

Prof. Dr. Florian Lüdeke-Freund



Professor for Corporate Sustainability (W3)

ESCP Business School
Chair for Corporate Sustainability
Heubnerweg 8-10, 14059 Berlin, Germany

Founder & Academic Director

M.Sc. Sustainability Entrepreneurship & Innovation
ESCP STAR Centre for Sustainability Transformation &
Applied Research

Research Fellow

Borderstep Institute for Innovation & Sustainability
Berlin, Germany

Born 12 December 1979
Married, two daughters

Isestr. 8, 20144 Hamburg, Germany
+49-178-6706145 (mobile)
fluedeke-freund@escp.eu

Hamburg, September 2025

Content

Overview **p. 3**

Academic CV **p. 5**

Work experience

Academic education

Research profile **p. 6**

Project experience

Publications

- Journal articles
- Article manuscripts in preparation
- Journal special issues
- Edited volumes
- Monographs
- Peer-reviewed book chapters
- Peer-reviewed conference papers
- Reports and working papers
- Professional articles
- Podcast episodes

Conference contributions and invited talks

- Conference presentations
- Invited talks and panels

Awards and article rankings **p. 26**

Further academic activities **p. 27**

Editorial and advisory boards

Reviews

Conference committees

Association memberships

University committees

Advanced academic training

Teaching portfolio **p. 30**

Curricular teaching

Extra-curricular teaching

PhD and habilitation committees

Course details

OVERVIEW

Florian Lüdeke-Freund is **Professor for Corporate Sustainability (W3)** at ESCP Business School, Germany. He is **Founder and Academic Director** of ESCP's international MSc programme in Sustainability Entrepreneurship & Innovation. Florian's research and teaching deal with sustainability management, sustainability entrepreneurship, business models, values-based innovation management, and alternative economic models such as circular economy, sharing economy, and post-growth. He is **Associate Editor** at Journal of Business Models, **Editorial Review Board Member** at Organization & Environment, and **Co-Chair** of the International Conference Series on New Business Models. He had **Visiting Researcher** positions at the Universities of St. Gallen (Switzerland), Stellenbosch (South Africa), and Copenhagen Business School (Denmark). Florian was called to join Germany's Circular Economy Initiative, led by the National Academy of Science and Engineering. Most recently, he is co-founding **ESCP's STAR Centre for Sustainability Transformation & Applied Research** as an international knowledge transfer centre, where he serves as **Academic Director**.

PERSONAL HIGHLIGHTS

Research	Being recognised, according to several literature reviews, as one of the originators of a new research field that integrates sustainability studies with business model research.
Education	Developing a new MSc programme in 2017, launching it in 2018, winning United Nations Environment Programme (UNEP) as strategic partner, and generating annual revenues/tuition fees of more than € 1 million.
Transfer	Building a new research transfer and sustainability education centre (STAR) at ESCP Business School with the help of ESCP Foundation, aiming at accelerated knowledge uptake and application.
Talks	60+ invited talks , presentations, and panel discussions

RESEARCH (GS=[Google Scholar](#), RG=[ResearchGate](#), WoS=[Web of Science](#))

Citations	GS: 14,800, RG: 11,000, WoS: 4,900 (counting 32 publications)
H-index	GS: 32, RG: 32, WoS: 19 (counting 32 publications)
Publications	Journal articles: 33, journal special issues: 8, monographs: 2, edited volumes: 4, peer-reviewed book chapters: 23, peer-reviewed conference papers: 33, working papers: 21, professional articles: 12
Most cited	Boons & Lüdeke-Freund, 2013, "Business Models for Sustainable Innovation" in Journal of Cleaner Production – GS: 3,300 Schaltegger, Lüdeke-Freund & Hansen, 2012, "Business Cases for Sustainability" in Int. J. of Innovation and Sustainable Development – GS: 1,900 Schaltegger, Hansen & Lüdeke-Freund, 2016, "Business Models for Sustainability" in Organization & Environment – GS: 1,700
High impact	Schaltegger, Hansen & Lüdeke-Freund, 2016, "Business Models for Sustainability: Origins, Present Research, and Future Avenues (Editorial)" – most read article in Organization & Environment in 2024 Lüdeke-Freund, Gold & Bocken, 2019, "A Review and Typology of Circular Economy Business Model Patterns" – 2 nd most-cited paper in Journal of Industrial Ecology in 2024

