

Prof. Dr. Florian Lüdeke-Freund



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Centre for Sustainability Management (CSM),

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ESCP Business School, Berlin, Germany

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SUMMARY

Florian Lüdeke-Freund is Professor for Corporate Sustainability at ESCP Business School, Berlin, Germany, where he holds the Chair for Corporate Sustainability. He is a Research Fellow at ESCP's SustBusy Research Center and Leuphana University's Centre for Sustainability Management (CSM). He also was a Research Fellow at the Governing Responsible Business Research Environment at Copenhagen Business School (CBS), Denmark. Prior to joining ESCP Business School, he was a Postdoctoral Researcher at the University of Hamburg and earned a PhD in social sciences and economics from Leuphana University.

Florian's research and teaching deal with corporate sustainability management, sustainable entrepreneurship, sustainable business models, and values-based innovation. He is Editorial Review Board Member at Organization & Environment and Journal of Business Models, and Guest Editor of several journal special issues (e.g., Business & Society, Organization & Environment, Journal of Cleaner Production, Int. Journal of Innovation Management, Journal of Business Models).

Florian founded www.SustainableBusinessModel.org as an international research hub with 25 members from more than 10 countries, and he is an active supporter of the Strongly Sustainable Business Model Group at OCAD University, Toronto, Canada. He has been a Visiting Researcher at the Universities of St. Gallen (Switzerland), Stellenbosch (South Africa), and Copenhagen Business School (Denmark). In 2020, Florian was called to join Germany's Circular Economy Initiative, led by the National Academy of Science and Engineering.

PROFESSOR FOR CORPORATE SUSTAINABILITY

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FELLOW

[Centre for Sustainability Management \(CSM\)](#), Leuphana University of Lüneburg (since 2014)
[SustBusy Research Center](#), ESCP Europe Business School (since 2017)
[Institute for Economy and Ecology](#), University of St. Gallen (2009)
[School of Public Leadership & Sustainability Institute](#), Stellenbosch University (2015)
[Governing Responsible Business Research Environment](#), Copenhagen Business School (2016/17)

RESEARCH

Business models for sustainability / sustainable business models
Sustainable entrepreneurship
Values-based innovation management
Alternative business paradigms

TEACHING

Business models for sustainability / sustainable business models
Sustainable entrepreneurship
Values-based and sustainability innovation
Environmental and sustainability management
Sustainability marketing

ACADEMIC POSITIONS

Professor for Corporate Sustainability (W3) ESCP Europe Business School, Berlin Campus	01/2019-present
Lecturer for Corporate Sustainability (W3-equiv.) ESCP Europe Business School, Berlin Campus	10/2017-12/2018
Research Fellow, ESCP Europe SustBusy Research Center ESCP Europe Business School, Berlin Campus	07/2017-present
Research Fellow, Copenhagen Business School, Denmark Governing Responsible Business Research Environment	05/2016-04/2017
Visiting Researcher, Stellenbosch University, South Africa School of Public Leadership, Prof. Dr. Mark Swilling (one month)	07/2015
Research Fellow, Leuphana University of Lüneburg Centre for Sustainability Management (CSM), Prof. Dr. Stefan Schaltegger	04/2014-present
Postdoctoral Research Associate, University of Hamburg Chair of Capital Markets and Management, Prof. Dr. Alexander Bassen	03/2014-09/2017
Visiting Researcher, University of St. Gallen, Switzerland Institute for Economy and Ecology, Prof. Dr. Rolf Wüstenhagen (one month)	08/2009
Research Associate, Leuphana University of Lüneburg Centre for Sustainability Management (CSM), Prof. Dr. Stefan Schaltegger	09/2006-02/2014

ACADEMIC EDUCATION

Habilitation, Chair of Capital Markets and Management University of Hamburg	2014-2018
Topic: "Business Models for Sustainability: Exploring a New Concept for Corporate Sustainability Research" (cumulative)	
Supervision: Prof. Dr. Alexander Bassen	
PhD Studies, Centre for Sustainability Management (CSM) Leuphana University of Lüneburg	2007-2013
Topic: " Business Models for Sustainability Innovation: Conceptual Foundations and the Case of Solar Energy " (cumulative)	
Supervision: Prof. Dr. Stefan Schaltegger, Prof. Dr. Frank Boons	
Studies of Economics and Social Sciences Leuphana University of Lüneburg	2000-2005
Subjects: Business Administration, Economics, Environmental Economics, Empirical Social Sciences Research	
Supervision: Prof. Dr. Stefan Schaltegger	

RESEARCH PROJECTS

“Circular Economy Initiative Germany”	2020
Funding: via Acatech, Federal Ministry of Education and Research	
“Further Developing ‘the lab of tomorrow’ Concept”	2018
Funding: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	
“Shared Values and New Business Models for Sustainable Development”	2017
Funding: Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)	
“CLIMPAX – Fund Ratings to Pave the Way for a 2° Economy”	2015-2017
Funding: European Union (Climate-KIC)	
“A Review and Synthesis of Research and Practice on Sustainable Business Models”	2015-2016
Funding: Network for Business Sustainability South Africa (NBS-SA)	
“Sustainability-Oriented Business Model Assessment”	2014-2015
Funding: European Union (ERDF, Leuphana Innovation Incubator)	
“Platform for Sustainable Aviation Fuels”	2011-2014
Funding: European Union (ERDF, Leuphana Innovation Incubator)	
“Conditioning of Agricultural Biomass”	2007-2010
Funding: Deutsche Bundesstiftung Umwelt (DBU)	
“Environmental Education in Wildlife Parks”	2006-2007
Funding: Deutsche Bundesstiftung Umwelt (DBU)	

PUBLICATIONS

Journal articles

- Freudenreich, B.; Lüdeke-Freund, F. & Schaltegger, S. (2020): A Stakeholder Theory Perspective on Business Models: Value Creation for Sustainability, *Journal of Business Ethics*, Vol. 166, No. 1, 3-18, <https://doi.org/10.1007/s10551-019-04112-z>. VHB JQ3: B
JCR IF 2019: 4.141
- Lüdeke-Freund, F. (2020): Sustainable Entrepreneurship, Innovation, and Business Models: Integrative Framework and Propositions for Future Research, *Business Strategy and the Environment*, Vol. 29, No. 2, 665-681, <https://doi.org/10.1002/bse.2396>. VHB JQ3: B
JCR IF 2019: 5.483
- Lüdeke-Freund, F.; Rauter, R.; Pedersen, E. & Nielsen, C. (2020, in print): Sustainable Value Creation Through Business Models: The What, the Who and the How, *Journal of Business Models*. /
- Pedersen, E.; Lüdeke-Freund, F.; Henriques, I. & Seitanidi, M. (2020): Toward Collaborative Cross-Sector Business Models for Sustainability, *Business & Society*, online first 21 Sept 2020, <https://doi.org/10.1177/0007650320959027>. VHB JQ3: B
JCR IF 2019: 4.074
- Bassen, A.; Gödker, K.; Lüdeke-Freund, F. & Oll, J. (2019): Climate Information in Retail Investors' Decision-Making: Evidence from a Choice Experiment, *Organization & Environment*, Vol. 32, No. 1, 62-82, <https://doi.org/10.1177/1086026618771669>. VHB JQ3: B
JCR IF 2019: 3.333
- Hansen, E.; Lüdeke-Freund, F.; Quan, X. & West, J. (2019): Cross-National Complementarity of Technology Push, Demand Pull, and Manufacturing Push Policies: The Case of Photovoltaics, *IEEE Transactions on Engineering Management*, Vol. 66, No. 3, 381-397, <https://doi.org/10.1109/TEM.2018.2833878>. VHB JQ3: B
JCR IF 2019: 2.784
- Lüdeke-Freund, F.; Gold, S. & Bocken, N. (2019): A Review and Typology of Circular Economy Business Model Patterns, *Journal of Industrial Ecology*, Vol. 23, No. 1, 36-61, <https://doi.org/10.1111/jiec.12763>. VHB JQ3: A
JCR IF 2019: 6.539
- Netter, S.; Pedersen, E.R.G. & Lüdeke-Freund, F. (2019): Sharing Economy Revisited: Towards a New Framework for Understanding Sharing Models, *Journal of Cleaner Production*, Vol. 221, 224-233, <https://doi.org/10.1016/j.jclepro.2019.02.225>. VHB JQ3: B
JCR IF 2019: 7.246
- Breuer, H.; Fichter, K.; Lüdeke-Freund, F. & Tiemann, I. (2018): Sustainability-Oriented Business Model Development: Principles, Criteria, and Tools, *International Journal of Entrepreneurial Venturing*, Vol. 10, No. 2, 256-286, <http://dx.doi.org/10.1504/IJEV.2018.092715>. VHB JQ3: B
CiteScore 2019: 1.0
- Lüdeke-Freund, F.; Carroux, S.; Joyce, A.; Massa, L. & Breuer, H. (2018): The Sustainable Business Model Pattern Taxonomy – 45 Patterns to Support Sustainability-Oriented Business Model Innovation, *Sustainable Production and Consumption*, Vol. 15, 145-162, <https://doi.org/10.1016/j.spc.2018.06.004>. JCR IF 2019: 3.660
- Breuer, H. & Lüdeke-Freund, F. (2017): Values-Based Network and Business Model Innovation, *International Journal of Innovation Management*, Vol. 21, No. 3, 1-35, <http://dx.doi.org/10.1142/S1363919617500281>. VHB JQ3: B
CiteScore 2019: 2.7

