

Contact data

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Aarhus BSS, Aarhus University, Fuglesangs Allé 4, DK-8210 Aarhus V,
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Education

2004: PhD from the Aarhus School of Business
1997: MSc in International Business and language from the Aarhus School of Business
1994: MA in European Political Economy from University of Hull, UK

Work experience

Fall 2016: Visiting scholar at SMI and TIM, ETH, Zürich, Switzerland.
Fall 2009: Visiting scholar at SCANCOR, Stanford University, CA, United States.
2007-: Associate professor in Innovation Management at the Department of Management, Aarhus BSS, AU.
2004-2007: Assistant professor at Department of Marketing and Statistics, Aarhus School of Business, University of Aarhus (incl. 2 months of parental leave).
2003-2004: Researcher at MAPP, Department of Marketing, Aarhus School of Business.
1999-2003: PhD-student at MAPP, Department of Marketing, Aarhus School of Business (incl. 8 months of maternity leave).
1996-1999: Research assistant at MAPP, Department of Marketing, Aarhus School of Business (incl. 7 1/2 months of maternity leave).

Recent research projects

The InSPIRe Industry-Research Brokering Community. Horizontal project under the 'Danish Industry-University Partnership for Innovation and Research in Food Science' funded by the Danish Council for Technology and Innovation (2011-2015).
The governance and design of innovation communities. Strategic research alliance between DTU, AU and Wirtschaftsuniversität Wien funded by the Danish Strategic Research Council (2010-2014).
Open innovation in small and medium-sized enterprises. Project funded by the Danish Council for Independent Research in Social Science (2009-2010).

PhD supervision

Pradeep Dikavaran (2009-2011), Berit Kamp (2010-2014), Co-supervisor for Michela Beretta (2012-2015), Cita Utami (2015-)

Current teaching responsibilities

Coordinator for the Innovation Management MSc, profile responsible for the Bachelor profile in Innovation & Entrepreneurship, course responsible for the Innovation Challenge on the MSc in Innovation Management, course responsible for the MBA elective course on Innovation Management, Supervision at the BA, MSc and MBA level.

Publications

Helle Alsted Søndergaard/publications

Publikationer

Danish Innovation Index 2024 Annual Report

Jacobsen, L., Frank, D.-A. & Søndergaard, H. A., feb. 2025, Aarhus: Danish Innovation Index. 12 s.

From diversity to distinction: Exploring the role of diversity and inclusion related to consumer perceptions of company innovativeness and attractiveness

Jacobsen, L., Frank, D.-A., Søndergaard, H. A. & Peschel, A. O., feb. 2025, I: Journal of Business Research. 189, s. 115-184 115184.

Danish Innovation Index 2023 Annual Report

Jacobsen, L., Frank, D.-A. & Søndergaard, H. A., mar. 2024, Aarhus: Danish Innovation Index. 12 s.

Extending the Use of Crowds for Innovation? Fund It Yourself!

Frederiksen, L., Smith, P., Bergenholtz, C., Hilbolling, S., Beretta, M., Vuculescu, O., Zaggl, M. & Søndergaard, H. A., 22 feb. 2024, *The Oxford Handbook of Open Innovation*. Chesbrough, H., Radziwon, A., Vanhaverbeke, W. & West, J. (red.). Oxford: Oxford University Press, s. 357-370 14 s.

In companies we trust: consumer adoption of artificial intelligence services and the role of trust in companies and AI autonomy

Frank, D.-A., Jacobsen, L., Søndergaard, H. A. & Otterbring, T., dec. 2023, I: Information Technology & People. 36, 8, s. 155-173 19 s.

Danish Innovation Index 2022 Annual Report

Jacobsen, L., Frank, D.-A. & Søndergaard, H. A., mar. 2023, Aarhus: Danish Innovation Index. 12 s.

Co-evolvement of Start-up Maturation and Design Thinking in a Longitudinal Study of Healthcare Innovation

Søndergaard, H. A. & Biskjaer, M. M., 2022. 27 s.

Danish Innovation Index 2021 Annual Report

Jacobsen, L., Frank, D.-A. & Søndergaard, H. A., 2022, Aarhus: Danish Innovation Index.

In Companies We Trust: Consumer Adoption of Artificial Intelligence Services and the Role of Company Trust and AI Autonomy

Frank, D.-A., Jacobsen, L. & Søndergaard, H. A., 2022.

The value priorities of consumer innovators

Søndergaard, H. A. & Thøgersen, J., okt. 2021, I: Science and Public Policy. 48, 5, s. 679-696 18 s.

Employee behaviours beyond innovators in internal crowdsourcing: What do employees do in internal crowdsourcing, if not innovating, and why?

