

# Postgraduate Diploma

## Launching and Industrialization of New Products





## Postgraduate Diploma Launching and Industrialization of New Products

- » Modality: online
- » Duration: 6 months
- » Certificate: TECH Technological University
- » Schedule: at your own pace
- » Exams: online
- » Target Group: Graduates and professionals with demonstrable experience in technological areas

Website: [www.techtitute.com/us/school-of-business/postgraduate-diploma/postgraduate-diploma-launching-industrialization-new-products](http://www.techtitute.com/us/school-of-business/postgraduate-diploma/postgraduate-diploma-launching-industrialization-new-products)

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# 01 Welcome

Finding a niche in the market for the latest products is one of the main challenges for any business. Creativity and, above all, a thorough knowledge of the market play a fundamental role in this process, in order to be capable of designing articles that customers really want. Thanks to this program, professionals in the sector will be able to specialize in everything related to the design and creation of new products, in order to make a qualitative and quantitative leap in their business, with special emphasis on the launching and industrialization processes.



Postgraduate Diploma in Launching and Industrialization of New Products,  
TECH Technological University



“

*The figure of the uptight, inflexible and authoritarian manager has become obsolete. A new profile has emerged, one that is much more in line with new trends and stands out for being technologically savvy, practising active listening and being self-critical of their work”*

02

# Why Study at TECH?

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



“

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

## At TECH Technological University



### Innovation

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

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



### The Highest Standards

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

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



### Networking

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

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

**200+**  
different nationalities



### Empowerment

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

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



### Talent

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

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



### Multicultural Context

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

TECH's students represent more than 200 different nationalities.

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



### Analysis

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



### Academic Excellence

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



### Economy of Scale

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



### Learn with the Best

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

Teachers representing 20 different nationalities.



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

03

# Why Our Program?

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

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



“

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

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

**01**

### A significant career boost

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

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

**02**

### Develop a strategic and global vision of companies

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

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

**03**

### Consolidate the student's senior management skills

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

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

**04**

### Take on new responsibilities

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

*45% of graduates are promoted internally*

05

### Access to a powerful network of contacts

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

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

06

### Thoroughly develop business projects

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

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

07

### Improve soft skills and management skills

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

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

08

### Be part of an exclusive community

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

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

# 04 Objectives

This program will enable students to acquire those specific competencies with which to effectively define all phases of product launches, as well as their potential drawbacks and solutions. It will also be a unique opportunity to learn how to design sales platforms and virtual showcases with which to reach the public in a more modern and simple way. A program of great academic value that will be of great benefit to students and professionals in the sector.



“

*The digital era has changed consumer habits, so online companies have experienced a huge increase in business”*

Your goals are our goals.

We work together to help you achieve them.

The Postgraduate Diploma in Launching and Industrialization of New Products will enable you to:

01

Develop management skills and knowledge necessary for technological leadership in the organization

02

Develop management activities related to information and communication technologies (ICT) and R&D&I environments

03

Define the phases of product launching, their possible drawbacks and the measures to be taken to solve them





04

Define the use of management methodologies to carry out the approach, launch and verification of new products

05

Implement usability strategies and design of sales platforms or virtual storefronts

06

Establishing milestones in the product launch process

05

# Structure and Content

The Postgraduate Diploma in Launching and Industrialization of New Products is a program designed to offer students the most complete specialization on the market in this field. To this end, special emphasis is placed on innovation management, web design and user experience, and digital business strategy. This Postgraduate Diploma can be taken online in just 6 months.



“

*Specializing in this field will allow you to apply the most effective digital business strategies in your work"*

## Syllabus

When a decision is made to launch a new product on the market, it is necessary to carry out a series of preliminary tasks to determine its viability. Without carrying out all these phases, not having in-depth knowledge of competitors and the real needs of the customers, it is likely that the new products will not achieve the expected success.

The Postgraduate Diploma in Launching and Industrialization of New Products of TECH Technological University is a program designed to offer students the necessary specialization in this field, but focused on industrialization processes. Therefore, they will have access to a multitude of theoretical and practical resources that will facilitate their learning and will introduce them to the study of a fundamental branch of knowledge in business.

