

Tage Koed Madsen
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Educational background

1997 Dr.merc (Postdoctoral habilitation in marketing and international business)
1987 Lic.oecon (Ph.D.)
1983 Cand.merc (M.Sc. in Marketing)
1981 HDiO (Diploma in Organization Theory)
1976 HA (Bachelor in Business Administration)

Positions held

Since 1983 University of Southern Denmark (formerly Odense University) since 1992 as Professor of Marketing

2002-2017 Professor II, NTNU, Norwegian University of Sciences and Technology
2005-2010 Head of Department, Department of Marketing & Management
2003-2006 Vice chairman of The Danish Academy for Business Research (DEA)
2002 Visiting Scholar at Scancor, Stanford University, USA
1995-2002 Member of the Marketing Research Council (Afsætningsøkonomisk Forskningsråd)
1998-2001 Dean, The Social Sciences Faculty, Odense University/University of Southern Denmark
1998 Visiting Professor at University of Western Sydney Nepean, Sydney, Australia
1991-1998 Vice Director of MAPP (a research programme at the Aarhus Business School, Denmark)
1987-1995 Head of Department, Department of Marketing
1989-1992 Associate Dean, The Social Sciences Faculty, Odense University
1989-1991 Chairman of the International Committee at the Social Sciences Faculty
1984-1985 Visiting Scholar at University of Washington, Seattle, USA
1978-1982 Marketing Manager (H.J. Hansen Ltd., Odense)
1976-1978 Product Manager (Blumøller Ltd., Odense)

Academic Awards and Honours

2018 Award for Interactive and IT-based Teaching, Faculty of Business and Social Sciences at the University of Southern Denmark
2003 Ridder af Dannebrogordenen (Decorated Knight Order of Dannebrog)
1998 Dansk Erhvervslivs Pris for Afsætningsøkonomisk Forskning (Research Honour from the Danish Business Community)
1991 Teacher of the Year Award, Faculty of Business and Social Sciences at Odense University (first year this award was given)
1990 Statoils Forskningspris (Statoil's Research Award)
1989 Fyns Stiftstidendes Forskerpris (Fyns Stifttidende's Research Award)

Project Management Experience

2011-2017 Head of Research Group International Business & Entrepreneurship
2013-2015 Responsible for evaluating an applied scientific project financed by Industriens Fond
2003-2006 Responsible for the project "Emergence and Growth of Firms in Information Intensive and International Environments", sponsored by The Danish Social Sciences Research Council (seven researchers involved)
1998-2001 Responsible for the project "Sustainability and International Competitiveness in Danish Manufacturing Companies", associated with CeSaM, sponsored by Danish Strategic Environmental Research Program, II (four researchers involved)
1997-2000 Responsible for the project "Born Global Firms in Denmark", sponsored by the Danish Social Sciences Research Council (three researchers involved)
1991-1998 Vice Director of the MAPP research program, involving more than twenty researchers
1995-1997 Participant in the project "Small and Medium-sized Enterprises in Denmark", sponsored by The Danish Social Sciences Research Council (eight researchers involved; professor Børge Obel responsible)
1989-1992 Associate Dean
1989-1990 Participant in the project "Economic Effects on the Region of Funen of the Storebaelt Bridge", sponsored by Fyns Amt, Odense Kommune, and others (four researchers involved; professor Børge Obel responsible)
1988-1989 Responsible for project "Danish Exports Re-visited", sponsored by Danmarks Sparekasseforening (four

researchers involved)
1976-1982 Product manager and Marketing manager in industry

Scientific focus areas

- Export performance studies
- Internationalization processes
- International new ventures/Born globals

Student guidance (PhD students)

1990 Jan Møller Jensen: Familiens købsbeslutninger
1994 Per Servais: Internationale industrielle indkøb
2001 Erik Rasmussen: Internationaliseringsprocesser i hurtigt internationaliserede danske små og mellemstore virksomheder
2001 Thorbjørn Knudsen: The firm's environmental and competitive strategy
2009 René Lydiksen: Dynamic capabilities of International New Ventures: Toward a theory
2016 Gitte Rosenbaum: Internationalization of female entrepreneurs
2017 Mohammad Azari, Norwegian University of Science and Technology: Innovation and internationalization in SMEs
2020 Present Ann Elida Eide, Norwegian University of Science and Technology: The role of founding teams for International New Ventures
2020 Luciana Albuquerque Alves (SDU, but financed by Brazilian Research Council): internationalization of Brazilian and Danish entrepreneurial app companies

Societal Impact

Tage Koed Madsen had six years of management experience before pursuing an academic career. Throughout his employment at the university he has nurtured and widened his network to decision makers in the Danish society. He has represented the university in several business associations and has been vice director of the MAPP initiative at the Aarhus School of Business as well as The Think Tank DEA I Copenhagen. Tage Koed Madsen has for many years been the member of a group of CEOs for regional companies as part of his engagement in Danish Management Society.