- Dreyer, B.; Lüdeke-Freund, F.; Hamann, R. & Faccar, K. (2017): Upsides and downsides of the sharing economy: Collaborative consumption business models' stakeholder value impacts and their relationship to context, *Technological Forecasting and Social Change*, Vol. 125, 87-104, <https://doi.org/10.1016/j.techfore.2017.03.036>. VHB JQ3: B
JCR IF 2019: 5.846
- Kurucz, E.; Colbert, B.; Lüdeke-Freund, F.; Upward, A. & Willard, B. (2017): Relational Leadership for Strategic Sustainability: Practices and Capabilities to Advance the Design and Assessment of Sustainable Business Models, *Journal of Cleaner Production*, Vol. 140, 189-204, <https://doi.org/10.1016/j.jclepro.2016.03.087>. VHB JQ3: B
JCR IF 2019: 7.246
- Lüdeke-Freund, F. & Dembek, K. (2017): Sustainable Business Model Research and Practice: New Field or Passing Fancy?, *Journal of Cleaner Production*, Vol. 168, 1668-1678, <https://doi.org/10.1016/j.jclepro.2017.08.093>. VHB JQ3: B
JCR IF 2019: 7.246
- Schaltegger, S.; Hansen, E. & Lüdeke-Freund, F. (2016): Business Models for Sustainability: Origins, Present Research, and Future Avenues (Editorial), *Organization & Environment*, Vol. 29, No. 1, 3-10, <http://dx.doi.org/10.1177/1086026615599806>. VHB JQ3: B
JCR IF 2019: 3.333
- Schaltegger, S.; Lüdeke-Freund, F. & Hansen, E. (2016): Business Models for Sustainability: A Co-Evolutionary Analysis of Sustainable Entrepreneurship, Innovation, and Transformation, *Organization & Environment*, Vol. 29, No. 3, 264-289, <http://dx.doi.org/10.1177/1086026616633272>. VHB JQ3: B
JCR IF 2019: 3.333
- Lüdeke-Freund, F. (2014): BP's Solar Business Model: A Case Study on BP's Solar Business Case and its Drivers, *International Journal of Business Environment*, Vol. 6, No. 3, 300-328, <https://doi.org/10.1504/IJBE.2014.063775>. VHB JQ3: C
- Boons, F. & Lüdeke-Freund, F. (2013): Business Models for Sustainable Innovation: State of the Art and Steps Towards a Research Agenda, *Journal of Cleaner Production*, Vol. 45, 9-19, <https://doi.org/10.1016/j.jclepro.2012.07.007>. VHB JQ3: B
JCR IF 2019: 7.246
- Lüdeke-Freund, F. & Zvezdov, D. (2013): The Manager's Job at BP: Decision Making and Responsibilities on the High Seas, *Int. Journal of Case Studies in Management*, Vol. 11, No. 2, 1-32, <https://education.hec.ca/centredecas/app/en/ijcsm/41>. /
- Lüdeke-Freund, F.; Walmsley, D.; Plath, M.; Wreesmann, J. & Klein, A.-M. (2012): Sustainable Plant Oil Production for Aviation Fuels: Assessment Challenges and Consequences for New Feedstock Concepts, *Sustainability Accounting, Management and Policy Journal*, Vol. 3, No. 2, 186-217, <http://dx.doi.org/10.1108/20408021211282313>. VHB JQ3: C
JCR IF 2019: 2.056
- Schaltegger, S.; Lüdeke-Freund, F. & Hansen, E. (2012): Business Cases for Sustainability: The Role of Business Model Innovation for Corporate Sustainability, *International Journal of Innovation and Sustainable Development*, Vol. 6, No. 2, 95-119, <https://doi.org/10.1504/IJISD.2012.046944>. VHB JQ3: C
CiteScore 2019: 1.6
- Lüdeke-Freund, F. & Loock, M. (2011): Debt for Brands: Tracking Down a Bias in Financing Photovoltaic Projects in Germany, *Journal of Cleaner Production*, Vol. 19, No. 12, 1356-1364, <https://doi.org/10.1016/j.jclepro.2011.04.006>. VHB JQ3: B
JCR IF 2019: 7.246

Journal special issues

- Breuer, H.; Lüdeke-Freund, F. & Bessant, J.: Managing Values for Innovation – Cases, Methods, and Theories, *International Journal of Innovation Management* (SI under development, publication planned in 2022).
- Fichter, K.; Lüdeke-Freund, F.; Schaltegger, S. & Schillebeeckx, S.: Assessing and Forecasting the Sustainability Impact of New Ventures – Theories, Methods, and Empirical Evidence, *Journal of Cleaner Production* (SI under development, publication planned in 2022).
- Pinkse, J.; Lüdeke-Freund, F.; Laasch, O.; Snihur, Y.; & Bohnsack, R.: The Organizational Dynamics of Business Models for Sustainability, *Organization & Environment* (SI under development, publication planned in 2022).
- Lüdeke-Freund, F.; Rauter, R.; Nielsen, C.; Montemari, M.; Dentchev, N. & Faber, N.: Fostering Multi- and Interdisciplinary Business Model Research: Inviting Contributions from the 4th International Conference on New Business Models 2019 & 3rd Business Model Conference 2019, *Journal of Business Models* (SI under development, publication planned in 2020).
- Pedersen, E.; Lüdeke-Freund, F.; Henriques, I. & Seitanidi, M. (2020): Collaborative Cross-Sector Business Models for Sustainability, *Business & Society* (articles online first).
- Lüdeke-Freund, F.; Rauter, R.; Pedersen, E. & Nielsen, C. (2019): Sustainable Value Creation Through Business Models, *Journal of Business Models*, Vol. 7, No. 1, 1-70.
- Schaltegger, S.; Hansen, E. & Lüdeke-Freund, F. (2016): Business Models for Sustainability – Entrepreneurship, Innovation and Transformation, *Organization & Environment*, Vol. 29, No. 1, 3-144. [DOI](#)