Knowing the whole world of R&D&I, the process of design, industrialization and assembly of products, quality management, Digital Design, user experience or the most effective strategies for digital business are just some of the issues on which this program focuses.

With this program, the student will have access to completely up-to-date information, designed to promote knowledge and offered in a 100% online format. A unique opportunity to study while continuing with your other activities, whether professional or personal.

This Postgraduate Diploma takes place over 6 months and is divided into 3 modules.

### Module 1

Innovation Management

### Module 2

Web Design, Usability and User Experience

### Module 3

Strategy and Digital Business



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

TECH offers the possibility of taking this program completely online. Throughout the 6 months of learning, you will be able to access all the contents of this program at any time, allowing you to self-manage your study time.

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

**Module 1. Innovation Management**

**1.1. Creative Thinking: Innovation**

- 1.1.1. Innovation in the Technology Business
- 1.1.2. Techniques to Promote Creativity
- 1.1.3. Process of Conception of Innovative Ideas

**1.2. Process Engineering and Product Engineering**

- 1.2.1. Innovation Strategies
- 1.2.2. Open Innovation
- 1.2.3. Innovative Organization and Culture
- 1.2.4. Multifunctional Teams

**1.3. Launch and Industrialization of New Products**

- 1.3.1. Design of New Products
- 1.3.2. Lean Design
- 1.3.3. Industrialisation of New Products
- 1.3.4. Manufacture and Assembly

**1.4. R&D&I Management Systems**

- 1.4.1. Requirements of a R&D&I Management Systems
- 1.4.2. Line of Action, Activity, Process and Procedure
- 1.4.3. Recommended Framework for R&D&I Management

**1.5. R&D&I Auditing and Certification**

- 1.5.1. Basic Principles of R&D&I Audits
- 1.5.2. Phases of a R&D&I Audit
- 1.5.3. Certifications in the Field of Research, Development and Innovation R&D&I
- 1.5.4. Certification of R&D&I Management Systems

**1.6. Tools for R&D&I Management**

- 1.6.1. Cause-Effect Diagram for R&D&I
- 1.6.2. Weighted Selection for R&D&I
- 1.6.3. Pareto Diagram for R&D&I
- 1.6.4. Matrix of Priorities for R&D&I

**1.7. Benchmarking Applied to R&D&I**

- 1.7.1. Types of Benchmarking
- 1.7.2. The Benchmarking Process in R&D&I
- 1.7.3. Methodology of the Benchmarking Process Applied to R&D&I
- 1.7.4. Advantages of Benchmarking

**1.8. Re-Engineering for the Radical Innovation of the Business Processes in the Company**

- 1.8.1. Origins and Evolution of Process Re-Engineering
- 1.8.2. Objectives of Re-Engineering
- 1.8.3. Correct Approach to Re-Engineering

**1.9. Direction and Management of R&D&I Projects**

- 1.9.1. Elements that Make Up an R&D&I project
- 1.9.2. Most Significant Stages of an R&D&I Project
- 1.9.3. Processes for the the Management of R&D&I Projects

**1.10. Quality Management in R&D&I Projects**

- 1.10.1. The Quality Management System in R&D&I Projects
- 1.10.2. Quality Plans for R&D&I Projects
- 1.10.3. Content of a Quality Plan for R&D&I Projects

**Module 2. Web Design, Usability and User Experience**

**2.1. UX Design**

- 2.1.1. Information Architecture
- 2.1.2. SEO and Analytics for UX
- 2.1.3. Landing Pages

**2.2. Technical Terms in UX Design**

- 2.2.1. Wireframe and Components
- 2.2.2. Interaction Pattern and Navigation Flow
- 2.2.3. User Profile
- 2.2.4. Process and Process Funnel

**2.3. Research**

- 2.3.1. Research in Interface Design Projects
- 2.3.2. Qualitative and Quantitative Approach
- 2.3.3. Announce the Results of the Research

