

# Executive Master's Degree Management and Administration of Veterinary Centers

**M M A V C**



## Executive Master's Degree Management and Administration of Veterinary Centers

- » Modality: online
- » Duration: 12 months
- » Certificate: TECH Technological University
- » Dedication: 16h/week
- » Schedule: at your own pace
- » Exams: online

Website: [www.techtute.com/pk/school-of-business/professional-master-degree/master-management-administration-veterinary-centers](http://www.techtute.com/pk/school-of-business/professional-master-degree/master-management-administration-veterinary-centers)

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# 01

# Welcome

The management and administration of a veterinary clinic is a complex task, as it requires professionals to not only have sound knowledge of the business field, which is one of the areas that determines the success or failure of a center, but to also be fully trained veterinarians, who are able to understand and participate in the care of animals. Training in this field requires a range of skills that are all covered in this comprehensive, high-quality program which has been put together by a team of experts in the subject matter.



Executive Master's Degree in Management and Administration of Veterinary Centers.  
TECH Technological University



“

*Master the most advanced strategies in Management and Administration of Veterinary Centers in a program of high impact for your professional career”*

02

# Why Study at TECH?

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



“

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

## At TECH Technological University



### Innovation

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

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



### The Highest Standards

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

**95%** | of TECH students successfully complete their studies



### Networking

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

**100,000+**  
executives trained each year

**200+**  
different nationalities



### Empowerment

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

**500+** | collaborative agreements with leading companies



### Talent

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

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



### Multicultural Context

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

TECH students represent more than 200 different nationalities.





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



### Analysis

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



### Academic Excellence

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



### Economy of Scale

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



### Learn with the best

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

Teachers representing 20 different nationalities.



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

03

# Why Our Program?

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

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



“

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

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

**01**

### A significant career boost

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

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

**02**

### Develop a strategic and global vision of companies

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

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

**03**

### Consolidate the student's senior management skills

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

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

**04**

### Take on new responsibilities

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

*45% of graduates are promoted internally.*

05

### Access to a powerful network of contacts

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

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

06

### Thoroughly develop business projects

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

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

07

### Improve soft skills and management skills

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

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

08

### Be part of an exclusive community

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

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

04

# Objectives

The objective of this comprehensive program is to provide professional managers with the skills required to master all areas in the management and administration of veterinary clinics, in order to provide the necessary business vision to achieve success in this sector.



“

*This is the training you need to successfully manage and run veterinary clinics, compiled in an Executive Master's Degree with a high educational impact”*

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

The Executive Master's Degree in Management and Administration of Veterinary Centers qualifies students to:

01

Generate specialized knowledge on the veterinary services sector: environment, challenges and trends

04

Understand that a Business Plan is a dynamic document that must accompany us throughout the year

02

Identify training needs in the veterinary services sector in a changing environment

03

Establish a methodology for the preparation of an annual Business Plan

05

Examine the financial concepts required to successfully run a veterinary center





06

Develop the financial tools to manage a veterinary practice

08

Establish an effective and systematic methodology to formulate a dynamic and innovative business strategy in a veterinary center

09

Generate specialized knowledge on innovation as a means of creating a differentiated value proposition for users

07

Compile the data needed to generate a financial scorecard

10

Propose a methodology to effectively deal with customers with distorted emotions



11

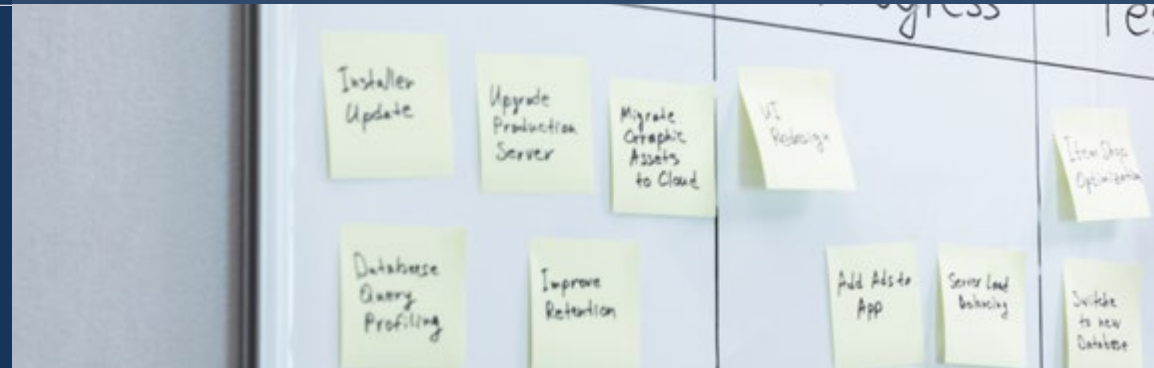
Develop loyalty processes

14

Analyze the tools of merchandising

12

Establish how to set and price a veterinary service



13

Assimilate the importance of cross-selling

15

Study the coherence between online and offline marketing

16

Develop the necessary skills for good personnel management

18

Specify the legal form of company to be created, with the particularities of each one, from partnerships to cooperatives of partners



19

Analyze the different legislations to be applied once the veterinary health center is open to the public, always from the point of view of consumer protection, in order to provide an excellent service, such as data protection, occupational health, radiation protection, etc.

17

Train managers to successfully deal with conflicts within professional teams

20

Examine the civil liability that we acquire by the fact of managing a veterinary health center, by applying the collective agreement for our workers and for the customers in general

# 05 Skills

After passing the evaluations of the Executive Master's Degree in Management and Administration of Veterinary Centers, professionals will have acquired the necessary competencies for a quality and up-to-date practice based on the most innovative teaching methodology.





“

*Completing this program will allow you to acquire the necessary skills to successfully manage a veterinary clinic”*

01

Manage the companies in the sector in the most effective and efficient way

02

Design, develop, implement, monitor and improve their own business plan

03

Understand the new challenges in public health, following the guidelines of green and sustainable economies

04

Perform a SWOT analysis to understand the particularities of the business and the environment in order to take advantage of the benefits it offers

05

Perform the economic-financial management of the company

06

Design and implement an appropriate business model to attract potential customers

07

Know how to communicate in an appropriate way with the customer in order to improve their experience in the veterinary center

10

Lead the company, having the ability to resolve internal company conflicts

08

Design and implement marketing strategies that improve the company's performance

11

Apply the lean management model

09

Know in depth the profile of the company's employees in order to place them in the most appropriate positions and evaluate their performance

12

Gain in-depth knowledge of the legal aspects affecting veterinary centers

06

# Structure and Content

The Executive Master's Degree in Management and Administration of Veterinary Centers is a tailor-made program that is taught in a 100% online format so that students can choose the time and place that best suits their availability, schedules and interests.





“

*A syllabus created to convert theoretical learning into real work skills”*

## Syllabus

This program has been created to help students acquire the necessary knowledge in this area in an intensive and efficient manner. An opportunity to improve their skills, with the convenience of the most effective online method on the teaching market. TECH provides students with the opportunity to incorporate knowledge in this area into their professional development. In addition, with this program, they will have access to a way of working that is designed to be fully compatible with their professional or personal life.

Throughout this program, a multitude of practical cases will be analyzed through individual work, a unique way to gain in-depth knowledge that the student will be able to transfer later to their daily work. It is, therefore, a true immersion in real situations.

A plan designed for students, focused on their professional improvement and preparing them to achieve excellence. A program that understands both your and your business' needs through innovative content based on the latest trends. The content is supported by the best educational methodology and exceptional teaching staff who will provide you with the skills to solve critical situations, creatively and efficiently.