Edited volumes

- Aagaard, A.; Lüdeke-Freund & Wells, P.: *Business Models for Sustainability Transformation*. Houndmills: Palgrave (manuscript under development, to be published in 2021).
- Lüdeke-Freund, F. & Froese, T. (2019): *Proceedings of the 4th International Conference on New Business Models: New Business Models for Sustainable Entrepreneurship, Innovation, and Transformation*, Berlin, Germany, 1-3 July 2019. Berlin: ESCP Europe [ISBN 978-3-96705-001-1]. [ResearchGate](#)
- Böttcher, J.; Hampl, N.; Kügemann, M. & Lüdeke-Freund, F. (Hrsg.) (2014): *Biokraftstoffe und Biokraftstoffprojekte – Rechtliche, technische und wirtschaftliche Aspekte [Biofuels and Biofuel Projects]*. Berlin & Heidelberg: Springer-Verlag. [DOI](#)

Monographs

- Lüdeke-Freund, F.; Breuer, H. & Massa, L. (forthcoming): *Sustainable Business Model Design – 45 Patterns*. Berlin: Self-published.
- Breuer, H. & Lüdeke-Freund, F. (2017): *Values-Based Innovation Management – Innovating by What We Care About*. Houndmills: Palgrave. [Publisher](#)

Peer-reviewed book chapters

- Lüdeke-Freund, F.; Froese, T. & Schaltegger, S. (2019): The Role of Business Models for Sustainable Consumption: A Pattern Approach, in: Mont, O. (Ed.): *A Research Agenda for Sustainable Consumption Governance*. Cheltenham: Edward Elgar, 86-104. [DOI](#) | [ResearchGate](#)
- Lüdeke-Freund, F.; Schaltegger, S. & Dembek, K. (2019): Strategies and Drivers of Sustainable Business Model Innovation, in: Boons, F. & McMeekin, A. (Eds.): *Handbook of Sustainable Innovation*. Cheltenham: Edward Elgar, 101-123. [DOI](#) | [ResearchGate](#)

- Breuer, H. & Lüdeke-Freund, F. (2019): Values-Based Stakeholder Management – Concepts and Methods, in: Wunder, T. (Ed.): Rethinking Strategic Management. Competing Through a Sustainability Mindset. Berlin: Springer. [DOI](#) | [ResearchGate](#)
- Lüdeke-Freund, F.; Bohnsack, R.; Breuer, H. & Massa, L. (2019): Research on Sustainable Business Model Patterns – Status quo, Methodological Issues, and a Research Agenda, in: Aagaard, A. (Ed.): Sustainable Business Models. Houndmills: Palgrave. [DOI](#) | [ResearchGate](#)
- Breuer, H. & Lüdeke-Freund, F. (2018): Values-Based Business Model Innovation – A Toolkit, in: Idowu, S; Moratis, L. & Melissen, F. (Eds.): Sustainable Business Models: Principles, Promise, and Practice. Berlin: Springer, 395-416. [DOI](#) | [ResearchGate](#)
- Breuer, H. & Lüdeke-Freund, F. (2018): Wertebasierte Geschäftsmodellierung – Ein Werkzeugkasten für nachhaltigkeitsorientierte Gründer und Innovatoren [Values-Based Business Model Innovation – A Toolkit for Sustainable Entrepreneurs and Innovators], in: Bungard, P. (Hrsg.): CSR und Geschäftsmodelle. Berlin: Springer, 409-431. [DOI](#) | [ResearchGate](#)
- Gerckens, I.; Lüdeke-Freund, F. & Breuer, H. (2018): Wertebasierte Geschäftsmodellinnovation am Beispiel Aravind Eye Care System [Values-Based Business Model Innovation with Aravind Eye Care System], in: Bungard, P. (Hrsg.): CSR und Geschäftsmodelle. Berlin: Springer, 183-204. [DOI](#) | [ResearchGate](#)
- Lüdeke-Freund, F. (2018): Unternehmerische Verantwortung und Nachhaltigkeit – Welche Rolle spielen Geschäftsmodelle? [Corporate Responsibility and Sustainability – The Role of Business Models], in: Bungard, P. (Hrsg.): CSR und Geschäftsmodelle. Berlin: Springer, 29-55. [DOI](#) | [ResearchGate](#)
- Lüdeke-Freund, F. & Schaltegger, S. (2018): The Sustainability Balanced Scorecard. Concept and the Case of Hamburg Airport, in: Lindgreen, A; Hirsch, B.; Vallaster, C. & Yousafzai, S. (Eds.): Measuring and Controlling Sustainability: Spanning Theory and Practice. New York: Routledge, 33-53. [Publisher](#)
- Lüdeke-Freund, F. (2017): Geschäftsmodelle für unternehmerische Nachhaltigkeit - Eckpunkte eines nachhaltigkeitsorientierten Geschäftsmodellmanagements [Business Models for Corporate Sustainability – Cornerstones of a Management Framework], in: Wunder, T. (Hrsg.): CSR und strategisches Management. Berlin: Springer, 111-135. [DOI](#) | [ResearchGate](#)
- Lüdeke-Freund, F.; Freudenreich, B.; Saviuc, I.; Schaltegger, S. & Stock, M. (2017): Sustainability-Oriented Business Model Assessment – A Conceptual Foundation, in: Carayannis, E. & Sindakis, S. (Eds.): Analytics, Innovation and Excellence-Driven Enterprise Sustainability. Houndmills: Palgrave, 169-206. [DOI](#) | [ResearchGate](#)
- Lüdeke-Freund, F.; Gold, S. & Bocken, N. (2016): Sustainable Business Model and Supply Chain Conceptions – Towards an Integrated Perspective, in: Bals, L. & Tate, W. (Eds.): Implementing Triple Bottom Line Sustainability into Global Supply Chains. Sheffield: Greenleaf, 345-372. [Publisher](#) | [ResearchGate](#)
- Lüdeke-Freund, F. (2014): Innovation und Evolution von Geschäftsmodellen dargestellt am Beispiel BP Solar [Business Model Innovation and Business Model Evolution – The Case of BP Solar], in: Schallmo, D. (Hrsg.): Kompendium Geschäftsmodell-Innovation: Grundlagen, aktuelle Ansätze und Fallbeispiele zur erfolgreichen Geschäftsmodellinnovation. Berlin & Heidelberg: Springer-Verlag, 257-281. [DOI](#) | [ResearchGate](#)
- Lüdeke-Freund, F. & Opel, O. (2014): Die Energiewende als transdisziplinäre Herausforderung [The Sustainable Energy Transition as Transdisciplinary Challenge], in: Heinrichs, H. & Michelsen, G. (Hrsg.): Nachhaltigkeitswissenschaften. Berlin: Springer-Verlag, 431-455. [DOI](#) | [ResearchGate](#)
- Kügemann, M.; Hampl, N. & Lüdeke-Freund, F. (2014): Investitionen in Biokraftstoffprojekte: Herausforderungen des „Generationenwechsels [Investments in Biofuel Projects], in: Böttcher, J.; Hampl, N.; Lüdeke-Freund, F. & Kügemann, M. (Hrsg.): Biokraftstoffe und Biokraft-

stoffprojekte – Rechtliche, technische und wirtschaftliche Aspekte. Berlin & Heidelberg: Springer-Verlag, 109-137. [DOI](#) | [ResearchGate](#)

Schaltegger, S. & Lüdeke-Freund, F. (2013): Business Cases for Sustainability, in: Idowu, S.; Capaldi, N.; Zu, L. & Das Gupta, A. (Eds.): Encyclopedia of Corporate Social Responsibility. Berlin: Springer, 245-252. [DOI](#) | [ResearchGate](#)

Schaltegger, S. & Lüdeke-Freund, F. (2013): Von sozialer Verantwortung zu unternehmerischer Nachhaltigkeit: Bedeutung und Ausgestaltung von "Business Cases for Sustainability" [Business Cases for Sustainability – From Social Responsibility to Corporate Sustainability], in: Keuper, F. & Neumann, F. (Hrsg.): Sustainability Management: Nachhaltige und Stakeholder-orientierte Wertsteigerung. Berlin: Logos, 51-68. [Google Books](#)

