

Professional Master's Degree

Veterinary Center Management and Administration





Professional Master's Degree Veterinary Center Management and Administration

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

Website: www.techtute.com/us/veterinary-medicine/professional-master-degree/master-veterinary-center-management-administration

Index

01

Introduction

p. 4

02

Objectives

p. 8

03

Skills

p. 16

04

Course Management

p. 20

05

Structure and Content

p. 26

06

Methodology

p. 40

07

Certificate

p. 48

01

Introduction

The program in Veterinary Center Management and Administration offers the most relevant specialized knowledge and most useful practical tools to cover the needs for specialist training on business management that exist in the majority of veterinary centers, ensuring that veterinary professionals are trained to carry out these fundamental tasks in any company.



“

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"

The veterinary health centers industry has undergone significant structural and paradigmatic changes since the end of the 20th century. These changes have been occurring at breakneck speed over the last decade, catalyzed by the changing context brought about by the last two major crises, the financial crisis of 2008 and the more recent health crisis.

The reality is that the companies in this sector do not have a professional structure outside the veterinary clinical practice, which greatly hinders their growth despite their enormous potential, since keeping pets as companion animals, closely linked to the family nucleus, is an ever-increasing trend in today's society. While it is true that the level of medical and surgical practice performed in these centers is increasingly higher and better, reaching excellence in many cases, in the case of business management it has not been developed professionally to the same extent.

The lack of university specialization in 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 a veterinary center, prioritizing, in reality, the medical and surgical practice instead.

The Professional Master's Degree in Veterinary Center Management and Administration develops the implementation of business management practices in these facilities in order to improve business profitability. Business management is a discipline with great transversality, encompassing specialties such as finance and marketing, which, although they may seem different, have multiple connections with each other, which become evident when studying these aspects in depth. Throughout the course of the Postgraduate Master's Degree, numerous practical cases are extrapolated from real situations occurring in companies in the sector, so that the veterinary professional can approach them by following the work methodology proposed throughout the course.

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 provide quality, specialized training in person, so the online format will allow students to combine this specialized training with their daily professional practice.

This **Professional Master's Degree in Veterinary Center Management and Administration** contains the most complete and up-to-date scientific program on the market. The most outstanding characteristics of this program are:

- ♦ The development of case studies presented by experts in the management and administration of 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 on the management and administration of veterinary centers
- ♦ Practical exercises where the self-assessment process can be carried out to improve learning
- ♦ Special emphasis on innovative methodologies for the management and administration of 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 of Veterinary Center Management and Administration”

“

This Professional Master's Degree is the best investment you can make when selecting a refresher program to update your knowledge in Veterinary Center Management and Administration"

This program comes with the best educational material, providing you with a contextual approach that will facilitate your learning.

This 100% online Professional Master's Degree will allow you to combine your studies with your professional work while increasing your knowledge in this field.

Its teaching staff includes professionals belonging to the field of Veterinary Center Management and Administration, 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 learning 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 interactive video system created by renowned and experienced experts in Veterinary Center Management and Administration.



02 Objectives

The Professional Master's Degree in Veterinary Center Management and Administration is aimed at facilitating the professional practice of veterinarians with the most innovative advances in the industry.





“

Over these few months, you will acquire specialized knowledge on the veterinary services sector: environment, challenges and trends”



General Objectives

- ♦ Identify the complexity of the veterinary sector in the current socioeconomic context
- ♦ Generate specialized knowledge on the veterinary services sector: environment, challenges and trends
- ♦ Compile and analyze the fields of innovation in the veterinary sector
- ♦ Identify training needs in the veterinary services sector in a changing environment
- ♦ Establish a methodology for the preparation of an annual business plan
- ♦ Identify and analyze the different sections
- ♦ Analyze the sources for obtaining the data and information necessary to complete the relevant documents
- ♦ Generate specialized knowledge so that the owner(s) of a veterinary center are able to produce this written document on their own
- ♦ Assimilate that it is a dynamic document that must accompany us throughout the year
- ♦ Examine the financial concepts necessary to successfully run a veterinary center
- ♦ Develop the financial tools to manage a veterinary practice
- ♦ Identify and evaluate the behaviors and consumer trends of the clients of a veterinary center
- ♦ Compile the data necessary to generate a financial scorecard
- ♦ Designing, generating and interpreting the results of a financial scorecard
- ♦ Establish an effective and systematic methodology to formulate a dynamic and innovative business strategy in a veterinary center
- ♦ Propose useful and practical working tools for innovation research
- ♦ Build specialized knowledge on innovation as a means of creating a differentiated value proposition for users
- ♦ Develop and propose a dynamic business model that allows the company to be able to adapt to the changing global environment
- ♦ 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 emotion
- ♦ 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
- ♦ Develop the skills necessary for good personnel management
- ♦ Propose a methodology for a good recruitment and integration process
- ♦ Promote and empower those employees with the greatest talent and value for the company
- ♦ Fundamentals keys to retaining these employees
- ♦ 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
- ♦ Examine and develop the production processes of a veterinary center

- Analyzing existing processes and identifying bottlenecks
- Develop and implement *lean* business management in a veterinary center
- Create a culture of continuous improvement in business management
- Specify the company legal form to be created, with the particularities of each one, from partnerships to cooperatives of partners
- Develop a correct purchasing management and relationship with suppliers
- Examine the civil liability that we acquire by the fact of managing a veterinary health center, for our workers by applying the collective agreement and for the clients in general

“

Join one of the largest online universities in the world”





Specific Objectives

Module 1. The Economic Sector of Veterinary Health Centers

- ♦ Define and analyze the new challenges in a green and social economy environment
- ♦ Specify and analyze information on climate change and its impact on the veterinary sector
- ♦ Determine the "One Health" concept and establish its collaborative development as a market opportunity
- ♦ Examining digital animal health and analyzing its disruptive potential in veterinary facilities.
- ♦ Differentiate the different players in the pet industry and the interrelationship within this market
- ♦ Agree on the importance of business associations and analyze the possibilities of acting as a lever for change in a sector that is mainly made up of microenterprises
- ♦ Identify new concepts and needs, new forms of communication and interaction of customers and workers in the sector
- ♦ Examine the new public health challenges generated by climate change, loss of biodiversity, globalization, international trade in exotic animals, etc.