Tage Koed Madsen's research has been used widely in the Danish business community as well as by governmental offices. Due to his extensive research about Born Global Firms he had several meetings with The Danish Trade Council which resulted in a dedicated export support program targeted at this type of small and medium-sized international companies. He has participated in numerous projects in collaboration with external partners, for example the Confederation of Danish Industry.

Finally, Tage Koed Madsen has held numerous speeches for business leaders as well as politicians, including several ministers in the Danish government.

Publications

Landskendte forbrugermærker fra Odense: jagten på loyale forbrugere

Madsen, T. K. & Strandskov, J., 17. Nov 2024, *Odensebogen 2025*. Johansen, H. C., Nevers, J., Ousager, S., Thomsen, J. & Wøllekær, J. (eds.). Byhistorisk Udvalg Odense, Vol. 34. p. 155-172 (Odensebogen (Year), Vol. 34).

Fyn - et erhvervsliv under forandring 1945-2020: Bind 1. Industriel vækst og masseforbrug 1945-1989

Madsen, T. K. & Strandskov, J., May 2024, Odense: Syddansk Universitetsforlag. 556 p.

Fyn - et erhvervsliv underforandring 1945-2020: Bind 2. Globalisering og transformation 1990-2020

Madsen, T. K. & Strandskov, J., May 2024, 1 ed. Odense: Syddansk Universitetsforlag. 587 p.

The competitiveness of internationalizing SME suppliers during and after COVID-19

Wang, Y. & Madsen, T. K., Apr 2022, *Small and medium sized enterprises and the COVID-19 response: Global Perspectives on Entrepreneurial Crisis Management*. Etamad, H. (ed.). Edward Elgar Publishing, p. 306-322

Linking partnering success factors to project performance - Findings from two nation-wide surveys

Nevstad, K., Madsen, T. K., Eskerod, P., Aarseth, W. K., Karlsen, A. S. T. & Andersen, B., Dec 2021, In: *Project Leadership and Society*. 2, p. 100009 10 p.

Who Takes The Lead? How Roles And Importance Of Organizational Actors Change Throughout The Early Life Cycle Of A Cluster

Andersen, K. V., Rasmussen, E. S. & Madsen, T. K., 14. Sept 2021, *International CINet Conference: 22nd CINet Conference*. Continuous Innovation Network, 14 p.

Perceived export performance: A contingent measurement approach

Rose, E. L., Koed Madsen, T. & Sadeghi, A., Sept 2021, In: *Journal of International Marketing*. 29, 3, p. 63-84

The nature of service characteristics and their impact on internationalization: A multiple case study of born global firms

Taylor, M., Jack, R., Madsen, T. & Alam, M. A., Aug 2021, In: *Journal of Business Research*. 132, p. 517-529

Entrepreneurial exporters

Hannibal, M. & Madsen, T. K., 2021, *World Encyclopedia of Entrepreneurship*. Dana, L.-P. (ed.). 2. ed. Edward Elgar Publishing, p. 130-138

Growth aspirations in SMEs: managerial determinants and organizational outcomes

Eide, A. E., Moen, Ø., Madsen, T. K. & Azari, M. J., 2021, In: *Journal of Small Business and Enterprise Development*. 28, 4, p. 640-665

Top management teams and the internationalization of SMEs: the importance of team composition and strategic orientations

Eide, A. E. & Madsen, T. K., 2021, *Entrepreneurial internationalization in an increasingly digitized and networked world economy*. Etemad, H., Evers, N. & Kock, S. (eds.). Cheltenham: Edward Elgar Publishing, p. 32-56 (The McGill International Entrepreneurship Series).

Antecedents to differentiation strategy in the exporting SME

Knight, G., Moen, O. & Madsen, T. K., Dec 2020, In: *International Business Review*. 29, 6, 14 p., 101740.

