

# Advanced Master's Degree

## Senior Marketing and Advertising Management



## Advanced Master's Degree Senior Marketing and Advertising Management

- » Modality: online
- » Duration: 15 months.
- » Certificate: TECH Global University
- » Accreditation: 120 ECTS
- » Schedule: at your own pace
- » Exams: online

Website: [www.techtute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-senior-marketing-advertising-management](http://www.techtute.com/us/school-of-business/advanced-master-degree/advanced-master-degree-senior-marketing-advertising-management)

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01

# Introduction to the Program

Senior Marketing and Advertising Management plays a crucial role in building strong brands and creating communication strategies that impact highly competitive markets. In an environment marked by digital transformation and changing consumer demands, professionals in this area must combine innovation, strategic analysis and leadership skills. With the aim of facilitating this work, TECH presents an exclusive university program focused on Senior Marketing and Advertising Management. At the same time, it is based on a convenient 100% online format that allows students to individually plan their schedules and pace of study.



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*With this Advanced Master's Degree online, you will lead creative and high-impact advertising campaigns that will build long-term brand loyalty among consumers.*

Senior Marketing and Advertising Management plays a crucial role in creating value for companies, as it is not only about capturing the consumer's attention, but also about building a solid and long-lasting relationship with them. Therefore, experts need to develop advanced skills ranging from the use of data and analytics to the integration of multichannel strategies and customer experience management.

In order to support them in this task, TECH presents an innovative Advanced Master's Degree in Senior Marketing and Advertising Management. Created by references in this sector, the curriculum will delve into issues ranging from market research or the psychology of communication to the specificities of advertising language. Thanks to this, graduates will develop a comprehensive and strategic vision of Marketing and Advertising, being able to lead multidisciplinary teams, manage brands effectively and design advertising campaigns that connect deeply with the target audience.

In addition, TECH offers a 100% online educational environment, tailored to the needs of working professionals looking to advance their careers. It also employs its unique Relearning system, based on the natural and progressive repetition of key concepts to effectively lock in knowledge. Graduates will have access to a library full of multimedia resources in different audiovisual formats, such as interactive summaries, explanatory videos and infographics.

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

- ◆ The development of case studies presented by experts in Senior Marketing and Advertising Management
- ◆ The graphic, schematic, and practical contents with which they are created, provide scientific and practical information on the disciplines that are essential for professional practice
- ◆ Practical exercises where self-assessment can be used to improve learning
- ◆ Special emphasis on innovative methodologies in Senior Marketing and Advertising Management
- ◆ Theoretical lessons, questions to the expert, debate forums on controversial topics, and individual reflection assignments
- ◆ Content that is accessible from any fixed or portable device with an Internet connection



*You will develop skills in marketing data collection and analysis, enabling you to measure campaign performance”*

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*You will manage the most modern advertising strategies to increase the visibility of brands and generate a positive response from the public”*

It includes in its teaching staff professionals belonging to the field of Senior Marketing and Advertising Management, who pour into this program the experience of their work, in addition to recognized specialists from reference companies and prestigious universities.

Its multimedia content, developed with the latest educational technology, will provide professionals with situated and contextualized learning, that is, a simulated environment that will provide immersive study set up to prepare them in 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.

*With the Relearning system you will not have to invest a great amount of study hours and you will focus on the most relevant concepts.*

*You will have at your disposal a library full of educational resources 24 hours a day and with material that stands out for its high quality.*



02

# Why Study at TECH?

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



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

**The world's best online university, according to FORBES**

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

**Forbes**

The best online university in the world

The most complete **syllabus**

**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.

**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.

**TOP**  
international faculty



The most effective methodology

**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 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.

**World's No.1**  
The World's largest online university

**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 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.



**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.



**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.

# 03 Syllabus

The curriculum will delve into factors ranging from the fundamentals of public opinion or corporate identity to the most modern techniques to foster creativity in the communication process. At the same time, the syllabus will provide graduates with a variety of strategies to lead high-impact advertising campaigns that maximize the connection with the target audience.



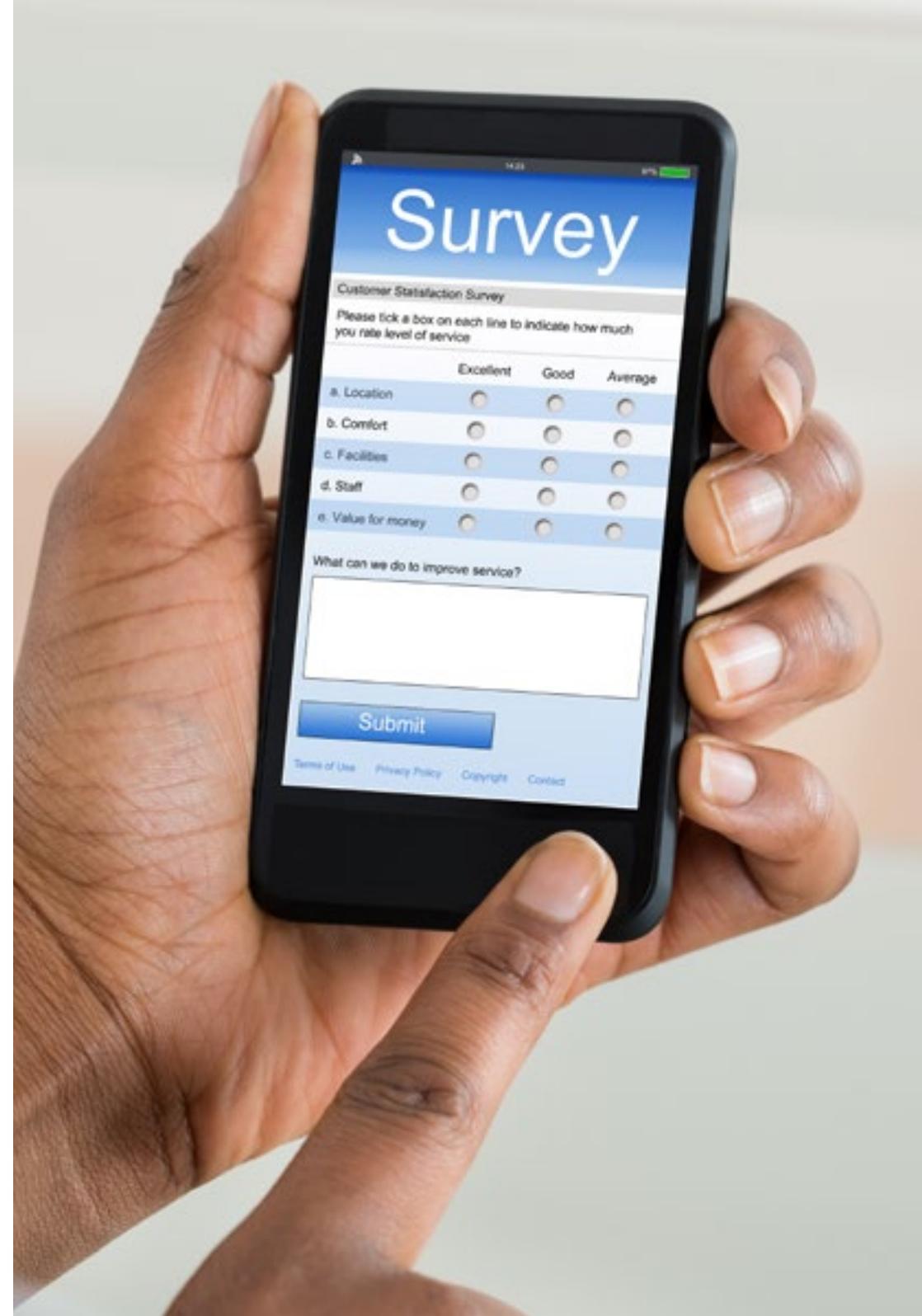


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*You will handle sophisticated digital tools to support informed strategic decision making”*

## Module 1. Leadership, Ethics and Social Responsibility in Companies

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



- 1.8. Responsible Management Systems and Tools
  - 1.8.1. CSR: Corporate Social Responsibility
  - 1.8.2. Essential Aspects for Implementing a Responsible Management Strategy
  - 1.8.3. Steps for the Implementation of a Corporate Social Responsibility Management System
  - 1.8.4. 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 Direction and Executive Management

- 2.1. Organizational Analysis and Design
  - 2.1.1. Conceptual Framework
  - 2.1.2. Key Elements in Organizational Design
  - 2.1.3. Basic Organizational Models
  - 2.1.4. Organizational Design: 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 Human Resources 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. Being 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. The Capital Budget
  - 4.6.3. The Operating Budget
  - 4.6.5. Treasury Budget
  - 4.6.6. Budget Monitoring
- 4.7. Treasury Management
  - 4.7.1. Accounting Working Capital and Necessary 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
  - 4.21.2. 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. The Money Market
  - 4.15.2. The Fixed Income Market
  - 4.15.3. The Equity Market
  - 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. Analysis of the Income Statement
  - 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 Focus: Business Process Mapping
  - 5.13.3. Improvements in Process Management
- 5.14. Distribution and Transportation Logistics
  - 5.14.1. Distribution in the Supply Chain
  - 5.14.2. Transportation Logistics
  - 5.14.3. Geographic Information Systems as a Support to Logistics
- 5.15. Logistics and Customers
  - 5.15.1. Demand Analysis
  - 5.15.2. Demand and Sales Forecast
  - 5.15.3. Sales and Operations Planning
  - 5.15.4. Collaborative Planning, Forecasting and Replenishment (CPFR)
- 5.16. International Logistics
  - 5.16.1. Export and Import Processes
  - 5.16.2. Customs
  - 5.16.3. Methods and Means of International Payment
  - 5.16.4. International Logistics Platforms
- 5.17. Outsourcing of Operations
  - 5.17.1. Operations Management and Outsourcing
  - 5.17.2. Outsourcing Implementation in Logistics Environments
- 5.18. Competitiveness in Operations
  - 5.18.1. Operations Management
  - 5.18.2. Operational Competitiveness
  - 5.18.3. Operations Strategy and Competitive Advantages