Module 2. The Business Plan Applied to Veterinarian Centers

- ♦ Reflect on the need and obligation to prepare this document
- ♦ Develop, in a logical and reasoned manner, each of the parts of this
- ♦ Propose a methodology to perform the analysis of the environment and external competitive analysis
- ♦ Train to perform a SWOT analysis and its corresponding SWOT analysis
- ♦ Establish a methodology for assigning SMART type objectives
- ♦ Examine a methodology for setting strategy and for converting each strategy into at least one specific action

- ♦ Schedule actions based on business-related priority
- ♦ Reflect on the need to periodically check the business plan
- ♦ Establish a practical methodology for the control and follow-up of the business plan
- ♦ Analyze the conditions under which a contingency plan should be developed and how to do it
- ♦ Review some templates to help you enter data and prepare your business plan

Module 3. Finance Applied to Veterinary Centers

- ♦ Identify the fixed and variable business costs in a veterinary center
- ♦ Define the commercial margins of the services and products offered in a veterinary center
- ♦ Effectively manage the product stock in the warehouse
- ♦ Evaluate the sales ratios in a veterinary center in order to analyze the consumer behavior of its users
- ♦ Analyze the point of balance of business activity
- ♦ Examine the different indicators that can be generated from business activity in a veterinary center
- ♦ Analyze and evaluate the different indicators to select those that will be key in the management of a veterinary center and the costs of different services provided in a veterinary center
- ♦ Use financial tools to control the cash flow and budgets of a veterinary company
- ♦ Analyze and interpret the income statement and balance sheet of a veterinary center
- ♦ Propose valuations of companies in the veterinary health center sector

Module 4. Business Strategy and Innovation in Veterinary Centers

- ♦ Specify and define the roles of a veterinary center manager or owner
- ♦ Define the mission, vision and values of a company in the veterinary health center sector
- ♦ Propose a work methodology for the research of innovative alternatives that provide value to the user
- ♦ Research, analyze and establish a suitable user profile for the proposed business model
- ♦ Research, analyze and propose an "attractive" value proposition for the ideal user profile for the business model and propose alternative or complementary business models to traditional ones that appeal to one or more user segments
- ♦ Develop and implement design thinking as a complementary technique to creative and innovative thinking

Module 5. 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 6. 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
- ♦ Convincing 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 7. Human Resources Management in Veterinary Centers

- ♦ Identifying the keys to strategic workforce planning
- ♦ Define and specify the candidate's profile for a job position
- ♦ Establish the organization chart of a work center
- ♦ Demonstrate competencies to be an interviewer in a selection process

- ♦ Develop an induction process for each of the vacant positions to be filled
- ♦ Propose career plans to the company's employees
- ♦ Evaluate the performance of the company's employees
- ♦ Develop incentive programs for the company's employees
- ♦ Recognize and reward the most talented and valuable workers for the company

Module 8. 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 himself/herself
- ♦ 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

Module 9. Production Processes in Veterinary Centers

- ♦ Analyze the different production processes of veterinary centers
- ♦ Identify and evaluate "bottlenecks" in production processes
- ♦ Deepen the knowledge of the business models of a veterinary center
- ♦ Present the *lean* management model applied to a veterinary center
- ♦ Compile the advantages and utilities of the *lean* management model
- ♦ Propose a methodology for the implementation of the *lean* management model
- ♦ Present practical examples of control and continuous improvement of business management according to the *lean* model





Module 10. Legal Aspects and Administration in Veterinary Centers

- ◆ Identify the different types of labor companies that exist
- ◆ Examine the occupational health that we must apply in our veterinary health center to guarantee our workers a correct development of their functions in the safest way according to the functions to be carried out
- ◆ Establish the professional categories and functions to be performed by each of the members of our team of workers in accordance with the collective agreement for veterinary health centers
- ◆ Develop a correct relationship with suppliers, knowing the ways to relate with them and to establish satisfactory commercial conditions for both parties, terms and payment conditions
- ◆ Specify and establish an effective protocol for the management of debtors and unpaid debts, from the authorizations to be signed to the acknowledgement of debt, to manage deferrals, financing and even payment order proceedings if necessary
- ◆ Identify and develop protocols for telephone customer service, mainly the implementation and evaluation of these protocols (from informing the customer about the service provided for their animals to how to communicate bad news)

03 Skills

After passing the assessments in this Professional Master's Degree in Veterinary Center Management and Administration, the professional will have acquired the necessary skills for a quality and up-to-date practice based on the most innovative teaching methodology.





“

This program will help you acquire the skills you need to excel in your daily work”



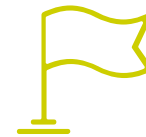
General Skills

- Manage the companies in the sector in the most effective and efficient way
- Design, develop, implement, monitor and improve their own business plan

“

Improve the care of your patients by taking advantage of the training offered by the Professional Master's Degree in Veterinary Center Management and Administration”





Specific Skills

- ◆ Understand the new challenges in public health, following the guidelines of green and sustainable economies
- ◆ Perform a SWOT analysis to know the particularities of the business and the environment and to be able to take advantage of the benefits it offers
- ◆ Perform the economic-financial management of the company
- ◆ Design and implement an appropriate business model to attract potential customers
- ◆ Know how to communicate appropriately with the client to improve their experience in the veterinary center
- ◆ Design and implement marketing strategies that improve company performance
- ◆ Know in depth the profile of the company's employees in order to place them in the most appropriate positions and evaluate their performance
- ◆ Lead the company, having the ability to resolve internal company conflicts
- ◆ Apply the lean management model
- ◆ In-depth knowledge of the legal aspects affecting veterinary centers

04

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 in the field of Veterinary Center Management and Administration, with 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.

