

# Postgraduate Diploma Marketing in Veterinary Centers





## Postgraduate Diploma Marketing in Veterinary Centers

- » Modality: online
- » Duration: 6 months
- » Certificate: TECH Technological University
- » Dedication: 16h/week
- » Schedule: at your own pace
- » Exams: online

Website: [www.techtitute.com/us/veterinary-medicine/postgraduate-diploma/postgraduate-diploma-marketing-veterinary-centers](http://www.techtitute.com/us/veterinary-medicine/postgraduate-diploma/postgraduate-diploma-marketing-veterinary-centers)

# Index

01

Introduction

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*p. 4*

02

Objectives

---

*p. 8*

03

Course Management

---

*p. 12*

04

Structure and Content

---

*p. 18*

05

Methodology

---

*p. 24*

06

Certificate

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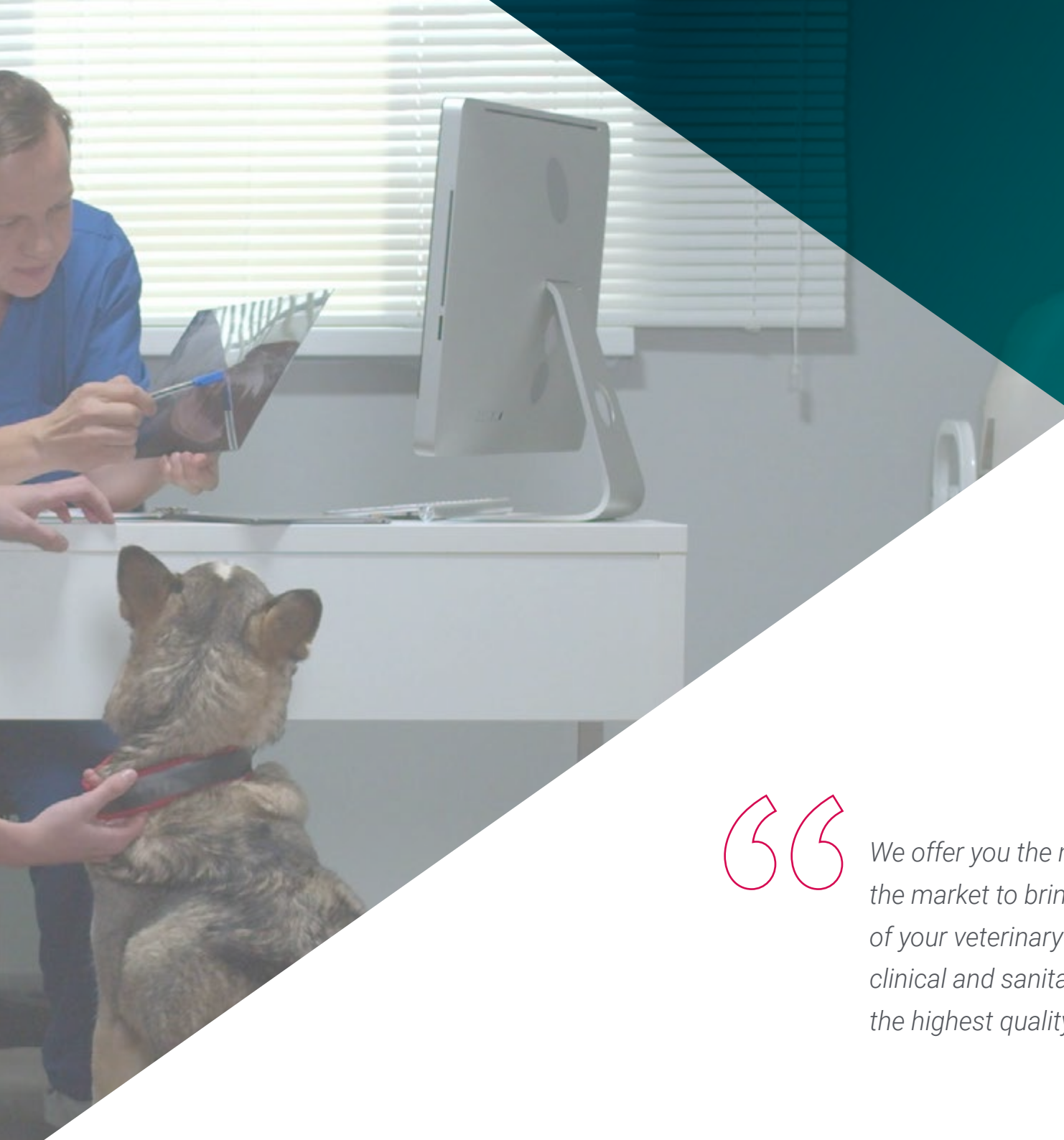
*p. 32*