Beretta, M. & Søndergaard, H. A., sep. 2021, I: Creativity and Innovation Management. 30, 3, s. 542-562 21 s.

Design Thinking Principles as Drivers for Maturation in the Early Phases of the Entrepreneurial Management Process

Søndergaard, H. A. & Biskjaer, M. M., jun. 2021.

The Catch-22 in Strategizing for Radical Innovation

Søndergaard, H. A., Knudsen, M. P. & Laugesen, N. S., mar. 2021, I: Technology Innovation Management Review. 11, 3, s. 4-16 13 s.

Collaborative Innovation as an Occasion for User Reflection: The Meaning of Relational Tactics

Søndergaard, H. A., Linneberg, M. S. & Utami, C., 2020.

When relational tactics in collaborative innovation foster change through user self-reflection

Søndergaard, H. A., Linneberg, M. S. & Utami, C., 2020. 9 s.

What are the value priorities of consumer innovators?

Søndergaard, H. A. & Thøgersen, J., 7 jul. 2019.

Employee Engagement in Virtual Semiformal Initiatives: An Investigation of Ideation Platforms

Søndergaard, H. A. & Beretta, M., 9 jun. 2018, I: Academy of Management Proceedings. 2018, 1

Which values motivate consumers to innovate?

Søndergaard, H. A. & Thøgersen, J., 2018. 22 s.

The Role of Employee Autonomy for Open Innovation Performance

Burcharth, A., Knudsen, M. P. & Søndergaard, H. A., nov. 2017, I: Business Process Management Journal. 23, 6, s. 1245-1269 26 s.

HOW MARGINAL AND ACTIVE EMPLOYEES CONTRIBUTE TO VIRTUAL SEMIFORMAL INNOVATION INITIATIVES

Beretta, M. & Søndergaard, H. A., 10 sep. 2017.

Organizational solution providers in open innovation platforms – search as open strategy
Søndergaard, H. A., 6 jul. 2017.

Pre-launch Prediction of Market Performance for Short Lifecycle Products Using Online Community Data
Divakaran, P. K. P., Palmer, A., Søndergaard, H. A. & Matkovskyy, R., 2017, I: *Journal of Interactive Marketing*. 38, s. 12-28 17 s.

Online University-Industry Collaboration: Underlying drivers influencing academics and industrial professionals' likelihood to engage in online, community-based problem solving
Søndergaard, H. A., Bergenholtz, C. & Juhl, H. J., jun. 2015. 28 s.

University-Industry Collaboration: Drivers and Barriers for going Online
Søndergaard, H. A., Bergenholtz, C. & Juhl, H. J., 2015.

Business Models for Local Foods: Finding a Way to the Market
Esbjerg, L., Pedersen, M., Pederson, R., Kristensen, N. H., Borup-Jørgensen, C. & Søndergaard, H. A., 2014, *International Food Marketing Research Symposium: Conference proceedings 2014*. Institute of Food Products Marketing, 17 s.

Improving internal communication between marketing and technology functions for successful new food product development
Jacobsen, L., Grunert, K. G., Søndergaard, H. A., Steenbekkers, B., Dekker, M. & Lähteenmäki, L., 2014, I: *Trends in Food Science & Technology*. 37, 2, s. 106-114 9 s.

Neither invented nor shared here: The impact and management of attitudes for the adoption of open innovation practices
Burcharth, A. L. D. A., Knudsen, M. P. & Søndergaard, H. A., 2014, I: *Technovation*. 34, 3, s. 149-161

Sources of innovation, their combinations and strengths – benefits at the NPD project level
Tranekjer, T. L. & Søndergaard, H. A., 2013, I: *International Journal of Technology Management*. 61, 3/4, s. 205-236 32 s.

The role of internal coupling activities in explaining the effectiveness of open innovation
Burcharth, A. L. D. A., Knudsen, M. P. & Søndergaard, H. A., 2013, I: *Academy of Management Proceedings*. 2013, 1, 40 s., 15991.

Using internal coupling activities to enhance the effectiveness of open innovation
Burcharth, A. L. D. A., Knudsen, M. P. & Søndergaard, H. A., 2013. 36 s.

Diffusion of open innovation practices in Danish SMEs
Esbjerg, L., Knudsen, M. P. & Søndergaard, H. A., sep. 2012, I: *Ledelse og Erhvervsøkonomi*. 77, 2, s. 27-39 13 s.

Resistance to receiving and sharing knowledge: How attitudes prevent the adoption of open innovation and how they may be avoided
Burcharth, A. L. D. A., Knudsen, M. P. & Søndergaard, H. A., jun. 2012.