Professors

Mr. Albuixech Martínez, Miguel

- ♦ Manager of AniCura Valencia Sur Veterinary Hospital
- ♦ Freelance consultant 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. Martín González, Abel

- ♦ Degree in Veterinary Medicine from the Complutense University of Madrid, (1989
- ♦ Doctoral studies, without submitting the thesis.
- ♦ Collaborating professor with the Castilla La Mancha Board of Communities in Livestock Farm Management courses.
- ♦ Conferences on Ultrasound and Reproductive Control organized by AESLA (Lacaunne Breeders Association) in different locations in Spain.
- ♦ Speaker at the Lecture Series on Fighting Bull Diseases organized by Madrid Veterinarian College.
- ♦ Conferences on the 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 in Granada
- ♦ Veterinarian in free clinical practice of livestock farming as technical director of cattle, sheep, equine and swine farms.

- ♦ Technical Director of Livestock Health Defense Group (ADSG) in Castilla La Mancha, Spain: ADSG Bovine Castillo de Bayuela, ADSG Bovine La Jara, ADSG Extensivo Belvis, ADSG Bovino Los Navalmorales, ADSG Porcino La Jara
- ♦ Technical Manager of the Sierra de San Vicente Meat Quality Brand.
- ♦ Director of the Talavera Veterinary Center and Veco Veterinary Clinic in Talavera de la Reina (Toledo).
- ♦ Director of the Hospital Clínico Veterinario de Talavera
- ♦ Founding member of CEVE (Spanish Veterinary Business Confederation), where he is currently vice-president. Member of the Health Commission and Digital Commission of CEVE
- ♦ Founding member of CEVE-CLM (Veterinary Business Confederation of Castilla-La Mancha) of which he is currently the president
- ♦ Member of various professional associations on a national and international level such as AVEPA, ANEMBE, SEOC, AVETO
- ♦ Member of the Digital Commission of CEOE (Spanish Confederation of Business Organizations)

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. 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)

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 Empresaris Veterinaris de les Illes Balears EMVETIB
- ◆ Chairman of the Services Commission of the Balearic Islands Confederation of Business Associations CAEB
- ◆ 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

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.

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. 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.

Mr. Vilches Sáez, José

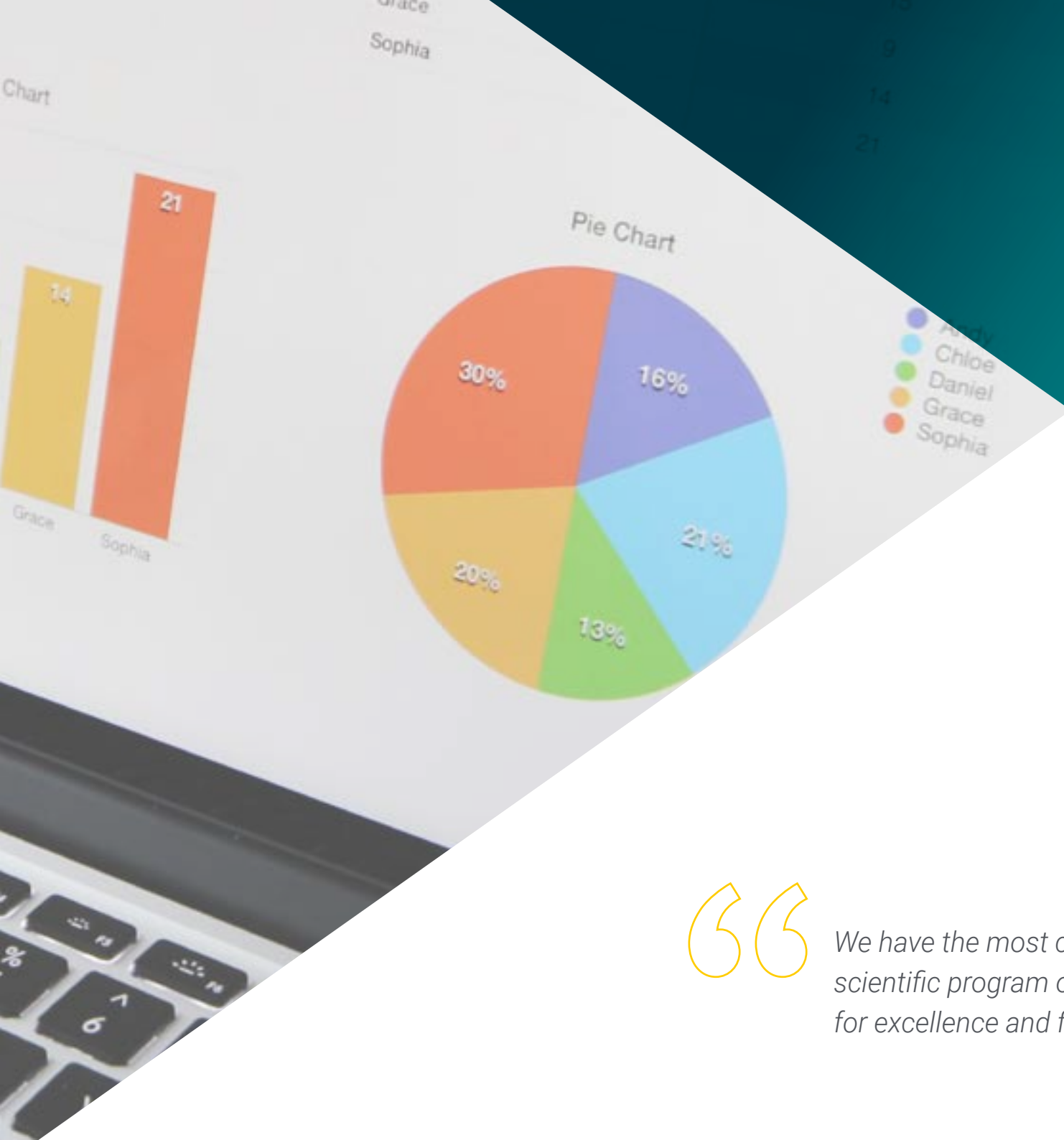
- ◆ Project Manager- CursoACV.com
- ◆ Training Platform Manager- Cursoveterinaria.es
- ◆ Project Manager - Duna Formación
- ◆ Sales Manager - Gesvilsa
- ◆ Professional Training Manager at Duna SL
- ◆ Community Manager
- ◆ Secretarial Management - AGESVET
- ◆ Sales Manager, Spain - ProvetCloud
- ◆ Technical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