# 01

# Introduction

Marketing techniques are essential to achieve success in any business, and in veterinary centers they also play a fundamental role. Therefore, it is necessary to have professionals who know all the aspects related to business management in order to increase the competitiveness of the business and achieve better results.





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*We offer you the most comprehensive training on the market to bring the business management side of your veterinary center to the same level as the clinical and sanitary practice, offering your clients the highest quality in both services"*

Marketing is the process of identifying market needs and designing products and services to satisfy them. Therefore, it is essential for any business to invest in this area, the objective of which is to achieve the greatest benefits for the company.

This Postgraduate Diploma in Marketing in Veterinary Centers offers a complete training in this sector, with a special emphasis on communication with customers, developing skills and abilities to carry out active listening, so that they are fully satisfied after their interaction with the professionals of the veterinary center.

At the same time, we address the concepts of Customer Experience (CX) and User Experience (UX), fundamental to the success and survival of service provider companies in the 21st century.

Likewise, it is extremely important that veterinary professionals who are dedicated to business management have extensive knowledge in leadership and management skills, to provide proper treatment to both customers and other employees. For this reason, this Postgraduate Diploma develops complete training on the subject.

It should be taken into account that the lack of university training on business management in the veterinary degree has a great influence on the lack of awareness of the future entrepreneur when it comes to professionally managing their veterinary center, prioritizing, in reality, the medical and surgical practice aspects instead.

At present, one of the main problems affecting continuing postgraduate specialization is its compatibility with work and personal life. Current professional demands make it difficult to achieve quality, specialized training in person, so the online format will allow students to combine this specialized training with their daily professional practice, without losing their connection to training and specialization.

This **Postgraduate Diploma in Marketing in Veterinary Centers** is the most complete and up to date educational program on the market. The most important features of the program include:

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



*Immerse yourself in this high quality educational training, which will enable you to face the future challenges within the management of veterinary centers”*

“

*This Postgraduate Diploma is the best investment you can make when choosing a refresher program to update your knowledge in Marketing in Veterinary Centers"*

Its teaching staff includes professionals belonging to the field of Business Strategies in Veterinary Centers, who bring to this training the experience of their work, as well as renowned specialists from reference 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 immersive training programmed to train in real situations.

This program is designed around Problem Based Learning, whereby the specialist 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 system of interactive videos made by renowned and experienced experts in Marketing in Veterinary Centers.

*This training comes with the best didactic material, providing you with a contextual approach that will facilitate your learning.*

*This 100% online Postgraduate Diploma will allow you to combine your studies with your professional work while expanding your knowledge in this field.*



02

# Objectives

The Postgraduate Diploma in Marketing in Veterinary Centers is aimed at facilitating the professional practice of veterinarians with the most innovative advances in the industry.