Lüdeke-Freund, F.; Hampl, N. & Flink, C. (2012): Bankability von Photovoltaik-Projekten [Bankability of Photovoltaic Projects], in: Böttcher, J. (Hrsg.): Solarvorhaben: Wirtschaftliche, technische und rechtliche Aspekte. München: Oldenbourg, 285-302. [Google Books](#) | [ResearchGate](#)

Lüdeke-Freund, F. & Loock, M. (2011): What Kinds of Photovoltaic Projects do Lenders Prefer to Finance?, in: Marcus, A.; Shrivastava, P.; Sharma, S. & Pogutz, S. (Eds.): Cross-Sector Leadership for the Green Economy. New York: Palgrave Macmillan, 107-124. [DOI](#) | [ResearchGate](#)

Lüdeke-Freund, F. & Burandt, S. (2010): Universities as Learning Organizations for Sustainability? The Task of Climate Protection, in: Leal Filho, W. (Eds.): Universities and Climate Change. Berlin: Springer-Verlag, 179-192. [DOI](#) | [ResearchGate](#)

Peer-reviewed conference papers and abstracts

Bidmon, C. & Lüdeke-Freund, F. (2020): Research on Business Models and Sustainability Transitions: Dialogues, Intersections, Avenues Ahead, 36th EGOS Colloquium "Organizing for a Sustainable Future: Responsibility, Renewal & Resistance", 2-4 July 2020, Hamburg, Germany (virtual).

Fedeli, M. & Lüdeke-Freund, F. (2020): The Classification of Sustainable Business Model Patterns using Machine Learning, 5th International Conference on New Business Models, 1-2 July 2020, Nijmegen, the Netherlands (virtual).

Lüdeke-Freund, F., Dembek, K. & Rosati, F. (2020): Assessing and Managing the Sustainability Performance of Business Models – Status Quo and Research Agenda, 5th International Conference on New Business Models, 1-2 July 2020, Nijmegen, the Netherlands (virtual).

Breuer, H. & Lüdeke-Freund, F. & Brick, C. (2018). Business Model Innovation in the Era of Sustainable Development Goals, XXIX ISPIM Conference 2018 "Innovation, The Name of the Game", 17-20 June 2018, Stockholm, Sweden.

Lüdeke-Freund, F.; Carroux, S.; Joyce, A.; Massa, L. & Breuer, H. (2018): Developing a Sustainable Business Model Pattern Language – 45 Patterns to Support Sustainability-Oriented Business Model Innovation, GRONEN Research Conference 2018, 13-15 June 2016, Almeria, Spain.

Lüdeke-Freund, F.; Carroux, S.; Joyce, A.; Massa, L. & Breuer, H. (2018): Developing a Sustainable Business Model Pattern Language, Academy of Management Proceedings Vol. 2018, No. 1, <https://doi.org/10.5465/AMBPP.2018.14771abstract>.

Hansen, E.; Lüdeke-Freund, F.; Quan, X. & West, J. (2017): Beyond technology push vs. demand pull: The evolution of solar policy in the U.S., Germany and China, 2017 IEEE Technology & Engineering Management Conference (TEMSCON), 8-10 June 2017, Santa Clara, CA, USA. (doi: 10.1109/TEMSCON.2017.7998364)

Lüdeke-Freund, F.; Carroux, S.; Joyce, A.; Massa, L. & Breuer, H. (2017): A Sustainable Business Model Pattern Language – 45 Patterns to Support Sustainability-Oriented Business Model Innovation, 2nd International Conference on New Business Models, 21-22 June 2017, Graz, Austria. (ISSN 2305-2511)

- Lüdeke-Freund, F. & Massa, L. (2017): Business Models for Sustainability: A Critical Analysis, 1st Business Model Conference "Configuring the Business Model Knowledge", 18-19 April 2017, Venice, Italy.
- Bassen, A.; Gödker, K.; Lüdeke-Freund, F. & Oll, J. (2016): Nudging private investors towards climate-friendly investments, Herbsttagung der WK NAMA des VHB „Nachhaltigkeitsmanagement als Interdisziplinäre Forschungsdisziplin – Notwendigkeit, Grenzen und Herausforderungen interdisziplinärer Forschung“, 5.-7. Oktober 2016, Dresden, Deutschland.
- Breuer, H.; Fichter, K.; Lüdeke-Freund, F. & Tiemann, I. (2016): Requirements for Sustainability-oriented Business Model Development, 20th Annual Interdisciplinary Conference on Entrepreneurship and Innovation (G-Forum) "Business Model Innovation", 6-7 October 2016, Leipzig, Germany.
- Dreyer, B.; Lüdeke-Freund, F.; Faccer, K. & Hamann, R. (2016): Value impacts of sharing economy business models in an emerging market context, 32nd EGOS Colloquium "Organizing in the Shadow of Power", 7-9 July 2016, Naples, Italy.
- Wells, P. & Lüdeke-Freund, F. (2016): Riversimple's Way Towards Eco-Mobility: Synergistic Innovation in Governance, Technology and Business Model, New Business Models Conference "Exploring a Changing View on Organizing Value Creation", 16-17 June 2016, Toulouse, France.
- Freudenreich, B.; Lüdeke-Freund, F. & Schaltegger, S. (2016): Value Creation Through Business Models – A Stakeholder Perspective, GRONEN Research Conference 2016 "Value(s) for whom? The Changing Role of Business in Society", 25-27 May 2016, Hamburg, Germany.
- Breuer, H.; Fichter, K.; Lüdeke-Freund, F. & Tiemann, I. (2016): Requirements for Sustainability-oriented Business Model Development, 6th Leuphana Conference on Entrepreneurship (LCE2016), 14 January 2016, Lüneburg, Germany.
- Lüdeke-Freund, F. (2016): Sustainable Business Models for Eco-Design and Innovation – The Case of Riversimple, in: Cluzel, F.; Tyl, B. & Vallet, F. (Eds.): The Challenges of Eco-innovation - From Eco-ideation Toward Sustainable Business Models. EcoSD Annual Workshop 2015. Paris: Presse des mines. (ISBN 2356714014)
- Breuer, H. & Lüdeke-Freund, F. (2015): Values-based Innovation - Levers and Orientation for Management, XXVI ISPIM Conference 2015 "Shaping the frontiers of innovation management", 14-17 June 2015, Budapest, Hungary. (ISBN 978-952-265-779-4)
- Lüdeke-Freund, F.; Gold, S. & Bocken, N. (2015): An Integrated Perspective on Sustainable Business Models and Supply Chains — Applied to Closed-loop Models, Global Cleaner Production & Sustainable Consumption Conference "Accelerating the Transition to Equitable Post Fossil-Carbon Societies", 1-4 November 2015, Sitges/Barcelona, Spain.
- Lüdeke-Freund, F.; Saviuc, I.; Schaltegger, S. & Stock, M. (2015): Assessing the Sustainability Performance of Business Models – Usefulness and Applicability of the GRI Framework, accepted for presentation at EMAN Conference 2015 "Sustainability Accounting for Innovation Management", 25-27 March 2015, San Sebastian, Spain.
- Tyl, B.; Allais, R.; Gobert, J.; Bocken, N.; Prendeville, S.; Pichler, P.-P., Lüdeke-Freund, F.; Lévi Alvarès, D.; Len, M.; Fernani, V.; Gheorghica, A.; Masson, G.; Kubbinga, B.; Baldacchino, C.; Hamwi, M.; Brass, C.; Berlingen, F.; Kruk, K. & Whalen, K. (2015): Towards synergies between local repairers, citizens, designers, and public actors: The REVALUE project, Global Cleaner Production & Sustainable Consumption Conference "Accelerating the Transition to Equitable Post Fossil-Carbon Societies", 1-4 November 2015, Sitges/Barcelona, Spain.
- Breuer, H. & Lüdeke-Freund, F. (2014): Normative Innovation for Sustainable Business Models in Value Networks, in: Huizingh, K.; Conn, S.; Torkkeli, M. & Bitran, I. (Eds.): The Proceedings of XXV ISPIM Conference 2014 "Innovation for Sustainable Economy and Society", 8-11 June 2014, Dublin, Ireland. (ISBN 978-952-265-591-2)