05

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.



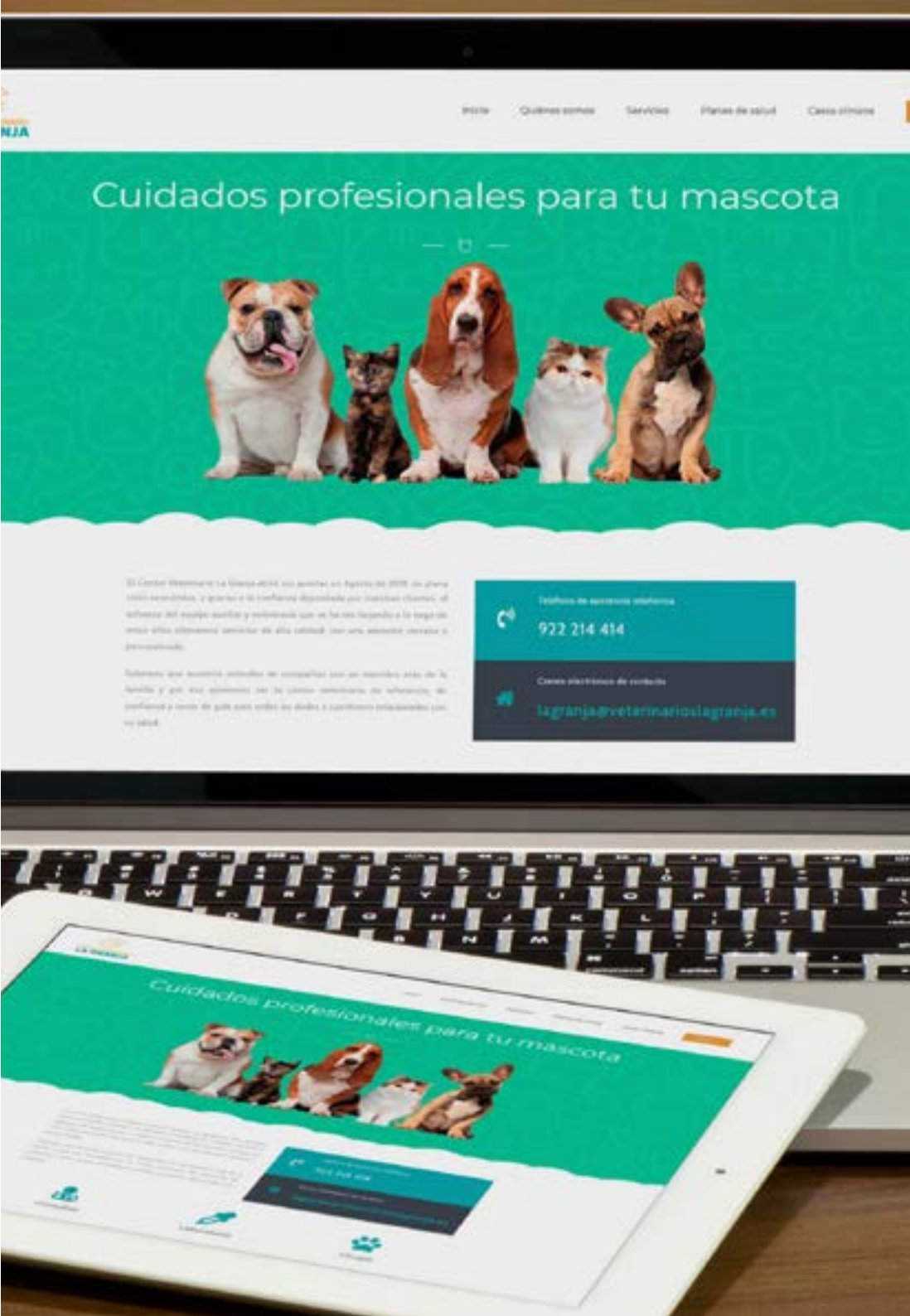


“

We have the most complete and up-to-date scientific program on the market. We strive for excellence and for you to achieve it too"