MARKETING

Content

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*Our goal is to achieve academic excellence and to help you achieve professional success as well"*



## General Objectives

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- Analyze and define the different types of clients/users of a veterinary center
- Identify and evaluate the communication skills needed to be successful with customers
- Propose a methodology to effectively deal with clients with distorted emotions.
- Develop loyalty processes
- Examine the different marketing tools used to sell products and services
- Reflect on the obligation to communicate effectively with customers
- Establishing how to set and price a veterinary service
- Assimilating the importance of cross selling
- Analyze *merchandising* tools
- Study coherence between online and offline marketing
- Developing the skills needed to be a good leader
- Propose a methodology to ensure the necessary efficiency and effectiveness of a manager
- Promoting and empowering high performance professional teams
- Train managers to successfully deal with conflicts within professional teams



*Give a boost to your career with this complete Postgraduate Diploma*





## Specific Objectives

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### Module 1. The Client/User of Veterinary Centers

- ♦ Define the types of customers of a veterinary center, and the communication styles that best suit them
- ♦ Develop the necessary communication skills in a veterinary center
- ♦ Demonstrating and developing empathy in a veterinary practice
- ♦ Analyze situations of distortion of emotions and complaints in order to deal with them effectively
- ♦ Manage and evaluate the quality of customer service in a veterinary center
- ♦ Establish and develop customer portfolios with the use of practical tools
- ♦ Design and develop Customer Experience (CX) models to achieve the best possible User Experience (UX)
- ♦ Analyze and elaborate the perfect visit of the veterinary center user

### Module 2. Marketing Applied in Veterinary Centers

- ♦ Analyze the evolution of marketing and its significance in today's experiential marketing
- ♦ Reflect on the need and obligation to retain good customers and to build customer loyalty
- ♦ Examine the difference in the sale of services and products
- ♦ Determine the price of a veterinary service
- ♦ Propose a methodology for pricing veterinary services
- ♦ Develop a practical methodology for telephone customer service
- ♦ Always be able to charge for everything that is done and invoiced
- ♦ Identify the most appropriate advertising media for each action
- ♦ Show the importance of satisfaction surveys to know what our customers think about us

- ♦ Establish a methodology for handling complaints and claims
- ♦ Develop a methodology to convert each strategy into at least one specific action
- ♦ Determine the practical basis for increasing sales through cross-selling
- ♦ Persuade the need for *merchandising* in the store
- ♦ Show different tools for customer loyalty
- ♦ Argue that digital marketing should have the same weight as analog marketing
- ♦ Propose templates to help control marketing actions

### Module 3. Leadership and Management Skills Applied in Veterinary Centers

- ♦ Analyze the values to be developed necessary in a manager
- ♦ Proposing a methodology to become a good leader
- ♦ Face a negotiation process with confidence and security
- ♦ Generate confidence in the people with whom a manager works and in themselves
- ♦ Develop the necessary skills to perform excellent self management of time
- ♦ Propose an appropriate methodology to optimize managerial productivity
- ♦ Building and cohesion of high performance professional teams
- ♦ Identify and analyze internal conflicts in a veterinary center
- ♦ Lead professional teams to help them find solutions to their internal conflicts

03

# Course Management

The program includes in its teaching staff leading experts in Veterinary Center Management and Administration who bring their work experience to this training. They are world renowned professionals from different countries with proven theoretical and practical professional experience.





“

*We have the best teaching team, who have years of experience and who are determined to transmit all their knowledge about this sector”*

## Management



### Mr. Barreneche Martínez, Enrique

- ◆ Graduated in Veterinary Medicine from the Complutense University of Madrid in 1990
- ◆ Director of the consulting firm VetsPower.com, a business consulting firm dedicated exclusively to veterinary health centers for pets
- ◆ 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 in Spain (CEVE)
- ◆ Co-founder of AVEPA's Management and Administration Working Group (GGA), of which he was chairman between 2011 and 2013
- ◆ Own 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) and "¡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

**Ms. Navarro Ferrer, María José**

- ♦ Degree in Psychology from the University of Valencia (UV) 1987 - 1992 (UV)
- ♦ Master's Degree in Clinical Psychology at CTMC Valencia (1992-1994)
- ♦ Postgraduate Degree in Social Gerontology from the University of Valencia (1994 - 1994)
- ♦ Postgraduate Degree in Mindfulness and Psychotherapies IL3 University of Barcelona (2014-2015)
- ♦ Trainer and workshops for companies and private organizations
- ♦ Teacher in the Collection of activities for Local Employment Services: People and Companies of Barcelona
- ♦ Collaborator in the People Management Processes and Training in Soft Skills (Communication)
- ♦ Effective Conflict Management and Negotiation techniques, Difficult Customer Care, Mindfulness Trainer, analysis and transformation of beliefs for Stress Management and Burnout Prevention (March 2016 to present)

