

# Executive Master's Degree MBA in Digital Transformation (CDO, Chief Digital Officer)

Accreditation/Membership



**tech** global  
university



## Executive Master's Degree MBA in Digital Transformation (CDO, Chief Digital Officer)

- » Modality: online
- » Duration: 12 months
- » Certificate: TECH Global University
- » Accreditation: 90 ECTS
- » Schedule: at your own pace
- » Exams: online

Website: [www.techtitude.com/us/school-of-business/executive-master/master-mba-transformacion-digital-cdo-chief-digital-officer](http://www.techtitude.com/us/school-of-business/executive-master/master-mba-transformacion-digital-cdo-chief-digital-officer)

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# 01

# Introduction to the Program

Digital Transformation is no longer an option for companies and organizations; it has become a strategic imperative for their survival and competitiveness. According to the World Economic Forum (WEF), 70% of companies are investing in the digitalization of their operations to improve efficiency and better meet consumer demands. In this context, the role of the Chief Digital Officer (CDO) has become pivotal in leading the digital transformation process within organizations. In response to this, TECH has developed this postgraduate program that will prepare digital leaders with the necessary competencies to manage and lead transformation processes in the business environment. All of this is delivered through a 100% online and innovative approach.





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*A comprehensive and 100% online program, exclusive to TECH, with an international perspective backed by our membership in the Business Graduates Association”*

Digital Transformation is a key process that is revolutionizing all sectors of the economy, and organizations, in particular, are recognizing the need for leaders who can guide this change. In this sense, the role of the Chief Digital Officer (CDO) is essential for designing and implementing technological strategies that optimize resources and foster innovation. As such, the modern digital landscape demands advanced skills in data management, Artificial Intelligence, Big Data, cybersecurity, and a comprehensive understanding of emerging technologies.

In response to this, TECH has designed the Executive Master's Degree MBA in Digital Transformation (CDO), which will equip professionals to handle all aspects related to the digitalization of organizations. Through a curriculum that will cover digital change management, leadership in technological projects, digital strategy, innovation, and the creation of customer-centric experiences, specialists will develop the necessary competencies to become key agents of digital transformation in any type of organization.

Additionally, this postgraduate program will be offered in a 100% online format, allowing professionals to organize their studies according to their schedules and professional responsibilities. Furthermore, the Relearning methodology will facilitate the assimilation of key concepts through repetition, ensuring deep and effective learning. With content available 24/7, it guarantees flexibility and accessibility from any device with an internet connection. As an added bonus, prestigious International Guest Directors will provide intensive high-level Masterclasses.

Furthermore, thanks to TECH's membership in the **Business Graduates Association (BGA)**, students will have access to exclusive and up-to-date resources that will strengthen their continuous learning and professional development, as well as discounts on professional events that will facilitate networking with industry experts. Additionally, they will be able to expand their professional network by connecting with specialists from different regions, fostering the exchange of knowledge and new job opportunities.

This **Executive Master's Degree MBA in Digital Transformation (CDO, Chief Digital Officer)** contains the most complete and up-to-date program on the market. The most important features include:

- The development of practical cases presented by experts in Digital Transformation (CDO, Chief Digital Officer)
- 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
- A special emphasis on innovative methodologies in Digital Transformation (CDO, Chief Digital Officer)
- 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



*Renowned International Guest Directors will provide exclusive Masterclasses to delve into the most innovative strategies for implementing Digital Transformation"*

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*Through TECH's disruptive Relearning methodology, you will solidify all your knowledge efficiently to achieve the results you seek”*

*You will develop skills to analyze large-scale economic data and extract key information for strategic decision-making.*

*You will have access to a library full of high-quality educational resources available 24/7.*

The program includes faculty members from the Digital Transformation (CDO, Chief Digital Officer) field, who bring their real-world experience to this course, along with recognized specialists from leading societies and prestigious universities.

The multimedia content, developed with the latest educational technology, will provide the professional with situated and contextual learning, i.e., a simulated environment that will provide an immersive learning experience designed to prepare for real-life situations.

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



02

# Why Study at TECH?

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





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

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

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

**The best top international faculty**

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

**The world's largest online university**

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



**The most complete syllabuses on the university scene**

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

**A unique learning method**

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



#### The official online university of the NBA

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

#### Leaders in employability

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



#### Google Premier Partner

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



#### The top-rated university by its students

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



# 03 Syllabus

This university program will offer a comprehensive curriculum that combines strategy, technology, and leadership. Initially, it will focus on analyzing the digital landscape and its impact on businesses, followed by Digital Transformation 360°, including IoT, BPM, and process optimization. Additionally, it will cover digital marketing, consumer behavior, and legal aspects. In this way, graduates will develop skills in leadership, talent management, and financial direction, enabling them to drive innovation and competitiveness in the digital era.



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*With resources available 24/7 and a dynamic, innovative approach, you will be able to tailor your training to your personal and professional needs without compromising academic quality”*

## Module 1. The Digital Environment in Business Processes

- 1.1. The Digital World
  - 1.1.1. Trends and Opportunities
  - 1.1.2. Digital Transformation: Choice or Necessity
  - 1.1.3. The Impact of the Digital Age on Customers
- 1.2. Impact of Digital Transformation
  - 1.2.1. Internal and External Communication
  - 1.2.2. In Sales and Customer Channels
  - 1.2.3. New Business Models
- 1.3. Process Management
  - 1.3.1. Processes
  - 1.3.2. Process and Cycle Deming
  - 1.3.3. Business Process Mapping
    - 1.3.3.1. Strategic Management
    - 1.3.3.2. Operational or Value Chain
    - 1.3.3.3. Support
- 1.4. Optimization in Process Management
  - 1.4.1. Process Based Focus
  - 1.4.2. Process Improvement Phases
  - 1.4.3. Continuous Improvement and Organization
- 1.5. Process Innovation
  - 1.5.1. *Design Thinking*
  - 1.5.2. Agile Approach
  - 1.5.3. Lean Start-Up
- 1.6. Digital Strategy in the Company
  - 1.6.1. Digital Marketing and E-Commerce
  - 1.6.2. Integrating Traditional and Digital Marketing
  - 1.6.3. Online Marketing Tools