Gaining performance by linking open innovation practices and internal activities
Burcharth, A. L. D. A., Knudsen, M. P. & Søndergaard, H. A., 2012.

Neither invented nor shared here: How attitudes prevent the adoption of open innovation practices
Burcharth, A. L. D. A., Knudsen, M. P. & Søndergaard, H. A., 2012.

Neither invented nor shared here: How attitudes prevent the adoption of open innovation practices
Burcharth, A. L. D. A., Knudsen, M. P. & Søndergaard, H. A., 2012.

What does it take to benefit from open innovation? The role of external relations and internal activities for innovation performance.

Burcharth, A. L. D. A., Knudsen, M. P. & Søndergaard, H. A., 2012.

Identifying organisational barriers to open innovation – the case of knowledge sharing capabilities

Burcharth, A. L. D. A., Søndergaard, H. A. & Knudsen, M. P., 2011.

Neither invented nor shared here: The role of attitudes in the adoption of open innovation practices

Burcharth, A. L. D. A., Knudsen, M. P. & Søndergaard, H. A., 2011.

Open innovation practices and implementation barriers: Unwillingness to receive and share knowledge

Burcharth, A. L. L. D. A., Søndergaard, H. A. & Knudsen, M. P., 2011. 8 s.

The influence of attitudes to knowledge in the implementation of open innovation strategies

Burcharth, A. L. L. D. A. & Søndergaard, H. A., 2011. 8 s.

The state of open innovation practices in Danish SME's

Søndergaard, H. A., Esbjerg, L. & Knudsen, M. P., 2011.

Video interviewing as a learning resource

Hedemann, L. & Søndergaard, H. A., 2011, I: International Academy of Business and Public Administration Disciplines. Conference Proceedings. 8, 1, s. 789 792 s.

Advancing a holistic approach to openness: The role of external and internal spheres

Søndergaard, H. A. & Araújo, A. L. L. D., 2010.

Lead user identification in online communities

Ormrod, R. P. & Søndergaard, H. A., 2009. 8 s.

Network characteristics and open innovation in SMEs

Pedersen, M., Søndergaard, H. A. & Esbjerg, L., 2009. 10 s.

The effect of innovation competence on the choice of information elements in a simulated NPD process

Søndergaard, H. A. & Juhl, H. J., 2009. 10 s.

Consumer research in product design: Market-oriented development of healthy vegetable-based food for children

Søndergaard, H. A. & Edelenbos, M., 2008, *Case Studies in Food Product Development*. Earle, M. & Earle, R. (red.). Cambridge: British Welding Research Association, s. 301-316 16 s.

Ground-breaking virtual research in product development

Søndergaard, H. A., Jespersen, K. R. & Buck, N., 2008, *Annual Report 2006-2007*. Poulsen, L. V. & Stacey, J. (red.). Aarhus: Aarhus School of Business, Aarhus University, MAPP Centre, s. 12-13 2 s.

NPD gate decision criteria: A consequence of strategic orientation or decision-maker expertise

Søndergaard, H. A. & Jespersen, K. R., 2008. 30 s.

Teaching MBA students using a NPD process simulation

Søndergaard, H. A., 2008. 8 s.

Consumer research in product design - market-oriented development of healthy vegetable-based food for children

Søndergaard, H. A. & Edelenbos, M., dec. 2007, *Case Studies in Food Product Development*. Elsevier Ltd., s. 301-316 16 s.

Consumer attitudes towards novel enzyme technologies in food processing

Søndergaard, H. A., Grunert, K. G. & Scholderer, J., 2007, *Novel Enzyme Technology for Food Applications*. Rastall, R. (red.). Cambridge: British Welding Research Association, s. 85-97 13 s.

Exploring the link between strategy and decision criteria in NPD

Søndergaard, H. A. & Jespersen, K. R., 2007. 12 s.

'JA' til enzymer i fødevarer - såfremt smag og konsistens forbedres

Søndergaard, H. A., 2007, *LMC Årsberetning 2006*. Jessen, B. (red.). Levnedsmiddelcentret, s. 19 1 s.

Readiness for the next generation of information competence in new product development

Jespersen, K. R. & Søndergaard, H. A., 2007, *Ikke angivet*. The European Institute for Advanced Studies in Management, 12 s.

Using market information in product development

Søndergaard, H. A. & Harmsen, H., 2007, I: *Journal of Consumer Marketing*. 24, 4, s. 194-201 8 s.

What parents prefer and children like: Investigating choice of vegetable-based food for children

Søndergaard, H. A. & Edelenbos, M., 2007, I: *Food Quality and Preference*. 18, 7, s. 949-962 14 s.

