

## **Prof. Dr. Florian Lüdeke-Freund**



### **Professor for Corporate Sustainability**

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### **European Academic Director**

[M.Sc. Sustainability Entrepreneurship & Innovation](#)

### **Research Fellow**

Centre for Sustainability Management (CSM),  
Leuphana University of Lüneburg, Germany  
SustBusy Research Center,  
ESCP Business School, Berlin, Germany

August 2022

## 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 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, sustainability entrepreneurship, sustainable business models, and values-based innovation. He is Editorial Review Board Member at *Organization & Environment*, Associate Editor at *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 is also permanent Co-Chair of the New Business Models Conference.

Florian founded [www.SustainableBusinessModel.org](http://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

Member of [ESCP's European Sustainability Department](#)  
Head of the [Chair for Corporate Sustainability](#)

## 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)

## RESEARCHER

Business models for sustainability / sustainable business models  
Values-based innovation management  
Sustainability entrepreneurship  
Value and values theory  
Pattern theory  
Alternative business paradigms

## TEACHER

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

## ACADEMIC POSITIONS

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

## ACADEMIC EDUCATION

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

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**RESEARCH PROJECTS**

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

## PUBLICATIONS

### Journal articles

- Dembek, C.; Lüdeke-Freund, F.; Rosati, F. & Froese, T. (accepted):  
Untangling Business Model Outcomes, Impacts and Value, Business Strategy and the Environment. VHB JQ3: B  
JCR IF 2021: 10.801
- Froese, T. & Lüdeke-Freund, F. (2021): Praxistheoretische Überlegungen zur Postwachstumsökonomie. Kann das Individuum (allein) es richten?, Zeitschrift für Wirtschafts- und Unternehmensethik (zfwu), Vol. 22, No. 2, 201-207, <https://doi.org/10.5771/1439-880X-2021-2-201>. VHB JQ3: C
- Lüdeke-Freund, F.; Rauter, R.; Nielsen, C.; Montemari, M.; Dentchev, N. & Faber, N. (2021): Fostering Cross-Disciplinarity in Business Model Research, Journal of Business Models, Vol. 9, No. 2, 1-24, <https://doi.org/10.5278/jbm.v9i2.6739>. /
- Pedersen, E.; Lüdeke-Freund, F.; Henriques, I. & Seitanidi, M. (2021): Toward Collaborative Cross-Sector Business Models for Sustainability, Business & Society, Vol. 60, No. 5, 1039-1058, <https://doi.org/10.1177/0007650320959027>. VHB JQ3: B  
JCR IF 2021: 6.740
- 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 2021: 6.331
- 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 2021: 10.801
- Lüdeke-Freund, F.; Rauter, R.; Pedersen, E. & Nielsen, C. (2020): Sustainable Value Creation Through Business Models: The What, the Who and the How, Journal of Business Models, Vol. 8, No. 3, 32-60, <https://doi.org/10.5278/jbm.v8i3.6510>. /
- 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 2021: 5.299
- 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 2021: 8.702
- 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 2021: 7.202
- 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 2021: 11.072
- Breuer, H.; Fichter, K.; Lüdeke-Freund, F. & Tiemann, I. (2018): Sustainability-Oriented Business Model Development: Principles, VHB JQ3: B  
CiteScore 2021: 2.7

- Criteria, and Tools, *International Journal of Entrepreneurial Venturing*, Vol. 10, No. 2, 256-286,  
<http://dx.doi.org/10.1504/IJEV.2018.092715>.
- 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 2021: 8.921
- 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 2021: 2.9
- 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 2021: 10.884
- 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 2021: 11.072
- 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 2021: 11.072
- 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 2021: 5.299
- 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 2021: 5.299
- 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 2021: 11.072
- 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: VHB JQ3: C  
 JCR IF 2021: 3.964

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>.

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 2021: 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 2021: 11.072

### 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 2023).

Sheldon, R. & Lüdeke-Freund, F.: Entrepreneurship in the Service of Sustainability: Leveraging Business Models to Achieve Environmental and Social Goals, Entrepreneur & Innovator (SI under development, publication planned in 2023).