- 1.7. Organizational Environment
  - 1.7.1. Change Management
  - 1.7.2. Strategy for the Management of Change
  - 1.7.3. Organizational Change Implementation
- 1.8. Analysis and Management of Data
  - 1.8.1. History, Evolution and Trends of Web Analytics
  - 1.8.2. The Importance of Data Analytics
  - 1.8.3. Big Data and Business Intelligence
    - 1.8.3.1. *Big Data*
    - 1.8.3.2. Business Intelligence (BI)
- 1.9. Innovation and Technology
  - 1.9.1. Innovative Companies
  - 1.9.2. Competitiveness Factors. Creativity and Innovation
  - 1.9.3. Innovation and Process Management
- 1.10. Applications and Success Stories
  - 1.10.1. Path of Digital Transformation
  - 1.10.2. Projecting Digital Transformation
  - 1.10.3. How to Succeed in Digital Transformation

## Module 2. Digital Transformation in Business

- 2.1. Digital and Business Transformation
  - 2.1.1. Digitization vs. Digital Transformation
  - 2.1.2. Social Business: Platforms, Processes and People
  - 2.1.3. Organizational Models
- 2.2. Smart Company or Company 4.0
  - 2.2.1. Difference Between Smart Company, Digital Company, and Traditional Company
  - 2.2.2. Keys to Management in Digital Native Companies
  - 2.2.3. Design, Manufacturing, Logistics and Distribution of the Company 4.0
- 2.3. Digital Transformation
  - 2.3.1. Challenges of Digital Transformation
  - 2.3.2. Advantages of Digital Transformation
  - 2.3.3. Barriers of Digital Transformation

- 2.4. Typology of Digital Transformation
  - 2.4.1. Digital Transformation by Type of Business
  - 2.4.2. Digital Transformation by Models of business
  - 2.4.3. Digital Transformation by User Profile
- 2.5. Profiles Leading the Digital Transformation by Area
  - 2.5.1. Technology
  - 2.5.2. Marketing and Growth
  - 2.5.3. Human Resources
  - 2.5.4. Management
- 2.6. TI/ IS Strategic Planning
  - 2.6.1. The IT/IS Plan
  - 2.6.2. Structure of an IT/IS Plan
  - 2.6.3. Phases of an IT/IS Plan
- 2.7. Information Systems Project Management
  - 2.7.1. Functional and Non-functional Requirements
  - 2.7.2. Typology of Information Systems
  - 2.7.3. Entity-relationship Model
- 2.8. Differences Between Methodologies
  - 2.8.1. Differences between Design Thinking, Lean Startup, Agile, Growth Hacking
  - 2.8.2. Delving into the Methodology of Growth Hacking
  - 2.8.3. Other Methodologies Design Sprint, Kanban and Six Sigma
- 2.9. Digital Competencies
  - 2.9.1. Strategic, Communicative and Agile Vision
  - 2.9.2. Data Analytics
  - 2.9.3. Creativity Management
  - 2.9.4. Safety
- 2.10. Consequences of Digital Transformation
  - 2.10.1. Digitization of Society
  - 2.10.2. Digital Division
  - 2.10.3. Flexible Work, Work by Objectives and Teleworking

### Module 3. The New Digital Era: Internet of Things (IoT)

- 3.1. *Internet of Things*
  - 3.1.1. Analysis of Internet of Things
  - 3.1.2. Scope and Evolution
  - 3.1.3. Transformation Implications for Companies
- 3.2. *Big Data*
  - 3.2.1. Big Data and Small Data
  - 3.2.2. The 4 V's of Big Data
  - 3.2.3. Predictive Analytics
  - 3.2.4. Focus Data Driven
- 3.3. *Cloud Productivity*
  - 3.3.1. Characteristics
  - 3.3.2. Implementation Models
  - 3.3.3. Levels or Layers
- 3.4. Blockchain Technology
  - 3.4.1. *Blockchain*
  - 3.4.2. Benefits of Blockchain
  - 3.4.3. Blockchain Applications in the Business World
- 3.5. Artificial Intelligence (AI)
  - 3.5.1. Artificial Intelligence
  - 3.5.2. Types of Artificial Intelligence
  - 3.5.3. Applications of Artificial Intelligence
  - 3.5.4. Machine Learning vs. Artificial Intelligence
- 3.6. Extended Reality (XR)
  - 3.6.1. Extended Reality
  - 3.6.2. Virtual Reality (VR)
  - 3.6.3. Augmented Reality (AR)
  - 3.6.4. Mixed Reality (MR)

- 3.7. Augmented Humans or Human 2.0
  - 3.7.1. Human Enhancement Technologies (HET)
  - 3.7.2. *Biohacking*
  - 3.7.3. *Accelerated Learning*
- 3.8. 3D Printing
  - 3.8.1. Evolution and Scope of 3D Printing
  - 3.8.2. Types of 3D Printing
  - 3.8.3. Applications of 3D Printing
- 3.9. Localization-Based Services (LBS)
  - 3.9.1. Bluetooth Low Energy (BLE): Beacons
  - 3.9.2. GPS Location
  - 3.9.3. Wireless Location: Geofencing and Geotagging (RFID and NFC, Barcodes, QR Scanners)
- 3.10. 5G Technology
  - 3.10.1. Connectivity
  - 3.10.2. Advantages of 5G
  - 3.10.3. Applications of SOFCs

#### Module 4. Digital Transformation as a 360° Strategy

- 4.1. 360° Strategy
  - 4.1.1. *Brand Awareness*
  - 4.1.2. Content Mapping and Customer Journey
  - 4.1.3. Always On Strategy
- 4.2. Rebranding
  - 4.2.1. Rebranding
  - 4.2.2. When to Implement a Rebranding Strategy?
  - 4.2.3. How to Implement a Rebranding Strategy?
- 4.3. HR Marketing
  - 4.3.1. Recruitment Marketing
  - 4.3.2. Phases of HR Marketing
  - 4.3.3. Communication Strategy

- 4.4. Relationship Marketing
  - 4.4.1. Relationship Marketing
  - 4.4.2. Inbound Marketing
  - 4.4.3. Tools
- 4.5. Innovation Ecosystems and Communities
  - 4.5.1. Innovation Ecosystems
  - 4.5.2. Types of Profiles
  - 4.5.3. Keys for Having a Internal and External Community
- 4.6. *Social Selling*
  - 4.6.1. *Social Selling*
  - 4.6.2. How to Apply a Social Selling Strategy?
  - 4.6.3. Applications Based on Social Selling
- 4.7. Experience Marketing
  - 4.7.1. Marketing Expertise
  - 4.7.2. Objectives in an Experiential Marketing campaign
  - 4.7.3. Use of Technology in Experiential Marketing
- 4.8. Branded Content and Native Publicity
  - 4.8.1. Branded Content and Debranding
  - 4.8.2. Content Marketing vs. *Brand Journalism*
  - 4.8.3. Native Publicity
- 4.9. Real Time Marketing
  - 4.9.1. Real Time Marketing
  - 4.9.2. Preparation of a Real Time Marketing Campaign
  - 4.9.3. Personalization as a Key Concept
  - 4.9.4. Corporate Social Responsibility
- 4.10. Key Performance Indicators (KPIs) in the Digital Era
  - 4.10.1. Organizational Indicators
  - 4.10.2. Innovation Indicators
  - 4.10.3. Marketing Indicators



