What are you waiting for to enroll?"

International Guest Director

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

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

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

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

Study at the best online university in the world according to Forbes! In this MBA you will have access to an extensive library of multimedia resources, developed by internationally renowned professors"

International Guest Director

Scott Stevenson is a distinguished expert in the **Digital Marketing** sector who, for more than 19 years, has been linked to one of the most powerful companies in the entertainment industry, **Warner Bros. Discovery.** In this role, he has played a fundamental role in **overseeing logistics** and **creative workflows** across various digital platforms, including social media, search, display and linear media.

This executive's leadership has been crucial in driving in **production strategies** in **paid media**, resulting in a **marked improvement** which has resulted in **company's conversion** rates. At the same time, he has assumed other roles, such as Director of Marketing Services and Traffic Manager at the same multinational during his former management.

Stevenson has also been involved in the global distribution of video games and **digital property campaigns**. He was also responsible for introducing operational strategies related to the formation, completion and delivery of sound and image content for **television commercials** and **trailers.**

In addition, he holds a Bachelor's degree in Telecommunications from the University of Florida and a Master's Degree in Creative Writing from the University of California, which demonstrates his proficiency in **communication** and **storytelling.**. In addition, he has participated at Harvard University's School of Professional Development in cutting-edge programs on the use of **Artificial Intelligence** in **business.** Therefore, his professional profile stands as one of the most relevant in the current field of **Marketing** and **Digital Media.**

Mr. Stevenson, Scott

- Director of Digital Marketing at Warner Bros. Discovery, Burbank, United States
- Traffic Manager at Warner Bros. Entertainment
- Master's Degree in Creative Writing from the University of California
- Bachelor's Degree in Telecommunications from the University of Florida

Achieve your academic and career goals with the best qualified experts in the world! The faculty of this MBA will guide you through the entire learning process"

International Guest Director

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

Mr. Barrientos, Giancarlo

- IT Manager at Assist-365
- Information Systems Engineer with a specialization in Software Engineering from the USAL in Buenos Aires
- Co-founder and CTO at LogTech
- Founder and CTO at Dash Core
- Master's Degree in Process Management and Digital Transformation
- Software Engineer from Universidad del Salvador

Mr. Nieto-Sandoval González- Nicolás, David

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

Professors

Ms. Garrido Brito, Stephanie

- Scrum Master at TriNet
- Scrum Master in Lean Tech
- Resident Logistics Engineer at Marval
- Operational Coordinator at Geotech Solutions
- Postgraduate Degree in Coaching, NLP and Team Leadership, Logistics and Process Management by the European Business School of Barcelona
- Master's Degree in Digital Transformation in Industrial Engineering
- Degree in Industrial Engineering from Universidad del Norte.

Mr. García Rodrigo, Javier

- Telecommunications Expert Technology Advisor
- Independent Emerging Technologies Consultant for International Startups such as FounderNest and Juntosalimos.org
- Innovation Specialist at Telefónica
- Researcher for the Meridian Social Innovation program of the Department of State. United States
- Double Master's Degree in Clinical Epidemiology and Innovation from the University of Barcelona
- Telecommunications Engineer, Polytechnic University of Madrid

Mr. Goenaga Peña, Andrés

- Lawyer, Writer and Specialist in Industrial Property, Copyrights and New Technologies.
- Master's Degree in Industrial Property, Copyright and New Technologies from Universidad Externado de Colombia
- Law Degree from Universidad del Norte

Ms. Gómez Morales, María Daniela

- Specialist in Industrial Engineering
- Student Advisor at Universidad del Norte
- Production Analyst at Smurfit Kappa
- Counseling and College Life Analyst in Atlántico
- Degree in Industrial Engineering from Universidad del Norte.