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- Lüdeke-Freund, F. & Hampl, N. (2014): The Relative Importance of Behavioral Factors in Solar Photovoltaic Project Financing, PRI Academic Network Conference 2014 "Bridging the Gap", 22-24 September 2014, Montréal, Canada.
- Lüdeke-Freund, F. & Kügemann, M. (2012): Success Factors of Sustainable Biofuel Feedstock Projects, in: Heinrichs, H. (Eds.): "Sustainability: Enabling a Transdisciplinary Approach" – Book of abstracts, Leuphana Sustainability Summit, 29 February to 2 March 2012, Lüneburg, Germany, 40. (ISBN 978-3-942638-16-6)
- Lüdeke-Freund, F. (2010): Towards a Conceptual Framework of Business Models for Sustainability, in: Wever, R.; Quist, J.; Tukker, A.; Woudstra, J.; Boons, F. & Beute, N. (Eds.): „Knowledge Collaboration & Learning for Sustainable Innovation“ – Conference Proceedings, 14th European Roundtable on Sustainable Consumption And Production (ERSCP), 25-29 October 2010, Delft, The Netherlands. (ISBN 978-9-051-55065-8)
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Project reports and working papers

- Lüdeke-Freund, F. & Breuer, H. (2018): Shared Values and New Business Models for Sustainable Development – Developing and Applying a Business Model Prototype Classification System for BMZ's "lab of tomorrow". Berlin: Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ).
- Lüdeke-Freund, F.; Massa, L.; Bocken, N.; Brent, A. & Musango, J. (2016): Business Models for Shared Value – Main Report. Cape Town: Network for Business Sustainability South Africa. (ISBN 978-0-620-70726-8).
- Massa, L.; Lüdeke-Freund, F. & Bocken, N. (2016): Business Models for Shared Value – A Guide for Executives. Cape Town: Network for Business Sustainability South Africa. (ISBN 978-0-620-70725-1).
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- Schaltegger, S. & Lüdeke-Freund, F. (2012): The "Business Case for Sustainability" Concept: A Short Introduction. Lüneburg: CSM. (ISBN 978-3-942638-22-7)
- Wahl, N.; Hildebrandt, T.; Moser, C.; Lüdeke-Freund, F.; Averdunk, K.; Bailis, R.; Barua, K.; Burritt, R.; Groeneveld, J.; Klein, A.-M.; Kügemann, M.; Walmsley, D.; Zelt, T. & Schaltegger, S. (2012): Insights into Jatropha Projects Worldwide: Key Facts & Figures from a Global Survey. Lüneburg: CSM. (ISBN 978-3-942638-28-9)

- HAMPL, N.; LÜDEKE-FREUND, F.; FLINK, C.; OLBERT, S. & ADE, V. (2011): The Myth of Bankability: Definition and Management in the Context of Photovoltaic Project Financing in Germany. München & Hamburg: Goetzpartners & Colexon. (ISBN 978-3-00-035550-9)
- LÜDEKE-FREUND, F.; MÜLLER, J. & SCHALTEGGER, S. (2011): Entwicklung eines praxisreifen Verfahrens zur Entwässerung von stark wasserhaltigen Biomassen aus der Landwirtschaft [Development of a Process to Refine Wet Biomass] (Projektbericht, DBU FKZ 23758). Lüneburg: CSM. (ISBN 978-3-942638-04-3)
- SCHALTEGGER, S. & LÜDEKE-FREUND, F. (2011): The Sustainability Balanced Scorecard: Concept and the Case of Hamburg Airport. Lüneburg: CSM. (ISBN 978-3-942638-07-4)
- SCHALTEGGER, S.; LÜDEKE-FREUND, F. & HANSEN, E. (2011): Business Cases for Sustainability and the Role of Business Model Innovation: Developing a Conceptual Framework. Lüneburg: CSM. (ISBN 978-3-942638-03-6)
- LÜDEKE-FREUND, F. & LOOCK, M. (2010): Determinants of Credit Allocation for Photovoltaic Projects: Research Outline and Preliminary Findings from Conjoint Experiments with German Financing Experts. Lüneburg & St. Gallen: CSM & IWÖ. (ISBN 978-3-935630-87-0)
- HALLER, B. & LÜDEKE-FREUND, F. (2009): Machbarkeitsstudie "Qualifizierungsoffensive Umweltbildung in Wildparks" [Feasibility Study on Environmental Education in German Animal Zoos] (Projektbericht, DBU FKZ 23642). Lüneburg: CSM. (ISBN 978-3-935630-73-3)
- LÜDEKE-FREUND, F. (2009): Business Model Concepts in Corporate Sustainability Contexts: From Rhetoric to a Generic Template for "Business Models for Sustainability". Lüneburg: CSM. (ISBN 978-3-935630-85-6)

Practitioner journal articles

- LÜDEKE-FREUND, F. & FROESE, T. (2020): Unlocking sustainable business model innovation for a post-crisis economy, in: Bunkanwanicha, P.; Coeurderoy, R. & Ben Slimane, S. (Eds.): Managing a Post-Covid19 Era – ESCP Impact Papers, 140-147.
- SCHALTEGGER, S.; HANSEN, E. & LÜDEKE-FREUND, F. (2015): Nachhaltiges Unternehmertum – Unterschätzter Nachhaltigkeitstransformator von Märkten und Regionen [Sustainable Entrepreneurship as Means to Transform Markets], *Ökologisches Wirtschaften*, Vol. 30, No. 3, 21-23.
- SCHALTEGGER, S. & LÜDEKE-FREUND, F. (2009): Wie Nachhaltigkeit den Unternehmenserfolg steigert [Sustainability and Business Success], *IO New Management*, Vol. 78, No. 9, 12-15.
- BODE, S. & LÜDEKE-FREUND, F. (2007): CO₂-neutrales Unternehmen – Was ist das?, *Umweltwirtschaftsforum* [What is a Climate-neutral Firm?], Vol. 15, No. 4, 265-273.