## Module 5. Marketing Channels in the Digital Era

- 5.1. Social Media
  - 5.1.1. Relational
  - 5.1.2. Entertainment
  - 5.1.3. Professional
  - 5.1.4. Niche
- 5.2. Influencer Marketing
  - 5.2.1. Classification of Influencers
  - 5.2.2. Design of Campaign with Influencers
  - 5.2.3. Types of Campaign with Influencers
- 5.3. E-Mail Marketing
  - 5.3.1. Objectives of E-Mail Marketing
  - 5.3.2. Key Factors in E-Mail Marketing
  - 5.3.3. E-Mail Automation
- 5.4. Website and SEO
  - 5.4.1. Website
  - 5.4.2. SEO On Page
  - 5.4.3. SEO Off Page
- 5.5. Mobile Applications and ASO
  - 5.5.1. Types of Applications
  - 5.5.2. Key Concepts
  - 5.5.3. ASO Positioning
- 5.6. Paid Campaigns
  - 5.6.1. Paid Media Strategy
  - 5.6.2. Google Ads
  - 5.6.3. Facebook Ads
- 5.7. Affiliate Marketing
  - 5.7.1. Affiliate Marketing Analysis
  - 5.7.2. Affiliate Marketing Types
  - 5.7.3. Key Aspects

- 5.8. Programmed Advertising
  - 5.8.1. Programmed Advertising
  - 5.8.2. Fundamental Actors
  - 5.8.3. Benefits of Programmed Advertising
  - 5.8.4. Real Time Bidding (RTB)
- 5.9. Loyalty Programs
  - 5.9.1. Loyalty Programs
  - 5.9.2. Importance of Gamification
  - 5.9.3. Types of Loyalty Programs
- 5.10. Co-Branding vs
  - 5.10.1. Cobranding Campaign
  - 5.10.2. Types of Cobranding
  - 5.10.3. Cobranding vs. Comarketing

## Module 6. New Behaviors in Business Digital Transformation

- 6.1. New Adopted Behaviors
  - 6.1.1. *Social Distancing*
  - 6.1.2. *A-commerce*
  - 6.1.3. Mentor-Protégé Program (MPP)
- 6.2. Trends in Communication
  - 6.2.1. Inclusive and Social Marketing
  - 6.2.2. Ecology and Proximity
  - 6.2.3. Humanization
  - 6.2.4. Differentiation
- 6.3. Evolution of the Contents
  - 6.3.1. Evolution of Fast Content
  - 6.3.2. Immediate Content
  - 6.3.3. From Storytelling to Storydoing
  - 6.3.4. The Increase in Premium Content

- 6.4. The Evolution of Searches
  - 6.4.1. The Intention of Searches
  - 6.4.2. Voice Marketing
  - 6.4.3. *Visual Search*
  - 6.4.4. Interactive Search
- 6.5. Support Advances
  - 6.5.1. OOH Digital Advertising
  - 6.5.2. Connected TV and Over-the-Top (OTT) Video
  - 6.5.3. Podcasting and Online Audio
  - 6.5.4. *Streaming*
- 6.6. *Customer Centric*
  - 6.6.1. Customer Centric vs. Customer Experience vs. *Product Centric*
  - 6.6.2. *User Generated Content*
  - 6.6.3. *Share of Voice*
  - 6.6.4. Personalization
- 6.7. The Evolution of E-commerce
  - 6.7.1. Evolution and Perspectives
  - 6.7.2. System Types
  - 6.7.3. Types of E-commerce
- 6.8. Behavioral Economics
  - 6.8.1. Behavioral Economics
  - 6.8.2. Types of Biases and Nudges
  - 6.8.3. CRO
  - 6.8.4. UX vs. UI
- 6.9. Digital Transformation: Physical + Digital
  - 6.9.1. Era of Digitalization
  - 6.9.2. Social, Location and Mobile (SoLoMo)
  - 6.9.3. Evolution of Payment Methods
  - 6.9.4. New Challenges for Retail
- 6.10. Evolution of Sectors in the Digital environment
  - 6.10.1. Tourism
  - 6.10.2. Mobility
  - 6.10.3. Health





## Module 7. Business Process Management (BPM)

- 7.1. Enterprise Architecture
  - 7.1.1. Holistic View of Business Architecture
  - 7.1.2. Value Chain
  - 7.1.3. Process Architecture
- 7.2. Diagnosis of BPM
  - 7.2.1. *Business Process Management*
  - 7.2.2. Business Drivers
  - 7.2.3. Necessary Elements for a Successful Implementation
  - 7.2.4. Maturity Cycle
- 7.3. BPM Principles
  - 7.3.1. Context Adaptability
  - 7.3.2. Continuity
  - 7.3.3. Development of Competencies
  - 7.3.4. Holism
  - 7.3.5. Institutionalization
  - 7.3.6. Participation of Key Stakeholders
  - 7.3.7. Common Language
  - 7.3.8. Intention
  - 7.3.9. Simplicity
  - 7.3.10. Adoption of Technology
- 7.4. Benefits of BPM
  - 7.4.1. Corporate
  - 7.4.2. Customers
  - 7.4.3. Management
  - 7.4.4. Stakeholders
  - 7.4.5. BPM Applications
    - 7.4.5.1. Business Process Improvement (BPI)
    - 7.4.5.2. Enterprise Process Management (EPM)
    - 7.4.5.3. Continuous Refinement (CR)

