

Table 1 – High-Tech Born Globals’ Relationships

		Basis of the relationship	Roots of relationship
Biotech	B1	Former colleague of CEO in his PhD. Strong scientific knowledge and experience in international projects	Non-business social
	B2	Professionals of the industry in Portugal	Non-business social
	B3	Pharmaceutical companies in Portugal	Planned network
	B4	Universities in Portugal with scientific knowledge	Non-Business social
	B5	Universities and research laboratories in Europe and USA where the CEO has worked for during his PhD	Business social
	B6	SME in USA and Holland known while the CEO was developing his PhD.	Non-business social
	B7	Pharmaceutical multinationals – marketing channel for the market	Planned network
	B8	Former colleague of CEO at an M. Sc. Program with scientific knowledge	Non-Business social
	B9	Venture capital	Business social
ICT	ICT 1	Scientific relationships of founders	Non-business social
	ICT 2	MediaLab (MIT) – sharing of scientific knowledge	Non-business social
	ICT 3	Vodafone – mobile service provider	Planned network
	ICT 4	Nokia – mobile phone supplier	Planned network
	ICT 5	Alcatel and Siemens - mobile phone supplier	Planned network
	ICT 6	Dutch SME – former colleague of CEO in Tennis National Teams	Non-business social
	ICT 7	International journalists known by an employee of the company	Business social
	ICT8	American multinationals in entertainment area	Business social
Software 1	S1 a	Alcatel	Business social
	S1 b	IBM	Business social
	S1 c	American journalist	Business social
	S1 d	Venture capitalists	Business social
	S1 e	Agents recruited in international trade fairs	Planned network
Software 2	S2 a	Scientific relationships of founders	Non-business social
	S2 b	Canadian company	Business social
	S2 c	NASA	Business social
	S2 d	Employee from a French company who have met the founders in scientific meetings	Non-business social
	S2 e	ESA	Business social
	S2 f	Former colleague of CEO at an M. Sc. programme	Non-business social

Table 2 – Main Functions of relevant relationships in high-tech born globals

			Resources			
Opportunity			Technological/Production	Financial	Marketing	Other
Biotech	B1	Assessing feasibility and their framing	Scientific knowledge		---	---
	B2	Assessing feasibility	---		New market contacts	---
	B3	Assessing feasibility	---		First sales	---
	B4	---	Technological platform and scientific knowledge		---	---
	B5	---	Scientific knowledge, new technological resources		New market contacts; knowledge of other markets	Scientific credibility
	B6	---	Scientific knowledge, new technological resources		Market knowledge	Credibility
	B7	---	---		International sales; new market contacts	Credibility
	B8	---	Scientific knowledge; organization of the operation within the firm		---	---
	B9	---			Injection of Capital	---
ICT	ICT1	Assessing ideas; framing the opportunity	Technological competences		New market contacts	Credibility
	ICT2	Assessing feasibility of opportunity	---		New market contacts	Credibility
	ICT3	Assessing the feasibility of new opportunities	Technological resources		International sales; new contacts; knowledge of other markets	Credibility
	ICT4	---	---		International sales	
	ICT5	---	Technological solutions		New market contacts	Credibility
	ICT6	---	New knowledge		International sales	Credibility
					New market contacts	
					Knowledge of Dutch market; New contacts	
	ICT7	---	---		International sales; new contacts	Credibility
ICT8	---	Technological knowledge			Credibility	
ICT9				Injection of Capital		
Software 1	S1 a	Pushing the development of opportunity; Assessing the feasibility of opportunity	---		International sales; new contacts	Credibility
	S1 b	---	---		International sales; new contacts	
		---	---		---	Credibility

	S1 c		---		New contacts	Increase visibility of the company
	S1 d	---	---		International sales; new contacts;	---
	S1 e		---		knowledge about the markets	---
Software 2	S2 a	Development of ideas; feasibility of opportunity	New technological knowledge	---		Credibility
	S2 b	Feasibility of opportunity	---		Sales	---
	S2 c	---	Development of new technological competences		Sales; knowledge of Aérospatiale industry; Access to new partners	Credibility
	S2 d	---	Development of new technologies and new knowledge		Access to new partners	---
	S2 e	---	---		Sales; knowledge of Aérospatiale industry	Credibility
	S2 f	---			Access to new partners Access to new market	---