- 5.19. Quality Management
  - 5.19.1. Internal and External Customers
  - 5.19.2. Quality Costs
  - 5.19.3. Ongoing Improvement and the Deming Philosophy

## Module 6. Information Systems Management

- 6.1. Technological Environment
  - 6.1.1. Technology and Globalization
  - 6.1.2. Economic Environment and Technology
  - 6.1.3. Technological Environment and Its Impact on Companies
- 6.2. Information Systems in Companies
  - 6.2.1. The Evolution of the IT Model
  - 6.2.2. Organization and IT Departments
  - 6.2.3. Information Technology and Economic Environment
- 6.3. Corporate Strategy and Technology Strategy
  - 6.3.1. Creating Value for Customers and Shareholders
  - 6.3.2. Strategic IS/IT Decisions
  - 6.3.3. Corporate Strategy vs. Technological and Digital Strategy
- 6.4. Information Systems Management
  - 6.4.1. Corporate Governance of Technology and Information Systems
  - 6.4.2. Management of Information Systems in Companies
  - 6.4.3. Expert Managers in Information Systems: Roles and Functions
- 6.5. Information Technology Strategic Planning
  - 6.5.1. Information Systems and Corporate Strategy
  - 6.5.2. Strategic Planning of Information Systems
  - 6.5.3. Phases of Information Systems Strategic Planning
- 6.6. Information Systems for Decision-Making
  - 6.6.1. Business Intelligence
  - 6.6.2. Data Warehouse
  - 6.6.3. Balanced Scorecard (BSC)

- 6.7. Exploring the Information
  - 6.7.1. SQL: Relational Databases. Basic Concepts
  - 6.7.2. Networks and Communications
  - 6.7.3. Operational System: Standardized Data Models
  - 6.7.4. Strategic System: OLAP, Multidimensional Model and Graphical Dashboards
  - 6.7.5. Strategic DB Analysis and Report Composition
- 6.8. Enterprise Business Intelligence
  - 6.8.1. The World of Data
  - 6.8.2. Relevant Concepts
  - 6.8.3. Main Characteristics
  - 6.8.4. Solutions in Today's Market
  - 6.8.5. Overall Architecture of a BI Solution
  - 6.8.6. Cybersecurity in BI and Data Science
- 6.9. New Business Concept
  - 6.9.1. Why BI?
  - 6.9.2. Obtaining Information
  - 6.9.3. BI in the Different Departments of the Company
  - 6.9.4. Reasons to Invest in BI
- 6.10. BI Tools and Solutions
  - 6.10.1. How to Choose the Best Tool?
  - 6.10.2. Microsoft Power BI, MicroStrategy and Tableau
  - 6.10.3. SAP BI, SAS BI and Qlikview
  - 6.10.4. Prometheus
- 6.11. BI Project Planning and Management
  - 6.11.1. First Steps to Define a BI Project
  - 6.11.2. BI Solution for the Company
  - 6.11.3. Requirements and Objectives
- 6.12. Corporate Management Applications
  - 6.12.1. Information Systems and Corporate Management
  - 6.12.2. Applications for Corporate Management
  - 6.12.3. Enterprise Resource Planning Systems or ERP

- 6.13. Digital Transformation
  - 6.13.1. Conceptual Framework of Digital Transformation
  - 6.13.2. Digital Transformation; Key Elements, Benefits and Drawbacks
  - 6.13.3. Digital Transformation in Companies
- 6.14. Technology and Trends
  - 6.14.1. Main Trends in the Field of Technology that are Changing Business Models
  - 6.14.2. Analysis of the Main Emerging Technologies
- 6.15. IT Outsourcing
  - 6.15.1. Conceptual Framework of Outsourcing
  - 6.15.2. IT Outsourcing and Its Impact on the Business
  - 6.15.3. Keys to Implement Corporate IT Outsourcing Projects

## Module 7. Commercial Management, Strategic Marketing and Corporate Communications

- 7.1. Commercial Management
  - 7.1.1. Conceptual Framework of Commercial Management
  - 7.1.2. Business Strategy and Planning
  - 7.1.3. The Role of Sales Managers
- 7.2. Marketing
  - 7.2.1. The Concept of Marketing
  - 7.2.2. 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. Features 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. Advertising and Commercial Management

- 8.1. Publicity
  - 8.1.1. Historical Background of Advertising
  - 8.1.2. Conceptual Framework of Advertising: Principles, Briefing Concept and Positioning
  - 8.1.3. Advertising Agencies, Media Agencies and Advertising Professionals
  - 8.1.4. Importance of Advertising in Business
  - 8.1.5. Advertising Trends and Challenges
- 8.2. Developing the Marketing Plan
  - 8.2.1. Marketing Plan Concept
  - 8.2.2. Situation Analysis and Diagnosis
  - 8.2.3. Strategic Marketing Decisions
  - 8.2.4. Operating Marketing Decisions

- 8.3. Promotion and Merchandising Strategies
  - 8.3.1. Integrated Marketing Communication
  - 8.3.2. Advertising Communication Plan
  - 8.3.3. Merchandising as a Communication Technique
  - 8.3.4. Media Planning
    - 8.3.4.1. Origin and Evolution of Media Planning
    - 8.3.4.2. Media
    - 8.3.4.3. Media Plan
- 8.4. Fundamentals of Commercial Management
  - 8.4.1. The Role of Commercial Management
  - 8.4.2. Systems of Analysis of the Company/Market Commercial Competitive Situation
  - 8.4.3. Commercial Planning Systems of the Company
  - 8.4.4. Main Competitive Strategies
- 8.5. Commercial Negotiation
  - 8.5.1. Commercial Negotiation
  - 8.5.2. Psychological Issues in Negotiation
  - 8.5.3. Main Negotiation Methods
  - 8.5.4. The Negotiation Process
- 8.6. Decision-Making in Commercial Management
  - 8.6.1. Commercial Strategy and Competitive Strategy
  - 8.6.2. Decision Making Models
  - 8.6.3. Decision-Making Analytics and Tools
  - 8.6.4. Human Behavior in Decision Making
- 8.7. Sales Network Management
  - 8.7.1. Sales Management
  - 8.7.2. Networks Serving Commercial Activity
  - 8.7.3. Salesperson Recruitment and Training Policies
  - 8.7.4. Remuneration Systems for Own and External Commercial Networks
  - 8.7.5. Management of the Commercial Process. Control and Assistance to the Work of the Sales Representatives Based on the Information
- 8.8. Implementing the Commercial Function
  - 8.8.1. Recruitment of Own Sales Representatives and Sales Agents
  - 8.8.2. Controlling Commercial Activity
  - 8.8.3. The Code of Ethics of Sales Personnel
  - 8.8.4. Compliance with Legislation
  - 8.8.5. Generally Accepted Standards of Business Conduct
- 8.9. Key Account Management
  - 8.9.1. Concept of Key Account Management
  - 8.9.2. The Key Account Manager
  - 8.9.3. Key Account Management Strategy
- 8.10. Financial and Budgetary Management
  - 8.10.1. The Break-Even Point
  - 8.10.2. The Sales Budget. Control of Management and of the Annual Sales Plan
  - 8.10.3. Financial Impact of Strategic Sales Decisions
  - 8.10.4. Cycle Management, Turnover, Profitability and Liquidity
  - 8.10.5. 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 from 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 Direction and Management: Identification of Opportunities to Develop Corporate Innovation Projects
  - 9.5.2. Main Stages or Phases in the Direction and Management of Innovation Projects
- 9.6. Change Management in Projects: Management of Training
  - 9.6.1. Concept of Change Management
  - 9.6.2. The Change Management Process
  - 9.6.3. Change Implementation
- 9.7. Project Communication Management
  - 9.7.1. Project Communications Management
  - 9.7.2. Key Concepts for Project Communications Management
  - 9.7.3. Emerging Trends
  - 9.7.4. Adaptations to Equipment
  - 9.7.5. Planning Communications Management
  - 9.7.6. Managing Communications
  - 9.7.7. Monitoring Communications
- 9.8. Traditional and Innovative Methodologies
  - 9.8.1. Innovative Methodologies
  - 9.8.2. Basic Principles of Scrum
  - 9.8.3. Differences between the Main Aspects of Scrum and Traditional Methodologies
- 9.9. Creation of a Startup
  - 9.9.1. Creation of a Startup
  - 9.9.2. Organization and Culture
  - 9.9.3. Top Ten Reasons Why Startups Fail
  - 9.9.4. Legal Aspects
- 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. Market Research