- 7.5. Sectoral Application of BPM
  - 7.5.1. Financial Institutions
  - 7.5.2. Telecommunications
  - 7.5.3. Health
  - 7.5.4. Insurance
  - 7.5.5. Manufacturing Industry
- 7.6. Process Reference Models
  - 7.6.1. APQC Model
  - 7.6.2. SCOR Model
- 7.7. Process Center of Excellence (COE)
  - 7.7.1. COE Functions and Benefits
  - 7.7.2. Steps to Establish a COE and Governance Model
- 7.8. Steps to BPM Success
  - 7.8.1. Discover and Simplify
  - 7.8.2. Capture and Document
  - 7.8.3. Publish and Animate
  - 7.8.4. Design and Improve
  - 7.8.5. Simulate and Optimize
  - 7.8.6. Generate and Execute
  - 7.8.7. Monitor and Manage
- 7.9. Challenges of Business Process Management
  - 7.9.1. Risks Depending on the Stage of the Process
  - 7.9.2. Strategies to Overcome Risk
  - 7.9.3. Implementation Errors
- 7.10. Considerations when Starting a BPM Project
  - 7.10.1. Select the Correct Starting Point
  - 7.10.2. Engaging with Users
  - 7.10.3. Measuring from the Start

## Module 8. Process Modeling and Analysis

- 8.1. Process Modeling
  - 8.1.1. Purposes of Process Modeling
  - 8.1.2. Benefits of Using a Standardized Notational Model
  - 8.1.3. Considerations for Selecting a Notation Model
- 8.2. Business Process Modelling Notation (BPMN)
  - 8.2.1. BPMN Components
  - 8.2.2. Types of BPMN Charts
  - 8.2.3. Advantages of BPMN
  - 8.2.4. Disadvantages of BPMN
- 8.3. Other Types of Process Modeling
  - 8.3.1. *Swim Lanes*
  - 8.3.2. *Flow Charting*
  - 8.3.3. Event Process Chain (EPC)
  - 8.3.4. Unified Modeling Language (UML)
  - 8.3.5. Integrated Definition Language (IDEF)
  - 8.3.6. *Value Stream Mapping*
- 8.4. Process Modeling Approaches
  - 8.4.1. Value Chain
  - 8.4.2. Supplier Input Process Output Customer (SIPOC)
  - 8.4.3. System Dynamics
- 8.5. Process Modeling Levels
  - 8.5.1. Corporate Perspective
  - 8.5.2. Business Perspective
  - 8.5.3. Operational Perspective
- 8.6. Data Collection
  - 8.6.1. Direct Observation
  - 8.6.2. Interviews
  - 8.6.3. Surveys
  - 8.6.4. Structured Workshops
  - 8.6.5. Web Conferences

- 8.7. Modeling Software (BPMS)
  - 8.7.1. AuraPortal
  - 8.7.2. Bizagi Modeler
  - 8.7.3. Trisotech
  - 8.7.4. iGrafx
  - 8.7.5. IBM Blueworks Live
  - 8.7.6. OnBase by Hyland
  - 8.7.7. Oracle BPM Suite
  - 8.7.8. Signavio
- 8.8. Process Analysis
  - 8.8.1. Implementation Phase
  - 8.8.2. Roles in the Analysis
  - 8.8.3. Factors for Process Analysis
  - 8.8.4. Economic Analysis
  - 8.8.5. Cause and Effect Tree
  - 8.8.6. Risk Analysis
  - 8.8.7. Resource Capacity Analysis
  - 8.8.8. Human Talent Analysis
- 8.9. Considerations for Process Analysis
  - 8.9.1. Leadership at the Managerial Level
  - 8.9.2. Process Management Maturity
  - 8.9.3. Avoid Troubleshooting during Analysis
  - 8.9.4. Efficient Analysis
  - 8.9.5. Potential Resistance
  - 8.9.6. Omission of Culpability in Non-conformities
  - 8.9.7. Understanding Organizational Culture
  - 8.9.8. Customer Focus
  - 8.9.9. Resources Availability
- 8.10. Simulation of Business Processes
  - 8.10.1. Technical and Policy Considerations for Simulation
  - 8.10.2. Business Process Simulation Step by Step
  - 8.10.3. Simulation Tools

## Module 9. Process Control and Optimization

- 9.1. Process Design
  - 9.1.1. Fundamental Aspects of Process Design
  - 9.1.2. Transition from "As-is" to "To Be"
  - 9.1.3. Economic Analysis of the "To Be" Process
- 9.2. Towards Process Performance Control
  - 9.2.1. Taking into Account the Maturity Level of the Process
  - 9.2.2. Performance Interpretations
  - 9.2.3. Measurable Aspects
  - 9.2.4. Performance Measurement Design
- 9.3. Process Performance Measurement and Control
  - 9.3.1. Importance of Process Measurement
  - 9.3.2. Process Management Indicators
  - 9.3.3. Steps to Create Management Indicators
- 9.4. Methods to Measure and Control Performance
  - 9.4.1. Value Stream Map (VSM)
  - 9.4.2. Activity-based Costing Systems
  - 9.4.3. Statistical Control
- 9.5. Statistical Process Control
  - 9.5.1. Statistical Parameters
  - 9.5.2. Variability Analysis
  - 9.5.3. Control Charts
  - 9.5.4. Sampling Plans
- 9.6. Process Mining
  - 9.6.1. State of the Art of Process Mining
  - 9.6.2. Process Mining Methodology
  - 9.6.3. Factors to Consider for Implementation
- 9.7. Process Intelligence
  - 9.7.1. Process Intelligence
  - 9.7.2. BAM (Business Activity Monitoring) Tools
  - 9.7.3. Dashboards

- 9.8. Change Management
  - 9.8.1. Resistance to Change
  - 9.8.2. Uncertainty Management of Human Talent
  - 9.8.3. Change Management Process
- 9.9. Organizational Transformation
  - 9.9.1. Beyond Improvement
  - 9.9.2. Transforming the Organization
  - 9.9.3. Continuous Optimization
- 9.10. A New Business Process Management
  - 9.10.1. Aspects of a Process-Oriented Organization
  - 9.10.2. Organizational Maturity Assessment
  - 9.10.3. Implementation of the Governance Model
  - 9.10.4. BPM Roadmap Design