Mr. , Jaime

- CEO Jaime Cotes, expert in digital strategies
- Manager Zoom 10
- Degree in Engineering from Universidad del Norte Electrical Engineer
- Graduate of the School of Consultant Training Rosario University - University of the North.
- International Master's Degree in Marketing and Digital Business, IIEMD
- Master's Degree of Business Administration. Specialization in Computer Networks from the Northern University
- Master's Degree in Digital Team Management and Direction
- International Certified Consultant by BVQI (Bureau Veritas Quality International)
- Certificate in Digital Coach, at European Business School of Barcelona S.L.
- Certificate in Virtual Tutoring Training and Certificate in University Teaching, Northern University

Ms. Crespo García, Laura

- Social Communicator and Journalist
- Public relations at Gente Estratégica (Colombia)
- Audiovisual Press at the multinational media company Zoomintv.
- Audiovisual Production and Communication Assistant, Student Services of the Government of the City of Buenos Aires
- Audiovisual Producer at the Youth Olympic Games in Buenos Aires.
  Digital Marketing, Advertising and Community Manager at Multiled,
- Master's Degree in Audiovisual Communication
- Training in Digital Marketing and Community Manager

Ms. Garbarino, Lucía

- Product Designer and UX Expert
- Co-founder of UX Argentina
- Product designer at Reserve
- Co-organizer of ProductTank
- Product designer at Rappi
- Product Designer at Eventbrite

Ms. García Salvador, Laura

- CMO - Head of Marketing at Zacatrus
- CMO and Growth at Ruralka Hoteles
- Marketing Manager at Adopta un Abuelo
- Master's Degree in Digital Marketing at ESIC
- Graduate in the Double Degree in Business Administration and Management and Advertising and Public Relations

Ms. Santiago, Claudia

- Selectrik Account Manager
- Corporate Sales Executive for Berlitz Costa Atlántica. Colombia
- Commercial Director of the Verde Oliva School of Gastronomy.
- Commercial Coordinator for CEIPA University Foundation
- Account Executive for Academic Guide at Casa Editorial El Tiempo.
- Admissions Executive and General Director of FUNIBER headquarters.
- Degree in International Business and Finance from the Autonomous University of the Caribbean.
- Master's Degree in Marketing and Advertising Communication from the International University of El Salvador.

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08

Certificate

This Advanced Master's Degree in Senior Digital Transformation Management guarantees students, in addition to the most rigorous and up-to-date education, access to an Advanced Master's Degree diploma issued by TECH Global University.

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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 in Senior Digital Transformation Management

General Structure of the Syllabus

Year	Subject	ECTS	Type
1º	Leadership, Ethics and Social Responsibility in Companies	5	CO
1º	Strategic Management and Executive Management	5	CO
1º	People and Talent Management	5	CO
1º	Economic and Financial Management	5	CO
1º	Operations and Logistics Management	5	CO
1º	Information Systems Management	5	CO
1º	Commercial Management, Strategic Marketing and Corporate Communication	5	CO
1º	Market Research, Advertising and Commercial Management	5	CO
1º	Innovation and Project Management	4	CO
1º	Executive Management	4	CO
1º	Digital Impact in Businesses: New Digital Business Models	4	CO
1º	The Digital Environment in Business Processes	4	CO
1º	Digital Transformation of a Business: Areas Impacted by the Transformation	4	CO
1º	Digital Transformation as a 360º Strategy	4	CO

Year	Subject	ECTS	Type
2º	The New Digital Era: Internet of Things (IoT)	4	CO
2º	Marketing Channels in the Digital Era	4	CO
2º	Digital Marketing: The Transformation of Communication and Marketing	4	CO
2º	User Experience Management in a Digital Ecosystem	4	CO
2º	E-Commerce: New Sales Channel Channels:	4	CO
2º	New Behavior in the Digital Transformation of Companies	4	CO
2º	Business Process Management (BPM)	4	CO
2º	Process Modeling and Analysis	4	CO
2º	Process Control and Optimization	4	CO
2º	Agile Methodologies for the Development of New Business Models: Canvas Business Model	4	CO
2º	Agile Methodologies for Project Management and Technology	4	CO
2º	Innovation Methodologies: Design Thinking	4	CO
2º	Agile Methodologies for New Products and Businesses: Lean Start-up	4	CO
2º	New Trends in Digital Transformation and their Impact on Businesses	4	CO

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

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Advanced Master's Degree
Senior Digital Transformation Management

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

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