CONFERENCE PRESENTATIONS AND INVITED TALKS (speaker)**Conference presentations**

- Bidmon, C. & Lüdeke-Freund, F. (2020): Research on Business Models and Sustainability Transitions: Dialogues, Intersections, Avenues Ahead, 36th EGOS Colloquium "Organizing for a Sustainable Future: Responsibility, Renewal & Resistance", 2-4 July 2020, Hamburg, Germany (virtual).
- Fedeli, M. & Lüdeke-Freund, F. (2020): The Classification of Sustainable Business Model Patterns using Machine Learning, 5th International Conference on New Business Models, 1-2 July 2020, Nijmegen, the Netherlands (virtual).
- Lüdeke-Freund, F., Dembek, K. & Rosati, F. (2020): Assessing and Managing the Sustainability Performance of Business Models – Status Quo and Research Agenda, 5th International Conference on New Business Models, 1-2 July 2020, Nijmegen, the Netherlands (virtual).
- Breuer, H. & Lüdeke-Freund, F. & Brick, C. (2018). Business Model Innovation in the Era of Sustainable Development Goals, XXIX ISPIM Conference 2018 "Innovation, The Name of the Game", 17-20 June 2018, Stockholm, Sweden.
- Lüdeke-Freund, F.; Carroux, S.; Joyce, A.; Massa, L. & Breuer, H. (2018): Developing a Sustainable Business Model Pattern Language – 45 Patterns to Support Sustainability-Oriented Business Model Innovation, GRONEN Research Conference 2018, 13-15 June 2016, Almeria, Spain.
- Lüdeke-Freund, F.; Carroux, S.; Joyce, A.; Massa, L. & Breuer, H. (2018): Developing a Sustainable Business Model Pattern Language, Academy of Management 2018 Annual Meeting "Improving Lives", 10-14 August 2018, Chicago, Illinois, USA.
- Hansen, E.; Lüdeke-Freund, F.; Quan, X. & West, J. (2017): Beyond technology push vs. demand pull: The evolution of solar policy in the U.S., Germany and China, 2017 IEEE Technology & Engineering Management Conference (TEMSCON), 8-10 June 2017, Santa Clara, CA, USA.
- Lüdeke-Freund, F.; Carroux, S.; Joyce, A.; Massa, L. & Breuer, H. (2017): A Sustainable Business Model Pattern Language – 45 Patterns to Support Sustainability-Oriented Business Model Innovation, 2nd International Conference on New Business Models, Graz, 21-22 June 2017, Graz, Austria.
- Lüdeke-Freund, F. & Massa, L. (2017): Business Models for Sustainability: A Critical Analysis, 1st Business Model Conference "Configuring the Business Model Knowledge", 18-19 April 2017, Venice, Italy.
- Breuer, H.; Fichter, K.; Lüdeke-Freund, F. & Tiemann, I. (2016): Requirements for Sustainability-oriented Business Model Development, 20th Annual Interdisciplinary Conference on Entrepreneurship and Innovation (G-Forum) "Business Model Innovation", 6-7 October 2016, Leipzig, Germany.
- Bassen, A.; Gödker, K.; Lüdeke-Freund, F. & Oll, J. (2016): Nudging private investors towards climate-friendly investments, Herbsttagung der WK NAMA des VHB „Nachhaltigkeitsmanagement als Interdisziplinäre Forschungsdisziplin – Notwendigkeit, Grenzen und Herausforderungen interdisziplinärer Forschung“, 5.-7. Oktober 2016, Dresden, Deutschland.
- Dreyer, B.; Lüdeke-Freund, F.; Faccer, K. & Hamann, R. (2016): Value impacts of sharing economy business models in an emerging market context, 32nd EGOS Colloquium "Organizing in the Shadow of Power", 7-9 July 2016, Naples, Italy.
- Wells, P. & Lüdeke-Freund, F. (2016): Riversimple's Way Towards Eco-Mobility: Synergistic Innovation in Governance, Technology and Business Model, New Business Models Conference "Exploring a Changing View on Organizing Value Creation", 16-17 June 2016, Toulouse, France.

- Freudenreich, B.; Lüdeke-Freund, F. & Schaltegger, S. (2016): Value Creation Through Business Models – A Stakeholder Perspective, GRONEN Research Conference 2016 "Value(s) for whom? The Changing Role of Business in Society", 25-27 May 2016, Hamburg, Germany.
- Breuer, H.; Fichter, K.; Lüdeke-Freund, F. & Tiemann, I. (2016): Requirements for Sustainability-oriented Business Model Development, 6th Leuphana Conference on Entrepreneurship (LCE2016), 14 January 2016, Lüneburg, Germany.
- Breuer, H. & Lüdeke-Freund, F. (2015): Values-Based Innovation – Levers and Orientation for Management, XXVI ISPIM Conference 2015 "Shaping the frontiers of innovation management", 14-17 June, Budapest, Hungary.
- Lüdeke-Freund, F.; Gold, S. & Bocken, N. (2015): An Integrated Perspective on Sustainable Business Models and Supply Chains — Applied to Closed-loop Models, Global Cleaner Production & Sustainable Consumption Conference "Accelerating the Transition to Equitable Post Fossil-Carbon Societies", 1-4 November, Sitges/Barcelona, Spain.
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- Breuer, H. & Lüdeke-Freund, F. (2014): Wicked Problems Need Virtuous Solutions – Normative Innovation to Establish Sustainable Value Networks, 6th International Conference on Corporate Sustainability and Responsibility, 8-9 October 2014, Berlin, Germany.
- Breuer, H. & Lüdeke-Freund, F. (2014): Geschäftsmodellinnovationen für nachhaltige Wertschöpfungsnetzwerke, Herbsttagung der WK NAMA des VHB „Nachhaltiges Stoff-, Produkt- und Servicemanagement“, 25.-26. September 2014, Ilmenau, Deutschland.
- Breuer, H. & Lüdeke-Freund, F. (2014): Normative Innovation for Sustainable Business Models in Value Networks, XXV ISPIM Conference "Innovation for Sustainable Economy and Society", 8-11 June 2014, Dublin, Ireland.
- Lüdeke-Freund, F.; Freudenreich, B.; Stock, M. & Schaltegger, S. (2014): Nachhaltigkeitsorientierte Geschäftsmodellbewertung – Grundlagen und Fallbeispiele, Tagung der Erich-Gutenberg-Arbeitsgemeinschaft „Business Model Innovation and Transformation“, 11.-12. September 2014, Erlangen-Nürnberg, Germany.
- Lüdeke-Freund, F. & Hampl, N. (2014): The Relative Importance of Behavioral Factors in Solar Photovoltaic Project Financing, PRI Academic Network Conference 2014 "Bridging the Gap", 22-24 September, Montréal, Canada.
- Hampl, N. & Lüdeke-Freund, F. (2013): The Relative Importance of Behavioral Factors in Photovoltaic Project Financing, 13th European International Association for Energy Economics (IAEE) Conference, 18-21 August, Düsseldorf, Germany.
- Lüdeke-Freund, F. (2012): Die Integration von Umweltstrategien und Geschäftsmodell-Innovationen: Konzeptionelle Grundlagen und das Beispiel BP Solar, Herbsttagung der WK NAMA des VHB „Nachhaltigkeitsorientierung in den Teildisziplinen der Betriebswirtschaft“, 24.-25. September 2012, Hamburg, Deutschland.
- Lüdeke-Freund, F. & Kügemann, M. (2012): Success Factors of Sustainable Biofuel Feedstock Projects, Leuphana Sustainability Summit „Sustainability: Enabling a Transdisciplinary Approach“, 29 February to 2 March 2012, Lüneburg, Germany.
- Hansen, E.; Lüdeke-Freund, F.; West, J. & Quan, X. (2011): Technology Push vs. Demand Pull: The Evolution of Solar Policy in the US, Germany and China, Academy of Management 2011 Annual Meeting „West Meets East“, 12-16 August 2011, St. Antonio, Texas, USA.
- Loock, M. & Lüdeke-Freund, F. (2010): Debt for Brands: Tracking Down a Bias in Financing PV Projects, 8. Workshop des Student Chapters der GEE, Zentrum für Europäische Wirtschafts-

forschung (ZEW) & Gesellschaft für Energiewissenschaft und Energiepolitik (GEE), 7 Mai 2010, Mannheim, Germany.

Lüdeke-Freund, F. (2010): Welchen Beitrag kann die Geschäftsmodellforschung zur Theorie und Praxis des betrieblichen Nachhaltigkeitsmanagements leisten?, Herbsttagung der WK NAMA des VHB „Nachhaltigkeitsmanagement jenseits von Unternehmensgrenzen“, 29. September bis 1. Oktober 2010, Kassel, Deutschland.

Lüdeke-Freund, F. (2010): Towards a Conceptual Framework of Business Models for Sustainability, 14th European Roundtable on Sustainable Consumption And Production (ERSCP) & 6th Environmental Management for Sustainable Universities (EMSU) Conference „Knowledge Collaboration & Learning for Sustainable Innovation“, 25-29 October, Delft, The Netherlands.