## Module 10. Leadership, Ethics, and Social Responsibility in Companies

- 10.1. Globalization and Governance
  - 10.1.1. Governance and Corporate Governance
  - 10.1.2. The Fundamentals of Corporate Governance in Companies
  - 10.1.3. The Role of the Board of Directors in the Corporate Governance Framework
- 10.2. Leadership
  - 10.2.1. Leadership. A Conceptual Approach
  - 10.2.2. Leadership in Companies
  - 10.2.3. The Importance of Leaders in Business Management
- 10.3. *Cross-Cultural Management*
  - 10.3.1. Cross-Cultural Management Concept
  - 10.3.2. Contributions to Knowledge of National Cultures
  - 10.3.3. Diversity Management
- 10.4. Management and Leadership Development
  - 10.4.1. Concept of Management Development
  - 10.4.2. Concept of Leadership
  - 10.4.3. Leadership Theories
  - 10.4.4. Leadership Styles
  - 10.4.5. Intelligence in Leadership
  - 10.4.6. The Challenges of Today's Leader
- 10.5. Business Ethics
  - 10.5.1. Ethics and Morality
  - 10.5.2. Business Ethics
  - 10.5.3. Leadership and Ethics in Companies
- 10.6. Sustainability
  - 10.6.1. Sustainability and Sustainable Development
  - 10.6.2. 2030 Agenda
  - 10.6.3. Sustainable Companies
- 10.7. Corporate Social Responsibility
  - 10.7.1. International Dimensions of Corporate Social Responsibility
  - 10.7.2. Implementing Corporate Social Responsibility
  - 10.7.3. The Impact and Measurement of Corporate Social Responsibility
- 10.8. Responsible Management Systems and Tools
  - 10.8.1. CSR: Corporate Social Responsibility (CSR)
  - 10.8.2. Essential Aspects for Implementing a Responsible Management Strategy
  - 10.8.3. Steps for the Implementation of a Corporate Social Responsibility Management System
  - 10.8.4. CSR Tools and Standards
- 10.9. Multinationals and Human Rights
  - 10.9.1. Globalization, Multinational Corporations and Human Rights
  - 10.9.2. Multinational Corporations and International Law
  - 10.9.3. Legal Instruments for Multinationals in the Field of Human Rights
- 10.10. Legal Environment and Corporate Governance
  - 10.10.1. International Rules on Importation and Exportation
  - 10.10.2. Intellectual and Industrial Property
  - 10.10.3. International Labor Law



## Module 11. People and Talent Management

- 11.1. Strategic People Management
  - 11.1.1. Strategic Human Resources Management
  - 11.1.2. Strategic People Management
- 11.2. Human Resources Management by Competencies
  - 11.2.1. Analysis of the Potential
  - 11.2.2. Remuneration Policy
  - 11.2.3. Career/Succession Planning
- 11.3. Performance Evaluation and Performance Management
  - 11.3.1. Performance Management
  - 11.3.2. Performance Management: Objectives and Process
- 11.4. Innovation in Talent and People Management
  - 11.4.1. Strategic Talent Management Models
  - 11.4.2. Talent Identification, Training and Development
  - 11.4.3. Loyalty and Retention
  - 11.4.4. Proactivity and Innovation
- 11.5. Motivation
  - 11.5.1. The Nature of Motivation
  - 11.5.2. Expectations Theory
  - 11.5.3. Needs Theory
  - 11.5.4. Motivation and Financial Compensation
- 11.6. Development of High-Performance Teams
  - 11.6.1. High-Performance Teams: Self-Managed Teams
  - 11.6.2. Methodologies for the Management of High-Performance Self-Managed Teams
- 11.7. Change Management
  - 11.7.1. Change Management
  - 11.7.2. Type of Change Management Processes
  - 11.7.3. Stages or Phases in the Change Management Process

- 11.8. Negotiation and Conflict Management
  - 11.8.1. Negotiation
  - 11.8.2. Conflict Management
  - 11.8.3. Crisis Management
- 11.9. Executive Communication
  - 11.9.1. Internal and External Communication in the Corporate Environment
  - 11.9.2. Communication Departments
  - 11.9.3. The Person in Charge of Communication of the Company.  
The Profile of the Dircom
- 11.10. Productivity, Attraction, Retention and Activation of Talent
  - 11.10.1. Productivity
  - 11.10.2. Talent Attraction and Retention Levers

## Module 12. Economic and Financial Management

- 12.1. Economic Environment
  - 12.1.1. Macroeconomic Environment and the National Financial System
  - 12.1.2. Financial Institutions
  - 12.1.3. Financial Markets
  - 12.1.4. Financial Assets
  - 12.1.5. Other Financial Sector Entities
- 12.2. Executive Accounting
  - 12.2.1. Basic Concepts
  - 12.2.2. The Company's Assets
  - 12.2.3. The Company's Liabilities
  - 12.2.4. The Company's Net Worth
  - 12.2.5. The Income Statement
- 12.3. Information Systems and Business Intelligence
  - 12.3.1. Fundamentals and Classification
  - 12.3.2. Cost Allocation Phases and Methods
  - 12.3.3. Choice of Cost Center and Impact

- 12.4. Budget and Management Control
  - 12.4.1. The Budget Model
  - 12.4.2. The Capital Budget
  - 12.4.3. The Operating Budget
  - 12.4.5. Treasury Budget
  - 12.4.6. Budget Monitoring
- 12.5. Financial Management
  - 12.5.1. The Company's Financial Decisions
  - 12.5.2. Financial Department
  - 12.5.3. Cash Surpluses
  - 12.5.4. Risks Associated with Financial Management
  - 12.5.5. Financial Administration Risk Management
- 12.6. Financial Planning
  - 12.6.1. Definition of Financial Planning
  - 12.6.2. Actions to Be Taken in Financial Planning
  - 12.6.3. Creation and Establishment of the Business Strategy
  - 12.6.4. The Cash Flow Table
  - 12.6.5. The Working Capital Table
- 12.7. Corporate Financial Strategy
  - 12.7.1. Corporate Strategy and Sources of Financing
  - 12.7.2. Financial Products for Corporate Financing
- 12.8. Strategic Financing
  - 12.8.1. Self-Financing
  - 12.8.2. Increase in Equity
  - 12.8.3. Hybrid Resources
  - 12.8.4. Financing Through Intermediaries
- 12.9. Financial Analysis and Planning
  - 12.9.1. Analysis of the Balance Sheet
  - 12.9.2. Analysis of the Income Statement
  - 12.9.3. Profitability Analysis
- 12.10. Analyzing and Solving Cases/Problems
  - 12.10.1. Financial Information on Industria de Diseño y Textil, S.A. (INDITEX)