Ledelsesmæssige udfordringer ved at "piggybacke" ud på de internationale markeder

Rosenbaum, S. M., Madsen, T. K. & Johannning, H., 3. May 2019, In: *Børsen*.

Managing the challenges of piggybacking into international markets

Rosenbaum, S. M., Madsen, T. K. & Johannning, H., 2019, In: *International Marketing Review*. 36, 1, p. 56-73 18 p.

Success factors in global project management: A study of practices in organizational support and the effects on cost and schedule

Fossum, K. R., Binder, J. C., Madsen, T. K., Aarseth, W. & Andersen, B., 2019, In: *International Journal of Managing Projects in Business*. 13, 1, p. 128-152 24 p.

Nye veje til eksport

Rosenbaum, G. O., Madsen, T. K. & Strandskov, J., 4. Apr 2018, 26 p.

Managerial assessments of export performance: What do they reflect?

Madsen, T. K. & Moen, Ø., 1. Apr 2018, In: *International Business Review*. 27, 2, p. 380-388

The Roles of INVs and Their Agents in the Organization of Marketing Tasks

Madsen, T. K. & Rosenbaum, G. O., 2018, *Advances in Global Marketing: A Research Anthology*. Leonidou, L. C., Katsikeas, C. S., Samiee, S. & Aykol, B. (eds.). Cham: Springer, p. 79-97

Antecedent and outcomes of innovation-based growth strategies for exporting SMEs

Azari, M. J., Madsen, T. K. & Moen, Ø., 2017, In: *Journal of Small Business and Enterprise Development*. 24, 4, p. 733-752

Top Management Teams and the Internationalization of SMEs: The importance of size, experience and diversity
Eide, A. E. & Madsen, T. K., 2017. 23 p.

International SMEs and the Liability of Foreignness: What distinguishes the Top Performing Firms?
Knight, G., Moen, Ø. & Madsen, T. K., 2. Dec 2016. 15 p.

Når modsætninger mødes: Om samarbejde og konflikt på samfundsvidenskab efter fusionen
Madsen, T. K., 12. Sept 2016, *En Verden af Viden: Syddansk Universitet 1966-2016*. Nevers, J. (ed.). Odense: Syddansk Universitetsforlag, p. 225-242 (University of Southern Denmark Studies in History and Social Sciences, Vol. 527).

International SMEs and the liability of foreignness: what distinguishes the top performing firms?
Knight, G., Moen, Ø. & Madsen, T. K., 2016, *Proceedings of the 42nd Annual Conference of the European International Business Academy (EIBA): "Liabilities of foreignness versus the value of diversity"*. Puck, J., Lindner, T. & Putzhammer, M. (eds.). Vienna, Austria, p. 74

The Identity of Ownership on Firm Internationalization
Strandskov, J., Madsen, T. K. & Pedersen, B., 2016, *Proceedings of the 58th Annual Meeting of the Academy of International Business: The Locus of Global Innovation*. The Academy of International Business (AIB)

Evaluering af projektet "Netværkskonsortier inden for aluminium samt metal- og maskinindustrien rettet mod Tyskland"
Madsen, T. K., 28. Feb 2015, København: Dansk Industri. 46 p.

The Market Orientation of Domestic and International New Ventures
Madsen, T. K., Sørensen, H. E. & Torres-Ortega, R., 2015, *Entrepreneurship in International Marketing*. Emerald Group Publishing, Vol. 25. p. 21-44 (Advances in International Marketing, Vol. 25).

Internationalization processes of professional service firms
Madsen, T. K., 2014, *Research Handbook on Export Marketing*. Julian, C. C. (ed.). Edward Elgar Publishing, p. 132-144

Managerial Assessments of Export Performance: A valid measure?
Madsen, T. K. & Moen, Ø., 2014. 25 p.

Organisering og ledelse af multipartnerprojekter: En undersøgelse blandt rådgivende ingeniører
Aagaard, A., Eskerod, P., Hannibal, M., Madsen, J. K., Madsen, T. K., Petersen, B. & Rosenbaum, S. M., 2014, *Vækst & Forretningsudvikling: Håndbogen*. Søndergaard, N. & Ahrengot, N. (eds.). København: Børsens Forlag, Vol. 5.. p. 329-340

Current Issues in International Entrepreneurship
Etemad, H. (Editor), Madsen, T. K. (Editor), Rasmussen, E. S. (Editor) & Servais, P. (Editor), 1. Nov 2013, 1. ed. Cheltenham, UK: Edward Elgar Publishing. 369 p. (The McGill International Entrepreneurship Series).