**Ms. Tabares, Nuria**

- ♦ Combines her passion for Consulting and Coaching at Coaching Ability, with her other passions as a speaker (Spain and Latin America)
- ♦ Teaching (Associate Professor at the Autonomous University of Barcelona, Faculty of Economics and Business)
- ♦ Collaborating Professor of the Hybrid Master's Degree at UAB
- ♦ Technical Director at the Terra San Fernando Veterinary Clinic

**Mr. Albuixech Martínez, Miguel**

- ♦ Manager of AniCura Valencia Sur Veterinary Hospital
- ♦ Freelance consultir in Veterinary Center Management
- ♦ Integral Consulting in Grupo Audit, Deloitte & Touche or Sealco Consultores
- ♦ Degree in Business Management and Administration from the Faculty of Economic and Business Sciences at the University of Valencia
- ♦ Master's Degree in Human Resources from ADEIT (Business-University Foundation)

**Mr. Vilches Sáez, José**

- ♦ Project Manager- CursoACV.com
- ♦ Training Platform Manager - Cursoveterinaria.es
- ♦ Project Manager - Duna Formación
- ♦ Sales Manager - Gesvilsa
- ♦ Professional Training Manager at Duna SL
- ♦ Community Manager
- ♦ Secretarial Management - AGESVET
- ♦ Sales Manager, Spain - ProvetCloud
- ♦ Technical Sales Manager - Guerrero Coves

### Mr. Muñoz Sevilla, Carlos

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

### Ms. 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 by Cordoba University (2005) with a study on Infertility in Equines
- ♦ Course for entrepreneurs (500h), by 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 researcher at the Department of Genetics at Cordoba University
- ♦ She 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 he started his business activity with a veterinary clinic in Palma de Mallorca: Son Dureta Veterinary Clinic

- ♦ She is a founding member of Empresaris Veterinaris de les Illes Balears (EMVETIB) and of the Confederación Empresarial Veterinaria Española (CEVE). Holds 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. Villaluenga José Luis

- ♦ Degree in Biological Sciences at Madrid Complutense University (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 field)
- ♦ 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 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, area: Business management of a small animal rehabilitation center, since 2017, at Madrid Complutense University (Spain)
- ♦ 2016– present:) Creation as 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



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- ♦ Professional Training Manager at Duna SL
- ♦ Community Manager
- ♦ Secretarial Management - AGESVET
- ♦ Sales Manager, Spain - ProvetCloud
- ♦ Technical Sales Manager - Guerrero Coves

# 04

# Structure and Content

The structure of the contents has been designed by the best professionals in the Veterinary Center Management and Administration sector, with extensive experience and recognized prestige in the profession, backed by the volume of cases reviewed and studied, and with a broad command of new technologies.



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*We have the most complete and up to date academic program in the market. We strive for excellence and for you to achieve it too"*