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. Pets and the Healthy Development of Minors
 - 1.1.3. Pets and Healthy Aging
 - 1.1.4. Pets and their Benefits for Community Coexistence
 - 1.1.5. Animal Abuse and its Connection with Violence in the Family Environment
 - 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. The Sustainable Development Goals (SDGs) and Agenda 2030
 - 1.2.4. Challenges for the Veterinary Services Company
- 1.3. The Pet Market
 - 1.3.1. Industry, Retail and Distribution
 - 1.3.2. Services
 - 1.3.2.1. Clinical Veterinary 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 Health Services
 - 1.4.3. Public-Private Collaboration
- 1.5. Macroeconomic Situation of the Clinical Veterinary Sector
 - 1.5.1. Sectoral Socioeconomic Situation
 - 1.5.2. Sectoral Labor Situation
- 1.6. Digital Health in the Veterinary Sector
 - 1.6.1. Digitization of the Veterinary Sector
 - 1.6.2. Factors and Digital Tools That Will Favor Change
 - 1.6.3. Factors Slowing 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 Clinical Veterinarian 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 Care Centers
 - 1.8.2. Ongoing Training
 - 1.8.3. Dual Training
- 1.9. Sectoral Business Strategy
 - 1.9.1. Business Associationalism: What it is, How it is Exercised and What it is 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 Sensitivities
 - 1.10.2. Customer with New Requests and Needs
 - 1.10.3. New Challenges in Public Health
 - 1.10.4. New Forms of Communication



Module 2. The Business Plan Applied to Veterinarian Centers

- 2.1. The Business Plan for Veterinary Centers
 - 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 Must Carry It Out?
 - 2.1.4. When Should it be Done?
 - 2.1.5. How to Perform It?
 - 2.1.6. Does it Have to Be in Writing?
 - 2.1.7. Questions to Answer
 - 2.1.8. Sections of the Business Plan
- 2.2. External Analysis I: The Veterinary Center Environment
 - 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
- 2.3. External Analysis II: Competitive Environment Applied to the Veterinary Center Sector
 - 2.3.1. Customers
 - 2.3.2. Competition
 - 2.3.3. Suppliers
 - 2.3.4. Others
- 2.4. Internal Analysis of a Veterinary Center
 - 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 Client
 - 2.4.8. Training
 - 2.4.9. Suppliers
 - 2.4.10. Competition

- 2.5. SWOT Analysis and CAME Applied to Veterinary Centers
 - 2.5.1. Weaknesses
 - 2.5.2. Strengths
 - 2.5.3. Threats
 - 2.5.4. Opportunities
 - 2.5.5. Correction
 - 2.5.6. Facing
 - 2.5.7. Maintain
 - 2.5.8. Exploit
- 2.6. Objectives of Veterinary Centers as Enterprises
 - 2.6.1. What Are They?
 - 2.6.2. Features: SMART
 - 2.6.3. Types
- 2.7. Business Strategies in Veterinary Centers
 - 2.7.1. The 7 P's 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. Procedures
 - 2.7.8. Test
- 2.8. Action Plan for the Strategy of a Veterinary Center
 - 2.8.1. What Does it Consist Of?
 - 2.8.2. How to Develop a Strategy
 - 2.8.3. What to Consider for Each Action
 - 2.8.4. Prioritization of Actions Based on Business Importance
 - 2.8.5. Calendar
- 2.9. Control Plan and Follow-up of the Business Plan of a Veterinary Center
 - 2.9.1. Planning and Control
 - 2.9.2. What it Consists of and Why It Is Necessary?
 - 2.9.3. Who and How to Control?
 - 2.9.4. Indicator-Based Control
 - 2.9.5. Decision Making

- 2.10. Contingency Plan Applied to the Business Plan of a Veterinary Center
 - 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. Revenues from Product Sales
 - 3.1.7. Gross Margins
 - 3.1.8. Net Profit Margin
 - 3.1.9. Purchase Margin
 - 3.1.10. Margin on Sales
- 3.2. The Income Statement of a Veterinary Center
 - 3.2.1. EBITDA
 - 3.2.2. EBIT or BAII
 - 3.2.3. Profitability
 - 3.2.4. Productivity
 - 3.2.5. Net Income
- 3.3. Warehouse Stock Management in a Veterinary Center
 - 3.3.1. Cost of Sales
 - 3.3.2. Characteristics of a 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 Break-Even Point
 - 3.4.1. Main Practical Key Figures in a Veterinary Center
 - 3.4.1.1. Transaction Frequency
 - 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. Break-even Point Concept
 - 3.4.3. Prospective Break-even Calculation
 - 3.4.4. Retrospective Break-even Calculation
- 3.5. Analysis of the Cost of Services in a Veterinary Center. Technological Investments
 - 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. Basics of Treasury Control
 - 3.6.2. Treasury Control Tools
 - 3.6.3. Fundamentals of Budget Management
 - 3.6.4. Budget Management Tools
- 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. The 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 Human Resources Indicators
 - 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. Financial Scorecard Fundamentals
 - 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. Income Statement Indicators

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 for 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. Strategic Goals
 - 4.3.3. Practical Examples
- 4.4. Business Models in Traditional Veterinary Centers
 - 4.4.1. Introduction
 - 4.4.2. Structure of Veterinary Centers
 - 4.4.3. Services
 - 4.4.4. Staff of a Veterinary Center
- 4.5. Research for Innovation in Veterinary Centers
 - 4.5.1. Concept of Innovation 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. Operations
 - 4.5.4. Strategy Formulation for Innovation 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 Clients
 - 4.6.1. The Profile of the Client/User of Veterinary Centers
 - 4.6.2. The Value Map
 - 4.6.3. Fit between the Value Proposition 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. Operational Innovation Plan



- 4.8. Patterns of Business Models in the Veterinary Health Care Industry
 - 4.8.1. Disaggregation of Business Models
 - 4.8.2. Long Tail
 - 4.8.3. Multilateral Platforms
 - 4.8.4. The FREE Business Model (Freemium)
 - 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 the Business Strategy of Veterinary Centers
 - 4.10.1. Monitoring the Strategic Plan of a Veterinary Center
 - 4.10.2. Implementation of Improvements in the Strategy of a Veterinary Center