Affect and technology acceptance: A test of two mechanisms

Scholderer, J., Grunert, K. G. & Søndergaard, H. A., 2006.

Forbrugerholdninger til enzymer i fødevarer

Søndergaard, H. A. & Jørgensen, B., 2006, I: *Plus Proces*. 20, 11, s. 12 1 s.

Learning to love what we despise: Experiential re-evaluation of stigmatised technologies

Scholderer, J., Grunert, K. G. & Søndergaard, H. A., 2006.

Two birds with one stone: Improving the quality of market information and inter-functional integration during product development by applying a means-end-chain approach

Søndergaard, H. A. & Harmsen, H., 2006. 8 s.

Børn og grønsager

Edelenbos, M., Kidmose, U. & Søndergaard, H. A., 2005, I: *Frugt og Grønt*. 9, s. 356-357

Consumer attitudes to enzymes in food production

Søndergaard, H. A., Grunert, K. G. & Scholderer, J., 2005, I: *Trends in Food Science & Technology*. 16, 10, s. 466-474

Grønsager serveret på en 'børnevenlig' måde

Edelenbos, M., Kidmose, U. & Søndergaard, H. A., 2005, I: *Frugt og Grønt*. 10, s. 402-403

Market-oriented new product development: How can a means-end chain approach affect the process?

Søndergaard, H. A., 2005, I: *European Journal of Innovation Management*. 8, 1, s. 79-90 12 s.

Skolemad og grøntsager

Edelenbos, M. & Søndergaard, H. A., 2005, I: *Nyt fra Levnedsmiddelcentret*. 1

Two birds with one stone: Improving the quality of market information and inter-functional integration during product development by applying a means-end-chain approach

Søndergaard, H. A., 2005, *Ikke angivet*. Aarhus School of Business, Aarhus University, Department of Marketing and Statistics

What do they tell us? Descriptive and consumer evaluation of structure engineered food products

Søndergaard, H. A., Møller, S., Grunert, K. G., Degn, P. & Alho-Lehto, P., 2005.

How can we know what we like when we don't understand it? Consumer attitude formation towards complex technical issues

Grunert, K. G., Søndergaard, H. A. & Scholderer, J., 2004.

Trade-offs in the formation of consumer purchase intentions with regard to complex genetically modified products

Bredahl, L., Søndergaard, H. A., Grunert, K. G. & Scholderer, J., 2004, *Ikke angivet*. Australian Scholarly Publishing

Børn, unge og grøntsager

Stacey, J. & Søndergaard, H. A., 2003, I: Food Market Norden. 9, 3, s. 14-15

Markedsorienteret produktudvikling med en means-end chain tilgang

Søndergaard, H. A., 2003, Århus: Handelshøjskolen i Århus, MAPP Centeret. 283 s. (Ph.d.-afhandling; Nr. 2003:14).

Market oriented new product development: How can a means-end chain approach affect the process?

Søndergaard, H. A., 2003. 13 s.

Consumer oriented development of new products in the food industry: Application of means-end chains and the use of laddering data (Poster)

Søndergaard, H. A., 2002.

Anvendelse af means-end-tilgangen i produktudvikling. Ph.d-projekt

Søndergaard, H. A., 2001, I: Facts. 15, s. 9

Applying the means-end chain concept to product development

Søndergaard, H. A., 2001.

Applying the means-end chain concept to product development

Søndergaard, H. A., 2001.

Children and teenagers as judges of taste

Stacey, J. & Søndergaard, H. A., 2001, *Årsberetning*. Århus: Aarhus School of Business, MAPP Centre, s. 10

Forbrugerholdninger til bæredygtigt fiskeri og økologisk fisk

Søndergaard, H. A., Grunert, K. G. & Olsen, S. O., 1998, Århus: Handelshøjskolen i Århus, MAPP Centeret.

Aktiviteter

Advancing a holistic approach to openness: The role of external and internal spheres

Søndergaard, H. A. (Foredragsholder)

11 maj 2010

Approaching a more holistic view of openness in innovation - Fertilizing openness with network theory and organisational learning

Søndergaard, H. A. (Foredragsholder)

20 nov. 2009

Bedømmelsesudvalg ph.d.

Søndergaard, H. A. (Formand)

aug. 2013 → nov. 2013

Bedømmelsesudvalg ph.d.

Søndergaard, H. A. (Medlem)
2010 → ...

Bedømmelsesudvalg ph.d.

Søndergaard, H. A. (Medlem)
1 mar. 2009 → 31 maj 2009

Bedømmelsesudvalg, professorat MSO, adjunktur, lektorat m.m.