## Module 1. The Client/User of Veterinary Centers

- 1.1. Customer Service in Veterinary Centers
  - 1.1.1. Excellence in Customer Service
  - 1.1.2. Customer Service Management
  - 1.1.3. Compliance in Veterinary Centers as a Loyalty Tool
- 1.2. Face-to-Face Communication in Veterinary Centers
  - 1.2.1. Practical Advantages of Communication With Customers
  - 1.2.2. Current Paradigm
  - 1.2.3. Customer Needs
  - 1.2.4. Customer Service Quality Management
    - 1.2.4.1. Communication Channels With Customers
    - 1.2.4.2. Computer Systems/Databases (CRM)
    - 1.2.4.3. Quality Assessment Surveys
- 1.3. Essential Communication Skills for Veterinary Facility Professionals
  - 1.3.1. The Question in Professional Communication
  - 1.3.2. Listening in Professional Communication
  - 1.3.3. Non-Verbal Communication
  - 1.3.4. Verbal Communication
  - 1.3.5. Proxemia in Veterinary Centers
- 1.4. Empathy as a Fundamental Skill in the 21st Century in the Relationship with Clients in Veterinary Centers
  - 1.4.1. Definition and Description
  - 1.4.2. Expressions of Empathy
  - 1.4.3. Tools for Working on Empathy with Clients of Veterinary Centers
- 1.5. Methodology for Successfully Dealing with Difficult Situations with Clients in a Veterinary Center
  - 1.5.1. The Four Essential Habits of Highly Effective Clinicians
  - 1.5.2. Characteristics of Conflict between Professionals and Their Clients
  - 1.5.3. Methodology for Dealing with Difficult Situations with Clients of Veterinary Centers
    - 1.5.3.1. Identify the Problem
    - 1.5.3.2. Discovering the Meaning
    - 1.5.3.3. Seizing Opportunities
    - 1.5.3.4. Establish the Limits of the Relationship
    - 1.5.3.5. Extend Help to Solve the Problem
  - 1.5.4. Tool for the Improvement of Professional Communication Skills
- 1.6. Communication within the Veterinary Practice
  - 1.6.1. Introduction
  - 1.6.2. The Calgary-Cambridge Model Applied to the Veterinary Practice
    - 1.6.2.1. Preparation Phase
    - 1.6.2.2. Start of Consultation
    - 1.6.2.3. Collection of Information
    - 1.6.2.4. Results and Planning
    - 1.6.2.5. Providing Adequate Information
    - 1.6.2.6. Mutual Understanding
    - 1.6.2.7. Completion of the Consultation
  - 1.6.3. The Giving of Bad News to Customers of the Veterinary Center
- 1.7. Strategies for Client Relations in a Veterinary Practice
  - 1.7.1. Relationship Marketing
  - 1.7.2. Key Expectations of Clients and Users of Veterinary Centers
  - 1.7.3. Long-term Customer Relationship Management
    - 1.7.3.1. MSMC Model (Best Service for the Best Customers)
    - 1.7.3.2. The New CRM Paradigm
- 1.8. Customer Segmentation and Portfolio Segmentation in a Veterinary Practice
  - 1.8.1. Customer Segments and Portfolios
    - 1.8.1.1. Carterization Process in Veterinary Centers
  - 1.8.2. Strategic Advantages of Carterization
  - 1.8.3. Most Valuable Customers (MVC)
- 1.9. Customer Experience (CX) and User Experience (UX) in Veterinary Centers
  - 1.9.1. The Moment of Truth
  - 1.9.2. Elements that Make up Customer Experience
  - 1.9.3. User Experience
- 1.10. Practical Application of Customer and User Experience in Veterinary Centers
  - 1.10.1. Phases
    - 1.10.1.1. Study and Analysis of User Experiences
    - 1.10.1.2. Definition of the Experiential Platform
    - 1.10.1.3. Design and Planning of Experiences
    - 1.10.1.4. Structuring the Contact or Meeting with Customers
    - 1.10.1.5. Practical Methodology