This Executive Master's Degree takes place over 12 months and is distributed into 10 modules:

- Module 1** / The Economic Sector of Veterinary Health Centers
- Module 2** / The Business Plan Applied to Veterinary Centers
- Module 3** / Finance Applied to Veterinary Centers
- Module 4** / Business Strategy and Innovation in Veterinary Centers
- Module 5** / The Customer/User of Veterinary Centers
- Module 6** / Marketing Applied to Veterinary Centers
- Module 7** / Human Resources Management in Veterinary Centers
- Module 8** / Leadership and Management Skills Applied in Veterinary Centers
- Module 9** / Production Processes in Veterinary Centers
- Module 10** / Legal Aspects and Administration in Veterinary Centers



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

TECH offers the possibility of developing this Management and Administration of Veterinary Centers completely online. Over the course of 12 months, you will be able to access all the contents of this program at any time, allowing you to self-manage your study time.

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

**Module 1. The Economic Sector of Veterinary Health Centers**

**1.1. The Role of the Companion Animal in Today's Society**

- 1.1.1. Companion Animals and Their Benefits to People's Physical and Emotional Health
- 1.1.2. Companion Animals and the Healthy Development of Children
- 1.1.3. Companion Animals and Healthy Aging
- 1.1.4. Companion Animals and the Benefits for Community Coexistence
- 1.1.5. Animal Abuse and Its Connection to Domestic Violence
- 1.1.6. Animals in the Therapeutic and Assistance Context

**1.2. The Role of the Company in the Current Social Context**

- 1.2.1. Corporate Social Responsibility
- 1.2.2. Climate Change and the Green New Deal
- 1.2.3. Sustainable Development Goals (SDG) and 2030 Agenda
- 1.2.4. Challenges for the Veterinary Services Company

**1.3. The Companion Animal Market**

- 1.3.1. Industry, Retail and Distribution Services
- 1.3.2.
  - 1.3.2.1. Veterinary Clinical Services
  - 1.3.2.2. Dog Training Services
  - 1.3.2.3. Hairdressing Services
  - 1.3.2.4. Feral Animal Population Control
- 1.3.3. Sale of Veterinary Medicines
- 1.3.4. Breeding and Sale of Pets
- 1.3.5. NGO

**1.4. Typology of Veterinary Health Centers and Services**

- 1.4.1. Veterinary Health Centers
- 1.4.2. Veterinary Healthcare Services
- 1.4.3. Public-Private Collaboration

**1.5. Macroeconomics Situation the Clinical Veterinary Sector**

- 1.5.1. Sectoral Socioeconomic Situation
- 1.5.2. Sectoral Work Situation

**1.6. The Digital Health Veterinary Sector**

- 1.6.1. Digitalization of the Veterinary Sector
- 1.6.2. Factors and Digital Tools That Will Facilitate Change
- 1.6.3. Factors that Slow Down Digital Development
- 1.6.4. Digital Differentiators
- 1.6.5. Current Situation and Digital Challenges in the Veterinary Sector

**1.7. The "One Health" Concept Applied to Veterinary Health Centers**

- 1.7.1. The General Concept of One Health - One Well-Being
- 1.7.2. The Role of the Veterinary Clinic in One Health

**1.8. Training of Occupational Categories in Veterinary Health Care Centers**

- 1.8.1. Current Context of Training in the Sector and the Real Needs of Veterinary Health Centers
- 1.8.2. Ongoing Training
- 1.8.3. Dual Training

**1.9. Sectoral Business Strategy**

- 1.9.1. Business Associationism: What It Is, How It Is Exercised and What It's For
- 1.9.2. Proactive Intervention in the Creation of Regulations Affecting the Industry

**1.10. Time of Uncertainty, Time of Change and Market Trends**

- 1.10.1. Worker with New Concepts and Sensibilities
- 1.10.2. Customer with New Petitions and Needs
- 1.10.3. New Challenges in Public Health
- 1.10.4. New Forms of Communication

**Module 2. The Business Plan Applied to Veterinary Centers**

<b>2.1. The Business Plan in Veterinary Centers</b> 2.1.1. Planning and Control: Two Sides of the Same Coin 2.1.2. Why and Why Have a Plan? 2.1.3. Who Should Do It? 2.1.4. When to Do It 2.1.5. How to Do It 2.1.6. Does It Have to Be in Writing? 2.1.7. Questions That Need to Be Answered 2.1.8. Sections of the Business Plan	<b>2.2. External Analysis I: the Veterinary Center Environment</b> 2.2.1. What Should It Contain? 2.2.2. Political Environment 2.2.3. Economic Environment 2.2.4. Social Environment 2.2.5. Technological Environment 2.2.6. Ecological Environment 2.2.7. Legal Environment	<b>2.3. External Analysis II: Competitive Environment Applied to the Veterinary Industry</b> 2.3.1. Customers 2.3.2. Competition 2.3.3. Suppliers 2.3.4. Others	<b>2.4. Internal Analysis of a Veterinary Center</b> 2.4.1. Facilities and Equipment 2.4.2. Personal 2.4.3. Income/Expenses 2.4.4. Customers 2.4.5. Prices 2.4.6. Services 2.4.7. Communication with Customers 2.4.8. Training 2.4.9. Suppliers 2.4.10. Competition
<b>2.5. DAFO and CAME Analysis Applied to Veterinary Centers</b> 2.5.1. Weaknesses 2.5.2. Strengths 2.5.3. Threats 2.5.4. Opportunities 2.5.5. Correct 2.5.6. Tackle 2.5.7. Maintain 2.5.8. Exploit	<b>2.6. Objectives of Veterinary Centers as Companies</b> 2.6.1. What are they? 2.6.2. Features: SMART 2.6.3. Types	<b>2.7. Business Strategies in Veterinary Centers</b> 2.7.1. The 7 Ps of Service Marketing 2.7.2. Product-Service 2.7.3. Price 2.7.4. Distribution 2.7.5. Communication 2.7.6. Person 2.7.7. Current Procedures 2.7.8. Test	<b>2.8. Action Plan for the Strategy of a Veterinary Center</b> 2.8.1. What Does it Consist of? 2.8.2. How to Develop a Strategy 2.8.3. What Should Be Taken into Consideration for Each Action? 2.8.4. Prioritization of Actions Based on Business Importance 2.8.5. Calendar
<b>2.9. Control and Follow-up Plan for the Business Plan of a Veterinary Center</b> 2.9.1. Planning and Control 2.9.2. What Does It Consist Of and Why It Is Important? 2.9.3. Who and How to Control? 2.9.4. Indicator Based Control 2.9.5. Decision-Making	<b>2.10. Contingency Plan Applied to a Veterinary Center's Business Plan</b> 2.10.1. What Is It and What Is It For? 2.10.2. How to Do It 2.10.3. How to Use It		

**Module 3. Finance Applied to Veterinary Centers**

**3.1. Expenses and Income at a Veterinary Center**

- 3.1.1. Fixed Costs
- 3.1.2. Variable Costs
- 3.1.3. Direct Costs
- 3.1.4. Indirect Costs
- 3.1.5. Income from Services
- 3.1.6. Income from Product Sales
- 3.1.7. Gross Margin
- 3.1.8. Net Margin
- 3.1.9. Margin on Purchase
- 3.1.10. Margin on Sales

**3.2. The Income Statement of a Veterinary Center**

- 3.2.1. EBITDA
- 3.2.2. EBIT or BAI
- 3.2.3. Rentability
- 3.2.4. Productivity
- 3.2.5. Net Result

**3.3. Warehouse Stock Management in a Veterinary Center**

- 3.3.1. Sales Costs
- 3.3.2. Characteristics of Stock Management System
- 3.3.3. Procurement and Stock Control
- 3.3.4. Stock Alert Point
- 3.3.5. Safety Stock
- 3.3.6. Ordering Point
- 3.3.7. Stock Rotation