**2.4. Digital Design**

- 2.4.1. Digital Prototype
- 2.4.2. Axure and Responsive
- 2.4.3. Interaction Design and Visual Design

**2.5. User Experience**

- 2.5.1. User Focused Design Methodology
- 2.5.2. User Research Techniques
- 2.5.3. Involve the Customer in the Process
- 2.5.4. Shopping Experience Management

**2.6. Designing the User Experience Strategy**

- 2.6.1. Content Trees
- 2.6.2. High-Fidelity Wireframes
- 2.6.3. Component Maps
- 2.6.4. Usability Guides

**2.7. Usability Evaluation**

- 2.7.1. Usability Evaluation Techniques
- 2.7.2. Viewing Data
- 2.7.3. Presentation of Data

**2.8. Customer Value and Customer Experience Management**

- 2.8.1. Use of Narratives and Storytelling
- 2.8.2. Co-Marketing as a Strategy
- 2.8.3. Content Marketing Management
- 2.8.4. The ROI of Customer Experience Management

**Module 3. Strategy and Digital Business**

**3.1. Digital Strategy**

- 3.1.1. Online Business Models
- 3.1.2. Technology Strategy and its Impact on Digital Innovation
- 3.1.3. Strategic Planning of Information Technologies
- 3.1.4. Strategy and The Internet

**3.2. Sourcing Strategy**

- 3.2.1. Tools to Develop the Strategy for Sourcing
- 3.2.2. Cloud Computing
- 3.2.3. IT Sourcing Management

**3.3. IT Governance**

- 3.3.1. Analysis of Current Trends and Best Practices in the IT Function
- 3.3.2. Key Management Challenges and Decisions
- 3.3.3. Management Procedures, Requirements, Strategies, and Models for Outsourcing

**3.4. Social Business**

- 3.4.1. Web 2.0 Strategic Vision and its Challenges
- 3.4.2. Convergence Opportunities and ICT Trends
- 3.4.3. How to Monetize Web 2.0 and Social Media
- 3.4.4. Mobility and Digital Business

**3.5. Business Process Management**

- 3.5.1. Management of the Company by Processes
- 3.5.2. Process Reengineering
- 3.5.3. Company Information Systems

**3.6. Company Systems based on Internet Collaboration**

- 3.6.1. Customer Management Systems: Customer Relationship Management (CRM)
- 3.6.2. Supply Chain Management Systems
- 3.6.3. e-Commerce Systems

**3.7. Systems for Knowledge Management and Collaboration in the Business**

- 3.7.1. Content Management
- 3.7.2. Collaborative Work and Employee Portals
- 3.7.3. Knowledge Management Policies and Processes

**3.8. Effective Organization of the Systems Unit**

- 3.8.1. IT Governance
- 3.8.2. Implementation Risks
- 3.8.3. Operating Risks

**3.9. B2B Internalization**

- 3.9.1. Identification and Contact Tools
- 3.9.2. Digital strategies for B2B internationalization
- 3.9.3. Brand Management for B2B Markets

**3.10. B2C Internalization**

- 3.10.1. Tools for International BenchMarking
- 3.10.2. Digital Strategies for B2C Internationalization
- 3.10.3. B2C Monitoring

**3.11. International Logistics**

- 3.11.1. Modes of International Logistics
- 3.11.2. Logistics with Marketplaces
- 3.11.3. Dropshipping Logistics



*A commitment to innovation in all new product creation processes"*

# 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"*

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

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

“

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



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



### A learning method that is different and innovative

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

“

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

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

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

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

## Relearning Methodology

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

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

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

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

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



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

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

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

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

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



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



### Study Material

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

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



### Classes

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

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



### Management Skills Exercises

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



### Additional Reading

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





### Case Studies

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



### Interactive Summaries

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

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



### Testing & Retesting

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



07

# Our Students' Profiles

The Postgraduate Diploma in Launching and Industrialization of New Products is a program aimed at professionals in the IT sector and other related sectors who want to update their knowledge, discover new ways to manage the launching of new products and advance in their professional careers. Chief Information Officers, managers with ICT responsibility, directors of other areas with interest in innovation and development of ICT projects, Chief Technology Officers and systems directors are the main profiles that can access this program.