## Module 2. Marketing Applied in Veterinary Centers

- 2.1. Marketing in Veterinary Centers
  - 2.1.1. Definitions
  - 2.1.2. Needs-Motives for Purchase
  - 2.1.3. Supply and Demand
  - 2.1.4. Evolution of Marketing
  - 2.1.5. Today's Companies
  - 2.1.6. Today's Customer
  - 2.1.7. Loyalty: 21st Century Marketing
- 2.2. What is Sold in Veterinary Centers?
  - 2.2.1. Products
  - 2.2.2. Services
  - 2.2.3. Differences between Products and Services
  - 2.2.4. The 4Ps of Products
  - 2.2.5. The 7 Ps of Services
- 2.3. Services - Products in Veterinary Centers
  - 2.3.1. Portfolio of services
  - 2.3.2. Product Portfolio
  - 2.3.3. How to Sell Products
  - 2.3.4. How to Sell Services
  - 2.3.5. Differentiation - Added Value
  - 2.3.6. CABE Technique
  - 2.3.7. Neuromarketing and Its Application to Sales
- 2.4. The Price of Services and Products in Veterinary Centers
  - 2.4.1. The Importance of Price in a Company
  - 2.4.2. The Relativity of Price in Services
  - 2.4.3. How to Price a Service?
  - 2.4.4. How to Price a Product?
  - 2.4.5. Price List
  - 2.4.6. How to Price a Service to Customers
  - 2.4.7. How to Refute High Price Comments
  - 2.4.8. Demand-Price Elasticity Curve
  - 2.4.9. Pricing Business Models in Veterinary Centers
  - 2.4.10. How to Charge for Everything and What to Do Otherwise
- 2.5. Communication with the Customer in Veterinary Centers
  - 2.5.1. Communication with the Internal Customer: Employees
  - 2.5.2. Need: Message Coordination
  - 2.5.3. Multichannel and Omni-Channel
  - 2.5.4. In the Waiting Room
  - 2.5.5. Telephone Service
  - 2.5.6. In the Office
  - 2.5.7. Reminders
  - 2.5.8. Preventive Health Campaigns
  - 2.5.9. Dr. Google Vet. and Its Management by the Veterinarian
  - 2.5.10. Reasons for a Client to Change Veterinarian
  - 2.5.11. Satisfaction Surveys
  - 2.5.12. Complaints in a Veterinary Center
- 2.6. Advertising in Veterinary Centers
  - 2.6.1. What Kind of Customers do I Want to Reach?
  - 2.6.2. Waiting Room
  - 2.6.3. Promotional Items
  - 2.6.4. Written Media
  - 2.6.5. Digital Media
  - 2.6.6. Others
- 2.7. Cross-Selling in Veterinary Centers
  - 2.7.1. What is It and What Is It For?
  - 2.7.2. Types of Cross-Selling
  - 2.7.3. How to Carry it Out?
  - 2.7.4. Service + Service
  - 2.7.5. Service + Product
  - 2.7.6. Product + Product
  - 2.7.7. Teamwork

- 2.8. *Merchandising*
  - 2.8.1. Definitions
  - 2.8.2. Pillars
  - 2.8.3. Objectives
  - 2.8.4. The Purchase Decision Process and Types of Purchases
  - 2.8.5. Outside
    - 2.8.5.1. Facade
    - 2.8.5.2. Identity
    - 2.8.5.3. Door
    - 2.8.5.4. Showcase
  - 2.8.6. Inside
    - 2.8.6.1. Assortment
    - 2.8.6.2. Space Layout
  - 2.8.7. Inventory Management
  - 2.8.8. Animation at the Point of Sale
    - 2.8.8.1. External
    - 2.8.8.2. Internal
    - 2.8.8.3. PLV
    - 2.8.8.4. Promotions
- 2.9. Digital Marketing in Veterinary Centers
  - 2.9.1. General Aspects
  - 2.9.2. ROPO Effect
  - 2.9.3. *Blending Marketing*: Offline and Online
  - 2.9.4. Web Pages for a Veterinary Center
  - 2.9.5. Social Networks Applied to Veterinary Centers
    - 2.9.5.1. Facebook
    - 2.9.5.2. Twitter
    - 2.9.5.3. Instagram
    - 2.9.5.4. YouTube Channel
  - 2.9.6. E-mail Marketing
  - 2.9.7. Instant Messaging Tools

- 2.10. Loyalty Tools for Veterinary Center Customers
  - 2.10.1. Not All Customers Have the Same Value
  - 2.10.2. Health Plan
  - 2.10.3. Preventive Health Campaigns
  - 2.10.4. Veterinary Insurance
  - 2.10.5. Point Accumulation Systems
  - 2.10.6. Discount Coupons
  - 2.10.7. Others