**3.4. Sales Ratios in a Veterinary Center The Point of Breakeven**

- 3.4.1. Main Practical Key Figures in a Veterinary Center
  - 3.4.1.1. Frequency of Transaction
  - 3.4.1.2. Average Transaction Amount
  - 3.4.1.3. Average Spending per Customer
  - 3.4.1.4. Number of Daily Transactions
  - 3.4.1.5. Number of Transactions per Year
- 3.4.2. Breakeven Point Concept
- 3.4.3. Prospective Breakeven Calculation
- 3.4.4. Retrospective Breakeven Calculation

**3.5. Analysis of the Cost of Services in a Veterinary Center Technological Inversions**

- 3.5.1. Fundamentals of Cost Analysis in Veterinary Centers
  - 3.5.1.1. Veterinary Practice Cost Analysis
  - 3.5.1.2. Cost Analysis of Other Professional Services
- 3.5.2. Calculating the Profitability of a Technology Investment

**3.6. Treasury Control and Budget Management in Veterinary Centers**

- 3.6.1. Fundamentals of Treasury Control
- 3.6.2. Tools for Treasury Control
- 3.6.3. Fundamentals of Budget Management
- 3.6.4. Tools for Budget Management

**3.7. Economic Valuation of a Veterinary Center**

- 3.7.1. Fundamentals for the Economic Valuation of a Veterinary Center
- 3.7.2. Methodology for the Valuation of a Veterinary Center
- 3.7.3. Goodwill

**3.8. Key Management Indicators in Veterinary Centers**

- 3.8.1. Concepts
- 3.8.2. Basic Information
- 3.8.3. Most Frequent Indicators in Veterinary Centers
- 3.8.4. Basic Indicators of Human Resources
- 3.8.5. Basic Indicators of Customer Service Quality
- 3.8.6. Selection of Key Management Indicators

**3.9. The Financial Scorecard Applied to Veterinary Centers**

- 3.9.1. Fundamentals of the Financial Scorecard
- 3.9.2. Trend Analysis and Comparisons between Periods
- 3.9.3. Control Panel Operation
- 3.9.4. Interpretation of Scorecard Results

**3.10. The Balance Sheet of a Veterinary Center**

- 3.10.1. Concept
- 3.10.2. Structure of a Balance Sheet
- 3.10.3. Structure of the Balance Sheet
- 3.10.4. Asset Valuation
- 3.10.5. Balance Sheet and Income Statement Diagnosis
- 3.10.6. Balance Sheet Analysis
- 3.10.7. Study of the Most Interesting Ratios of a Balance Sheet
- 3.10.8. Dynamic Equity Analysis
- 3.10.9. Income Statement Analysis
- 3.10.10. Indicators of Income Statement

**Module 4. Business Strategy and Innovation in Veterinary Centers**
**4.1. The Role of the Manager of a Veterinary Center**

- 4.1.1. General Management
- 4.1.2. Human Resources Management
- 4.1.3. Financial Management
- 4.1.4. Occupational Health Management
- 4.1.5. Information Technology Management
- 4.1.6. Marketing and Sales Management
- 4.1.7. Customer Service and Public Relations Management
- 4.1.8. Change Management

**4.2. Strategic Planning in Veterinary Centers**

- 4.2.1. Definitions
- 4.2.2. Sense of Business Strategy
- 4.2.3. Strategic Plan of a Veterinary Center

**4.3. The Philosophical Stage of Strategic Planning for a Veterinary Center**

- 4.3.1. Definition
- 4.3.2. Components
  - 4.3.2.1. Mission
  - 4.3.2.2. Vision
  - 4.3.2.3. Values
  - 4.3.2.4. Tools
  - 4.3.2.5. Strategical Goals
- 4.3.3. Practical Examples

**4.4. Business Models in Traditional Veterinary Centers**

- 4.4.1. Introduction
- 4.4.2. Veterinary Center Structures
- 4.4.3. Services
- 4.4.4. Staff of a Veterinary Center

**4.5. Research for Innovation in Veterinary Centers**

- 4.5.1. Innovation Concept in the Veterinary Sector
- 4.5.2. The Blue Ocean Strategy Applied to Veterinary Centers
  - 4.5.2.1. Concept
  - 4.5.2.2. Analytical Tools
- 4.5.3. Canvas Methodology for Innovation in Veterinary Centers
  - 4.5.3.1. Description
  - 4.5.3.2. Operative
- 4.5.4. Strategy Formulation for Innovation Strategies in Veterinary Centers
  - 4.5.4.1. Generation of New Ideas and Synthesis
  - 4.5.4.2. Innovation Epicenters

**4.6. Design of the Value Proposition for Veterinary Center Customers**

- 4.6.1. The Profile of the Customer/User of Veterinary Centers
- 4.6.2. Value Map
- 4.6.3. Fit between the Value Offering and the Customer Profile Applied to Veterinary Centers

**4.7. Innovation Prototyping Applied to Veterinary Centers**

- 4.7.1. The Minimum Viable Innovation System
- 4.7.2. Global Innovation Scorecard
- 4.7.3. Innovation Operational Plan

**4.8. Patterns of Business Models in the Veterinary Health Center Industry**

- 4.8.1. Disaggregation of Business Models
- 4.8.2. Long Tail
- 4.8.3. Multilateral Platforms
- 4.8.4. The FREE (Freemium) Business Model
- 4.8.5. Open Business Models

**4.9. Design Thinking and Application in Veterinary Centers**

- 4.9.1. Concept
- 4.9.2. Guidelines and Keys
- 4.9.3. Tools

**4.10. Research for Continuous Improvement in Business Strategy in Veterinary Centers**

- 4.10.1. Monitoring of the Strategic Plan of a Veterinary Center
- 4.10.2. Implementation of Improvements in the Strategy of a Veterinary Center

**Module 5. The Customer/User of Veterinary Centers**

**5.1. Customer Service in Veterinary Centers**

- 5.1.1. Excellence in Customer Service
- 5.1.2. Management of Customer Service
- 5.1.3. Compliance in Veterinary Centers as a Loyalty Tool

**5.2. Face-to-Face Communication in Veterinary Centers**

- 5.2.1. Practical Advantages of Communicating with Customers
- 5.2.2. Current Paradigm
- 5.2.3. Customer Needs
- 5.2.4. Management of Quality of Customer Service
  - 5.2.4.1. Channels of Communication with the Customer
  - 5.2.4.2. Computer Systems/Databases (CRM)
  - 5.2.4.3. Quality Assessment Surveys

**5.3. Essential Communication Skills for Vet Center Professionals**

- 5.3.1. The Question in Professional Communication
- 5.3.2. Listening in Professional Communication
- 5.3.3. Non-Verbal Communication
- 5.3.4. Verbal Communication
- 5.3.5. Proxemia in Veterinary Centers

**5.4. Empathy as a Fundamental Skill in the 21st Century in the Relationship with Customers at Veterinary Centers**

- 5.4.1. Definition and Description
- 5.4.2. Expressions of Empathy
- 5.4.3. Tools for Working on Empathy with Customers in Veterinary Centers

**5.5. Methodology for Successfully Dealing with Difficult Situations with Customers in a Veterinary Practice**

- 5.5.1. The Four Essential Habits of Highly Effective Clinicians
- 5.5.2. Characteristics of Conflict between Professionals and their Customers
- 5.5.3. Methodology for Dealing with Difficult Situations with Veterinary Center Customers
  - 5.5.3.1. Identify the Problem
  - 5.5.3.2. Discover the Meaning
  - 5.5.3.3. Seizing Opportunities
  - 5.5.3.4. Establish the Limits of the Relationship
  - 5.5.3.5. Extend Help to Resolve the Problem
- 5.5.4. Tool for the Improvement of Professional Communication Skills