## Module 13. Executive Management

- 13.1. *General Management*
  - 13.1.1. The Concept of General Management
  - 13.1.2. The Role of the CEO
  - 13.1.3. The CEO and Their Responsibilities
  - 13.1.4. Transforming the Work of Management
- 13.2. Manager Functions: Organizational Culture and Approaches
  - 13.2.1. Manager Functions: Organizational Culture and Approaches
- 13.3. Operations Management
  - 13.3.1. The Importance of Management
  - 13.3.2. Value Chain
  - 13.3.3. Quality Management
- 13.4. Public Speaking and Spokesperson Education
  - 13.4.1. Interpersonal Communication
  - 13.4.2. Communication Skills and Influence
  - 13.4.3. Communication Barriers
- 13.5. Personal and Organizational Communications Tools
  - 13.5.1. Interpersonal Communication
  - 13.5.2. Interpersonal Communication Tools
  - 13.5.3. Communication in the Organization
  - 13.5.4. Tools in the Organization
- 13.6. Communication in Crisis Situations
  - 13.6.1. Crisis
  - 13.6.2. Phases of the Crisis
  - 13.6.3. Messages: Contents and Moments
- 13.7. Preparation of a Crisis Plan
  - 13.7.1. Analysis of Possible Problems
  - 13.7.2. Planning
  - 13.7.3. Adequacy of Personnel



- 13.8. Emotional Intelligence
  - 13.8.1. Emotional Intelligence and Communication
  - 13.8.2. Assertiveness, Empathy and Active Listening
  - 13.8.3. Self-Esteem and Emotional Communication
- 13.9. Personal Branding
  - 13.9.1. Strategies for Personal Brand Development
  - 13.9.2. Personal Branding Laws
  - 13.9.3. Tools for Creating Personal Brands
- 13.10. Leadership and Team Management
  - 13.10.1. Leadership and Leadership Styles
  - 13.10.2. Leader Capabilities and Challenges
  - 13.10.3. Managing Change Processes
  - 13.10.4. Managing Multicultural Teams

“

*Make the most of this opportunity to surround yourself with expert professionals and learn from their work methodology”*

04

# Teaching Objectives

This Executive Master's Degree aims to specialize leaders capable of designing and implementing digital strategies that optimize processes, drive innovation, and ensure business competitiveness in the digital age. Through a practical methodology based on the real-world application of emerging technologies, professionals will acquire the competencies necessary to lead digitalization across various sectors, manage organizational change, and maximize the impact of Digital Transformation.



“

*You will evaluate the impact of Digital Transformation on businesses, ensuring efficient and sustainable technological integration”*





## General Objectives

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- ♦ Develop integrated digital strategies that drive transformation in organizations across various sectors
- ♦ Manage the implementation of advanced technological tools to optimize processes and operations
- ♦ Foster innovation within the company through the use of agile methodologies and emerging technologies
- ♦ Lead multidisciplinary teams in the creation and implementation of transformational digital projects
- ♦ Evaluate and apply digital business models to improve organizational competitiveness
- ♦ Integrate a digital culture across all areas of the company, promoting agility and collaboration
- ♦ Analyze the impacts of digital transformation on customers and the relationship with them
- ♦ Design and implement digital marketing plans aligned with the company's strategic objectives
- ♦ Oversee and manage the use of Big Data, Artificial Intelligence, and other technologies for decision-making
- ♦ Manage organizational change driven by digitalization, ensuring staff adaptability
- ♦ Develop digital security policies and strategies to protect the company's assets in the virtual environment
- ♦ Evaluate the feasibility and profitability of digitalization in different business models and sectors







## Specific Objectives

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### Module 1. The Digital Environment in Business Processes

- ♦ Analyze the impact of digitalization on business efficiency and competitiveness
- ♦ Identify opportunities for process improvement through the use of digital tools

### Module 2. Digital Transformation in Business

- ♦ Design digitalization strategies aligned with corporate objectives
- ♦ Manage the integration of emerging technologies across different departments

### Module 3. The New Digital Era: Internet of Things (IoT)

- ♦ Explore the applications of IoT in optimizing processes and services
- ♦ Evaluate the feasibility of IoT solutions in diverse business environments

### Module 4. Digital Transformation as a 360° Strategy

- ♦ Implement comprehensive Digital Transformation models within companies
- ♦ Develop change management methodologies to facilitate digitalization

### Module 5. Marketing Channels in the Digital Era

- ♦ Design omnichannel digital marketing strategies based on data
- ♦ Apply digital tools for customer personalization and loyalty

### Module 6. New Behaviors in Business Digital Transformation

- ♦ Analyze the impact of digital change on organizational behavior
- ♦ Develop strategies to manage talent adaptation to digitalization

### Module 7. Business Process Management (BPM)

- ♦ Apply BPM methodologies to improve operational efficiency
- ♦ Identify processes that can be automated to optimize resources

### Module 8. Process Modeling and Analysis

- ♦ Design business process models using digital tools
- ♦ Evaluate the profitability and effectiveness of processes in digital environments

### Module 9. Process Control and Optimization

- ♦ Implement continuous improvement strategies in digital processes
- ♦ Measure the performance of processes using key performance indicators (KPIs)

### Module 10. Leadership, Ethics, and Social Responsibility in Companies

- ♦ Develop digital leadership skills for change management
- ♦ Apply ethical and sustainability principles in Digital Transformation

### Module 11. People and Talent Management

- ♦ Implement strategies for attracting and retaining digital talent
- ♦ Foster an organizational culture based on innovation and digitalization

### Module 12. Economic and Financial Management

- ♦ Evaluate the financial viability of Digital Transformation projects
- ♦ Manage budgets and resources for technology implementation

### Module 13. Executive Management

- ♦ Develop a strategic vision for managing digital businesses
- ♦ Apply agile methodologies in the management of digital teams and projects

05

# Career Opportunities

Graduates of this academic program will be prepared to lead digitalization across various sectors. They will be able to assume roles such as CDO, innovation directors, Digital Transformation consultants, or technology project managers. Additionally, business leaders will have opportunities in areas such as digital marketing, data analysis, process optimization, and cybersecurity, in both private companies and public organizations. Ultimately, this strategic and technological specialization will enable them to occupy key positions in companies undergoing digital evolution, innovative startups, or lead their own business in the technology and innovation sector.



“

*This Executive Master's Degree will connect you with expert instructors and updated content on Digital Transformation”*

### Graduate Profile

Upon completing this postgraduate program, graduates will be highly qualified digital leaders capable of designing, implementing, and managing Digital Transformation strategies. In fact, they will possess skills in business management, change management, team leadership, and process optimization using emerging technologies. Moreover, they will become experts in digital marketing, data analysis, and cybersecurity, with a strategic vision to enhance competitiveness and profitability in any organization. Ultimately, their ability to integrate technology will allow them to drive growth and efficiency in an increasingly digitalized business world.