Søndergaard, H. A. (Medlem)
sep. 2013 → nov. 2013

Bedømmelsesudvalg, professorat MSO, adjunktur, lektorat m.m.

Søndergaard, H. A. (Medlem)
sep. 2012

Bedømmelsesudvalg, professorat MSO, adjunktur, lektorat m.m.

Søndergaard, H. A. (Medlem)
1 maj 2009 → 1 jul. 2009

Bedømmelsesudvalg, professorat MSO, adjunktur, lektorat m.m.

Søndergaard, H. A. (Medlem)
1 okt. 2009 → 31 dec. 2009

British Food Journal (Tidsskrift)

Søndergaard, H. A. (Redaktør)
1 jan. 2009

Danish Innovation Index 2022 Online Conference

Jacobsen, L. (Arrangør), Søndergaard, H. A. (Arrangør) & Frank, D.-A. (Arrangør)
mar. 2022

Danish Innovation Index 2023 Online Conference

Jacobsen, L. (Arrangør), Frank, D.-A. (Arrangør) & Søndergaard, H. A. (Arrangør)
1 mar. 2023

Danish Innovation Index 2024 Online conference

Jacobsen, L. (Arrangør), Søndergaard, H. A. (Arrangør) & Frank, D.-A. (Arrangør)
2024

Digital Curriculum 2022

Søndergaard, H. A. (Deltager), Beretta, M. (Deltager) & Hjorth, H. A. (Deltager)
8 jun. 2022

Do enzymes taste better than consumers would imagine? Consumer attitudes towards novel enzyme technologies in food processing

Søndergaard, H. A. (Foredragsholder)
21 sep. 2006

European Journal of Innovation Management (Tidsskrift)

Søndergaard, H. A. (Redaktør)
1 jan. 2008

Findes lead users online?

Søndergaard, H. A. (Foredragsholder)
6 apr. 2009

Food4Life Danish mirror group under LMC

Søndergaard, H. A. (Medlem)
1 jan. 2005 → ...

Food Control (Tidsskrift)

Søndergaard, H. A. (Redaktør)
1 jan. 2007

Food Innovation and New Product Development: 4th International MAPP Workshop on Consumer Behaviour and Food Marketing

Søndergaard, H. A. (Arrangør)
29 maj 2006 → 30 maj 2006

Food Quality and Preference (Tidsskrift)

Søndergaard, H. A. (Fagfællebedømmer)
2010 → ...

Forbrugertrend og produktudvikling

Søndergaard, H. A. (Foredragsholder)
5 dec. 2006

Gør fødevarerinnovation til brugerdrevet innovation

Søndergaard, H. A. (Foredragsholder)
13 nov. 2007

Hvad skal vi med åben innovation?

Søndergaard, H. A. (Foredragsholder)
10 maj 2010

Hvordan udvikler man nye luksusfødevarer?

Søndergaard, H. A. (Foredragsholder)
14 nov. 2006

Industrial Marketing Management (Tidsskrift)

Søndergaard, H. A. (Fagfællebedømmer)
mar. 2013 → apr. 2013

Kan du påvirke morgendagens udvikling af fødevarer?

Søndergaard, H. A. (Foredragsholder)
27 apr. 2007

'Lead User Innovation som en måde at strukturere den brugercentrerede designproces på

Søndergaard, H. A. (Foredragsholder)
30 jan. 2007

Netværk for Forskningsbaseret Brugerdrevet Innovation

Søndergaard, H. A. (Medlem)
22 feb. 2006 → ...

Research Policy (Tidsskrift)

Søndergaard, H. A. (Fagfællebedømmer)
6 jul. 2018

Stanford University

Søndergaard, H. A. (Gæsteforsker)
1 aug. 2009 → 1 jan. 2010

Styregruppen for 'Food 4 Life', LMC

Søndergaard, H. A. (Medlem)
1 dec. 2005 → ...

The 35 DRUID Celebration Conference 2013

Søndergaard, H. A. (Deltager)
17 jun. 2013 → 19 jun. 2013

The Annual meeting for the Academy of Management 2015 (Tidsskrift)

Søndergaard, H. A. (Fagfællebedømmer)
2015

The DRUID conference 2015 (Tidsskrift)

Søndergaard, H. A. (Fagfællebedømmer)
2015

The Journal of Product Innovation Management (Tidsskrift)

Søndergaard, H. A. (Fagfællebedømmer)
2015

User-driven innovation

Søndergaard, H. A. (Foredragsholder)
3 apr. 2006

What is market driven innovation

Søndergaard, H. A. (Foredragsholder)
17 sep. 2008