TEACHING (since 2007)

Levels	Undergraduate (bachelor), graduate (master), professional (customised executive education), PhD (doctoral studies)
Formats	Seminars, lectures, projects, MOOC (Coursera), online/hybrid
Topics	20+ different courses on sustainability-related topics
Theses	200+ BA/MA, 19 PhD (3 supervisor, 16 reviewer), 1 habilitation (reviewer)

ACADEMIC LEADERSHIP

Chair	Head of the Chair for Corporate Sustainability, ESCP Berlin
MSEI	Founder and European Academic Director of the MSc in Sustainability Entrepreneurship & Innovation (MSEI) , launched 2018, accredited by ACQUIN, annual cohort size 40-45 students from 15+ different countries
MIM	Academic Director of the Master in Management (MIM) Sustainability Specialisation, module consisting of four 30h courses
NBM	Co-Chair of the International New Business Models Conference Series (NBM), elected for a 5-year term

ACADEMIC ENTREPRENEURSHIP

STAR	Co-Founder and Academic Director of ESCP's STAR Centre for Sustainability Transformation & Applied Research , funds raised in 2023 € 150k
Publishing	Engaging as self-publisher to author, produce, and distribute research-based contents independently, www.sustainablebusiness.design

WORK EXPERIENCE

Professor for Corporate Sustainability (W3) ESCP Business School, Berlin Campus	01/2019-present
Lecturer for Corporate Sustainability (W3-equiv.) ESCP Business School, Berlin Campus	10/2017-12/2018
Research Fellow, ESCP Europe SustBus Research Center ESCP 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 Sustainability Institute, 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, Prof. Dr. Stefan Schaltegger	
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	
Grade: magna cum laude (very good)	
Studies of Economics and Social Sciences Leuphana University of Lüneburg	2000-2005
Subjects: Business Administration, Economics, Environmental Economics, Empirical Social Sciences Research	
Grade: 1.7 (good)	

PROJECTS

European Commission, Horizon "Scaling Social Entrepreneurship and Innovation – (SEIZMIC) Doctoral Network" (budget: € 240k) 2024-2027

Role: Academic Supervisor
 Lead: Prof. Dr. Kai Hockerts, Copenhagen Business School (CBS)
 Goal: Conducting research on the scaling of social entrepreneurship ventures and building a European doctoral network
 Funding: European Commission, Marie Skłodowska-Curie Actions (MSCA)
 Tasks: Academic supervisor and co-researcher, development of empirical research designs, creation of an overview of social business model patterns and a business model design method

Deutsche Energie-Agentur (dena) [German Energy Agency] "Business Models for Digital Building Technologies" (budget: € 30k) 2024-2025

Role: Project Co-Developer, Academic Co-Lead
 Lead: Prof. Dr. Florian Lüdeke-Freund, Dr. Severin Beucker
 Goal: Conducting market research and a mapping of business models in support of energy-efficient digital building technologies
 Funding: Deutsche Energie-Agentur (dena), KEDi – Kompetenzzentrum Energieeffizienz durch Digitalisierung
 Tasks: Academic co-lead, development of an empirical research design, creation of an overview of business model patterns

Bertelsmann Foundation "Pioneers of Sustainable Business Model Transformation", empirical large-scale survey (budget: € 54k) 2023-2024

Role: Project Co-Developer, Academic Director
 Lead: Prof. Dr. Florian Lüdeke-Freund, Jakob Kunzmann
 Goal: Conducting Germany's first empirical large-scale survey on sustainable business model transformation
 Funding: Bertelsmann Foundation
 Tasks: Academic lead, development of an empirical research design, publication of ESCP STAR & Bertelsmann Foundation report

ESCP Foundation "ESCP STAR – Centre for Sustainability Transformation & Applied Research", centre development (budget: € 80k) 2023-2024

Role: Project Co-Developer, Academic Director
 Lead: Prof. Dr. Florian Lüdeke-Freund, Jan Ehlers
 Goal: Development of a new platform for knowledge transfer and application, experimenting with new teaching and learning formats
 Funding: ESCP Foundation
 Tasks: Development of new research transfer and sustainability education formats

BMBF-Project "Circular Economy Initiative Germany", Developing a Circular Economy Roadmap for Germany 2020-2021

