

Prof. Dr. Florian Lüdeke-Freund



Professor for Corporate Sustainability

ESCP Business School

European Sustainability Department

[Chair for Corporate Sustainability](#)

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Founder & Academic Director

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

[ESCP STAR Centre for Sustainability Transformation &](#)

[Applied Research](#)

Research Fellow

Centre for Sustainability Management (CSM),

Leuphana University of Lüneburg, Germany

SustBusy Research Center,

ESCP Business School, Berlin, Germany

February 2024

SUMMARY

Florian Lüdeke-Freund is Professor for Corporate Sustainability at ESCP Business School, Berlin, Germany, where he holds the Chair for Corporate Sustainability. Florian is an early mover in the now burgeoning sustainable business models field, accounting for close to 14,000 citations. He is Editorial Review Board Member with Organization and Environment, Associate Editor with Journal of Business Models, and Guest Editor of eight special issues on sustainable business models (e.g., in Business & Society, Organization & Environment, Journal of Cleaner Production, International Journal of Innovation Management).

Florian is permanent Supervisory Board Member of the New Business Models Conference. He is the founder of www.SustainableBusinessModel.org, 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. He has been a Visiting scholar at the Universities of St. Gallen (Switzerland), Stellenbosch (South Africa), and Copenhagen Business School (Denmark). In 2023, Florian co-founded ESCP's Centre for Sustainability Transformation & Applied Research (STAR) for more direct, research-based support for companies facing sustainability transformation challenges.

PROFESSOR

Member of [ESCP's European Sustainability Department](#)
Head of the [Chair for Corporate Sustainability](#)
Founder & Academic Director of [M.Sc. Sustainability Entrepreneurship & Innovation](#)
Founder & Academic Director of [Centre for Sustainability Transformation & Applied Research](#)

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

RESEARCH IMPACT & DISSEMINATION

Recognised as a main contributor in the sustainable business model research field.

Table A. 1 Literature Profiles Based on Citations, Authors and Journals

	Commercial Business Models	Sustainability Business Models
<i>Citations</i>		
<i>Accumulated</i>	44155	2118
<i>Range</i>	3426 (highest), 259 (lowest)	213 (highest), 9 (lowest)
<i>Period</i>	1998 (earliest), 2012 (latest)	2003 (earliest), 2015 (latest)
<i>Main authors</i>		
<i>Top 3 by number of publications</i>	1. Chesbrough (6) 2. Amit; Osterwalder; Zott (4) 3. Pigneur (3)	1. Wells (5) 2. Lüdeke-Freund (3) 3. Boons; Birkin; Høgevold; Jakl; Kolk; Svensson; Wagner (2)
<i>Top 10 by number of citations</i>	1. Chesbrough (7959) 2. Osterwalder (7243) 3. Pigneur (5677) 4. Tucci (3569) 5. Amit; Zott (3192) 6. Rosenbloom (2813) 7. Timmers (2791) 8. Magretta (2392) 9. Teece (2205) 10. Afuah (1821)	1. Lüdeke-Freund (416) 2. Boons (345) 3. Cocklin; Stubbs (191) 4. Wagner (182) 5. Schaltegger; Hansen (164) 6. Bocken; Evans, Rana, Short (139) 7. Montalvo; Quist (132) 8. Birkin (106) 9. Wells (89) 10. Lazonick; Tulum (83)
<i>Main journals</i>		

Source: Laasch, 2018, *Long Range Planning*.

TABLE 2 Factor loadings of publications belonging to the core-set

Author (year)	Factor	
	1	2
Bocken et al. (2014)	0.880	
Boons and Lüdeke-Freund (2013)	0.879	
Stubbs and Cocklin (2008)	0.873	
Schaltegger, Hansen, et al. (2016)	0.865	
Upward and Jones (2016)	0.834	
Schaltegger et al. (2012)	0.824	
Bocken et al. (2013)	0.791	
Hart and Milstein (2003)	0.788	
Abdelkafi and Täuscher (2016)	0.787	
Boons et al. (2013)	0.786	
Joyce and Paquin (2016)	0.785	
Rauter et al. (2017)	0.781	
Roome and Louche (2016)	0.775	
Wells (2013)	0.770	
Schaltegger, Lüdeke-Freund, et al. (2016)	0.770	

Source: Preghenella & Battistella, 2021, *Business Strategy and the Environment*.

RESEARCH IMPACT & DISSEMINATION

Dynamic growth in citations of papers on business model research.