Module 5. The Client/User of Veterinary Centers

- 5.1. Customer Service in Veterinary Centers
 - 5.1.1. Excellence in Customer Service
 - 5.1.2. Customer Service Management
 - 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 Communication With Customers
 - 5.2.2. Current Paradigm
 - 5.2.3. Customer Needs
 - 5.2.4. Customer Service Quality Management
 - 5.2.4.1. Communication Channels With Customers
 - 5.2.4.2. Computer Systems/Databases (CRM)
 - 5.2.4.3. Quality Assessment Surveys
- 5.3. Essential Communication Skills for Veterinary Facility 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 Clients in Veterinary Centers.
 - 5.4.1. Definition and Description
 - 5.4.2. Expressions of Empathy
 - 5.4.3. Tools for Working on Empathy with Clients of Veterinary Centers
- 5.5. Methodology for Successfully Dealing with Difficult Situations with Clients in a Veterinary Center.
 - 5.5.1. The Four Essential Habits of Highly Effective Clinicians
 - 5.5.2. Characteristics of Conflict between Professionals and Their Clients
 - 5.5.3. Methodology for Dealing with Difficult Situations with Clients of Veterinary Centers
 - 5.5.3.1. Identify the Problem
 - 5.5.3.2. Discovering 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 Solve the Problem
 - 5.5.4. Tool for the Improvement of Professional Communication Skills.
- 5.6. Communication Within 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 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 Understanding
 - 5.6.2.7. Completion of the Consultation
 - 5.6.3. The Giving of Bad News to Customers of the Veterinary Center
- 5.7. Strategies for Client Relations in a Veterinary Practice
 - 5.7.1. Relationship Marketing
 - 5.7.2. Key Expectations of Clients and Users of Veterinary Centers
 - 5.7.3. Long-term Customer Relationship Management
 - 5.7.3.1. MSMC Model (Best Service for the Best Customers)
 - 5.7.3.2. The New CRM Paradigm

- 5.8. Customer Segmentation and Portfolio Segmentation in a Veterinary Practice
 - 5.8.1. Customer Segments and Portfolios
 - 5.8.1.1. Carterization Process in Veterinary Centers
 - 5.8.2. Strategic Advantages of Carterization
 - 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 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. Study 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 in Veterinary Centers

- 6.1. Marketing in Veterinary Centers
 - 6.1.1. Definitions
 - 6.1.2. Needs-Motives for Purchase
 - 6.1.3. Supply and Demand
 - 6.1.4. Evolution of Marketing
 - 6.1.5. Today's Companies
 - 6.1.6. Today's Customer
 - 6.1.7. Loyalty: 21st Century Marketing
- 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 4Ps 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. The Relativity of Price in Services
 - 6.4.3. How to Price a Service?
 - 6.4.4. How to Price a Product?
 - 6.4.5. Price List
 - 6.4.6. How to Price a Service to Customers
 - 6.4.7. How to Refute High Price Comments
 - 6.4.8. Demand-Price Elasticity Curve
 - 6.4.9. Pricing Business Models in Veterinary Centers
 - 6.4.10. How to Charge for Everything and What to Do Otherwise
- 6.5. Communication with the Customer in Veterinary Centers
 - 6.5.1. Communication with the Internal Customer: Employees
 - 6.5.2. Need: Message Coordination
 - 6.5.3. Multichannel and Omni-Channel
 - 6.5.4. In the Waiting Room
 - 6.5.5. Telephone Service
 - 6.5.6. In the Office
 - 6.5.7. Reminders
 - 6.5.8. Preventive Health Campaigns
 - 6.5.9. Dr. Google Vet. and Its Management 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 Items
 - 6.6.4. Written Media
 - 6.6.5. Digital Media
 - 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-Selling
 - 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. Pillars
 - 6.8.3. Objectives
 - 6.8.4. The Purchase Decision Process and Types of Purchases
 - 6.8.5. Outside
 - 6.8.5.1. Facade
 - 6.8.5.2. Identity
 - 6.8.5.3. Door
 - 6.8.5.4. Showcase
 - 6.8.6. Inside
 - 6.8.6.1. Assortment
 - 6.8.6.2. Space Layout
 - 6.8.7. Inventory Management
 - 6.8.8. Animation 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 Pages for 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 Plan
 - 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 Staff of a Veterinary Center I
 - 7.1.1. Team Size
 - 7.1.2. Competencies and Talent
 - 7.1.3. Roles, Responsibilities and Tasks
- 7.2. Strategic Planning of the Staff of a Veterinary Center II
 - 7.2.1. Job Positions Analysis and Description
 - 7.2.2. Job Position Objectives
 - 7.2.3. Organization Chart
- 7.3. Selection Process in a Veterinary Center I
 - 7.3.1. Profiles
 - 7.3.2. Job Offer Design
 - 7.3.3. Receipt and Selection of Resumes

- 7.4. Selection Process in a Veterinary Center II
 - 7.4.1. Reading Resumes: Detecting Skills, References
 - 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 Team
 - 7.6.1. Training Objectives
 - 7.6.2. Internal and External Training
 - 7.6.3. Evaluation and Economic Aspects of Training
 - 7.6.3.1. 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. Establishment of Indicators
 - 7.8.3. Evaluation Models
 - 7.8.4. Implementation
 - 7.8.5. Relationship with Incentives
- 7.9. Retention of Valuable Employees in Veterinary Centers
 - 7.9.1. Job Satisfaction
 - 7.9.2. Motivation
 - 7.9.3. Recognition and Rewards
 - 7.9.4. Promotion and Advancement
- 7.10. Remuneration of Employees in Veterinary Centers
 - 7.10.1. Salaries by Category
 - 7.10.2. Fixed and Variable
 - 7.10.3. Criteria for the Establishment of Incentives
 - 7.10.4. Types of Incentives: Economic and Non-Economic
 - 7.10.5. Emotional Salary