**5.6. Communication inside the Veterinary Practice**

- 5.6.1. Introduction
- 5.6.2. The Calgary-Cambridge Model Applied to the Veterinary Practice
  - 5.6.2.1. Preparation Phase
  - 5.6.2.2. Start of the Consultation
  - 5.6.2.3. Collection of Information
  - 5.6.2.4. Results and Planning
  - 5.6.2.5. Providing Adequate Information
  - 5.6.2.6. Mutual Comprehension
  - 5.6.2.7. Start of the Consultation
- 5.6.3. Communicating Bad News to Customers at the Veterinary Center

**5.7. Strategies for Customer Relationship Management in a Veterinary Center**

- 5.7.1. Relationship Marketing
- 5.7.2. Strategies for Customer Relationship Management in a Veterinary Center
- 5.7.3. Long-term Customer Relationship Management
  - 5.7.3.1. BSBC Model (Best Service for the Best Customers)
  - 5.7.3.2. The New CRM Paradigm

**5.8. Customer Segmentation and Portfolio Management in a Veterinary Center**

- 5.8.1. Customer Segments and Portfolios
  - 5.8.1.1. Characterization Process in Veterinary Centers
- 5.8.2. Strategic Advantages of Cartelization
- 5.8.3. Most Valuable Customers (MVC)

**5.9. Customer Experience (CX) and User Experience (UX) in Veterinary Centers**

- 5.9.1. The Moment of Truth
- 5.9.2. Elements That Make Up the Customer Experience
- 5.9.3. User Experience

**5.10. Practical Application of Customer and User Experience in Veterinary Centers**

- 5.10.1. Phases
  - 5.10.1.1. Research and Analysis of User Experiences
  - 5.10.1.2. Definition of the Experiential Platform
  - 5.10.1.3. Design and Planning of Experiences
  - 5.10.1.4. Structuring the Contact or Meeting with Customers
  - 5.10.1.5. Practical Methodology



**Module 6. Marketing Applied to Veterinary Centers**
**6.1. Marketing in Veterinary Centers**

- 6.1.1. Definitions
- 6.1.2. Needs-Purchasing Motives
- 6.1.3. Offer and Demand
- 6.1.4. Evolution of Marketing
- 6.1.5. Current Businesses
- 6.1.6. The Current Customer
- 6.1.7. Loyalty: Marketing in the 21st Century

**6.2. What Is Sold in Veterinary Centers?**

- 6.2.1. Products
- 6.2.2. Services
- 6.2.3. Differences between Products and Services
- 6.2.4. The 4 Ps of Products
- 6.2.5. The 7 Ps of Services

**6.3. Services-Products in Veterinary Centers**

- 6.3.1. Portfolio of services
- 6.3.2. Product Portfolio
- 6.3.3. How to Sell Products?
- 6.3.4. How to Sell Services?
- 6.3.5. Differentiation-Added Value
- 6.3.6. CABE Technique
- 6.3.7. Neuromarketing and Its Application to Sales

**6.4. The Price of Services and Products in Veterinary Centers**

- 6.4.1. The Importance of Price in a Company
- 6.4.2. Relativity of Price in Services
- 6.4.3. How to Price a Service?
- 6.4.4. How to Price a Product?
- 6.4.5. List of Prices
- 6.4.6. How to Price a Service to Customers?
- 6.4.7. How to Refute Comments on High Prices?
- 6.4.8. Demand-Price Elasticity Curve
- 6.4.9. Pricing Business Models in Veterinary Centers
- 6.4.10. How to Collect Everything and What to Do Otherwise?

**6.5. Communication with the Customer in Veterinary Centers**

- 6.5.1. Communication with the Customer Intern
- 6.5.2. Need: Message Coordination
- 6.5.3. Multichannel and Omnichannel
- 6.5.4. In the Waiting Room
- 6.5.5. Telephone Service
- 6.5.6. In the Practice
- 6.5.7. Reminders
- 6.5.8. Preventive Health Campaigns
- 6.5.9. Dr. Google Vet. and Its Handling by the Veterinarian
- 6.5.10. Reasons for a Client to Change Veterinarian
- 6.5.11. Satisfaction Surveys
- 6.5.12. Complaints in a Veterinary Center

**6.6. Advertising in Veterinary Centers**

- 6.6.1. What Kind of Customers Do I Want to Reach?
- 6.6.2. Waiting Room
- 6.6.3. Promotional Elements
- 6.6.4. Written Ways
- 6.6.5. Digital Ways
- 6.6.6. Others

**6.7. Cross-Selling in Veterinary Centers**

- 6.7.1. What Is It and What Is It For?
- 6.7.2. Types of Cross Sale
- 6.7.3. How to Carry It out?
- 6.7.4. Service + Service
- 6.7.5. Service + Product
- 6.7.6. Product + Product
- 6.7.7. Teamwork

**6.8. Merchandising**

- 6.8.1. Definitions
- 6.8.2. The Pillars
- 6.8.3. Objectives
- 6.8.4. The Purchase Decision Process and Types of Purchases
- 6.8.5. The Exterior
  - 6.8.5.1. Facade
  - 6.8.5.2. Identity
  - 6.8.5.3. Door
  - 6.8.5.4. Showcase
- 6.8.6. The Interior
  - 6.8.6.1. Assortment
  - 6.8.6.2. Space Layout
- 6.8.7. Inventory Management
- 6.8.8. Encouragement at the Point of Sale
  - 6.8.8.1. External
  - 6.8.8.2. Internal
  - 6.8.8.3. PLV
  - 6.8.8.4. Promotions

**6.9. Digital Marketing in Veterinary Centers**

- 6.9.1. General Aspects
- 6.9.2. ROPO Effect
- 6.9.3. Blending Marketing: Offline and Online
- 6.9.4. Web Page of a Veterinary Center
- 6.9.5. Social Networks Applied to Veterinary Centers
  - 6.9.5.1. Facebook
  - 6.9.5.2. Twitter

- 6.9.5.3. Instagram
- 6.9.5.4. YouTube Channel
- 6.9.6. E-mail Marketing
- 6.9.7. Instant Messaging Tools

**6.10. Loyalty Tools for Veterinary Center Customers**

- 6.10.1. Not All Customers Have the Same Value
- 6.10.2. Health Plans
- 6.10.3. Preventive Health Campaigns
- 6.10.4. Veterinary Insurance
- 6.10.5. Point Accumulation Systems
- 6.10.6. Discount Coupons
- 6.10.7. Others

**Module 7. Human Resources Management in Veterinary Centers**

**7.1. Strategic Planning of the Staffing of a Veterinary Center I**

- 7.1.1. Dimension of the Team
- 7.1.2. Competencies and Talent
- 7.1.3. Functions, Responsibility and Tasks

**7.2. Strategic Planning of the Staffing of a Veterinary Center II**

- 7.2.1. Analysis and Description of Job
- 7.2.2. Objectives of Job Objectives
- 7.2.3. Organization Chart

**7.3. Selection Process in a Veterinary Center I**

- 7.3.1. Profiles
- 7.3.2. Design a Job Offer
- 7.3.3. Reception and Selection of CVs

**7.4. Selection Process in a Veterinary Center II**

- 7.4.1. CV Reading: Detection of Competencies, References, etc.
- 7.4.2. Sample Job Interview, Key Questions
- 7.4.3. Communication with Candidates

**7.5. Recruiting and Hiring Employees in a Veterinary Center**

- 7.5.1. Recruitment, Professional Categories
- 7.5.2. Payroll
- 7.5.3. Welcoming Process