Florian Lüdeke-Freund

FOLGEN

EIGENES PROFIL ERSTELLEN

Professor (W3), Chair for Corporate Sustainability, ESCP Business School
Bestätigte E-Mail-Adresse bei escp.eu - [Startseite](#)

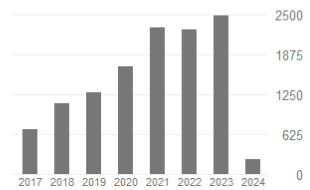
[business models for sustain...](#) [circular business models](#) [sustainable business models](#)

TITEL	ZITIERT VON	JAHR
Business models for sustainable innovation: State-of-the-art and steps towards a research agenda F Boons, F Lüdeke-Freund Journal of Cleaner Production 45, 9-19	3072	2013
Business cases for sustainability: the role of business model innovation for corporate sustainability S Schaltegger, F Lüdeke-Freund, EG Hansen International Journal of Innovation and Sustainable Development 6 (2), 95-119	1763	2012
Business Models for Sustainability Origins, Present Research, and Future Avenues S Schaltegger, EG Hansen, F Lüdeke-Freund Organization & Environment 29 (1), 3-10	1506	2016

Zitiert von ALLE ANZEIGEN

Alle Seit 2019

Zitate	13488	10311
h-index	30	26
i10-index	51	45



Google Scholar: 13,488 citations in total (as of February 2024).



Florian Lüdeke-Freund Edit

Prof. Dr. - Professor at ESCP Europe Berlin

Germany | [Website](#)

Head of the Chair for Corporate Sustainability, ESCP Business School, Berlin

Research Interest Score 8,077

Citations 9,885

h-index 31

[Citations over time](#)

Overall publications stats

8,077

Research Interest Score

+26.0 last week

226,505

Reads

+882 last week

9,885

Citations

+37 last week

464

Recommendations

+1 last week

ResearchGate: Fast growing reads, citations, and recommendations (as of February 2024).



RESEARCH ARTICLE | [Open Access](#) | [CC](#) | [i](#)

Sustainable entrepreneurship, innovation, and business models: Integrative framework and propositions for future research

WILEY

Top Downloaded Article



Congratulations

Florian Lüdeke-Freund

whose paper was one of the most downloaded* during its first 12 months of publication in:

*Among work published between 1 January 2019 - 31 December 2020.

On a regular basis, papers are among the top-downloaded papers in different journals.

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

“Pioneers of Sustainable Business Model Transformation”	2023-2024
Funding: Bertelsmann Foundation	
“ESCP STAR – Centre for Sustainability Transformation”	2023-2024
Funding: ESCP Foundation	
“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

- Lüdeke-Freund, F.; Froese, T.; Dembek, C.; Rosati, F. & Massa, L. (2024): What Makes a Business Model Sustainable? Activities, Design Themes, and Value Functions, *Organization & Environment*, in print. VHB JQ3: B
JCR IF 2021: 5.299
- Lüdeke-Freund, F.; Massa, L. & Breuer, H. (2024): Sustainable Business Model Design, *Journal of Business Models*, Vol. 12, No.1, in print. /
- Dembek, C.; Lüdeke-Freund, F.; Rosati, F. & Froese, T. (2023): Untangling Business Model Outcomes, Impacts and Value, *Business Strategy and the Environment*, Vol. 32, No. 4, 2296-2311, <https://doi.org/10.1002/bse.3249>. VHB JQ3: B
JCR IF 2021: 10.801
- Fichter, K.; Lüdeke-Freund, F.; Schaltegger, S. & Schillebeeckx, S. (2023): Sustainability Impact Assessment of new Ventures: An Emerging Field of Research, *Journal of Cleaner Production*, Vol. 368, 135452, <https://doi.org/10.1016/j.jclepro.2022.135452>. VHB JQ3: B
JCR IF 2021: 11.072
- Froese, T.; Richter, M.; Hofmann, F. & Lüdeke-Freund, F. (2023): Degrowth-oriented organisational value creation: A systematic literature review of case studies, *Ecological Economics*, Vol. 207, 107765, <https://doi.org/10.1016/j.ecolecon.2023.107765>. VHB JQ3: B
JCR IF 2022: 6.536
- Pinkse, J.; Lüdeke-Freund, F.; Laasch, O.; Snihur, Y. & Bohnsack, R. (2023): The Organizational Dynamics of Business Models for Sustainability: Discursive and Cognitive Pathways for Change, *Organization & Environment*, Vol. 36, No. 2, 211-227, <https://doi.org/10.1177/10860266231176913>. VHB JQ3: B
JCR IF 2021: 5.299
- Sheldon, R.; Lüdeke-Freund, F.; Reboud, S. & Lesage, X. (2023): A New Role for Entrepreneurship, *Entreprendre & Innover*, Vol. 54, No. 1, 10-15, <https://www.cairn-int.info/journal-entreprendre-et-innover-2023-1-page-10.htm>. /
- Sheldon, R. & Lüdeke-Freund, F. (2023): Business with A Mission: Introducing Sustainability Entrepreneurship, *Entreprendre & Innover*, Vol. 54, No. 1, 16-26, <https://www.cairn-int.info/journal-entreprendre-et-innover-2023-1-page-16.htm>. /
- Breuer, H.; Lüdeke-Freund, F. & Bessant, J. (2022): Managing Values for Innovation, *International Journal of Innovation Management*, Vol. 26, No. 5, 1-31, <https://doi.org/10.1142/S1363919622010010>. VHB JQ3: B
CiteScore 2021: 2.9
- 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, 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 2021: 2.7
- 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 VHB JQ3: B
JCR IF 2021: 11.072