*You will be able to analyze large volumes of data to make informed decisions and improve business competitiveness.*

- ♦ **Leadership in Digital Transformation:** Lead digitalization strategies in businesses, fostering innovation and organizational change
- ♦ **Technology Project Management:** Plan, execute, and oversee digitalization projects, ensuring they align with business objectives
- ♦ **Implementation of 360° Strategies:** Develop and integrate Digital Transformation models at all levels of the company
- ♦ **Process Optimization with BPM:** Manage advanced knowledge in modeling, analyzing, and improving processes through digital tools and automation







After completing the university program, you will be able to apply your knowledge and skills in the following positions:

1. **Chief Digital Officer:** Leader of the Digital Transformation strategy in businesses, ensuring the integration of emerging technologies and process optimization.
2. **Director of Innovation and Digital Transformation:** Responsible for designing and implementing technological projects that enhance business competitiveness and efficiency.
3. **Digital Transformation Consultant:** Specialized advisor in the digitalization of organizations, providing strategic solutions tailored to each sector.
4. **Manager of Digital Marketing and Customer Experience:** Responsible for developing digital strategies to improve customer relationships and optimize brand positioning.
5. **Director of Business Intelligence and Data Analysis:** Leader in the implementation of Big Data, AI, and advanced analytics tools for business decision-making.
6. **Manager of Processes and Automation:** Responsible for the optimization and digitalization of operational processes to improve efficiency and reduce costs.
7. **Director of Technology and Business Transformation:** Responsible for adopting innovative technologies, ensuring alignment with the company's strategic objectives.
8. **Leader in Cybersecurity and Digital Compliance:** Responsible for data protection and cybersecurity, ensuring compliance with regulations in digital environments.
9. **Director of Digital Talent Management:** Responsible for attracting, training, and retaining professionals specialized in Digital Transformation.
10. **Entrepreneur in Technological Solutions:** Founder of startups focused on digital innovation, offering products and services adapted to the digital age.



06

# Study Methodology

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

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



“

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



## The student: the priority of all TECH programs

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

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

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

“

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



### The most comprehensive study plans at the international level

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

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

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

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

## Case Studies and Case Method

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

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

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





## Relearning Methodology

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

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

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

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



## A 100% online Virtual Campus with the best teaching resources

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

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

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

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



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

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

1. Students who follow this method not only achieve the assimilation of concepts, but also a development of their mental capacity, through exercises that assess real situations and the application of knowledge.
2. Learning is solidly translated into practical skills that allow the student to better integrate into the real world.
3. Ideas and concepts are understood more efficiently, given that the example situations are based on real-life.
4. Students like to feel that the effort they put into their studies is worthwhile. This then translates into a greater interest in learning and more time dedicated to working on the course.

## The university methodology top-rated by its students

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

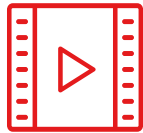
The students' assessment of the teaching quality, the quality of the materials, the structure of the program and its objectives is excellent. Not surprisingly, the institution became the top-rated university by its students according to the global score index, obtaining a 4.9 out of 5.

*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.

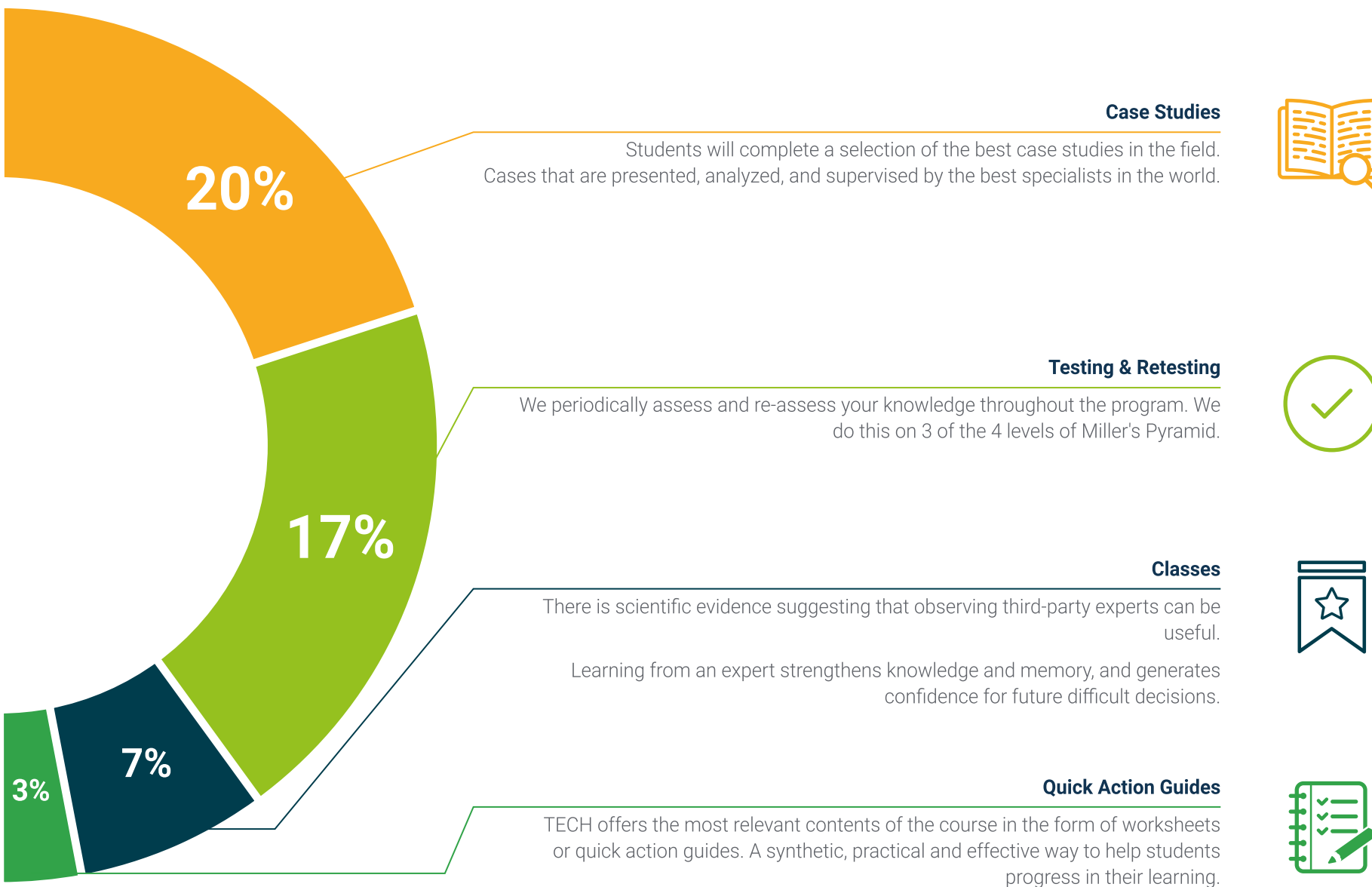
This exclusive educational system for presenting multimedia content was awarded by Microsoft as a "European Success Story".