### Module 3. Leadership and Management Skills Applied in Veterinary Centers

- 3.1. Essential Management Skills in a Veterinary Center Manager and/or Owner
  - 3.1.1. Direction
  - 3.1.2. Decision Making
  - 3.1.3. Resolving Capacity
  - 3.1.4. Flexibility
  - 3.1.5. Self-knowledge
  - 3.1.6. Assertiveness
  - 3.1.7. Communication
  - 3.1.8. Emotional Intelligence
- 3.2. Leadership Applied to Veterinary Centers
  - 3.2.1. Characteristics of the Leader
  - 3.2.2. Benefits of leadership
  - 3.2.3. Leader Exercises
  - 3.2.4. Delegation
    - 3.2.4.1. Delegation Strategy
    - 3.2.4.2. Task Selection
    - 3.2.4.3. Qualification Process
  - 3.2.5. Motivational Interviews with Employees
    - 3.2.5.1. GROW/MAPA Method

- 3.3. Negotiation for the Veterinary Center Manager
  - 3.3.1. Negotiator Skills
  - 3.3.2. Types and Styles of Negotiation
  - 3.3.3. Negotiation Stages
    - 3.3.3.1. Preparation
    - 3.3.3.2. Discussion and Argumentation
    - 3.3.3.3. Proposal
    - 3.3.3.4. Exchange
    - 3.3.3.5. Closure
    - 3.3.3.6. Monitoring
  - 3.3.4. Negotiation Tactics and Techniques
  - 3.3.5. Strategies
- 3.4. The Time Management of a Veterinary Center Manager
  - 3.4.1. Slow Down, Reflect, Analyze and Decide
  - 3.4.2. Inner Knowledge
  - 3.4.3. How to Prioritize
  - 3.4.4. Act
  - 3.4.5. Planning and Organizing
  - 3.4.6. Time Thieves
- 3.5. How to Build Trust in the Staff of a Veterinary Center
  - 3.5.1. Self-Confidence
  - 3.5.2. Trusting Others
  - 3.5.3. Constructive Self-Criticism
  - 3.5.4. Respect and Responsibility
  - 3.5.5. Honesty
  - 3.5.6. Trial and Error
- 3.6. Productivity Management for Veterinary Center Managers
  - 3.6.1. Productivity Thieves
  - 3.6.2. The Getting Things Done® Method (GTD)
    - 3.6.2.1. Fundamentals
    - 3.6.2.2. Collect or Capture
    - 3.6.2.3. Process or Clarify
    - 3.6.2.4. Organize
    - 3.6.2.5. Check
    - 3.6.2.6. Do
- 3.7. High-Performance Professional Teams in Veterinary Centers
  - 3.7.1. Working Groups
  - 3.7.2. Characteristics of Professional Equipment
  - 3.7.3. Benefits of High Performance Professional Teams
  - 3.7.4. Practical Examples
- 3.8. Identification and Resolution of Internal Conflicts in Veterinary Centers
  - 3.8.1. The Method of the Five Dysfunctions of Professional Teams
    - 3.8.1.1. Lack of Trust
    - 3.8.1.2. Fear of Conflict
    - 3.8.1.3. Lack of Commitment
    - 3.8.1.4. Avoidance of Liability
    - 3.8.1.5. Disinterest in Results
  - 3.8.2. Causes of Failure in Professional Teams
- 3.9. Prevention of Internal Toxicity in Veterinary Centers
  - 3.9.1. Organizational Health
  - 3.9.2. Preventive Measures
    - 3.9.2.1. Creating a Cohesive Leadership Team
    - 3.9.2.2. Creating Clarity Within the Organization
    - 3.9.2.3. Overcommunicating Clarity
    - 3.9.2.4. Reinforcing Clarity
- 3.10. Change Management in the Management of Veterinary Centers
  - 3.10.1. Belief Audit
  - 3.10.2. Character Development
  - 3.10.3. Actions for Change



*This training will allow  
you to advance in your  
career comfortably"*

# 05 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.







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*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"*

## At TECH we use the Case Method

What should a professional do in a given situation? Throughout the program you will be presented with multiple simulated clinical cases based on real patients, where you will have to investigate, establish hypotheses and, finally, resolve the situation. There is an abundance of scientific evidence on the effectiveness of the method. Specialists learn better, faster, and more sustainably over time.