Module 8. Leadership and Management Skills Applied in Veterinary Centers

- 8.1. Essential Management Skills in a Veterinary Center Manager and/or Owner
 - 8.1.1. Direction
 - 8.1.2. Decision Making
 - 8.1.3. Resolving 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. Characteristics of the Leader
 - 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. Task Selection
 - 8.2.4.3. Qualification Process
 - 8.2.5. Motivational Interviews with Employees
 - 8.2.5.1. GROW/MAPA Method
- 8.3. Negotiation for the Veterinary Center Manager
 - 8.3.1. Negotiator Skills
 - 8.3.2. Types and Styles of Negotiation
 - 8.3.3. Negotiation Stages
 - 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. Inner 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 Staff of a Veterinary Center
 - 8.5.1. Self-Confidence
 - 8.5.2. Trusting Others
 - 8.5.3. Constructive Self-Criticism
 - 8.5.4. Respect and Responsibility
 - 8.5.5. Honesty
 - 8.5.6. Trial and Error
- 8.6. Productivity Management for Veterinary Center Managers
 - 8.6.1. Productivity Thieves
 - 8.6.2. The Getting Things Done® Method (GTD)
 - 8.6.2.1. Fundamentals
 - 8.6.2.2. Collect or Capture
 - 8.6.2.3. Process or Clarify
 - 8.6.2.4. Organize
 - 8.6.2.5. Check
 - 8.6.2.6. Do
- 8.7. High-Performance Professional Teams in Veterinary Centers
 - 8.7.1. Working Groups
 - 8.7.2. Characteristics of Professional Equipment
 - 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 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. Reinforcing Clarity
- 8.10. Change Management in the Management of Veterinary Centers
 - 8.10.1. Belief Audit
 - 8.10.2. Character Development
 - 8.10.3. Actions for Change

Module 9. Production Processes in Veterinary Centers

- 9.1. Introduction to Production Processes in Veterinary Centers
 - 9.1.1. Concept of Business Process
 - 9.1.2. Introduction to Business Processes
 - 9.1.3. Graphical Representation of Processes
 - 9.1.4. Standardization of Processes
 - 9.1.5. Practical Examples of Processes in Veterinary Centers
- 9.2. Analysis of the Production Processes of Veterinary Centers.
 - 9.2.1. Process Management 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 care Industry
 - 9.3.1. Focus on Key Objectives
 - 9.3.2. Added Value Generated for the Customer
 - 9.3.3. Analysis of the Value Provided 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 Care 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. Continuous Improvement
- 9.6. Waste in a Production Model Applied to Veterinary Centers
 - 9.6.1. Waste, Waste the Change
 - 9.6.2. Types of Waste
 - 9.6.3. Causes of Waste
 - 9.6.4. Waste Disposal
- 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 the Pull Flow
 - 9.8.3. Fourth Stage: Production Rate Flexibility
- 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, Level and Multi-Product Pull Flow
 - 9.9.3. Stage Seven: Simple Management and Control
- 9.10. Lean Implementation Tools for Veterinary Centers
 - 9.10.1. The 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 Liability
 - 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. Action Protocols
 - 10.2.2. Data Processing Protocols
 - 10.2.3. Registration of Activities
 - 10.2.4. Regulatory Reports
 - 10.2.5. The Data Controller
- 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. Veterinary Professional Ethics and Deontology
 - 10.4.1. Code of Ethical Values
 - 10.4.2. Fundamental Principles in Ethics
 - 10.4.3. Professional Responsibilities
 - 10.4.4. Animal Welfare and Abuse
- 10.5. Civil Liability in the Exercise of the Activity in Veterinary Health Centers
 - 10.5.1. Concept
 - 10.5.2. Civil Liability Assumptions of the Veterinarian
 - 10.5.3. Liability for Fault or Negligence
 - 10.5.4. The Civil Procedure

- 10.6. Management of Debts and Unpaid Debts in Veterinary Centers
 - 10.6.1. Debt Acknowledgment Documents
 - 10.6.2. Deferrals and Financing of Collections
 - 10.6.3. Communication with Debtors
 - 10.6.4. Payment Order Lawsuits
- 10.7. Purchasing Management in Veterinary Centers
 - 10.7.1. Budgets
 - 10.7.2. Payment Management
 - 10.7.3. Financing and Payment Deferrals
- 10.8. Telephone Communication with Clients of Veterinary Centers
 - 10.8.1. Telephone Communication Protocols
 - 10.8.2. Communication With Client
 - 10.8.3. Internal Communication and Call Logs



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

06

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"

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. Gérvas, 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.

“

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.