**7.6. Training of a Veterinary Center's Team**

- 7.6.1. Objectives of Training
- 7.6.2. Internal and External Training
- 7.6.3. Assessment and Economical Aspects of Training
- 7.6.4. Career Plans

**7.7. Internal Communication in a Veterinary Center**

- 7.7.1. Effective Communication
- 7.7.2. Internal Communication Tools
- 7.7.3. Effective Meetings

**7.8. Performance Evaluation of the Employees of a Veterinary Center**

- 7.8.1. Important Concepts
- 7.8.2. Establishing Indicators
- 7.8.3. Assessment Models
- 7.8.4. Implementation
- 7.8.5. Relationship with Incentives

**7.9. Retention of Valuable Collaborators in Veterinary Centers**

- 7.9.1. Satisfaction at Work
- 7.9.2. Motivation
- 7.9.3. Recognition and Rewards
- 7.9.4. Promotions

**7.10. Remuneration of Employees in Veterinary Centers**

- 7.10.1. Salaries by Categories
- 7.10.2. Fixed and Variable
- 7.10.3. Criteria for the Establishing Incentives
- 7.10.4. Types of Incentives: Economical and Non-economical
- 7.10.5. Emotional Salary

**Module 8. Leadership and Management Skills Applied in Veterinary Centers**
**8.1. Essential Managerial Skills for a Veterinary Center Manager and/or Owner**

- 8.1.1. Management
- 8.1.2. Decision Making
- 8.1.3. Resolution Capacity
- 8.1.4. Flexibility
- 8.1.5. Self-knowledge
- 8.1.6. Assertiveness
- 8.1.7. Communication
- 8.1.8. Emotional Intelligence

**8.2. Leadership Applied to Veterinary Centers**

- 8.2.1. Leader Characteristics
- 8.2.2. Benefits of Leadership
- 8.2.3. Leader Exercises
- 8.2.4. Delegation
  - 8.2.4.1. Delegation Strategy
  - 8.2.4.2. Chore Choosing
  - 8.2.4.3. Enabling Process
- 8.2.5. Motivational Interviews with Employees
  - 8.2.5.1. GROW/MAP Method

**8.3. Negotiation for the Veterinary Center Manager**

- 8.3.1. Skills of the Negotiator
- 8.3.2. Types and Styles of Negotiation
- 8.3.3. Stages of Negotiation
  - 8.3.3.1. Preparation
  - 8.3.3.2. Discussion and Argumentation
  - 8.3.3.3. Proposal
  - 8.3.3.4. Exchange
  - 8.3.3.5. Closure
  - 8.3.3.6. Monitoring
- 8.3.4. Negotiation Tactics and Techniques
- 8.3.5. Strategies

**8.4. The Time Management of a Veterinary Center Manager**

- 8.4.1. Slow Down, Reflect, Analyze, and Decide
- 8.4.2. Inside Knowledge
- 8.4.3. How to Prioritize
- 8.4.4. Act
- 8.4.5. Planning and Organizing
- 8.4.6. Time Thieves

**8.5. How to Build Trust in the Employees of a Veterinary Center?**

- 8.5.1. Self-Confidence
- 8.5.2. Trust in Others
- 8.5.3. Constructive Self-Criticism
- 8.5.4. Respect and Responsibility
- 8.5.5. Honesty
- 8.5.6. Trial/Error

**8.6. Productivity Management for Veterinary Center Managers**

- 8.6.1. Productivity Thieves
- 8.6.2. Getting Things Done® (GTD) Method
  - 8.6.2.1. Fundamentals
  - 8.6.2.2. Collect or Capture
  - 8.6.2.3. Process or Clear
  - 8.6.2.4. Organize
  - 8.6.2.5. Revise
  - 8.6.2.6. Do

**8.7. High-Performance Professional Teams in Veterinary Centers**

- 8.7.1. Work Groups
- 8.7.2. Characteristics of Professional Teams
- 8.7.3. Benefits of High-Performance Professional Teams
- 8.7.4. Practical Examples

**8.8. Identification and Resolution of Internal Conflicts in Veterinary Centers**

- 8.8.1. The Method of the Five Dysfunctions of Professional Teams
  - 8.8.1.1. Lack of Trust
  - 8.8.1.2. Fear of Conflict
  - 8.8.1.3. Lack of Commitment
  - 8.8.1.4. Avoidance of Liability
  - 8.8.1.5. Disinterest in the Results
- 8.8.2. Causes of Failure in Professional Teams

**8.9. Prevention of Internal Toxicity in Veterinary Centers**

- 8.9.1. Organizational Health
- 8.9.2. Preventive Measures
  - 8.9.2.1. Creating a Cohesive Leadership Team
  - 8.9.2.2. Creating Clarity within the Organization
  - 8.9.2.3. Overcommunicating Clarity
  - 8.9.2.4. Reinforce Clarity

**8.10. Change Management in Veterinary Center Management**

- 8.10.1. Belief Audit
- 8.10.2. Character Development
- 8.10.3. Actions of Change

**Module 9. Production Processes in Veterinary Centers**

**9.1. Introduction to Productive Processes in Veterinary Centers**

- 9.1.1. Business Process Concept
- 9.1.2. Introduction to Business Processes
- 9.1.3. Graphic Representation of the Processes
- 9.1.4. Normalization of Processes
- 9.1.5. Practical Examples of Processes in Veterinary Centers

**9.2. Analysis of the Production Processes in Veterinary Centers**

- 9.2.1. Management Process System
- 9.2.2. Measurement, Analysis and Improvement of Business Processes
- 9.2.3. Characteristics of a Well-Directed and Managed Process

**9.3. Business Productivity in the Veterinary Health Centers Sector**

- 9.3.1. Focus on Key Objectives
- 9.3.2. Added Value Generated for the Client
- 9.3.3. Analysis of the Value Added by the Processes
- 9.3.4. Competitiveness
- 9.3.5. Productivity Loss and Improvement Analysis

**9.4. Business Management Models Applied to the Veterinary Health Center Sector**

- 9.4.1. Traditional Mass Management
- 9.4.2. Management Based on the Lean Model
- 9.4.3. Management Based on an Improved Traditional Model

**9.5. Introduction to the Lean Management Model Applied to Veterinary Centers**

- 9.5.1. Basic Principles and Characteristics
- 9.5.2. Flow of Activities
- 9.5.3. Pulling System
- 9.5.4. Flow-Pull
- 9.5.5. Continuing Improvement

**9.6. Waste in a Production Model Applied to Veterinary Centers**

- 9.6.1. Waste, Scrap or Mould
- 9.6.2. Types of Waste
- 9.6.3. Causes of Waste
- 9.6.4. Elimination of Waste

**9.7. Implementation of the Lean Management Model in Veterinary Centers I**

- 9.7.1. Process Conditioning
- 9.7.2. Balanced and Flexible Pull Flow
- 9.7.3. Transition from a Traditional Model to Lean Implementation
- 9.7.4. First Stage: Establishment of Regular and Uninterrupted Flow

**9.8. Implementation of the Lean Management Model in Veterinary Centers II**

- 9.8.1. Second Stage: Consolidating the Flow, Eliminating Waste, Ensuring Quality and Standardizing Operations
- 9.8.2. Third Stage: Establishment of Pull Flow
- 9.8.3. Fourth Stage: Flexibility in Production Rate

**9.9. Implementation of the Lean Management Model in Veterinary Centers III**

- 9.9.1. Fifth Stage: Flexibility in the Type of Product
- 9.9.2. Sixth Stage: Complete Implementation of Balanced, Leveled and Multiproduct Pull Flow
- 9.9.3. Seventh Stage: Simple Management and Control