- 11.1. Fundamentals of Marketing
  - 11.1.1. Main Definitions
  - 11.1.2. Basic Concepts
  - 11.1.3. The Evolution of the Concept of Marketing
- 11.2. Marketing: From Idea to Market
  - 11.2.1. Concept and Scope of Marketing
  - 11.2.2. Marketing Dimensions
  - 11.2.3. Marketing 3.0
- 11.3. New Competitive Environment
  - 11.3.1. Technological Innovation and Economic Impact
  - 11.3.2. Knowledge Society
  - 11.3.3. The New Consumer Profile
- 11.4. Quantitative Research Methods and Techniques
  - 11.4.1. Variables and Measurement Scales
  - 11.4.2. Information Sources
  - 11.4.3. Sampling Techniques
  - 11.4.4. The Treatment and Analysis of Data
- 11.5. Qualitative Research Methods and Techniques
  - 11.5.1. Direct Techniques: Focus Group
  - 11.5.2. Anthropological Techniques
  - 11.5.3. Indirect Techniques
  - 11.5.4. The Two Face Mirror and the Delphi Method
- 11.6. Market Segmentation
  - 11.6.1. Market Typologies
  - 11.6.2. Concept and Analysis of the Demand
  - 11.6.3. Segmentation and Criteria
  - 11.6.4. Defining the Target Audience
- 11.7. Types of Buying Behavior
  - 11.7.1. Complex Behavior
  - 11.7.2. Dissonance Reducing Behavior
  - 11.7.3. Variety Seeking Behavior
  - 11.7.4. Habitual Purchasing Behavior
- 11.8. Marketing Information Systems
  - 11.8.1. Conceptual Approaches to Marketing Information Systems
  - 11.8.2. Data Warehouse and Datamining
  - 11.8.3. Geographical Information Systems
- 11.9. Research Project Management
  - 11.9.1. Information Analysis Tools
  - 11.9.2. Developing an Expectation Management Plan
  - 11.9.3. Assessing the Feasibility of Projects
- 11.10. Marketing Intelligence
  - 11.10.1. Big Data
  - 11.10.2. User Experience
  - 11.10.3. Applying Techniques

## Module 12. Customer Relationship Management

- 12.1. Knowing the Market and the Consumer
  - 12.1.1. Open Innovation
  - 12.1.2. Competitive Intelligence
  - 12.1.3. Sharing Economy
  - 12.2.1. Business Philosophy or Strategic Orientation
  - 12.2.2. Customer Identification and Differentiation
  - 12.2.3. The Company and Its Stakeholders
  - 12.2.4. Clienting
- 12.3. Database Marketing and Customer Relationship Management
  - 12.3.1. Database Marketing Applications
  - 12.3.2. Information Sources, Storage, and Processing
- 12.4. Consumer Psychology and Behavior
  - 12.4.1. The Study of Consumer Behavior
  - 12.4.2. Internal and External Consumer Factors
  - 12.4.3. Consumer Decision Process
  - 12.4.4. Consumerism, Society, Marketing, and Ethics
- 12.5. Areas of CRM Management
  - 12.5.1. Customer Service
  - 12.5.2. Managing the Sales Force
  - 12.5.3. Customer Service
- 12.6. Consumer Centric Marketing
  - 12.6.1. Segmentation
  - 12.6.2. Profitability Analysis
  - 12.6.3. Customer Loyalty Strategies
- 12.7. CRM Management Techniques
  - 12.7.1. Direct Marketing
  - 12.7.2. Multichannel Integration
  - 12.7.3. Viral Marketing

- 12.8. Advantages and Risks of Implementing CRM
  - 12.8.1. CRM, Sales and Costs
  - 12.8.2. Customer Satisfaction and Loyalty
  - 12.8.3. Technology Implementation
  - 12.8.4. Strategic and Management Errors

## Module 13. Operational Marketing

- 13.1. Marketing Mix
  - 13.1.1. The Marketing Value Proposition
  - 13.1.2. Marketing Mix Policies, Strategies and Tactics
  - 13.1.3. Elements of the Marketing Mix
  - 13.1.4. Customer Satisfaction and Marketing Mix
- 13.2. Product Management
  - 13.2.1. Consumption Distribution and Product Life Cycle
  - 13.2.2. Obsolescence, Expiration, Periodic Campaigns
  - 13.2.3. Order Management and Inventory Control Ratios
- 13.3. Pricing Principles
  - 13.3.1. Analysis of the Environment
  - 13.3.2. Production Costs and Discount Margins
  - 13.3.3. Final Price and Positioning Map
- 13.4. Distribution Channel Management
  - 13.4.1. Trade Marketing
  - 13.4.2. Distribution Culture and Competition
  - 13.4.3. Designing and Managing Channels
  - 13.4.4. Functions of Distribution Channels
  - 13.4.5. Route to Market
- 13.5. Promotion and Sales Channels
  - 13.5.1. Corporate Branding
  - 13.5.2. Publicity
  - 13.5.3. Sales Promotion
  - 13.5.4. Public Relations and Personal Selling
  - 13.5.5. Street Marketing

- 13.6. Branding
  - 13.6.1. Brand Evolution
  - 13.6.2. Creating and Developing a Successful Brand
  - 13.6.3. Brand Equity
  - 13.6.4. Category Management
- 13.7. Managing Marketing Groups
  - 13.7.1. Work Teams and Meeting Management
  - 13.7.2. Coaching and Team Management
  - 13.7.3. Managing Equality and Diversity
- 13.8. Communication and Marketing
  - 13.8.1. Communication Integrated into Marketing
  - 13.8.2. Designing a Marketing Communication Program
  - 13.8.3. Communication Skills and Influence
  - 13.8.4. Barriers to Business Communication

## Module 14. Sectorial Marketing

- 14.1. Services Marketing
  - 14.1.1. Evolution and Growth of the Service Sector
  - 14.1.2. Function of Services Marketing
  - 14.1.3. Marketing Strategy in the Service Sector
- 14.2. Tourism Marketing
  - 14.2.1. Features of the Tourism Sector
  - 14.2.2. Tourist Product
  - 14.2.3. The Customer in Tourism Marketing
- 14.3. Political and Electoral Marketing
  - 14.3.1. Political vs. Electoral Marketing
  - 14.3.2. Political Market Segmentation
  - 14.3.3. Electoral Campaign
- 14.4. Social Marketing and Responsible Marketing
  - 14.4.1. Social Cause Marketing and CSR
  - 14.4.2. Environmental Marketing.
  - 14.4.3. Segmentation in Social Marketing

- 14.5. Retail Management
  - 14.5.1. Relevance
  - 14.5.2. Reward
  - 14.5.3. Cost Reduction
  - 14.5.4. Relationship with the Customer
- 14.6. Banking Marketing
  - 14.6.1. State Regulation
  - 14.6.2. Branches and Segmentation
  - 14.6.3. Inbound Marketing in the Banking Sector
- 14.7. Health Services Marketing
  - 14.7.1. Internal Marketing
  - 14.7.2. User Satisfaction Studies
  - 14.7.3. Market-Oriented Quality Management
- 14.8. Sensory Marketing
  - 14.8.1. Shopping Experience as a Sensory Experience
  - 14.8.2. Neuromarketing and Sensory Marketing
  - 14.8.3. Arrangement and Presentation of the Point of Sale

## Module 15. International Marketing

- 15.1. International Market Research
  - 15.1.1. Emerging Markets Marketing
  - 15.1.2. PES Analysis
  - 15.1.3. What, How and Where to Export
  - 15.1.4. International Marketing Mix Strategies
- 15.2. International Segmentation
  - 15.2.1. Criteria for Market Segmentation at the International Level
  - 15.2.2. Market Niches
  - 15.2.3. International Segmentation Strategies

- 15.3. International Positioning
  - 15.3.1. Branding in International Markets
  - 15.3.2. Positioning Strategies in International Markets
- 15.4. Product Strategies in International Markets
  - 15.4.1. Product Modification, Adaptation and Diversification
  - 15.4.2. Global Standardized Products
  - 15.4.3. The Product Portfolio
- 15.5. Prices and Exports
  - 15.5.1. Export Prices Calculation
  - 15.5.2. Incoterms
  - 15.5.3. International Price Strategy
- 15.6. Quality in International Marketing
  - 15.6.1. Quality and International Marketing
  - 15.6.2. Standards and Certifications
  - 15.6.3. CE Marking
- 15.7. International Promotion
  - 15.7.1. The International Promotion MIX
  - 15.7.2. Advertising and Publicity
  - 15.7.3. International Fairs
  - 15.7.4. Country Branding
- 15.8. Distribution through International Channels
  - 15.8.1. Channel and Trade Marketing
  - 15.8.2. Export Consortiums
  - 15.8.3. Types of Exports and Foreign Trade

## Module 16. Digital Marketing and e-Commerce

- 16.1. Digital Marketing and e-Commerce
  - 16.1.1. The Digital Economy and the Sharing Economy
  - 16.1.2. Trends and Social Changes in Consumers
  - 16.1.3. Digital Transformation of Traditional Companies
  - 16.1.4. The Roles of the Chief Digital Officer

- 16.2. Digital Strategy
  - 16.2.1. Segmentation and Positioning in the Competitive Context
  - 16.2.2. New Marketing Strategies for Products and Services
  - 16.2.3. From Innovation to Cash Flow
- 16.3. Technology Strategy
  - 16.3.1. Web Development
  - 16.3.2. Hosting and Cloud Computing
  - 16.3.3. Content Management Systems (CMS)
  - 16.3.4. Formats and Digital Media
  - 16.3.5. Technological e-Commerce Platforms
- 16.4. Digital Regulation
  - 16.4.1. Privacy Policy and Personal Data Protection Act
  - 16.4.2. Fake Profiles and Fake Followers
- 16.5. Online Market Research
  - 16.5.1. Quantitative Research Tools in Online Markets
  - 16.5.2. Dynamic Qualitative Customer Research Tools
- 16.6. Online Agencies, Media and Channels
  - 16.6.1. Integral, Creative and Online Agencies
  - 16.6.2. Traditional and New Media
  - 16.6.3. Online Channels
  - 16.6.4. Other Digital Players

## Module 17. E-Commerce and Shopify

- 17.1. Digital E-Commerce Management
  - 17.1.1. New E-Commerce Business Models
  - 17.1.2. Planning and Developing an E-Commerce Strategic Plan
  - 17.1.3. Technological Structure in E-Commerce
- 17.2. E-Commerce Operations and Logistics
  - 17.2.1. How to Manage Fulfillment
  - 17.2.2. Digital Point-of-Sale Management
  - 17.2.3. Contact Center Management
  - 17.2.4. Automation in Management and Monitoring Processes