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>.

- 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: 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 2021: 3.964
- 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

- Pinkse, J.; Lüdeke-Freund, F.; Laasch, O.; Snihur, Y. & Bohnsack, R. (2023): The Organizational Dynamics of Business Models for Sustainability, *Organization & Environment*. [Link](#)
- Sheldon, R. & Lüdeke-Freund, F.: Entrepreneurship in the Service of Sustainability (2023): Leveraging Business Models to Achieve Environmental and Social Goals, *Entrepreneur & Innovator*. [Link](#)

- Fichter, K.; Lüdeke-Freund, F.; Schaltegger, S. & Schillebeeckx, S. (2022/23): Assessing and Forecasting the Sustainability Impact of New Ventures – Theories, Methods, and Empirical Evidence, *Journal of Cleaner Production*. [Link](#)
- Breuer, H.; Lüdeke-Freund, F. & Bessant, J. (2022): Managing Values for Innovation – Cases, Methods, and Theories, *International Journal of Innovation Management*, Vol. 26, No. 5. [Link](#)
- Lüdeke-Freund, F.; Rauter, R.; Nielsen, C.; Montemari, M.; Dentchev, N. & Faber, N. (2020/21): 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 Contributes 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 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 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. (2023): Business Model Innovation for Sustainability, in: Rasche, A.; Morsing, M.; Moon, J. & Kourula, A. (Eds.): *Corporate Sustainability* (2nd ed.). Cambridge: Cambridge University Press, 388-411.
- 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](#)
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- 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.
- 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, San Sebastian, Spain.
- 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 Wirtschaftsforschung (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 and panels (selection)

“Institutional Innovation for the ‘Third Mission’ – Examples from ESCP Business School”, online keynote delivered during the SDG Conference 2024, 8 February 2024, Bergen, Norway.

“Sustainable Business Models”, online impulse delivered to Rohrbeck Heger / Creative Dock, 10 November 2023, Hamburg, Germany.

“Sustainable Business Model Design – Introduction”, presentation delivered to Software Campus, 6 September 2023, Berlin, Germany.

“Nachhaltig-innovative Geschäftsmodelle – Von der Theorie in die Praxis”, online talk delivered to Federal Ministry for Economic Affairs and Climate Action (BMWK) Referat VIB3; Digitale Technologien für Nachhaltigkeit, 15 June 2023, Berlin, Germany.

“Sustainable Business Model Design – Turning ESG Challenges Into Opportunities for Innovation,” keynote delivered during ESCP Alumni Event, 16 June 2023, Munich, Germany.

“Resilienz als Geschäftsmodellmuster”, online impulse delivered to Deutsche Bundesstiftung Umwelt and University of Oldenburg, 31 May 2023, Oldenburg, Germany.

“Nachhaltiges Geschäftsmodelldesign”, online keynote delivered to IHK Nord Westfalen, 18 April 2023, Münster, Germany.

“Introduction to Business Models for Sustainability”, online guest lecture delivered during the NORSI PhD Course on Sustainable Business Model Innovation, 16 March 2023, Lund University, Lund, Sweden.

“Sustainable Business Model Design”, online keynote delivered to KSB SE & Co. KGaA during their Global Innovation Days, 6 March 2023, Frankenthal, Germany.

“Sustainable Business Model Design. Nachhaltige Wertschöpfung? Ja, mit nachhaltigem Geschäftsmodelldesign!”, keynote delivered during the Bertelsmann Berlin Colloquium, 19 October 2022, Berlin, Germany.

“Sustainable Business Model Design – Muster als Antrieb für Innovation”, keynote delivered during the Oldenburg Innovation Days, 29 September 2022, Oldenburg, Germany.

“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 5th 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), 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", 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.
- "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.

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 190+ theses, 17 PhD (3 supervisor, 14 reviewer), 1 habilitation (reviewer)

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