Lüdeke-Freund, F.; Rauter, R.; Nielsen, C.; Montemari, M.; Dentchev, N. & Faber, N. (2020/2021): Fostering Cross-Disciplinary Business Model Research, Journal of Business Models, Part I: Vol. 8, No. 1, 1-25. [Link](#) / Part II: Vol. 9, No. 2, 1-109. [Link](#)

Pedersen, E.; Lüdeke-Freund, F.; Henriques, I. & Seitanidi, M. (2021): Collaborative Cross-Sector Business Models for Sustainability, Business & Society, Vol. 60, No. 5, 1039-1252. [DOI](#)

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. [Link](#)

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, F. & Wells, P. (Eds.) (2021): Business Models for Sustainability Transitions – How Organizations Contribute to Societal Transformation. Cham: Palgrave Macmillan. [DOI](#)

Bunkanwanicha, P.; Lüdeke-Freund, F.; Razmdoost, K. & Ben Slimane, S. (Eds.) (2021): Better Business: Creating Sustainable Value. ESCP Impact Papers Vol. 2. Paris: ESCP Research Institute of Management.

Lüdeke-Freund, F. & Froese, T. (Eds.) (2019): Proceedings of the 4<sup>th</sup> 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 Bio-fuel Projects]. Berlin & Heidelberg: Springer-Verlag. [DOI](#)

### Monographs

Lüdeke-Freund, F.; Breuer, H. & Massa, L. (2022): Sustainable Business Model Design – 45 Patterns. Berlin: Lüdeke-Freund, Breuer & Massa. [Website](#)

Breuer, H. & Lüdeke-Freund, F. (2017): Values-Based Innovation Management – Innovating by What We Care About. Houndmills: Palgrave/Red Globe Press. [Publisher](#)

### Peer-reviewed book chapters

Lüdeke-Freund, F. & Schaltegger, S. (forthcoming): Business Model Innovation for Sustainability, in: Rasche, A.; Morsing, M.; Moon, J. & Kourula, A. (Eds.): Corporate Sustainability (2<sup>nd</sup> ed.). Cambridge: Cambridge University Press.

Aagaard, A.; Lüdeke-Freund, F. & Wells, P. (2021): Introduction to Business Models for Sustainability Transitions, in: Aagaard, A.; Lüdeke-Freund, F. & Wells, P. (Eds.): Business Models for Sustainability Transitions – How Organizations Contributes to Societal Transformation. Cham: Palgrave Macmillan, 1-25. [DOI](#) | [ResearchGate](#)

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, 217-239. [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, 25-60. [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 Biokraftstoffprojekte – 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 Stakeholderorientierte 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**

- Froese, T.; Richter, M.; Hofmann, F. & Lüdeke-Freund, F. (2022): Degrowth-Oriented Value Creation in Organizations – A Systematic Identification of 37 Patterns, Ecological Economics, 7<sup>th</sup> International Conference on New Business Models, 23-24 June 2022, Rome, Italy. (ISBN 979-12-210-1188-3)

- Lüdeke-Freund, F.; Dembek, K.; Rosati, F.; Rauter, R.; Schaltegger, S. & Fichter, K. (2021): Assessing and Managing Sustainable Business Models – A Status Update, 6<sup>th</sup> International Conference on New Business Models, 9-11 June 2021, Halmstad, Sweden (virtual).
- Hansen, E.; Lüdeke-Freund, F. & Fichter, K. (2021): Circular Business Models: A Typology Based on Actor Type, Circular Strategy and Service Degree, 4<sup>th</sup> PLATE Conference, 26-28 May 2021 (virtual).
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- 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), 17<sup>th</sup> 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), 5<sup>th</sup> 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 and panels (selection)**

“Sustainable Business Model Design Using Patterns to Create Sustainable Value“, online panel talk delivered to WeShyft, 11 May 2022, Hamburg, Germany.

“Nachhaltige Geschäftsmodelle mit dem Pattern-Ansatz neu denken“ [Rethinking sustainable business models from a patterns perspective], online keynote delivered to the Energy & Strategy Think Tank (ESTT) at Vienna University of Economics and Business, 11 May 2022, Vienna, Austria.