- 17.3. Implementing E-Commerce Techniques
  - 17.3.1. Social Media and Integration in the E-Commerce Plan
  - 17.3.2. Multichannel Strategy
  - 17.3.3. Personalizing Dashboards
- 17.4. Digital Pricing
  - 17.4.1. Online Payment Methods and Payment Gateways
  - 17.4.2. Electronic Promotions
  - 17.4.3. Digital Price Timing
  - 17.4.4. e-Auctions
- 17.5. From e-Commerce to m-Commerce and s-Commerce
  - 17.5.1. e-Marketplace Business Models
  - 17.5.2. s-Commerce and Brand Experience
  - 17.5.3. Purchase via Mobile Devices
- 17.6. Customer Intelligence: from e-CRM to s-CRM
  - 17.6.1. Integrating the Consumer in the Value Chain
  - 17.6.2. Online Research and Loyalty Techniques
  - 17.6.3. Planning a Customer Relationship Management Strategy
- 17.7. Digital Marketing Trade
  - 17.7.1. Cross Merchandising
  - 17.7.2. Designing and Managing Facebook Ads Campaigns
  - 17.7.3. Designing and Managing Google Ad Campaigns
- 17.8. Online Marketing for e-Commerce
  - 17.8.1. Inbound Marketing
  - 17.8.2. Display and Programmatic Purchasing
  - 17.8.3. Communication Plan

## Module 18. Social Media and Community Management

- 18.1. Web 2.0 or the Social Web
  - 18.1.1. Organization in the Age of Conversation
  - 18.1.2. Web 2.0 Is All About People
  - 18.1.3. New Environments, New Content
- 18.2. Digital Communication and Reputation
  - 18.2.1. Crisis Management and Online Corporate Reputation
  - 18.2.2. Online Reputation Report
  - 18.2.3. Netiquette and Good Practices on Social Media
  - 18.2.4. Branding and Networking 2.0
- 18.3. General, Professional and Microblogging Platforms
  - 18.3.1. Facebook
  - 18.3.2. LinkedIn
  - 18.3.3. Google+
  - 18.3.4. Twitter
- 18.4. Video, Image and Mobility Platforms
  - 18.4.1. YouTube
  - 18.4.2. Instagram
  - 18.4.3. Flickr
  - 18.4.4. Vimeo
  - 18.4.5. Pinterest
- 18.5. Corporate Blogging
  - 18.5.1. How to Create a Blog
  - 18.5.2. Content Marketing Strategy
  - 18.5.3. How to Create a Content Plan for Your Blog
  - 18.5.4. Content Curation Strategy
- 18.6. Social Media Strategies
  - 18.6.1. Corporate Communication Plan 2.0
  - 18.6.2. Corporate PR and Social Media
  - 18.6.3. Analysis and Evaluation of Results

- 18.7. Community Management
  - 18.7.1. Functions, Duties and Responsibilities of the Community Manager
  - 18.7.2. Social Media Manager
  - 18.7.3. Social Media Strategist
- 18.8. Social Media Plan
  - 18.8.1. Designing a Social Media Plan
  - 18.8.2. Defining the Strategy to Be Followed in Each Medium
  - 18.8.3. Contingency Protocol in Case of Crisis

## Module 19. Communication Structure

- 19.1. Theory, Concept and Method of Communication Structure
  - 19.1.1. Autonomy of the Discipline and Relationships with Other Subjects
  - 19.1.2. The Structuralist Method
  - 19.1.3. Definition and Purpose of the «Communication Structure»
  - 19.1.4. Guide to the Analysis of Communication Structure
- 19.2. New International Communication Order
  - 19.2.1. Control and Ownership of Communication
  - 19.2.2. Communication Marketing
  - 19.2.3. Cultural Dimension of Communication
- 19.3. Major Information Agencies
  - 19.3.1. What Is an Information Agency?
  - 19.3.2. Information and News. Importance of the Journalist
  - 19.3.3. Before the Internet, the Great Unknowns
  - 19.3.4. A Globalized Map. From Local to Transnational
  - 19.3.5. News Agencies Can Be Seen Thanks to the Internet
  - 19.3.6. The World's Major Agencies
- 19.4. The Advertising Industry and Its Relationship with the Media System
  - 19.4.1. Advertising Industry, Consciousness Industries
  - 19.4.2. The Need of Advertising for the Media
  - 19.4.3. Structure of the Advertising Industry
  - 19.4.4. The Media and its Relationship with the Advertising Industry
  - 19.4.5. Advertising Regulation and Ethics

- 19.5. Cinema and the Culture and Leisure Market
  - 19.5.1. Introduction
  - 19.5.2. The Complex Nature of Cinema
  - 19.5.3. The Origin of the Industry
  - 19.5.4. Hollywood, the Film Capital of the World
  - 19.5.5. The Power of Hollywood
  - 19.5.6. From the Golden Hollywood Oscars to the Photocall of New Platforms
  - 19.5.7. New Displays
- 19.6. Political Power and the Media
  - 19.6.1. Influence of the Media in the Formation of Society
  - 19.6.2. Media and Political Power
  - 19.6.3. (Political) Manipulation and Power
- 19.7. Media Concentration and Communication Policies
  - 19.7.1. Theoretical Approach to External Growth Processes
  - 19.7.2. Competition and Communication Policies in the European Union
- 19.8. Communication Structure in Latin America
  - 19.8.1. Introduction
  - 19.8.2. Historical Approach
  - 19.8.3. Bipolarity of the Latin American Media System
  - 19.8.4. U.S. Hispanic Media
- 19.9. A Prospective of the Structure of Communication and Journalism
  - 19.9.1. Digitalization and the New Media Structure
  - 19.9.2. The Structure of Communication in Democratic Countries

## Module 20. Introduction to the Psychology of Communication

- 20.1. History of Psychology
  - 20.1.1. We Begin with the Study of Psychology
  - 20.1.2. Science in Evolution. Historical and Paradigmatic Changes
  - 20.1.3. Paradigms and Stages in Psychology
  - 20.1.4. Cognitive Science

- 20.2. Introduction to Social Psychology
  - 20.2.1. Beginning with the Study of Social Psychology: Influence
  - 20.2.2. Empathy, Altruism and Helping Behavior
- 20.3. Social Cognition: the Processing of Social Information
  - 20.3.1. Thinking and Knowing, Vital Necessities
  - 20.3.2. Social Cognition
  - 20.3.3. Organizing Information
  - 20.3.4. Prototypical or Categorical Thinking
  - 20.3.5. Mistakes We Make in Thinking: Inferential Biases
  - 20.3.6. Automatic Information Processing
- 20.4. Personality Psychology
  - 20.4.1. What Is the Self? Identity and Personality
  - 20.4.2. Self-Awareness
  - 20.4.3. Self-Esteem
  - 20.4.4. Self-Knowledge
  - 20.4.5. Interpersonal Variables in Personality Shaping
  - 20.4.6. Macro-Social Variables in the Configuration of Personality
- 20.5. Emotions
  - 20.5.1. What Do We Talk about When We Get Excited?
  - 20.5.2. The Nature of Emotions
  - 20.5.3. Emotions and Personality
  - 20.5.4. From Another Perspective. Social Emotions
- 20.6. Psychology of Communication. Persuasion and Attitude Change
  - 20.6.1. Introduction to the Psychology of Communication
  - 20.6.2. Attitudes
  - 20.6.3. Historical Models in the Study of Persuasive Communication
  - 20.6.4. The Elaboration Probability Model (ELM)
  - 20.6.5. Communication Processes through the Media

- 20.7. The Sender
  - 20.7.1. The Source of Persuasive Communication
  - 20.7.2. Source Characteristics. Credibility
  - 20.7.3. Source Characteristics. The Appeal
  - 20.7.4. Emitter Characteristics. The Power
  - 20.7.5. Processes in Persuasive Communication. Mechanisms Based on Primary Cognition
- 20.8. The Message
  - 20.8.1. We Begin by Studying the Composition of the Message
  - 20.8.2. Types of Messages: Rational Messages Compared to Emotional Messages
  - 20.8.3. Emotional Messages and Communication: Fear-Inducing Messages
  - 20.8.4. Rational Messages and Communication
- 20.9. The Receiver
  - 20.9.1. The Role of the Recipient according to the Elaboration Probability Model
  - 20.9.2. Recipient Needs and Motives: Their Impact on Changing Attitudes
- 20.10. New Perspectives in the Study of Communication
  - 20.10.1. Unconscious Processing of Information. Automatic Processes
  - 20.10.2. Measuring Automatic Processes in Communication
  - 20.10.3. First Steps in the New Paradigms
  - 20.10.4. Theories of Dual Processing Systems

## Module 21. Advertising Language

- 21.1. Thinking and Writing: Definition
  - 21.1.1. Definition of Copywriting
  - 21.1.2. Historical Background of Advertising Copywriting and Phases of Professionalization
- 21.2. Copywriting and Creativity
  - 21.2.1. Conditions of the Copywriting Process
  - 21.2.2. Linguistic Competence
  - 21.2.3. Functions of the Copywriter
  - 21.2.4. Definition of the Functions of the Copywriter