Lüdeke-Freund, F. (2010): Business Models for Sustainability: Interactive Workshop for Professionals, 6th Environmental Management Leadership Symposium (EMLS) „Advancing the Profession: From Environmental to Sustainability Management“, 22-23 March 2010, Lüneburg, Germany.

Lüdeke-Freund, F. & Loock, M. (2010): The Role of Project Initiators' Business Models for PV Project Financing: Empirical Evidence from Choice Experiments with Debt Investors, oikos PRI Young Scholars Academy 2010 „Mainstreaming Responsible Investment“, 31 January to 5 February 2010, Gais, Switzerland.

Lüdeke-Freund, F. & Loock, M. (2010): What Kinds of PV Projects do Debt Capital Providers Prefer to Finance?, GRONEN Research Conference 2010 „Corporate Sustainability, Innovation and Ecosystems in a Globalized World“, 23-26 June 2010, Milan, Italy.

Lüdeke-Freund, F.; Trembacz, R.; Supply, T. & Frank, P. (2010): Stimulating Organizational Learning for Sustainability: Student Projects in University Contexts, Humboldts Studentische Konferenz „Generation Nachhaltigkeit – oder nach uns die Sintflut?“, 17.-19. Juni 2010, Berlin, Deutschland.

Lüdeke-Freund, F. (2009): Business Models for Sustainability: Innovative Regional Business Models as Subject and Trigger of a Sustainable Change in the Energy Industry, 13th European Roundtable for Sustainable Consumption and Production (ERSCP) „Joint Actions on Climate Change“, 8-10 June 2009, Aalborg, Denmark.

Lüdeke-Freund, F. & Burandt, S. (2009): Universities as Learning Organizations for Sustainability? The Task of Climate Protection, Climate Online Conference 2009 „The Social, Economic and Political Aspects of Climate Change“, 2-6 November 2009, Hamburg, Germany.

Lüdeke-Freund, F. & Müller, J. (2009): Developing New Markets for Moist Biomass: An Eco-Efficient Approach of Dehydrating Agricultural Biomass (Poster), International Conference „Biomass in Future Landscapes“, 30 March to 1 April 2009, Berlin, Germany.

Müller, J.; Lüdeke-Freund, F. & Lutzenberger, A. (2009): Dehydration and Pelletisation of Agricultural Biomass by Extrusion (Poster), 17th European Biomass Conference & Exhibition „From Research to Industry and Markets“, 29 June to 3 July 2009, Hamburg, Germany.

Lüdeke-Freund, F. (2008): Business Models for Sustainability: Innovative Regional Business Models as a Means of Sustainable Change in the Energy Industry (Poster), 5th BMBF Forum for Sustainability, 23-25 September 2008, Berlin, Germany.

Lüdeke-Freund, F. (2008): Business Models for Sustainability: Innovative Regional Business Models as a Means of a Sustainable Change in the Energy Industry, oikos PhD Summer Academy 2008 „Entrepreneurial Strategies for Sustainability“, 25-29 August 2008, Appenzell, Switzerland.

Invited talks

„Nachhaltige Geschäftsmodelle gestalten“ [Designing sustainable business models], Online Panel Contribution, UPJ-Jahrestagung 2020, 21 September 2020.

- “Values-Based and Sustainable Business Model Innovation”, Webinar delivered to Orange, Paris, France, 28 May 2020.
- “The Sustainable Business Model Pattern Taxonomy – 45 Patterns to Support Sustainability-Oriented Business Model Innovation”, Webinar delivered to the Hunter Center for Entrepreneurship, University of Strathclyde, Strathclyde, Scotland, 22 April 2020.
- “The Sustainable Business Model Pattern Taxonomy – 45 Patterns to Support Sustainability-Oriented Business Model Innovation”, NMBU – Norwegian University of Life Sciences, 27 February 2020, As/Oslo, Norway.
- “Business Model Innovation for Sustainability”, Webinar delivered to Project Together, Berlin, 16 January 2020.
- “Values-Based Innovation Management”, invited ISPIM Webinar, 28 October 2019.
- “Business Model Innovation for Sustainability” (online), 3rd Multi-User Forum Workshop of the CLARA Project, 3 October 2019, Venice, Italy.
- “The Sustainable Business Model Pattern Taxonomy – 45 Patterns to Support Sustainability-Oriented Business Model Innovation”, 29 August 2019, Aalborg University, Denmark.
- “Research on Business Models for Sustainability – A Journey”, Halmstad University, 5 June 2019, Halmstad, Sweden.
- “The Sustainable Business Model Pattern Taxonomy – 45 Patterns to Support Sustainability-Oriented Business Model Innovation”, Halmstad University, 5 June 2019, Halmstad, Sweden.
- “Business Model Innovation in the SDG Era” (panel debate), ABIS Knowledge Into Action Forum 2018, 28 March 2018, Brussels, Belgium.
- “Nachhaltigkeitsorientierte Geschäftsmodellinnovation [Sustainability-Oriented Business Model Innovation]”, Innovationsverbund Nachhaltige Smartphones (INaS), 30 November 2017, Leuphana University, Lüneburg, Germany.
- “Business Models for Sustainability – A Co-Evolutionary Perspective on Sustainable Entrepreneurship, Innovation, and Transformation” (online), Interdisciplinary colloquium on sustainable business model and transitions research, 17 October 2017, Eindhoven University of Technology, Eindhoven, The Netherlands.
- “Current Trends and Topics in Research on Business Models for Sustainability”, Baltic Development Forum, 13 June 2017, Berlin, Germany.
- “Research on Business Models for Sustainability – Where Do We Stand, Where Do We Have to Go?”, Copenhagen Business School, 17 January 2017, Copenhagen, Denmark.
- “Research on Business Models for Sustainability – Where Do We Stand, Where Do We Have to Go?”, Halmstad University, 9 December 2016, Halmstad, Sweden.
- “Business Models for Shared Value – Project Report”, Halmstad University, 8 December 2016, Halmstad, Sweden.
- “Basics of Business Models for Sustainability”, Climate-KIC Summer School, 2 August 2016, Hamburg, Germany.
- “Nachhaltigkeit aus Sicht der Forschung – Nachhaltigkeitsmanagement und Innovation [Sustainability from a Research Perspective – Sustainability Management and Innovation]”, Workshop “Nachhaltigkeit” der Stadtentwässerungsbetriebe Köln, 7. September 2016, Köln, Germany.
- “Vom Corporate Citizenship zur nachhaltigen Geschäftsmodellinnovation [From Corporate Citizenship to Sustainable Business Model Innovation]”, PHINEO Arbeitsgruppe zu Corporate Citizenship, 21. Juni 2016, Hamburg, Germany.

- "Business Models for Sustainability – A Co-Evolutionary Perspective on Sustainable Entrepreneurship, Innovation, and Transformation", UN PRME Mini "Business Models and Sustainability", Jönköping International Business School, 10 May 2016, Jönköping Sweden.
- "Geschäftsmodelle für unternehmerische Nachhaltigkeit [Business Models for Sustainability]", UPJ Annual Meeting "CSR and Social Cooperation", 3 March 2016, Berlin, Germany.
- "Business Models for Resource Efficiency", Danish Technological Institute, 23 November 2015, Copenhagen, Denmark.
- "Sustainable Business Models for Eco-Design and Innovation – Where do we stand, where do we have to go?", ATA EcoSD Workshop 2015, 12 March 2015, Paris, France.
- "Nachhaltige Geschäftsmodelle: Unternehmen in der Transformation [Sustainable Business Models: Transforming Corporations]", Jahrestagung des Instituts für ökologische Wirtschaftsforschung (IÖW) "Geschäftsmodell Nachhaltigkeit – Wirtschaft und Wirtschaftsförderung in der Transformation", 20.-21. November 2013, Berlin, Deutschland.
- "CO₂-neutrales Unternehmen – Was ist das? Grundlagen unternehmerischen Emissionsmanagements [What is a Carbon-neutral Organisation?]", Wissenschaftlicher Workshop „Klimaneutrale Fabrik“, Kompetenznetzwerk Dezentrale Energietechnologien e.V., 24. April 2008, Kassel, Deutschland.