**9.10. Tools for Lean Implementation Applied to Veterinary Centers**

- 9.10.1. Value Stream Map
- 9.10.2. A3: Analysis of New Approaches or Problems to Be Solved

**Module 10. Legal Aspects and Administration in Veterinary Centers**
**10.1. Legal Forms of Companies in the Veterinary Health Center Sector**

- 10.1.1. According to the Type of Responsibility
- 10.1.2. According to the Number of Members
- 10.1.3. According to Capital Stock

**10.2. Data Protection in a Veterinary Center**

- 10.2.1. Data Protection Law
- 10.2.2. Action Protocols
- 10.2.3. Protocols in Data Treatment
- 10.2.4. Activity Register
- 10.2.5. Regulatory Reports
- 10.2.6. Responsible for Data Treatment

**10.3. Occupational Health in Veterinary Centers**

- 10.3.1. Psychosocial Risks
- 10.3.2. Ergonomic Risks
- 10.3.3. Biological Hazards
- 10.3.4. Chemical Hazards
- 10.3.5. Physical Risks
- 10.3.6. Health and Safety

**10.4. Law on Medicines in Veterinary Health Centers**

- 10.4.1. Aspects of the Medication Law to Take into Account
- 10.4.2. Prescriptions: Issuance, Control, Registration
- 10.4.3. Cascade Prescription
- 10.4.4. Exceptional Prescription

**10.5. Collective Bargaining Agreement for the Veterinary Health Care Centers Sector**

- 10.5.1. Work Organization and Functions
  - 10.5.1.1. Salary and Non-Wage Payments
- 10.5.2. Working Day
  - 10.5.2.1. Paid Leaves of Absences and Leaves of Absences
- 10.5.3. Training and Professional Career
- 10.5.4. Recruitment Modalities
- 10.5.5. Labor Code of Conduct
- 10.5.6. The Joint Commission

**10.6. Veterinary Professional Ethics and Deontology**

- 10.6.1. Code of Ethical Values
- 10.6.2. Fundamental Principles in Ethics
- 10.6.3. Professional Responsibilities
- 10.6.4. Animal Welfare and Abuse
- 10.6.5. The Veterinary Professional Code of Ethics

**10.7. Civil Liability in the Exercise of the Activity in Veterinary Health Centers**

- 10.7.1. Concept
- 10.7.2. Civil Liability Assumptions of the Veterinarian
- 10.7.3. Liability for Fault or Negligence
- 10.7.4. The Civil Process

**10.8. Debt Management and Unpaid Debts in Veterinary Centers**

- 10.8.1. Debt Acknowledgment Documents
- 10.8.2. Deferrals and Financing of Receivables
- 10.8.3. Communication with Debtors
- 10.8.4. Payment Order Proceedings

**10.9. Purchasing Management in Veterinary Centers**

- 10.9.1. Budgets
- 10.9.2. Payment Management
- 10.9.3. Financing and Payment Deferrals

**10.10. Telephone Communication with Clients of Veterinary Centers**

- 10.10.1. Telephone Communication Protocols
- 10.10.2. Communication with Customers
- 10.10.3. Internal Communication and Call Logs

07

# Methodology

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

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





“

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

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

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

“

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



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





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

### A learning method that is different and innovative

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

“

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

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

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

## Relearning Methodology

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

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

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

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

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



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

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

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

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

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



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



### Study Material

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

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



### Classes

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

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



### Management Skills Exercises

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



### Additional Reading

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





### Case Studies

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



### Interactive Summaries

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

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



### Testing & Retesting

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



08

# Our Students' Profiles

The TECH program is aimed at professionals who want to work in the management and administration of veterinary clinics expertly handling all the necessary aspects to carry it out in a highly efficient way.





“

*If you want to give your professional career a boost while continuing to work, this is the program for you”*

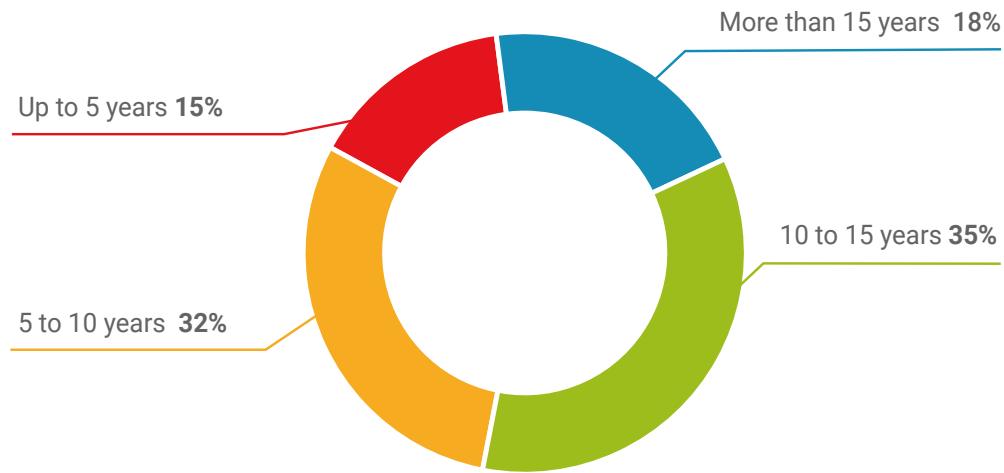
### Average Age

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

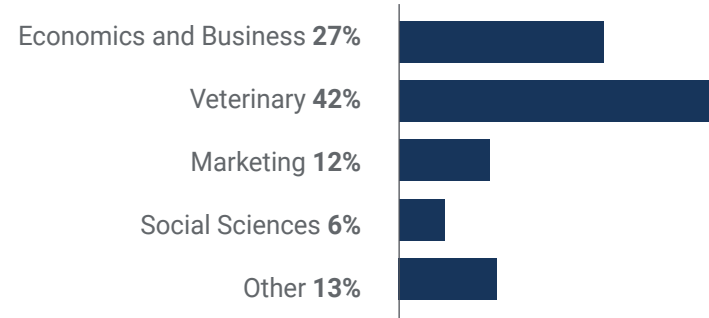
### Years of Experience

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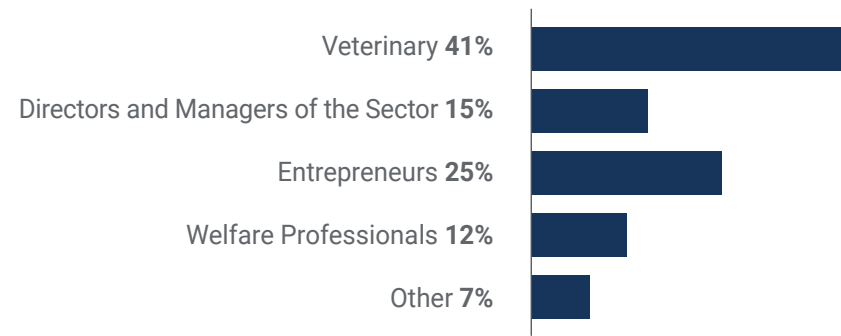
### Training

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### Academic Profile

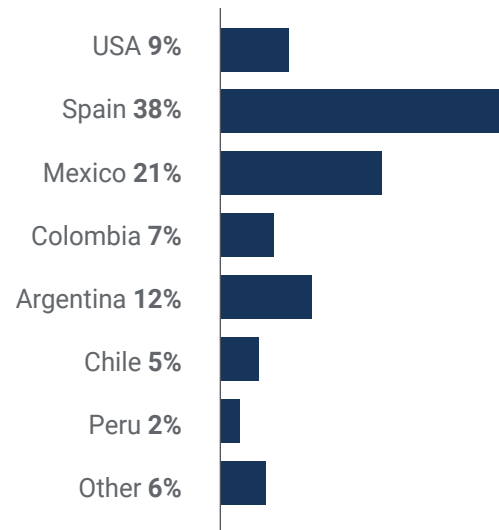
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## Geographical Distribution

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## Amelia López

Director of a Veterinary Center

*"My studies in marketing and management needed to be updated in this field in order for me to be able to work in veterinary clinic management, which was my career goal. This program has helped me to do this and, shortly after finishing it, I got a job in a veterinary clinic, thereby fulfilling my professional dreams"*

09

# Course Management

The program's teaching staff includes leading experts in management and administration of veterinary centers, who contribute the experience of their years of work to this program. In addition, other specialists of recognized prestige in related areas participate in its design and elaboration, completing the Executive Master's Degree in an interdisciplinary way. Therefore, it is a unique and highly nourishing academic experience for students.