#### Additional Reading

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







07

# Teaching Staff

The faculty of this Executive Master's Degree is one of the key pillars that ensures the quality and success of the program. Composed of a select group of highly qualified professionals, this teaching team includes recognized experts in the field of Digital Transformation, coming from both the academic and business sectors. Ultimately, these mentors not only have a solid academic background but also extensive practical experience in implementing digital solutions across various industries.



“

*You will have access to a curriculum  
designed by true leaders in the field  
of Digital Transformation”*



## 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

“

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

## International Guest Director

With over 20 years of experience in designing and leading global talent acquisition teams, **Jennifer Dove is an expert in recruitment and technology strategy.** Throughout her career, she has held senior positions in several technology organizations within **Fortune 500** companies such as **NBCUniversal** and **Comcast**. Her background 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 Human Resources 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 occupational 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
- Executive Vice President of the Sales Division at Ardor NY Real Estate
- Director of Recruitment at Valerie August & Associates
- Account Executive at BNC
- Account Executive at Vault
- Degree in Organizational Communication from the University of Miami

“

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

## International Guest Director

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

He possesses innate gifts in strategy and executive innovation, developing new ideas and backing his success with quality data. His background at **Amazon** has allowed him to manage and integrate the company's IT services in the United States. At **Microsoft** he led a team of 104 people, responsible for providing corporate-wide IT infrastructure and supporting product engineering departments across the company.

This experience has allowed him to stand out as a high-impact manager with remarkable abilities to increase efficiency, productivity and overall customer satisfaction.



## Mr. Gauthier, Rick

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

## International Guest Director

Manuel Arens is an experienced data management professional and leader of a highly qualified team. In fact, Arens holds the position of **global purchasing manager** in Google's Technical Infrastructure and Data Center division, where he has spent most of his professional career. Based in Mountain View, California, he has provided solutions for the tech giant's operational challenges, such as master **data integrity**, **vendor data updates** and **vendor prioritization**. He has led data center supply chain planning and vendor risk assessment, generating 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, United States
- Senior Manager, B2B Analytics and Technology, Google, United States
- Sales Director at Google, Ireland
- Senior Industry Analyst at Google, Germany
- Accounts Manager at Google, Ireland
- Accounts Payable at Eaton, United Kingdom
- 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 of this linked to with prestigious brands such as

**Giorgio Armani, Dolce&Gabbana, Calvin Klein**, among others.

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

As **Global Brand and Merchandising Director** at **Giorgio Armani**, he has overseen a variety of **marketing strategies for apparel and accessories**.. His tactics have also focused on **the retail 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**.

On the other hand, in companies such as **Calvin Klein** or **Gruppo Coin**, he has undertaken projects to boost the **structure, development and marketing of different collections**. At the same time, he has been in charge of creating **effective calendars** for sales and purchasing 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** their key performance indicators (KPIs).



## Mr. La Sala, Andrea

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

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## International Guest Director

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

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

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

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



### **Mr. Barrientos, Giancarlo**

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



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

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

## Teachers

### Ms. García Salvador, Laura

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

### Ms. Garrido Brito, Stephanie

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

### Ms. Gómez Morales, María Daniela

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

### Mr. Goenaga Peña, Andrés

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



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# 08 Certificate

This Executive Master's Degree MBA in Digital Transformation (CDO, Chief Digital Officer) guarantees students, in addition to the most rigorous and up-to-date education, access to a diploma for the Executive Master's Degree MBA issued by TECH Global University.





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

TECH is a member of the **Business Graduates Association (BGA)**, the international network that brings together the most prestigious business schools in the world. This distinction reaffirms its commitment to excellence in responsible management and executive training.

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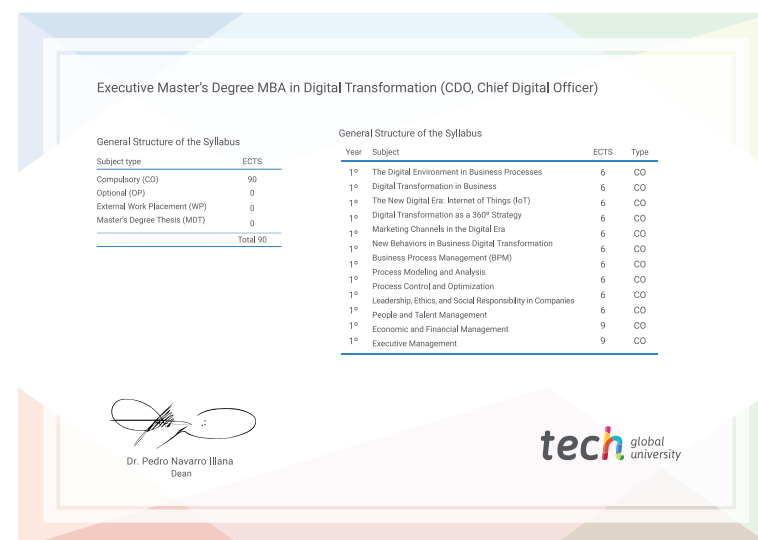


Title: **Executive Master's Degree MBA in Digital Transformation (CDO, Chief Digital Officer)**

Modality: **online**

Duration: **12 months**

Accreditation: **90 ECTS**





## Executive Master's Degree MBA in Digital Transformation (CDO, Chief Digital Officer)

- » Modality: online
- » Duration: 12 months
- » Certificate: TECH Global University
- » Accreditation: 90 ECTS
- » Schedule: at your own pace
- » Exams: online

# Executive Master's Degree MBA in Digital Transformation (CDO, Chief Digital Officer)

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