“

*If you have experience in the financial sector and are looking for an interesting career boost while continuing to work, then this is the program for you”*

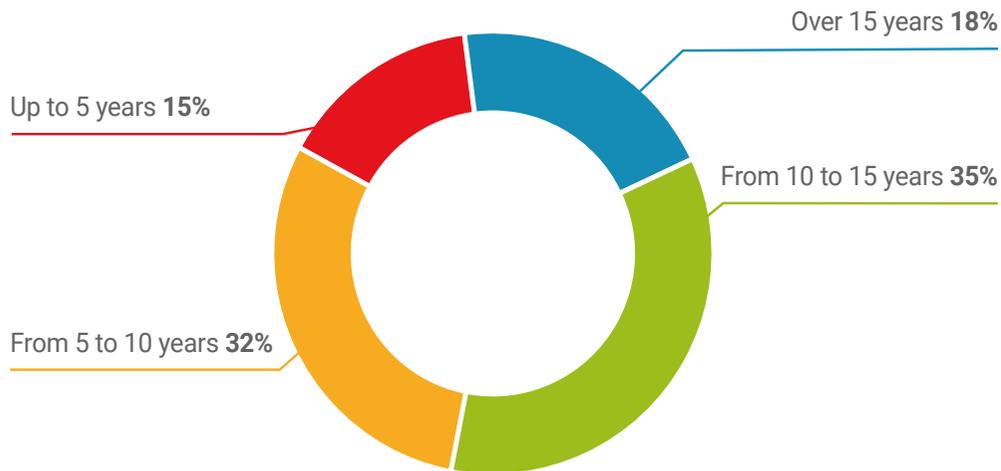
### Average Age

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

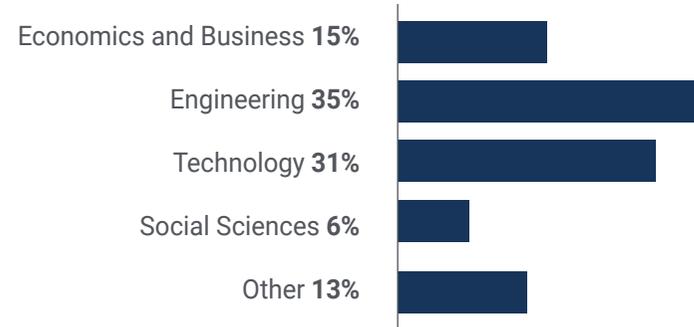
### Years of Experience

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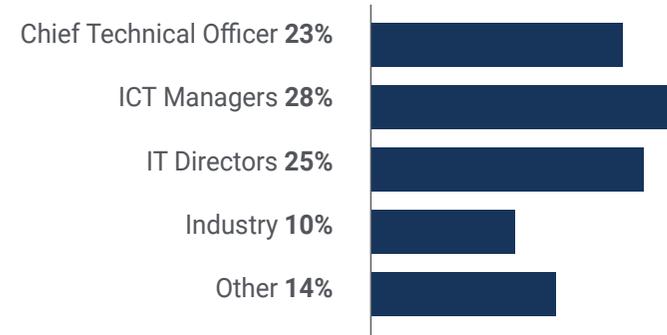
### Training

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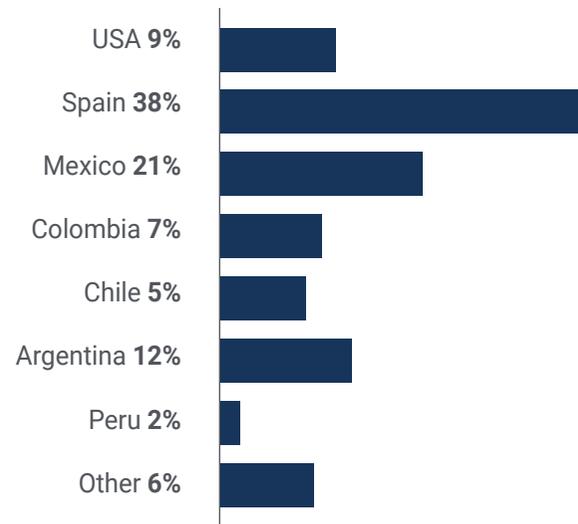
### Academic Profile