Collaboration and performance in Multi-Partner Projects: The case of engineering consultancies. Research methodology
Aagaard, A., Eskerod, P., Hannibal, M., Madsen, J. K., Madsen, T. K., Petersen, B. & Rosenbaum, S. M., Feb 2013, Odense: Syddansk Universitet, Institut for Marketing & Management, p. 1-73, 73 p. (Working papers in marketing & management).

Conclusion: international entrepreneurship - learning points and implications
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Early and rapidly internationalizing ventures: Similarities and differences between classifications based on the original International New Venture and Born Global literatures
Madsen, T. K., 2013, In: *Journal of International Entrepreneurship*. 11, 1, p. 65-79

Introduction: the emergence of international entrepreneurship (IE) and its agents - selected issues

Etemad, H., Madsen, T. K., Rasmussen, E. S. & Servais, P., 2013, *Current Issues in International Entrepreneurship: The McGill International Entrepreneurship Series*. Etemad, H., Madsen, T. K., Rasmussen, E. S. & Servais, P. (eds.). 1. ed. Cheltenham, UK: Edward Elgar Publishing, Vol. 5.. p. 1-10

Market orientation in exporting firms

Madsen, T. K., 2013, *Marketing, Food and the Consumer*. Scholderer, J. & Brunso, K. (eds.). Essex: Pearson Longman, p. 99-110 12 p.

New ventures in an emerging industry: Access to and use of international resources

Bjergum, Ø., Moen, Ø. & Madsen, T. K., 2013, In: *International Journal of Entrepreneurship and Small Business*. 20, 2, p. 233-253

Introduction and Overview: International Entrepreneurship and SME Internationalisation

Madsen, T. K., Kraus, S. & O'Dwyer, M., 2012, In: *International Journal of Entrepreneurship and Small Business*. 15, 2, p. 131-135 5 p.

Modes of foreign entry for professional service firms in multi-partner projects

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On the foundation and early development of domestic and international new ventures

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Rapidly internationalizing ventures: how definitions can bridge the gap across contexts

Cesinger, B., Fink, M., Madsen, T. K. & Kraus, S., 2012, In: *Management Decision*. 50, 10, p. 1816-1842 27 p.

Strategic orientations and export market success of manufacturing firms: The role of market portfolio diversity

Sørensen, H. E. & Madsen, T. K., 2012, In: *International Marketing Review*. 29, 4, p. 424-441

The role of independent intermediaries. The case of small and medium-sized exporters

Madsen, T. K., Moen, Ø. & Hammervold, R., 2012, In: *International Business Review*. 21, p. 535-546 12 p.

Udfordringer for dansk eksport

Madsen, T. K., 17. Aug 2010, In: *Fyens Stiftstidende. Business Syd*, p. 28 1 p.

Internationalization of Danish SMEs

Servais, P., Rasmussen, E. S., Nielsen, B. B. & Madsen, T. K., 2010, *Handbook Of Research On European Business And Entrepreneurship: Towards a Theory of Internationalization*. Dana, L.-P., Welpel, I. M., Han, M. & Rattan, V. (eds.). 2 ed. Cheltenham, UK: Edward Elgar Publishing, p. 171-184 15 p.

The role of innovative and entrepreneurial behavior in internationalization processes

Madsen, T. K. & Aspelund, A., 1. Mar 2009, In: *Advances in International Marketing*. 20, p. 155-176 22 p.

Innovasjon og Entreprenørskap i Bedrifters Internasjonalisering

Madsen, T. K., Aspelund, A. & Moen, Ø., 2009, *Teknologibasert Entreprenørskap i Norge*. Aspelund, A., Moen, Ø., Sætre, A. S., Sørheim, R. & Widding, Ø. (eds.). Trondheim: TAPIR Akademisk Forlag, p. 125-142 18 p.

Marketing: En introduktion

Freytag, P. V., Jensen, J. M., Jørgensen, N. & Madsen, T. K., 2009, 4. ed. Odense: Syddansk Universitetsforlag. 328 p.

The international entrepreneur: entrepreneurial orientation of local and global firms

Rasmussen, E. S., Madsen, T. K. & Servais, P., 2009, *Internationalization, Entrepreneurship and the Smaller Firm: Evidence from Around the World*. Jones, M. V., Dimitratos, P., Fletcher, M. & Young, S. (eds.). 1 ed. Cheltenham, UK: Edward Elgar Publishing, p. 150-165 15 p.