- 21.3. The Principle of Coherence and Campaign Conceptualization
  - 21.3.1. The Principle of Campaign Unity
  - 21.3.2. The Creative Team
  - 21.3.3. The Conceptualization Process: Hidden Creativity
  - 21.3.4. What Is a Concept?
  - 21.3.5. Applications of the Conceptualization Process
  - 21.3.6. The Advertising Concept
  - 21.3.7. Utility and Advantages of the Advertising Concept
- 21.4. Advertising and Rhetoric
  - 21.4.1. Copywriting and Rhetoric
  - 21.4.2. Placing Rhetoric
  - 21.4.3. The Phases of Rhetoric
    - 21.4.3.1. Advertising Discourse and Classical Rhetorical Discourse
    - 21.4.3.2. Topoi and Reason Why as Argumentation
- 21.5. Fundamentals and Characteristics of Copywriting
  - 21.5.1. Correction
  - 21.5.2. Adaptation
  - 21.5.3. Efficiency
  - 21.5.4. Characteristics of Copywriting
    - 21.5.4.1. Morphological: Nominalization
    - 21.5.4.2. Syntax: Destructuring
    - 21.5.4.3. Graphics: Emphatic Punctuation
- 21.6. Argumentation Strategies
  - 21.6.1. Description
  - 21.6.2. The Enthymeme
  - 21.6.3. Narration
  - 21.6.4. Intertextuality
- 21.7. Styles and Slogans in Copywriting
  - 21.7.1. The Length of the Sentence
  - 21.7.2. The Styles
  - 21.7.3. The Slogan
  - 21.7.4. A Phrase of Wartime Origin
  - 21.7.5. The Characteristics of the Slogan
  - 21.7.6. The Elocution of the Slogan
  - 21.7.7. The Forms of the Slogan
  - 21.7.8. The Functions of the Slogan
- 21.8. Principles of Applied Copywriting and the Reason Why+USP Pairing
  - 21.8.1. Rigor, Clarity, Accuracy
  - 21.8.2. Synthesis and Simplicity
  - 21.8.3. Advertising Text Constraints
  - 21.8.4. Application of the Reason Why + USP Pairing
- 21.9. Copywriting in Conventional and Non-Conventional Media
  - 21.9.1. The Division Above-the-Line/Below-the-Line
  - 21.9.2. Integration: Overcoming the ATL-BTL Polemic
  - 21.9.3. Television Copywriting
  - 21.9.4. Radio Copywriting
  - 21.9.5. Press Copywriting
  - 21.9.6. Copywriting for Outdoor Media
  - 21.9.7. Copywriting in Non-Conventional Media
  - 21.9.8. Direct Marketing Copywriting
  - 21.9.9. Interactive Media Copywriting
- 21.10. Criteria for the Evaluation of an Advertising Text and Other Writing Cases
  - 21.10.1. Classical Models of Advertising Analysis
  - 21.10.2. Impact and Relevance
  - 21.10.3. The Checklist of the Writer
  - 21.10.4. Translation and Adaptation of Advertising Texts
  - 21.10.5. New Technologies, New Languages
  - 21.10.6. Writing in Web 2.0
  - 21.10.7. Naming, Guerrilla Advertising and Other Copywriting Cases

**Module 22. Creativity in Communication**

- 22.1. To Create Is to Think
  - 22.1.1. The Art of Thinking
  - 22.1.2. Creative Thinking and Creativity
  - 22.1.3. Thought and Brain
  - 22.1.4. The Lines of Research on Creativity: Systematization
- 22.2. Nature of the Creative Process
  - 22.2.1. Nature of Creativity
  - 22.2.2. Notion of Creativity: Creation and Creativity
  - 22.2.3. The Creation of Ideas for Persuasive Communication
  - 22.2.4. Nature of the Creative Process in Advertising
- 22.3. The Invention
  - 22.3.1. Evolution and Historical Analysis of the Creation Process
  - 22.3.2. Nature of the Classical Canon of the Invention
  - 22.3.3. The Classical View of Inspiration in the Origin of Ideas
  - 22.3.4. Invention, Inspiration, Persuasion
- 22.4. Rhetoric and Persuasive Communication
  - 22.4.1. Rhetoric and Advertising
  - 22.4.2. The Rhetorical Parts of Persuasive Communication
  - 22.4.3. Rhetorical Figures
  - 22.4.4. Rhetorical Laws and Functions of Advertising Language
- 22.5. Creative Behavior and Personality
  - 22.5.1. Creativity as a Personal Characteristic, as a Product and as a Process
  - 22.5.2. Creative Behavior and Motivation
  - 22.5.3. Perception and Creative Thinking
  - 22.5.4. Elements of Creativity
- 22.6. Creative Skills and Abilities
  - 22.6.1. Thinking Systems and Models of Creative Intelligence
  - 22.6.2. Three-Dimensional Model of the Structure of the Intellect According to Guilford
  - 22.6.3. Interaction Between Factors and Intellectual Capabilities
  - 22.6.4. Creative Skills
  - 22.6.5. Creative Capabilities

- 22.7. The Phases of the Creative Process
  - 22.7.1. Creativity as a Process
  - 22.7.2. The Phases of the Creative Process
  - 22.7.3. The Phases of the Creative Process in Advertising
- 22.8. Troubleshooting
  - 22.8.1. Creativity and Problem Solving
  - 22.8.2. Perceptual Blocks and Emotional Blocks
  - 22.8.3. Invention Methodology: Programs and Creative Methods
- 22.9. The Methods of Creative Thinking
  - 22.9.1. Brainstorming as a Model for the Creation of Ideas
  - 22.9.2. Vertical Thinking and Lateral Thinking
- 22.10. Creativity and Advertising Communication
  - 22.10.1. The Creative Process as a Specific Product of Advertising Communication
  - 22.10.2. Nature of the Creative Process in Advertising: Creativity and Process of Advertising Creation
  - 22.10.3. Methodological Principles and Effects of Advertising Creation
  - 22.10.4. Advertising Creation: From Problem to Solution
  - 22.10.5. Creativity and Persuasive Communication

**Module 23. Creative Advertising I: Copywriting**

- 23.1. Writing Concept
  - 23.1.1. Writing and Editing
- 23.2. Fundamentals of Copywriting
  - 23.2.1. Correction
  - 23.2.2. Adaptation
  - 23.2.3. Efficiency
- 23.3. Characteristics of Copywriting
  - 23.3.1. Nominalization
  - 23.3.2. Destructuring
- 23.4. Text and Image
  - 23.4.1. From Text to Image
  - 23.4.2. Text Functions
  - 23.4.3. Image Functions
  - 23.4.4. Relationship Between Text and Imaging

- 23.5. Brand and Slogan
  - 23.5.1. The Brand
  - 23.5.2. Brand Characteristics
  - 23.5.3. The Slogan
- 23.6. Press Advertising: The Long-Format Advertisement
  - 23.6.1. Newspapers and Magazines
  - 23.6.2. Superstructure
  - 23.6.3. Formal Characteristics
  - 23.6.4. Editorial Characteristics
- 23.7. Press Advertising: Other Formats
  - 23.7.1. Word Advertisements
  - 23.7.2. Superstructure
  - 23.7.3. The Claim
  - 23.7.4. Superstructure
- 23.8. Outdoor Advertising
  - 23.8.1. Formats
  - 23.8.2. Formal Characteristics
  - 23.8.3. Editorial Characteristics
- 23.9. Radio Advertising
  - 23.9.1. Radio Language
  - 23.9.2. The Radio Spot
  - 23.9.3. Superstructure
  - 23.9.4. Wedge Types
  - 23.9.5. Formal Characteristics
- 23.10. Audiovisual Advertising
  - 23.10.1. The Image
  - 23.10.2. The Text
  - 23.10.3. Music and Sound Effects
  - 23.10.4. Advertising Formats
  - 23.10.5. The Script
  - 23.10.6. The Storyboard

## Module 24. Creative Advertising II: Art Management

- 24.1. Subjects and Object of Advertising Graphic Design
  - 24.1.1. Related Professional Profiles
  - 24.1.2. Academic Context and Competencies
  - 24.1.3. Advertiser and Agency
  - 24.1.4. Creative Direction and Creative Idea
  - 24.1.5. Art Direction and Formal Idea
- 24.2. The Role of the Art Director
  - 24.2.1. What Is Art Direction?
  - 24.2.2. How Does Art Direction Work?
  - 24.2.3. The Creative Team
  - 24.2.4. The Role of the Art Director
- 24.3. Fundamentals of Advertising Graphic Design
  - 24.3.1. Design Concepts and Design Standards
  - 24.3.2. Trends and Styles
  - 24.3.3. Design Thinking, Process and Management
  - 24.3.4. Scientific Metaphor
- 24.4. Methodology of Advertising Graphics
  - 24.4.1. Graphic Creativity
  - 24.4.2. Design Process
- 24.5. Graphic Strategy
  - 24.5.1. Formal Apprehension
  - 24.5.2. Graphic Message
- 24.6. Graphic Architecture
  - 24.6.1. Typometry
  - 24.6.2. Graphic Spaces
  - 24.6.3. Reticle
  - 24.6.4. Pagination Standards
- 24.7. Final Arts
  - 24.7.1. Processes and Systems

- 24.8. Creation of Advertising Graphic Supports
  - 24.8.1. Publigrphy
  - 24.8.2. Organizational Visual Image (OVI)
  - 24.8.3. Graphic Advertisements
  - 24.8.4. Packaging
  - 24.8.5. Websites
- 24.9. Fundamentals of Video Editing
- 24.10. Tools of Video Editing

## Module 25. Corporate Identity

- 25.1. The Importance of Image in Businesses
  - 25.1.1. What Is Corporate Image?
  - 25.1.2. Differences between Corporate Identity and Corporate Image
  - 25.1.3. Where Can the Corporate Image Be Manifested?
  - 25.1.4. Situations of Corporate Image Change. Why Get a Good Corporate Image?
- 25.2. Research Techniques in Corporate Image
  - 25.2.1. Introduction
  - 25.2.2. The Study of the Company's Image
  - 25.2.3. Corporate Image Research Techniques
  - 25.2.4. Qualitative Image Study Techniques
  - 25.2.5. Types of Quantitative Techniques
- 25.3. Image Audit and Strategy
  - 25.3.1. What Is Image Auditing?
  - 25.3.2. Guidelines
  - 25.3.3. Audit Methodology
  - 25.3.4. Strategic Planning
- 25.4. Corporate Culture
  - 25.4.1. What Is Corporate Culture?
  - 25.4.2. Factors Involved in Corporate Culture
  - 25.4.3. Functions of Corporate Culture
  - 25.4.4. Types of Corporate Culture