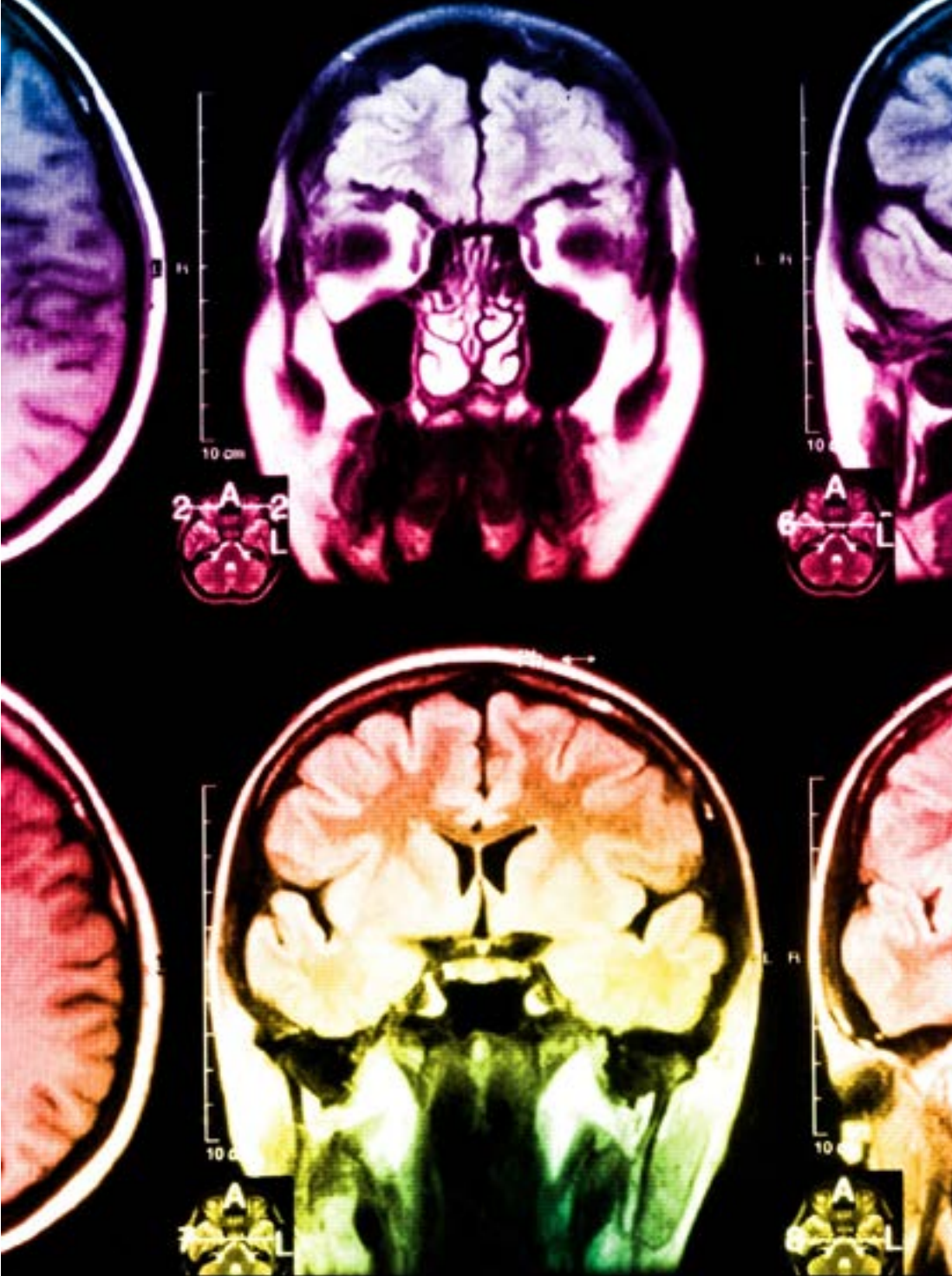
At the forefront of world teaching, the Relearning method has managed to improve the overall satisfaction levels of professionals who complete their studies, with respect to the quality indicators of the best online university (Columbia University).

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.



07

Certificate

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



“

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

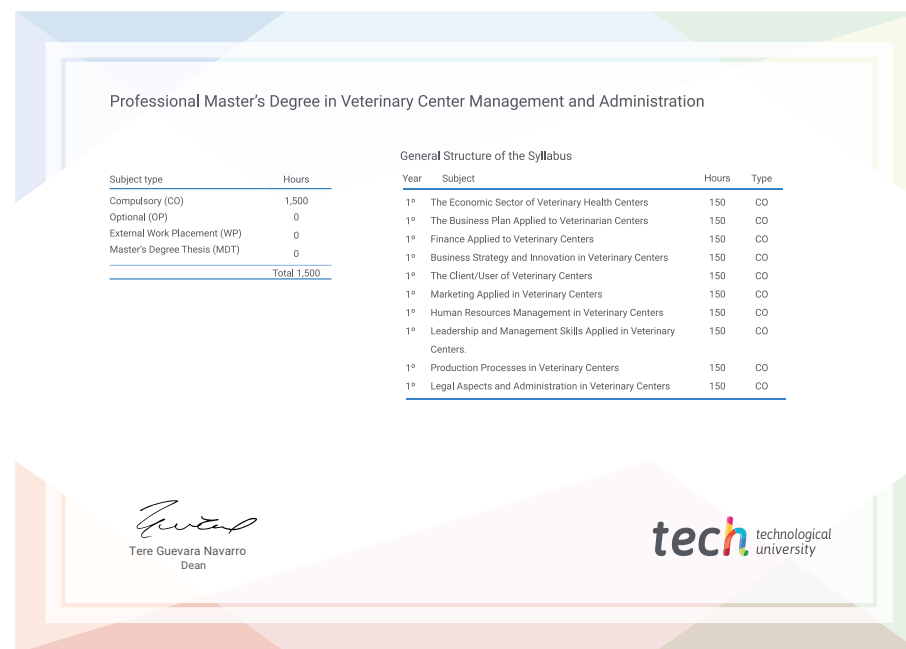
This **Professional Master's Degree in Veterinary Center Management and Administration** contains the most complete and up-to-date scientific program on the market.

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

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

Title: **Professional Master's Degree in Veterinary Center Management and Administration**

Official N° of hours: **1,500 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.

future
health confidence people
education information tutors
guarantee accreditation teaching
institutions technology learning
community commitment
personalized service innovation
knowledge presence
online development languages
classroom



Professional Master's Degree Veterinary Center Management and Administration

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

Professional Master's Degree

Veterinary Center Management and Administration