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## Geographical Distribution

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## Ramón Oviedo

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**New Product Launch Manager**

*"Studying this program has given me a great competitive advantage in my field. In fact, after finishing it, I was able to apply for an internal promotion in my business, and achieved the promotion in a short period of time. Undoubtedly, it has been the necessary opportunity to give my career that much-desired boost"*

08

# Course Management

TECH has professionals specialized in each area of knowledge, who contribute their work experience to this program. A multidisciplinary team with recognized prestige has joined forces to offer students all its knowledge in this field.



“

*Our teaching team who are experts in Launching and Industrialization of New Products, will help you to achieve success in your profession"*

## International Guest Director

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

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

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



## D. Gauthier, Rick

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- Regional IT Director - Amazon, Seattle
- Senior Program Manager at Amazon
- Vice President, Wimmer Solutions
- Senior Director of Productive Engineering Services at Microsoft
- Degree in Cybersecurity from Western Governors University
- Technical Certificate in Commercial Diving from Divers Institute of Technology
- B.S. in Environmental Studies from The Evergreen State College

“

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

## Management



### **Mr. Santana, Gustavo**

- Engineer General Manager of Multiconversión Roi Agency
- Consulting and implementation of digital strategies aimed at profitability.

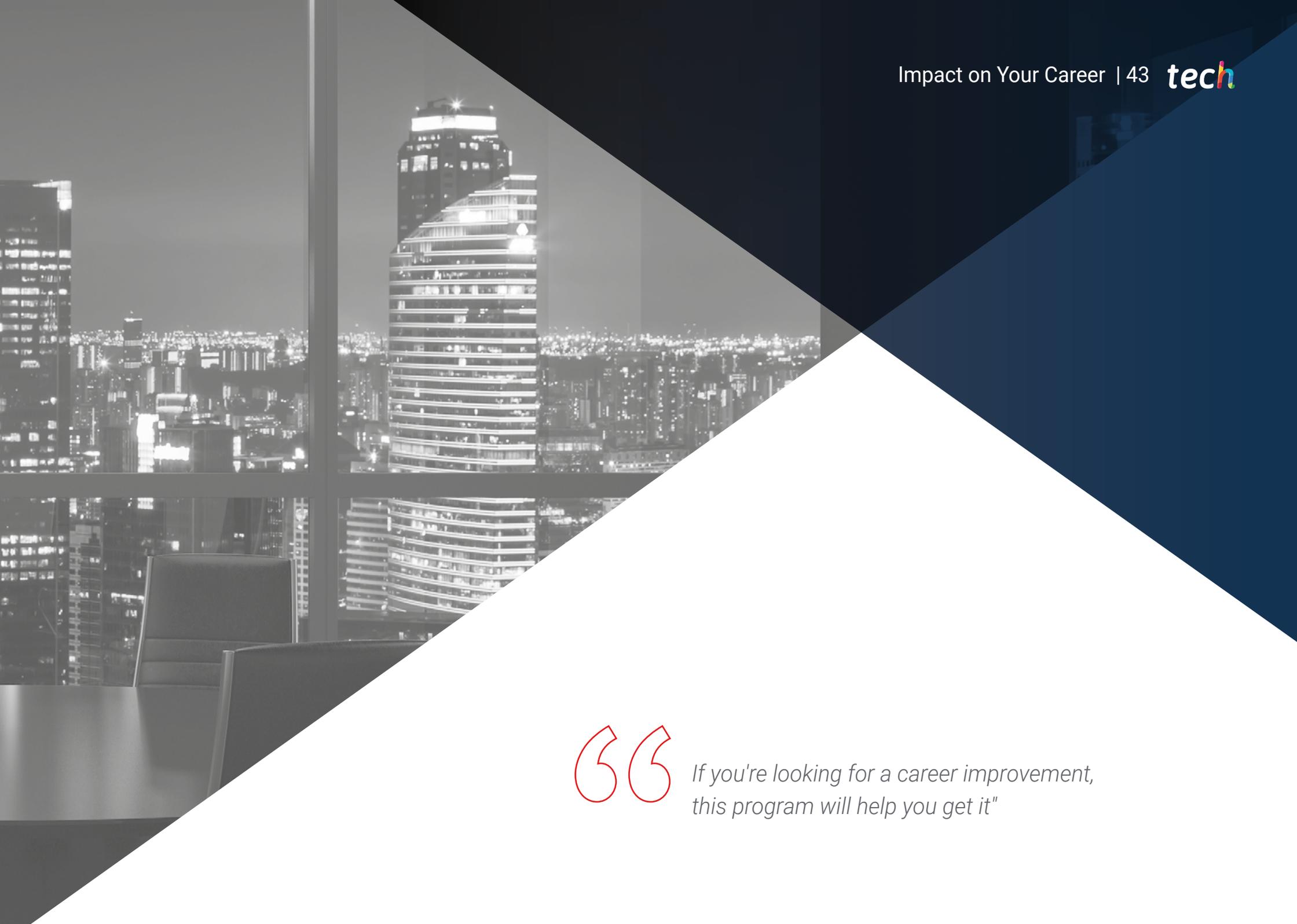


09

# Impact on Your Career

In order to achieve success at a professional level, it is necessary to make a considerable investment of time, effort and dedication, but you must also invest financially. The end result should be to reach that desired job position and, in order to achieve it, TECH provides all the academic material and resources that will undoubtedly be of great help to students. Therefore, completing the program will be the first step towards that desired job promotion.





“

*If you're looking for a career improvement,  
this program will help you get it"*

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

