

Appendix 1. Competency profiles: The degree the entrepreneurs possess different entrepreneurial competencies compared to the other entrepreneurs included in the study rated on a scale +/weak; ++/neutral; +++/strong

	Family/ non-family	Identification of market	Product innovation	Idea generation	Environmental scanning	Recognising opportunities	Formulating strategies	Primary drivers (Internal / External)	BM Innovation (Incremental / Radical)
Alpha	family	++	+	++	++	++	+++	E	Incremental Diversification of product range with services that make use of the existing resources, but are not linked to the products.
Beta	family	++	++	++	++	+	+++	E	Incremental Novel approach to capital investments
Gamma	family	+++	++	++	++	++	++	I	Incremental Innovation of internal processes for the use of technologies, which has implications on customer relations. Diversification to services that complement the products. Diversification of product portfolio to improve customer engagement.
Delta	non-family	+++	+++	+++	+++	++	+++	I	Radical Development of novel BM for internationally scalable operations. Innovative product that is sold as a service has created a new market
Epsilon	non-family	++	++	+++	+++	++	++	I	Radical Development of novel BM for internationally scalable operations
Zeeta	non-family	+++	++	+++	+++	+++	+++	I	Radical Diversification of established operations through utilization of novel production technologies. International technology partner as an investor.