AWARDS AND ARTICLE RANKINGS

Awards

"*IEEE Transactions on Engineering Management Best Paper Award 2019*" issued by IEEE TEMS; journal article Hansen, E.; Lüdeke-Freund, F.; Quan, X. & West, J. (2019): Cross-National Complementarity of Technology Push, Demand Pull, and Manufacturing Push Policies: The Case of Photovoltaics, *IEEE Transactions on Engineering Management*, Vol. 66, No. 3, 381-397.

"*Best Sustainable Entrepreneurship Research Award 2016*" (1,000€) issued by FGF e.V., Hans Sauer Foundation and Social Entrepreneurship Academy; conference paper Breuer, H.; Fichter, K.; Lüdeke-Freund, F. & Tiemann, I. (2016): Requirements for Sustainability-Oriented Business Model Development

"*Best Case Award Winner 2013*" (1,250 CAD) issued by HEC Montréal's Case Center; journal article Lüdeke-Freund, F. & Zvezdov, D. (2013): The Manager's Job at BP: Decision Making and Responsibilities on the High Seas, *Int. Journal of Case Studies in Management*, Vol. 11, No. 2, 1-32.

"*Highly Commended Award Winner 2013*" issued by Emerald Group Publishing; journal article Lüdeke-Freund, F.; Walmsley, D.; Plath, M.; Wreesmann, J. & Klein, A.-M. (2012): Sustainable Plant Oil Production for Aviation Fuels: Assessment Challenges and Consequences for New Feedstock Concepts, *Sustainability Accounting, Management and Policy Journal*, Vol. 3, No. 2, 186-217.

FURTHER ACADEMIC ACTIVITIES

Editorial and advisory board positions

Journals

Organization & Environment (ISSN 1086-0266), Editorial Review Board Member

Journal of Business Models (ISSN 2246-2465), Editorial Advisory Board Member

International Journal of Sustainable Entrepreneurship and Corporate Social Responsibility (ISSN 2379-7398), Editorial Advisory Board Member

Conferences

Group for Research on Organizations and the Natural Environment – GRONEN Conference 2020, Scientific Advisory Committee Member

International Conference on New Business Models, Conference Series Co-Chair

International Scientific Conference on Business Models, Academic Council Member

Life Cycle Innovation Conference – LCIC 2020, Scientific Advisory Committee Member

Other

Circular Economy Initiative Germany (BMBF), Working Group Member

Flourishing Enterprise Institute, Advisory Committee Member

Urban Sharing Project (H2020), Advisory Group Member

Ad hoc reviews

Administrative Sciences (ISSN 2076-3387)

Business & Society (ISSN 0007-6503)

Business Strategy and the Environment (ISSN 1099-0836)

Corporate Social Responsibility and Environmental Management (ISSN 1535-3966)

Ecological Economics (ISSN 0921-8009)

Electronic Markets (ISSN 1019-6781)

Energy Policy (ISSN 0301-4215)

Environmental Innovation and Societal Transitions (ISSN 2210-4224)

Energy Research & Social Science (ISSN 2214-6296)

IEEE Transactions on Engineering Management (ISSN 0018-9391)

Int. Journal of Energy Sector Management (ISSN 1750-6220)

Int. Journal of Services, Economics and Management (ISSN 1753-0822)

Int. Journal of Sustainable Entrepreneurship & Corporate Social Responsibility (ISSN 2379-7398)

Int. Small Business Journal (ISSN 0266-2426)

Journal of Business Ethics (ISSN 0167-4544)

Journal of Business Models (ISSN 2246-2465)

Journal of Cleaner Production (ISSN 0959-6526)

Journal of Corporate Citizenship (ISSN 1470-5001)

Journal of Industrial Ecology (ISSN 1088-1980)

Long Range Planning (ISSN 0024-6301)

Nature Sustainability (EISSN 2398-9629)
Organization & Environment (ISSN 1086-0266)
Research Policy (ISSN 0048-7333)
Resources (ISSN 2079-9276)
Scandinavian Journal of Management (ISSN 0956-5221)
Small Business Economics (ISSN 0921-898X)
Sustainability (ISSN 2071-1050)
Sustainability Accounting, Management and Policy Journal (ISSN 2040-8021)
Sustainable Production and Consumption (ISSN 2352-5509)
Technological Forecasting and Social Change (ISSN 0040-1625)
Technovation (ISSN 0166-4972)

Conference committees

Track Co-Chair "Values-Based and Sustainable Innovation", XXXI ISPIM Innovation Conference (virtual), 8-10 July 2020.

Track Chair, "Organisational Impact", 5th International Conference on New Business Models, 1-2 July 2020, Nijmegen, the Netherlands.

Session Chair, "Sustainable Business Model Patterns as a Means to Create Impactful Businesses", 5th International Conference on New Business Models, 1-2 July 2020, Nijmegen, the Netherlands.

Conference Host and Chairman, 4th International Conference on New Business Models, 1-3 July 2019, Berlin, Germany.

Session Chair, "Sustainability-Oriented Business Model Assessment (SUST-BMA): How to Assess and Manage the Sustainability Effects of Business Models?", 3rd International Conference on New Business Models, 27-28 June 2018, Sofia, Bulgaria.

Session Chair, "Paper Development Workshop – Business & Society Special Issue", 3rd International Conference on New Business Models, 27-28 June 2018, Sofia, Bulgaria.

Session Chair, "Managing Sustainability-Oriented Business Models", 2nd International Conference on New Business Models, 21-22 June 2017, Graz, Austria.

Session Chair, "Business Models & Strategic Thinking", 1st Business Model Conference, 18-19 May 2017, Venice, Italy.

Session Co-Chair, "Sustainability-Oriented Innovation", R&D Management Conference, 3-6 July 2016, Cambridge, UK.

Session Chair, "New Cases of Sustainability-Oriented Business Model Innovation", 1st International Conference on New Business Models, 16-17 June 2016, Toulouse, France.

CURRICULAR TEACHING

ESCP Europe Berlin	2017-present
European Academic Director of the M.Sc. Entrepreneurship and Sustainable Innovation	
M.Sc. International Sustainability Management – Sustainability management and eco-marketing module, company consultancy project module	
M.Sc. Entrepreneurship and Sustainable Innovation – Sustainable entrepreneurship module, values-based and sustainability innovation module, company consultancy project module	
Master in Management – Sustainability management	
University of Hamburg	2014-2017
Social Economics (B.A.) – Business management and finance module	
Master of International Business and Sustainability (MIBAS) – International management module	
Leuphana University	2007-2011
Economics and Business Education (B.A.) – Responsibility of science module	
Economics and Social Sciences – Environmental economics module	
Environmental Sciences – Sustainable business module	
General Studies (Bachelor, Master) – Methods & models module	
Leuphana Bachelor (B.A./B.Eng./B.Sc./LL.B.) – Methods & models module	
Bachelor and Master Theses	2007-present
Support and supervision of 110+ theses	

EXTRA-CURRICULAR TEACHING

FernUniversität Hagen, Mentoring Programme for Women in Academia	2018-2019
Academic mentor for PhD students	
Copenhagen Business School, Denmark	2016
Discussant / Opponent in PhD Colloquia	
Institut für Weiterbildung e.V., University of Hamburg	2016
Part-time studies for professionals, Innovation Management Module	
Centre for Sustainability Management (CSM), Leuphana University	2014-present
MBA Sustainability Management, Business Models Module	
Infernum, FernUniversität Hagen	2012-2014
Interdisciplinary Distance Studies of Environmental Sciences	