- 25.5. Corporate Social Responsibility and Corporate Reputation
  - 25.5.1. CSR: Concept and Application of the Company
  - 25.5.2. Guidelines for Integrating CSR into Businesses
  - 25.5.3. CSR Communication
  - 25.5.4. Corporate Reputation
- 25.6. Examples of the Internationally Most Relevant Corporate Identities
- 25.7. Brand Image and Positioning
  - 25.7.1. The Origins of Trademarks
  - 25.7.2. What Is a Brand?
  - 25.7.3. The Need to Build a Brand
  - 25.7.4. Brand Image and Positioning
  - 25.7.5. The Value of Brands
- 25.8. Image Management through Crisis Communication
  - 25.8.1. Strategic Communication Plan
  - 25.8.2. When It All Goes Wrong: Crisis Communication
  - 25.8.3. Cases
- 25.9. The Influence of Promotions on Corporate Image
  - 25.9.1. The New Advertising Industry Landscape
  - 25.9.2. The Marketing Promotion
  - 25.9.3. Features
  - 25.9.4. Dangers
  - 25.9.5. Promotional Types and Techniques

## Module 26. Public Opinion

- 26.1. The Concept of Public Opinion
  - 26.1.1. Introduction
  - 26.1.2. Public Opinion as an Individual and Collective Phenomenon
  - 26.1.3. Public Opinion as a Rational Phenomenon and as a Form of Social Control
  - 26.1.4. Phases in the Growth of Public Opinion as a Discipline
  - 26.1.5. The 20th Century: The Century of Public Opinion
  - 26.1.6. Main Public Concerns that Keep It as a Discipline

- 26.2. Theoretical Framework of Public Opinion
  - 26.2.1. Main Orientations and Perspectives of the Discipline of Public Opinion in the 20<sup>th</sup> Century
  - 26.2.2. 20<sup>th</sup> Century Authors: Robert E. Park and the Spatial Conception of Public Opinion
  - 26.2.3. Walter Lippmann: Biased Public Opinion
  - 26.2.4. Jürgen Habermas: Political-Valuative Perspective
  - 26.2.5. Niklas Luhmann: Public Opinion as a Communicative Modality
- 26.3. Social Psychology and Public Opinion
  - 26.3.1. Introduction: Psychosociological Characteristics and Public Opinion
  - 26.3.2. Psychosocial Variables in the Relationship of Persuasive Entities with Their Public
  - 26.3.3. Adaptation of Public Opinion to Persuasive Messages: Conformism Conformism
- 26.4. Media Influence Models
  - 26.4.1. Types of "Effects" of the Media
  - 26.4.2. Research on Media Effects
  - 26.4.3. The Return to Media Power (Models from 1970 Onwards)
- 26.5. Public Opinion and Political Communication
  - 26.5.1. Introduction: Public Opinion and Political Communication
  - 26.5.2. Electoral Political Communication. Propaganda
  - 26.5.3. Government Political Communication
- 26.6. Public Opinion and Elections
  - 26.6.1. Do Election Campaigns Influence Public Opinion?
  - 26.6.2. The Effect of the Media in Election Campaigns as a Reinforcement of Existing Opinions: The Theory of Selective Exposure
  - 26.6.3. Bandwagon and Underdog Effects
  - 26.6.4. The Perception of Media Influence on Others: the Third-Person Effect
  - 26.6.5. The Influence of Electoral Debates and Television Commercials
- 26.7. Government and Public Opinion
  - 26.7.1. Introduction
  - 26.7.2. Representatives and their Constituents
  - 26.7.3. Political Parties and Public Opinion
  - 26.7.4. Public Policies as an Expression of the Government's Action

- 26.8. The Political Intermediation of the Press
  - 26.8.1. Introduction
  - 26.8.2. Journalists as Political Intermediaries
  - 26.8.3. Dysfunctions of Journalistic Intermediation
  - 26.8.4. Reliance on Journalists as Intermediaries
- 26.9. Public Sphere and Emerging Models of Democracy
  - 26.9.1. Introduction: The Democratic Public Sphere
  - 26.9.2. The Public Sphere in the Information Society
  - 26.9.3. Emerging Models of Democracy
- 26.10. Methods and Techniques for Public Opinion Research
  - 26.10.1. Introduction
  - 26.10.2. Opinion Polls
  - 26.10.3. Quantitative Content Analysis
  - 26.10.4. The In-Depth Interview
  - 26.10.5. Focus Groups

## Module 27. Advertising Law

- 27.1. Basic Notions of the Advertising Law
  - 27.1.1. Concept and Emergence of the Law of Advertising
  - 27.1.2. Subjects of the Advertising Relationship
  - 27.1.3. Personality Rights
  - 27.1.4. Advertising Work, Intellectual and Industrial Property
  - 27.1.5. Other Forms of Protection of Advertising Work
- 27.2. Sources of Advertising Law
  - 27.2.1. Legal System and Rules
  - 27.2.2. Sources of Advertising Law
  - 27.2.3. Limits to the Effectiveness of Rules
- 27.3. Unfair Advertising
  - 27.3.1. Misleading Advertising
  - 27.3.2. Unfair Advertising
  - 27.3.3. Covert Advertising
  - 27.3.3. Aggressive Advertising
  - 27.3.3. Comparative Advertising

- 27.4. Advertising Agreement
  - 27.4.1. Legal Regime
  - 27.4.2. Birth of the Contract
  - 27.4.3. Ineffectiveness
  - 27.4.4. Noncompliance
  - 27.4.4. Common Provisions Specific to Advertising Agreements
- 27.5. The Advertising Creation Agreement
  - 27.5.1. Concept
  - 27.5.2. Characters
  - 27.5.3. Content
  - 27.5.4. Noncompliance
  - 27.5.5. Extinction
- 26.6. The Advertising Broadcasting Agreement
  - 26.6.1. Concept
  - 26.6.2. Characters
  - 26.6.3. Content
  - 26.6.4. Noncompliance
  - 26.6.5. Extinction
- 27.7. The Sponsorship Agreement
  - 27.7.1. Concept
  - 27.7.2. Characters
  - 27.7.3. Content
  - 27.7.4. Noncompliance
  - 27.7.5. Extinction
- 27.8. Advertising Ethics and Self-Regulation
  - 27.8.1. Advertising Deontology: Concept, Purpose and Value of Codes of Conduct
  - 27.8.2. Self Control
- 27.9. The Importance of Advertising and the Need for Its Regulation
  - 27.9.1. The Alternative to Self-Regulation
  - 27.9.2. Benefits and Advantages of Self-Regulation
  - 27.9.3. The Current Status of Self-Regulation



*Take this university program to learn at your own pace and without time constraints thanks to the Relearning system that TECH puts at your disposal"*

04

# Teaching Objectives

Through this program, professionals will have the most complete knowledge of marketing strategies and advertising management. In this sense, students will be prepared to design innovative campaigns, manage brands and lead projects in competitive markets. In addition, they will develop skills in data analysis, leadership, creativity and use of digital tools to stand out in the field of global marketing.



“

*You will design marketing strategies that drive business positioning and growth in competitive markets”*



## General Objectives

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- ♦ 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 sustainability criteria set by international standards when developing a business plan
- ♦ Develop strategies to carry out decision-making 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, so as to manage them appropriately
- ♦ Be able to develop all the phases of a business idea: Design, Feasibility Plan, Execution, Follow-up
- ♦ Integrate the Internet into the organizations marketing strategy
- ♦ Develop techniques and strategies in the digital environment associated with Marketing, sales and communication





## Specific Objectives

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### **Module 1. Leadership, Ethics and Social Responsibility in Companies**

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

### **Module 2. Strategic Management and Executive Management**

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

### **Module 3. People and Talent Management**

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

### **Module 4. Economic and Financial Management**

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

### **Module 5. Operations and Logistics Management**

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

### **Module 6. Information Systems Management**

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

### **Module 7. Commercial Management, Strategic Marketing and Corporate Communications**

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

### **Module 8. Market Research, Advertising and Commercial Management**

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

### **Module 9. Innovation and Project Management**

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

### **Module 10. Executive Management**

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

### **Module 11. Market Research**

- ♦ Train in the methodologies and tools necessary to conduct market research, collect and analyze data
- ♦ Be able to draw conclusions to help make strategic marketing decisions

### **Module 12. Customer Relationship Management**

- ♦ Provide knowledge and skills in the use of CRM systems to manage customer relationships
- ♦ Improve retention and loyalty, and optimize personalized communication strategies

### **Module 13. Operational Marketing**

- ♦ Develop skills in the implementation of operational marketing strategies
- ♦ Delve into campaign management, market segmentation, product positioning and the execution of marketing activities in the field

### **Module 14. Sectorial Marketing**

- ♦ Train in the design of marketing strategies adapted to specific sectors
- ♦ Analyze the particular needs of each industry and optimizing communication, distribution and promotion tactics in each sector context

### **Module 15. International Marketing**

- ♦ Develop skills to manage marketing in international markets
- ♦ Understand cultural differences, trade barriers and regulatory issues in different regions of the world, and adapting global strategies to each local market

### **Module 16. Digital Marketing and e-Commerce**

- ♦ Provide the tools and knowledge necessary to develop effective digital marketing and e-commerce strategies
- ♦ Increase brand visibility, improve sales conversion, and optimize the online customer experience

### **Module 17. E-Commerce and Shopify**

- ♦ Train in the use of e-commerce platforms such as Shopify
- ♦ Analyze how to create, manage and optimize online stores, implement payment systems and manage product inventory