Udfordringer for dansk eksport

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Nye udfordringer i international markedsføring

Madsen, T. K., 2. Sept 2008, In: *Fyens Stiftstidende*. p. 54-55 2 p.

Forskning og samfund

Madsen, T. K. & Gjødesen, T., 2008, In: *Fyens Stiftstidende*.

Odenseanske virksomheders profil, vilkår og synspunkter

Madsen, T. K. & Jensen, J. M., 2008, Odense: Udviklingsforum Odense. 77 p.

The importance of the internet in international business-to-business markets

Madsen, T. K., Moen, Ø. & Aspelund, A., 2008, In: *International Marketing Review*. 25, 5, p. 487-503 16 p.

The Internationalization of Born Globals: An Evolutionary Process?

Madsen, T. K. & Servais, P., 2008, *International Marketing: Modern and Classic Papers*. Paliwoda, S. J. & Ryans, J. K. (eds.). Cheltenham, UK: Edward Elgar Publishing, Vol. 1. p. 397-419 22 p.

The prevalence and characteristics of domestic and international new ventures

Madsen, T. K., Rasmussen, E. S. & Servais, P., 2008, *34th EIBA Annual Conference Proceedings: International Business and the Catching-up Economies: Challenges and Opportunities*. Vissak, T. (ed.). Majandusteaduskond, p. Session 2-1 C 36 p.

A review of the foundation, international marketing strategies, and performance of international new ventures

Madsen, T. K., Aspelund, A. & Moen, Ø., 2007, In: *European Journal of Marketing*. 41, 11/12, p. 1423-1448 25 p.

Rekruttering- og opkvalificeringsprojekt for Danish Crown i Esbjerg

Hannibal, M., Eriksen, A. & Madsen, T. K., 2007, Syddansk Universitet. Institut for Marketing og Management.

The Founding Years of the International New Venture

Rasmussen, E. S., Servais, P. & Madsen, T. K., 2007, *ICSB 2007, Conference Proceedings*. Forlag uden navn

The Internationalization of Born Globals: An Evolutionary Process?

Madsen, T. K. & Servais, P., 2007, *International Entrepreneurship*. Oviatt, B. M. & McDougall, P. P. (eds.). Cheltenham, UK & Northampton, USA: AAAI Press, p. 71-93 18 p.

Effektiv styring af internationale marketingkanaler. En udfordring for den lille og mellemstore virksomhed

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Brug af IKT i markedskommunikation

Madsen, T. K., Rasmussen, E. S. & Servais, P., 2006, Danmarks Erhvervsforskningsakademi. 32 p.

Muligheder for vækst i dansk eksport

Madsen, T. K., Rasmussen, E. S., Servais, P., Sørensen, H. E. & Cederquist, N., 2006, *Danmarks Eksportråd*. København: Danmarks Eksportråd, p. -

Small Manufacturing Firms' Involvement in International E-business Activities

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Iværksætternes betydning for internationalisering af en virksomhed

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Jensen, J. M., Freytag, P. V., Jørgensen, N. & Madsen, T. K., 2005, Syddansk Universitetsforlag.

An inquiry into born-global firms in Europe and the USA

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Global Entrepreneurship Monitor Denmark. Danske iværksættere i den globale økonomi

Bager, T. E., Hancock, M. & Madsen, T. K., 2004, København: Børsens Forlag.

Market Strategy of Firms in Global Environments: Research Methodology

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International New Ventures: A New Organizational Form?

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The Internationalisation of Born Globals: An Evolutionary Process?

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International Market Strategies in Small and Medium-Sized Enterprises

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Improving the firm's environmental conduct: a source of competitive advantage?

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Små og mellemstore fremstillingsvirksomheders markedsmæssige position og udvikling

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The local and the global: Exploring traits of homogeneity and heterogeneity in european food cultures

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Miljørigtig adfærd i virksomheder - en kilde til konkurrencemæssige fordele?

Madsen, T. K. & Knudsen, T., 1997, In: Ledelse & Erhvervsøkonomi. 3, p. 189-210 21 p.

The Internationalization of Born Globals: An Evolutionary Process?

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Introduction: Export and Internationalization Research - Enrichment and Challenges

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A Contingency Approach to Export Performance Research

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Virksomhedens internationalisering: Teoretiske perspektiver

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