“

*We have the best teaching team help you update your knowledge on the most important practices for the management and administration of veterinary centers”*

## Management



### Mr. Barreneche Martínez, Enrique

- ♦ Director of the consulting firm VetsPower.com, a business consulting firm dedicated exclusively to veterinary health centers for pets
- ♦ Graduated in Veterinary Medicine from the Complutense University of Madrid in 1990
- ♦ Vice-president of the provincial employers' association of the veterinary sector of Alicante, AEVA, and treasurer of the Confederation of Employers of the Veterinary Sector of Spain (CEVE)
- ♦ Co-founder of AVEPA's Management and Administration Working Group (GGA), of which he was chairman between 2011 and 2013
- ♦ Business experience. Founder and owner of the Amic Veterinary Center in Alicante from 1991 to 2018, transferred to dedicate himself exclusively to business management within the sector of veterinary health centers for pets
- ♦ Author of the books on business management in veterinary centers "¿Quién se ha llevado mi centro veterinario?" (2009) y "¡Ya encontré mi centro veterinario!" (2013)
- ♦ Co-author of two books and author of specific chapters in other publications for the training of Veterinary Clinic Assistants (VCA)
- ♦ Speaker in several courses and workshops on business management of veterinary centers, both in classroom and online, both in Spain and abroad
- ♦ Since 1999, he has given numerous conferences, courses and webinars for auxiliary personnel of veterinary centers

## Professors

### Mr. Villaluenga, José Luis

- ♦ Degree in Biological Sciences from the Complutense University of Madrid (1979)
- ♦ Master's Degree in Digital Marketing, EAE and University of Barcelona (2016)
- ♦ Master's Degree in Human Resources Management, EAE and University of Barcelona (2018)
- ♦ Associate Professor since 2012 at the Faculty of Veterinary Medicine of the University Alfonso X El Sabio, Madrid (Spain) in the Degree of Veterinary Medicine, in the subjects of Veterinary Genetics 1st Course and Ethnology 2nd (Module: Management and marketing in the veterinary sector)
- ♦ Teacher in the area of "Customer Service", since 2017, at FORVET, Veterinary Training Center for Veterinary Technical Assistants, in Madrid (Spain)
- ♦ Professor of the Master's Degree in Equine Sports Medicine at the University of Cordoba (Spain), since 2019. Module; Marketing and management of equine veterinary companies
- ♦ Professor of the Expert Degree in Physiotherapy and Rehabilitation of Small Animals: Dogs and Cats: Business management of a small animal rehabilitation center, since 2017, at the Complutense University of Madrid (Spain)
- ♦ One of the 2 founding partners of the company Rentabilidad Veterinaria, SL. This company is dedicated to the business management of veterinary centers for pets. It provides consulting, training, advisory services, company valuation, HR management, economic-financial management and new company incorporation, 2016– present
- ♦ Works with a consultant specialized in business management of veterinary centers, 2000– present

### Dr. Muñoz Sevilla, Carlos

- ♦ Degree in Veterinary Medicine from the Complutense University of Madrid. Promotion 1985-1990
- ♦ MBA from the Jaime I University- (UJI), Course 2017-18
- ♦ Professor of Anesthesiology and Veterinary Clinic Management subjects at Cardenal Herrera CEU University, from November 2011 to the present
- ♦ AGESVET partner since its foundation, until 2018
- ♦ Participant in the development and training of the AGESVET HR Module

### Mr. Albuixech Martínez, Miguel

- ♦ Manager of the AniCura Valencia Sur Veterinary Hospital
- ♦ Freelance consultant in the management of veterinary centers
- ♦ Comprehensive Consulting at Grupo Audit, Deloitte & Touche or Sealco Consultores
- ♦ Degree in Business Administration and Management (ADE) from the Faculty of Economic and Business Sciences of the University of Valencia
- ♦ Master in Human Resources Management from ADEIT (University-Business Foundation)

### **Dr. Martín González, Abel**

- ♦ Degree in Veterinary Medicine from the Complutense University of Madrid, 1989
- ♦ Doctoral studies, without submitting the thesis
- ♦ Teacher collaborating with the Junta de Comunidades de Castilla La Mancha in courses on Livestock Farm Management
- ♦ Conferences on Ultrasound and Reproductive Control organized by AESLA (Asociación de Criadores de Raza Lacaune) in different locations in Spain
- ♦ Speaker at the Lecture Series on Fighting Bull Diseases organized by the Veterinary school of Madrid
- ♦ Conferences on Management of Veterinary Centers organized by the AVEPA Management Group
- ♦ Speaker at several National Congresses organized by AVEPA (GTA-AVEPA, IVEE-AVEPA)
- ♦ INCUAL expert in the drafting of the professional qualification of Assistance and sanitary aid to the management of animals of Great Britain
- ♦ Veterinarian in free clinical practice as technical director of cattle, sheep, equine and swine farms
- ♦ Technical Director of ADSG in Castilla La Mancha (Spain): ADSG Bovino Castillo de Bayuela, ADSG Bovino La Jara, ADSG Extensivo Belvis, ADSG Bovino Los Navalmorales, ADSG Porcino La Jara
- ♦ Technical Director of the Sierra de San Vicente Meat Quality Brand
- ♦ Director of the Talavera Veterinary Center and Veco Veterinary Clinic in Talavera de la Reina
- ♦ Director of the Clinical Hospital Talavera
- ♦ Founding member of CEVE (Confederación Empresarial Veterinaria Española), where he is currently vice-president. Member of the Health Commission and Digital Commission of CEVE
- ♦ Founding member of CEVE-CLM (Confederación Empresarial Veterinaria de Castilla La Mancha), of which he is currently president

### **Dr. Saleno, Delia**

- ♦ Doctoral studies (2000- 2003) without submitting the thesis
- ♦ Degree in Veterinary Medicine from the University of Agricultural Sciences and Veterinary Medicine of Cluj-Napoca (Romania)
- ♦ Diploma of Advanced Studies in Small Animal Clinic (2000)
- ♦ Research Sufficiency in Cytogenetics from the University of Cordoba (2005) with a study on Equine Infertility
- ♦ Course for entrepreneurs (500h), at EOI in 2007 in Palma de Mallorca (Spain)
- ♦ Qualification course as evaluator in procedures for the accreditation of professional competences through work experience in the agricultural professional family
- ♦ Predoctoral researcher at the Department of Animal Reproduction, Faculty of Veterinary Medicine, Cluj-Napoca (Romania)
- ♦ Predoctoral student in the Genetics Department of the University of Córdoba
- ♦ Has been clinically active in dog and cat medicine for more than 20 years, initially at the University Veterinary Hospital of Cluj-Napoca and later in several clinics and hospitals in Spain
- ♦ In 2008 she started her business with a veterinary clinic in Palma de Mallorca: Son Dureta Veterinary Clinic
- ♦ She is a founding member of Balearic Islands Veterinary Entrepreneurs (EMVETIB) and of the Spanish Veterinary Business Confederation (CEVE). She has held the presidency of EMVETIB since November 2012 and the presidency of CEVE since March 2017
- ♦ Since September 2018, she has been a member of the Board of Directors of CEOE
- ♦ Representative of the veterinary sector in various national and international economic forums and in sectoral observatories and working groups of the Ministry of Education, Ministry of Labor and Ministry of Agriculture