### Module 18. Social Media and Community Management

- ◆ Develop skills in social media and online community management, including the creation of engaging content
- ◆ Delve into managing interaction with users and measuring the impact of strategies on platforms such as Facebook, Instagram, Twitter and LinkedIn

### Module 19. Structure of the Communication

- ◆ Provide an in-depth understanding of the fundamental elements of organizational communication
- ◆ Delve into the channels, processes and tools of internal and external communication in companies

### Module 20. Introduction to the Psychology of Communication

- ◆ Train in the psychological principles that influence the communication process
- ◆ Delve into how emotions, perceptions and attitudes affect the way messages are transmitted and received

### Module 21. Advertising Language

- ◆ Develop skills in creating effective advertising messages
- ◆ Understand the proper use of visual and verbal language to capture the attention of target audiences and persuade consumers

**Module 22. Creativity in Communication**

- ♦ Encourage creativity in business communication
- ♦ Develop innovative concepts that effectively connect with the public and generate impact in marketing campaigns

**Module 23. Creative Advertising I: Copywriting**

- ♦ Train in writing persuasive advertising copy
- ♦ Be able to capture the consumer's attention, communicate product benefits and generate a desired action

**Module 24. Creative Advertising II: Art Management**

- ♦ Provide skills in advertising art direction
- ♦ Conceptualize and design visually appealing campaigns that reinforce the brand message and resonate with the target audience

**Module 25. Corporate Identity**

- ♦ Develop skills to build and manage a company's corporate identity
- ♦ Create a coherent and attractive image that reflects the values, mission and vision of the organization in all its communication channels

**Module 26. Public Opinion**

- ♦ Train in the understanding of the mechanisms of public opinion
- ♦ Delve into how it influences the perception of brands and how to manage the reputation and communication of a company to positively influence public opinion

**Module 27. Advertising Law**

- ♦ Provide an understanding of the legal aspects of advertising
- ♦ Address copyright regulation, trademarks, misleading advertising content and legal responsibilities in advertising campaigns





“

*Only at TECH will you boost your career with the best materials, the most innovative methodology and the most dynamic and intuitive platform. Enroll now!”*

05

# Career Opportunities

After completing this Advanced Master's Degree in Senior Marketing and Advertising Management, professionals will gain in-depth knowledge of innovative communication strategies and brand positioning in competitive markets. In addition, they will be able to design and implement effective advertising campaigns that connect with global audiences. In this way, graduates will enhance their career prospects and assume specialized roles such as Marketing Director or Digital Advertising Strategist.



“

*You will work as a Marketing Director, adopting strategies that increase the visibility of brands in the market”*

### Graduate Profile

Graduates of this university degree are highly qualified to lead communication and positioning strategies in highly competitive markets. They also have a deep knowledge in brand management, advertising campaigns and market analysis. In addition, they are prepared to design and implement innovative marketing plans, coordinate multidisciplinary teams and optimize resources, promoting a strategic approach that drives growth and business visibility.

*You will be able to analyze consumer behavior to design strategies based on relevant information.*

- ♦ **Project and Resource Management:** A core skill is the ability to manage advertising projects and budgets effectively, ensuring that resources are optimized and deadlines are met
- ♦ **Strategic Thinking and Problem Solving:** Professionals apply critical thinking to analyze markets, identify opportunities and develop innovative strategies that respond to the demands of the competitive environment
- ♦ **Digital Competence:** In today's environment, it is crucial to handle advanced digital tools, from automated marketing platforms to data analytics, to design effective campaigns and measure their impact
- ♦ **Effective Communication Skills:** Experts develop skills to communicate clear and persuasive messages, adapting their language to different audiences, from consumers to executive teams, achieving impactful campaigns





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

1. **Marketing Director:** Expert in the planning, execution and supervision of marketing strategies, with the objective of positioning brands, increasing visibility and ensuring business growth
2. **Advertising Manager:** Responsible for designing and leading innovative advertising campaigns, coordinating creative teams and managing budgets to maximize market impact
3. **Brand Strategy Manager:** Specialist in the development and management of brand identity, ensuring consistency across all consumer touch points
4. **Digital Marketing Specialist:** Professional focused on the design and implementation of digital strategies, including SEO, SEM, social media and data analytics, to optimize reach and conversion
5. **Strategic Marketing Consultant:** Advisor who works with companies to design and execute customized marketing plans that respond to market trends and specific objectives
6. **Corporate Communications Leader:** Responsible for managing the internal and external communication of an organization, strengthening its image and reputation in the marketplace
7. **Public Relations Manager:** Professional specialized in building and maintaining strong relationships with media, customers and strategic partners, driving positive perception of the company
8. **Director of Marketing Innovation:** Responsible for integrating emerging technologies and innovative trends into marketing strategies to remain competitive in a dynamic environment

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.



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*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

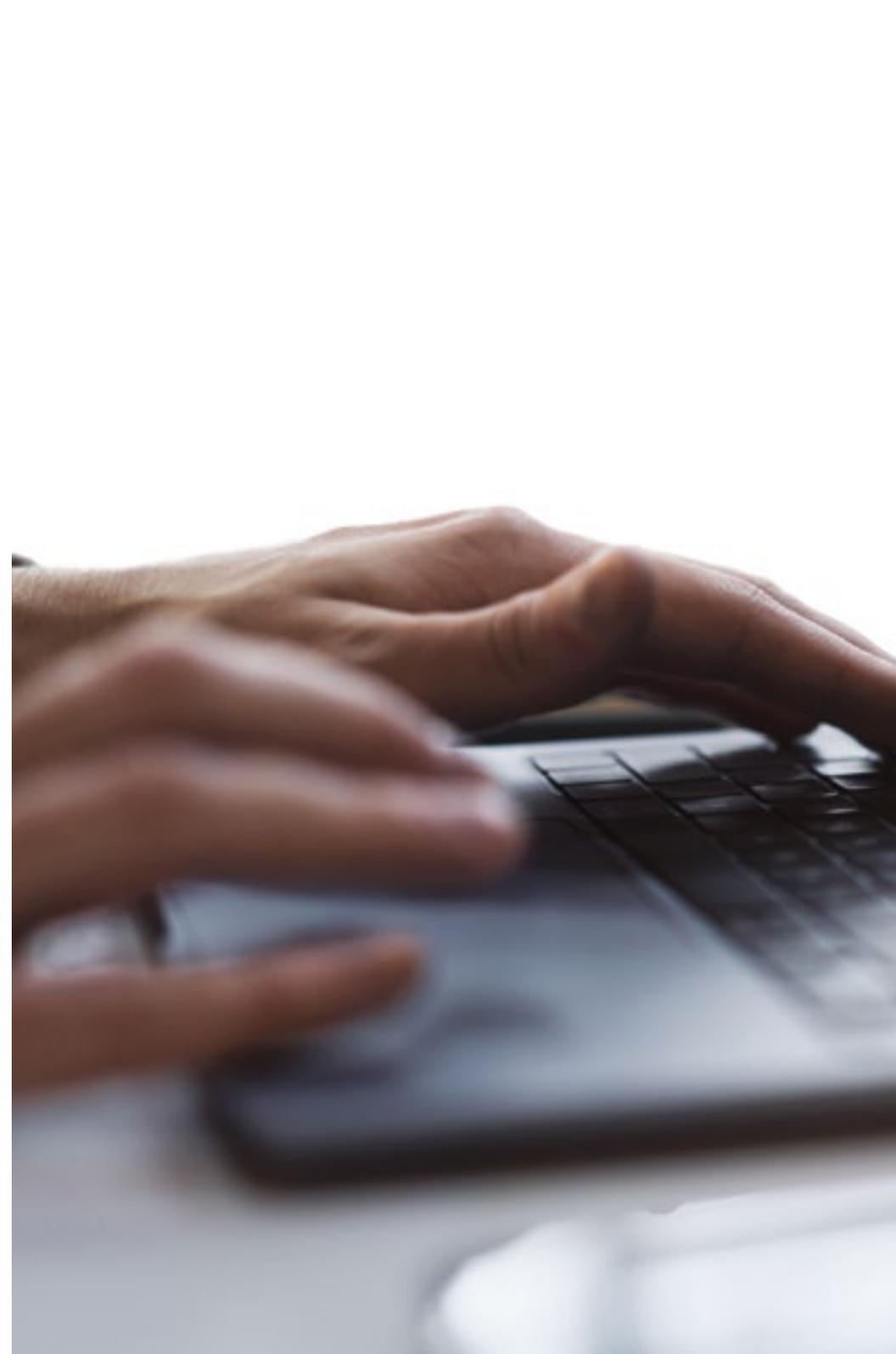
In TECH's study methodology, the student is the main protagonist.

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.

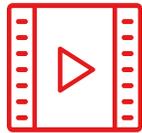
The students' assessment of the teaching quality, the quality of the materials, the structure of the program and its objectives is excellent. Not surprisingly, the institution became the top-rated university by its students according to the global score index, obtaining a 4.9 out of 5.