*With TECH you will experience a way of learning that is shaking the foundations of traditional universities around the world.*



According to Dr. Gervas, the clinical case is the annotated presentation of a patient, or group of patients, which becomes a "case", an example or model that illustrates some peculiar clinical component, either because of its teaching power or because of its uniqueness or rarity. It is essential that the case is based on current professional life, in an attempt to recreate the actual conditions in a veterinarian's professional practice.

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*Did you know that this method was developed in 1912, at Harvard, for law students? The case method consisted of presenting students with real-life, complex situations for them to make decisions and justify their decisions on how to solve them. In 1924, Harvard adopted it as a standard teaching method”*

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

1. Veterinarians who follow this method not only manage to assimilate concepts, but also develop their mental capacity through exercises to evaluate real situations and knowledge application
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. The feeling that the effort invested is effective becomes a very important motivation for veterinarians, which translates into a greater interest in learning and an increase in the time dedicated to working on the course.



## Relearning Methodology

At TECH we enhance the case method with the best 100% online teaching methodology available: Relearning.

This university is the first in the world to combine the study of clinical cases with a 100% online learning system based on repetition, combining a minimum of 8 different elements in each lesson, a real revolution with respect to the mere study and analysis of cases.



*Veterinarians will learn through real cases and by resolving complex situations in simulated learning environments. These simulations are developed using state-of-the-art software to facilitate immersive learning.*

At the forefront of world teaching, the Relearning method has managed to improve the overall satisfaction levels of professionals who complete their studies, with respect to the quality indicators of the best online university (Columbia University).

With this methodology more than 65,000 veterinarians have been trained with unprecedented success in all clinical specialties, regardless of the surgical load. Our teaching method is developed in a highly demanding environment, where the students have a high 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 training, developing a critical mindset, defending arguments, and contrasting opinions: a direct equation for success.*

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.

The overall score obtained by TECH's learning system is 8.01, according to the highest international standards.



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.



#### Latest Techniques and Procedures on Video

TECH introduces students to the latest techniques, the latest educational advances and to the forefront of current and procedures of veterinary techniques. All of this in direct contact with students and explained in detail so as to aid their assimilation and understanding. And best of all, you can watch the videos as many times as you like.



#### 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".



#### 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.





#### Expert-Led Case Studies and Case Analysis

Effective learning ought to be contextual. Therefore, TECH presents real cases in which the expert will guide students, focusing on and solving the different situations: a clear and direct way to achieve the highest degree of understanding.



#### 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.



#### 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.



#### Quick Action Guides

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



# 06 Certificate

The Postgraduate Diploma in Marketing in Veterinary Centers guarantees students, in addition to the most rigorous and up to date education, access to a Postgraduate Diploma issued by TECH Technological University.





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

This **Postgraduate Diploma in Marketing in Veterinary Centers** is the most complete and up to date program on the market.

After the student has passed the assessments, they will receive their corresponding **Postgraduate Diploma** issued by **TECH Technological University** via tracked delivery\*.

The diploma issued by **TECH Technological University** will reflect the qualification obtained in the Postgraduate Diploma, and meets the requirements commonly demanded by labor exchanges, competitive examinations, and professional career evaluation committees.

**Title: Postgraduate Diploma in Marketing in Veterinary Centers**

**Official N° of hours: 450 h.**



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



## Postgraduate Diploma Marketing in Veterinary Centers

- » Modality: online
- » Duration: 6 months
- » Certificate: TECH Technological University
- » Dedication: 16h/week
- » Schedule: at your own pace
- » Exams: online

# Postgraduate Diploma Marketing in Veterinary Centers