**Mr. Rotger Campins, Sebastià**

- ♦ Telecommunications Engineer
- ♦ Degree in Nautical and Maritime Transport
- ♦ Merchant Marine Captain
- ♦ Professional Diving Instructor
- ♦ Secretary of the Spanish Confederation of Veterinary Businesses CEVE
- ♦ Head of the Labor, Organization and Training Department of CEVE
- ♦ Secretary of Balearic Islands Veterinary Entrepreneurs EMVETIB
- ♦ President of the Services Commission of the Confederació d'Associacions Empresariales de Balears CAEB (Confederation of Business Associations of the Balearic Islands)
- ♦ CAEB Executive Committee Member
- ♦ President of the National Negotiating Committee of the Collective Bargaining Agreement for Veterinary Health Centers and Services
- ♦ Manager at the veterinary clinic Veterinari Son Dureta SLP

**Mr. Vilches Sáez, José Vicente**

- ♦ Project Manager - CursoACV.com
- ♦ Responsible for training platform - Cursoveterinaria.es
- ♦ Project Manager- Duna Formación
- ♦ Commercial Manager- Gesvilsa
- ♦ Manager at Professional Training Duna, SL
- ♦ Community Manager
- ♦ Secretarial management - AGESVET
- ♦ Sales Manager Spain - ProvetCloud
- ♦ Technical Sales Manager - Guerrero Coves

**Ms. Navarro Ferrer, María José**

- ♦ Degree in Psychology from the University of Valencia (UV) 1987-1992 (UV)
- ♦ Master in Clinical Psychology CTMC Valencia (1992-1994)
- ♦ Postgraduate in Social Gerontology University of Valencia (1994-1994)
- ♦ Postgraduate in Mindfulness and Psychotherapies IL3 UB (2014-2015)
- ♦ Trainer and workshops for companies and private organizations.
- ♦ Teacher at the Recull d'activitats per als Serveis Locals d'Ocupació: Persones i Empreses de Barcelona
- ♦ I collaborate in people management processes, training in Soft Skills (Communication
- ♦ Effective, Conflict Management and Negotiation techniques, Difficult customer service), Mindfulness Trainer, analysis and transformation of beliefs for Stress Management and Burnout Prevention (from March-2016 to the present).



*Take the step to get up to date  
on the latest developments in  
Management and Administration  
of Veterinary Centers”*

# 10

# Impact on Your Career

TECH is aware that taking a program of these characteristics is a great economic, professional and, of course, personal investment. The ultimate goal of this great effort should be to achieve professional growth. For this reason, TECH puts all its efforts into helping students so that they can acquire the necessary skills and abilities to achieve this change.





“

*We put all our resources at your disposal to help you achieve the professional change you are looking for”*

*Completing this Executive Master's Degree will provide students with the opportunity to work in veterinary clinics and hospitals where the highest managerial and administration skills are required.*

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

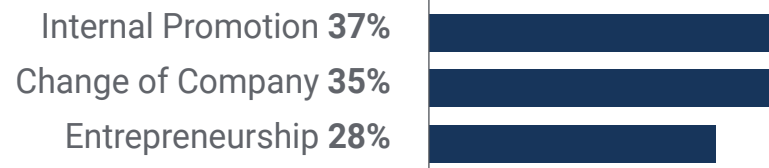
With this program, students will be able to advance drastically in their profession, although there is no doubt that, in order to do so, they will have to make a economic, professional and personal investment. However, the goal is to improve in their professional life and, to do so, it is necessary to work hard.

*Thanks to this program you will receive a large number of job offers with which you will be able to start your professional growth.*

### When the change occurs



### Type of change



## Salary increase

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



11

# Benefits for Your Company

The Executive Master's Degree in Management and Administration of Veterinary Centers contributes to raising the organization's talent to its maximum potential through the specialization of high-level leaders. Therefore, participating in this academic program will not only improve you on a personal level, but, above all, on a professional level, enhancing your training and improving your managerial skills. Additionally, joining TECH's educational community is a unique opportunity to access a powerful network of contacts in which to find future professional partners, customers, or suppliers.





“

*Offer your company a strategic vision that will allow it to be among the best veterinary clinics of the moment”*

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

**01**

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

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

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**02**

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

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

**03**

### **Building Agents of Change**

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

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**04**

### **Increased International Expansion Possibilities**

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



05

### **Project Development**

The professional will be able to work on a real project or develop new projects.

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06

### **Increased Competitiveness**

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

# 12 Certificate

The Executive Master's Degree in Management and Administration of Veterinary Centers guarantees, in addition to the most rigorous and up-to-date education, access to a Executive Master's Degree issued by TECH Technological University.





“

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

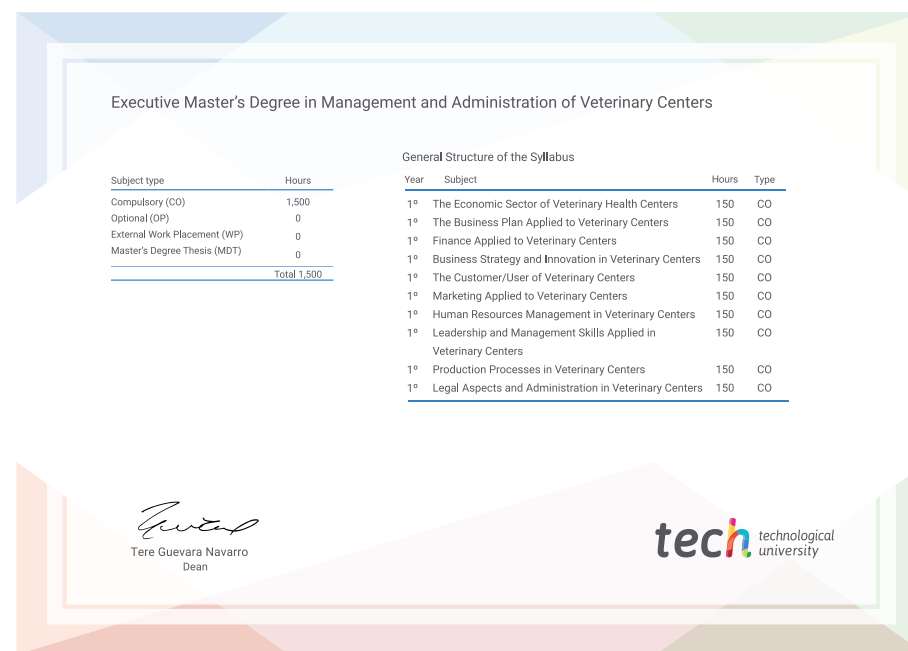
This **Executive Master's Degree in Management and Administration of Veterinary Centers** contains the most complete and up-to-date program on the market.

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

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

Title: **Executive Master's Degree in Management and Administration of Veterinary Centers**

Official N° of hours: **1,500 h.**



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



## Executive Master's Degree Management and Administration of Veterinary Centers

- » Modality: **online**
- » Duration: **12 months**
- » Certificate: **TECH Technological University**
- » Dedication: **16h/week**
- » Schedule: **at your own pace**
- » Exams: **online**

# Executive Master's Degree

## Management and Administration of Veterinary Centers