

### List 1

- Acquiring technology embodied in objects (machinery, equipment, software) from other firms or organizations
- Acquiring IP rights that give ownership, exclusion rights or rights to use technical knowledge
- Modifying or adapting existing technology to the firm's specific needs
- Developing new technology in house

### List 2

- Engineering design, including technical specifications, tooling up and prototype construction
- Product design that determines the shape, color or pattern of objects, the interface between software and users, or the user experience of services
- Design thinking, which is a systematic methodology for approaching the design of a good, service or system

### List 3

- Divergent idea generation or brainstorming
- Techniques to develop an understanding of the customer experience, particularly ethnographic field research methods (observing how people use a product in real-world environments, developing an empathetic understanding of what users want in a product, etc.)
- Co-design or co-creation (involvement of potential users in generating design concepts)
- Prototyping and testing
- Feedback from sales or marketing personnel
- Evaluation of user-initiated reports of their experiences with a product (social media, online reviews and comments, etc.)
- Structured data collection (feedback forms, dedicated user surveys, focus groups)