The Postgraduate Diploma in Launching and Industrialization of New Products of TECH Technological University is an intensive program that prepares students to face the challenges and business decisions at the technological level, both nationally and internationally. The main objective is to promote personal and professional growth, helping students achieve success.

A program that will be fundamental for the personal and professional growth of the students.

*Enter a more competitive job market where your training will make a difference*

*The completion of this program will lead you to professional excellence*

### When the change occurs



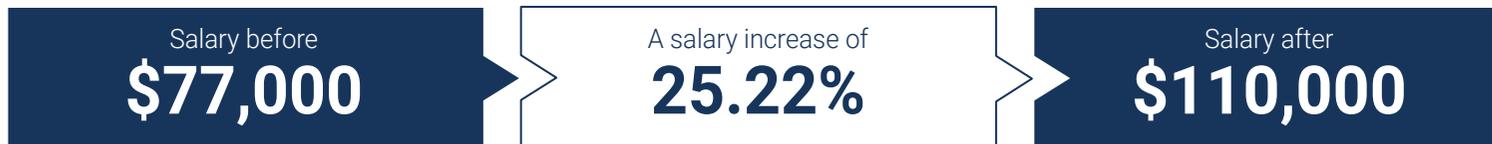
### Type of change



## Salary increase

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This program represents a salary increase of more than **25%** for our students.



10

# Benefits for Your Company

The Postgraduate Diploma in Launching and Industrialization of New Products is an intensive program aimed at improving the knowledge of business professionals, but it will also provide a competitive advantage for the businesses in which they work. In this way, they will be able to apply all the specific knowledge they will acquire during these months of studies to their daily work.





“

*It offers your business a global vision of the sector, achieving short- and long-term benefits"*

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

01

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

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

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02

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

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

03

### **Building Agents of Change**

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

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04

### **Increased International Expansion Possibilities**

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



05

### **Project Development**

The manager will be able to work on a real project or develop new projects in the field of R&D or Business Development of their company

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06

### **Increased Competitiveness**

This Postgraduate Diploma will equip professionals with the skills to take on new challenges and thus boost the organization's success

# 11

# Certificate

The Postgraduate Diploma in Launching and Industrialization of New Products 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 diploma without travel or laborious paperwork”*

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