“Business Models and Sustainability – Friends or Foes?“, online guest lecture delivered during the LNET PhD Course on Business Models, 23 February 2022, University of Oulu, Oulu, Finland.

“Sustainable Business Model Innovation“, online guest lecture delivered at TU Berlin, 3 December 2021, Berlin, Germany.

“Sustainable Business Model Design Using Patterns to Create Sustainable Value“, online keynote delivered during the World Industrial Design Day, 23 September 2021, Frankfurt, Germany.

“Sustainable Business Model Design Using Patterns to Create Sustainable Value“, online keynote delivered during ekipa Innovate 2030, 8 September 2021, Berlin, Germany.

“The Sustainable Business Model Pattern Taxonomy – 45 Patterns to Support Sustainability-Oriented Business Model Innovation“, webinar delivered to RISE Research Institutes of Sweden, Sustainable Business Group, 4 May 2021, Göteborg, Sweden.

“Sustainable Value Creation With and for Stakeholders“, expert panel contribution, OECD expert consultation on “Alliance-driven business model for pandemic preparedness and health resilience“, 29 April 2021, Paris, France.

“Circular Business Model Patterns – Relevance of Business Model Patterns for Designing Policy Measures“, online keynote delivered to the Sustainable Product Initiative (SPI), commissioned by the European Commission, organised by Technopolis, Trinomics, Fraunhofer IS, and Bio Innovation Services, 27 April 2021, Brussels, Belgium.

“Business Models for Sustainability Driving Change Through Innovation“, online keynote delivered to ZEISS Innovation Hub @ KIT, 22 April 2021, Karlsruhe, Germany.

“The Role of Business Models – Circular Business Models Enabled Through Modular Product Design“, online keynote delivered to Innovation Network aiming at Sustainable Smartphones (INaS), 23 April 2021, Lüneburg, Germany.

“The Sustainable Business Model Pattern Taxonomy – 45 Patterns to Support Sustainability-Oriented Business Model Innovation“, webinar delivered to Borderstep Institute, 8 December 2020, Berlin, Germany.

- “Nachhaltige Geschäftsmodelle gestalten” [Designing sustainable business models], online panel contribution, UPJ-Jahrestagung 2020, 21 September 2020, Berlin, Germany.
- “What Types of Sustainable Business Models Do we Already Have?”, online keynote at 5<sup>th</sup> International Conference on New Business Models, 1-2 July 2020, Nijmegen, the Netherlands.
- “Values-Based and Sustainable Business Model Innovation”, webinar delivered to Orange, 28 May 2020, Paris, France.
- “The Sustainable Business Model Pattern Taxonomy – 45 Patterns to Support Sustainability-Oriented Business Model Innovation”, webinar delivered to Hunter Center for Entrepreneurship, University of Strathclyde, 22 April 2020, Strathclyde, Scotland.
- “Nachhaltigkeit, Unternehmertum, Innovation. Renovation der Business School?” [Sustainability, Entrepreneurship, Innovation. Renovation of the Business School], expert panel at Federal Ministry for the Environment, Nature Conservation and Nuclear Conservation, 10 March 2020, Berlin, Germany.
- “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), 3<sup>rd</sup> 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”, expert panel contribution, 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”, keynote delivered to 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]" (online), 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.
- "CO<sub>2</sub>-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.

## CURRICULAR TEACHING

**ESCP Europe Berlin** 2017-present

### Positions

[M.Sc. Sustainability Entrepreneurship & Innovation](#) – Founder and European Academic Director  
Master in Management – Berlin Academic Director, Sustainability Specialisation

### Teaching

M.Sc. Sustainability Entrepreneurship & Innovation – Sustainability entrepreneurship module, values-based and sustainability innovation module, company consultancy project module  
M.Sc. International Sustainability Management – Sustainability management and eco-marketing module, company consultancy project module  
Master in Management – Sustainability management

**University of Hamburg** 2014-2017

B.A. Social Economics – 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 150+ theses

## EXTRA-CURRICULAR TEACHING

**Coursera MOOC "[Business Models for Sustainability](#)"** since 2022

Led by CBS, modules on innovation and sustainable business models

**FernUniversität Hagen, Mentoring Programme for Women in Academia** 2018-2019

Academic mentor for PhD students

**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