*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

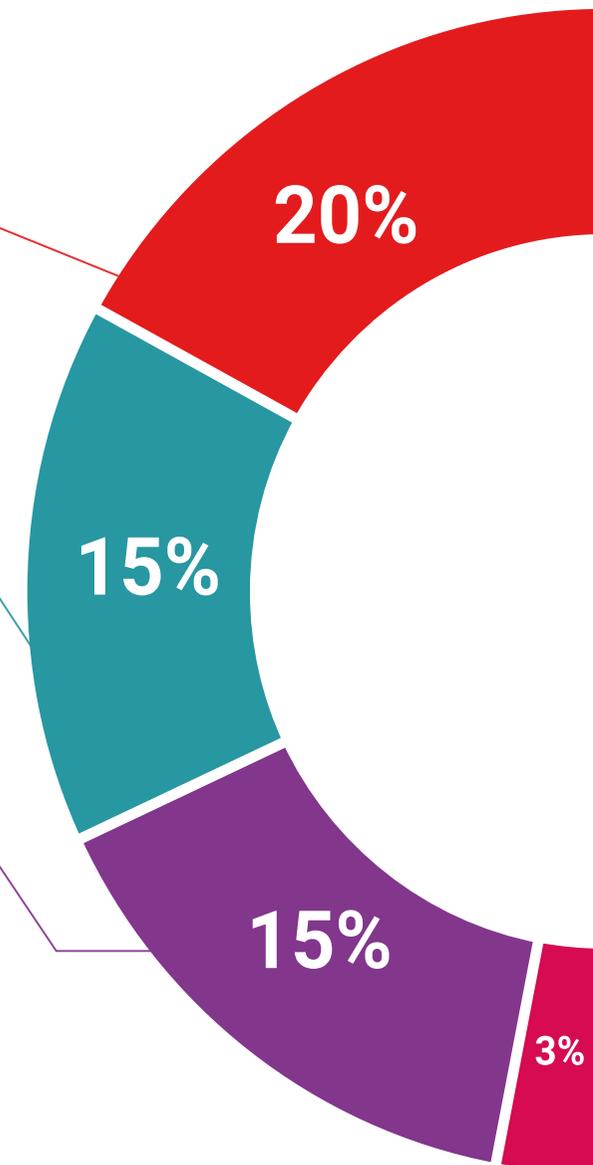
We present the contents attractively and dynamically in multimedia lessons that include audio, videos, images, diagrams, and concept maps in order to reinforce knowledge.

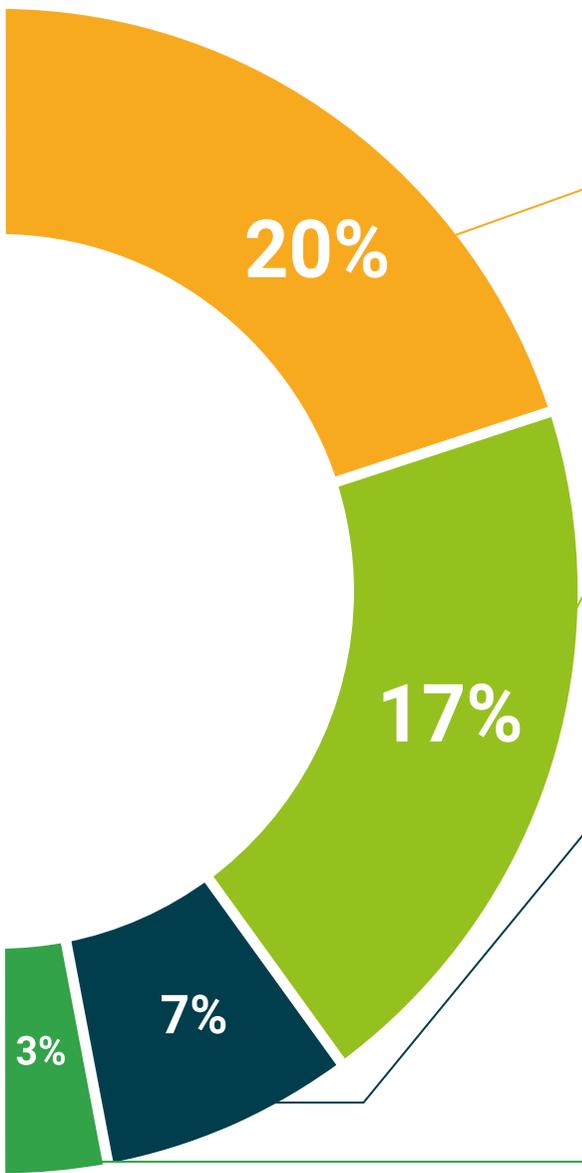
This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



#### 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

TECH's philosophy is to offer the most complete and updated university programs in the academic panorama, which is why it selects its different teaching staff with exhaustiveness. For the delivery of this Advanced Master's Degree, TECH has brought together the best experts in the field of Senior Marketing and Advertising Management. In this way, they have created numerous teaching materials that stand out for their high quality and for adapting to the needs of today's labor market.



“

*The teaching team, made up of experts in Senior Marketing and Advertising Management, has designed hours of additional content for you to expand each section of the syllabus in a personalized way”*

## International Guest Director

With over 20 years of experience in designing and leading global **talent acquisition teams**, Jennifer Dove is an expert in **technology recruitment** and **strategy**. Throughout her career, she has held senior positions in several technology organizations within *Fortune 50* companies such as **NBCUniversal** and **Comcast**. Her track record has allowed her to excel in competitive, high-growth environments.

As **Vice President of Talent Acquisition** at **Mastercard** she is responsible for overseeing talent onboarding strategy and execution, collaborating with business leaders and **HR Managers** to meet operational and strategic hiring objectives. In particular, she aims to **build diverse, inclusive and high-performing teams** that drive innovation and growth of the company's products and services. In addition, she is adept at using tools to attract and retain the best people from around the world. She is also responsible for **amplifying** Mastercard's **employer brand** and **value proposition** through publications, events and social media.

Jennifer Dove has demonstrated her commitment to continuous professional development by actively participating in networks of **Human Resources** professionals and contributing to the onboarding of numerous employees at different companies. After earning her bachelor's degree in **Organizational Communication** from the University of Miami, she has held management positions in recruitment for companies in various areas.

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



## Ms. Dove, Jennifer

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- 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

“

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

## International Guest Director

A technology leader with decades of experience in major technology multinationals, Rick Gauthier has developed prominently in the field of 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

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- 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

“

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## 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

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- ♦ 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
- ♦ Bachelor's Degree from the University of Leeds
- ♦ Postgraduate Degree in Business Applications of AI for Senior Executives from the London Business School
- ♦ CCXP Customer Experience Professional Certification
- ♦ Executive Digital Transformation Course by IMD

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## International Guest Director

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

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

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

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



## Mr. Arens, Manuel

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- Global Procurement Manager at Google, Mountain View, USA
- Senior Manager, B2B Analytics and Technology, Google, USA
- Sales Director at Google, Ireland
- Senior Industry Analyst at Google, Germany
- Accounts Manager at Google, Ireland
- Accounts Payable at Eaton, UK
- Supply Chain Manager at Airbus, Germany

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## International Guest Director

Andrea La Sala is an experienced Marketing executive whose projects have had a significant impact on the Fashion environment. Throughout his successful career he has developed different tasks related to Products, Merchandising and Communication. All 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 marketing 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. 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

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- Global Brand & Merchandising Director Armani Exchange at Giorgio Armani, Milan, Italy
- Merchandising Director at Calvin Klein
- Brand Manager at Gruppo Coin
- Brand Manager at Dolce&Gabbana
- Brand Manager at Sergio Tacchini S.p.A.
- Market Analyst at Fastweb
- Degree in Business and Economics from the University of Eastern Piedmont

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

## 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 Luminare's new API for Shopper and Channel insights.

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

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- ♦ Director of Business Intelligence and Analytics at Red Bull, Los Angeles, United States
- ♦ Business Intelligence Solutions Architect for Walmart Data Café
- ♦ Independent Business Intelligence and Data Science Consultant
- ♦ Director of Business Intelligence at Capgemini
- ♦ Senior Analyst at Nordea
- ♦ Senior Business Intelligence Consultant at SAS
- ♦ Executive Education in AI and Machine Learning at UC Berkeley College of Engineering
- ♦ Executive MBA in e-Commerce at the University of Copenhagen
- ♦ Bachelor's and Master's Degree in Mathematics and Statistics at the University of Copenhagen



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## International Guest Director

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

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

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

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



## Mr. Stevenson, Scott

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

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

## 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

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- ♦ 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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## Professors

### Mr. López, Adolfo

- Independent Consultant at KMC
- Commercial and Research Technician at Investgroup
- Marketing Consultant at Alcoworking
- Manager at Innovation Club of the Valencian Community
- Bachelor's Degree in Economics and Business Administration from the University of Valencia
- Diploma in Marketing from ESEM Business School
- Member of: AECTA (member of the Board of Directors for communication), AINACE (member of the Board of Directors), Marketing Club Valencia (Former President)





“ At TECH you will NOT have in person classes (which you might not be able to attend)”

08

# Certificate

The Advanced Master's Degree in Senior Marketing and Advertising Management guarantees students, in addition to the most rigorous and up-to-date education, access to a Postgraduate Certificate issued by TECH Global University.





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

This private qualification will allow you to obtain a **Advanced Master's Degree in Senior Marketing and Advertising Management** endorsed by **TECH Global University**, the world's largest online university.

**TECH Global University** is an official European University publicly recognized by the Government of Andorra (**official bulletin**). Andorra is part of the European Higher Education Area (EHEA) since 2003. The EHEA is an initiative promoted by the European Union that aims to organize the international training framework and harmonize the higher education systems of the member countries of this space. The project promotes common values, the implementation of collaborative tools and strengthening its quality assurance mechanisms to enhance collaboration and mobility among students, researchers and academics.

This **TECH Global University** private qualification is a European program of continuing education and professional updating that guarantees the acquisition of competencies in its area of knowledge, providing a high curricular value to the student who completes the program.

Title: **Advanced Master's Degree in Senior Marketing and Advertising Management**

Modality: **Online**

Duration: **15 months.**

Accreditation: **120 ECTS**



\*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.



## Advanced Master's Degree Senior Marketing and Advertising Management

- » Modality: **online**
- » Duration: **15 months.**
- » Certificate: **TECH Global University**
- » Accreditation: **120 ECTS**
- » Schedule: **at your own pace**
- » Exams: **online**

# Advanced Master's Degree

## Senior Marketing and Advertising Management