Role: Task Force "Typology" Co-Lead, Researcher
 Lead: National Academy of Science and Engineering (Acatech)
 Goal: Develop of Germany's first strategic roadmap for a circular economy in Germany
 Funding: via Acatech, Federal Ministry of Education and Research
 Tasks: Development of a new typology of circular economy business model patterns

GIZ-Project "Shared Values and New Business Models for Sustainable Development", Lab of Tomorrow (budget: € 16k) 2017

Role: Project Co-Developer, Co-Lead Researcher
 Lead: Dr. Florian Lüdeke-Freund, Prof. Dr. Henning Breuer,
 Goal: Development of a framework and methodology to support business models for international development co-operation
 Funding: Deutsche Gesellschaft für Internationale Zusammenarbeit
 Tasks: Coordination of research on business models and Sustainable Development Goals (SDGs)

EU-Project "CLIMPAX – Fund Ratings to Pave the Way for a 2° Economy", Climate-KIC Innovation (budget: € 1.5m) 2015-2017

Role: Research Module Coordinator, Researcher
 Lead: Susan Dreyer, CDP Europe
 Goal: Development of a methodology to internalise climate and non-financial risks into investment and financing decisions
 Funding: European Union (Climate-KIC)
 Tasks: Co-ordination of research module on behavioural effects of non-financial information in capital markets (budget: € 65k)

NBS-Project "A Review and Synthesis of Research and Practice on Sustainable Business Models" (budget: € 20k) 2015-2016

Role: Project Developer, Lead Researcher
 Lead: Dr. Florian Lüdeke-Freund
 Goal: Preparation of a conceptual and empirical review of the current knowledge on sustainable business models
 Funding: Network for Business Sustainability South Africa (NBS-SA)
 Tasks: Project lead; literature review; co-ordination of five researchers from four countries and a business committee

EU-Project "Sustainability-Oriented Business Model Assessment" Leuphana Innovation Incubator (budget: € 190k) 2014-2015

Role: Project Developer, Researcher (Fellow)
 Lead: Prof. Dr. Stefan Schaltegger
 Goal: Development of a framework for the assessment of business models' social and environmental performance
 Funding: European Union (ERDF)
 Tasks: Framework development based on current business modelling and sustainability assessment methodologies; publications

EU-Project "Platform for Sustainable Aviation Fuels" Leuphana Innovation Incubator (budget: € 2.7m) 2011-2014

Role: Project Development Support, Researcher
 Lead: Prof. Dr. Stefan Schaltegger, Prof. Dr. Alexandra-Maria Klein
 Goal: Development of new sourcing and marketing models for sustainable aviation fuel resources
 Funding: European Union (ERDF)
 Tasks: Development of alternative sourcing and business models; market studies; expert interviews; publications

DBU-Project "Conditioning of Agricultural Biomass" (budget: € 650k) 2007-2010

Role: Project Manager, Researcher
 Lead: Prof. Dr. Stefan Schaltegger

Goal: Development of a new process to prepare waste and wet agricultural biomass for energetic purposes
Funding: Deutsche Bundesstiftung Umwelt (DBU)
Tasks: Project and financial management; market studies; economic analyses; expert interviews; publications

DBU-Project "Environmental Education in Wildlife Parks"
(budget: € 50k)

2006-2007

Role: Researcher
Lead: Prof. Dr. Stefan Schaltegger
Goal: Collection and assessment of basic data on environmental education activities in German wildlife parks
Funding: Deutsche Bundesstiftung Umwelt (DBU)
Tasks: Development and application of a standardised, quantitative survey; statistical analyses; expert interviews; publications

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*, Vol. 37, No. 2, 194-220, <https://doi.org/10.1177/10860266241235212>. 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, 115-132, <https://doi.org/10.54337/jbm.v12i1.8409>. /
- 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. VHB JQ3: B

- (2021): Toward Collaborative Cross-Sector Business Models for Sustainability, *Business & Society*, Vol. 60, No. 5, 1039-1058, <https://doi.org/10.1177/0007650320959027>. 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 So-* VHB JQ3: B
JCR IF 2021: 10.884

- cial Change, Vol. 125, 87-104,
<https://doi.org/10.1016/j.techfore.2017.03.036>.
- 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: 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 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 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. (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.; Aagaard, A. & Wells, P. (2024): The Catalytic Role of Sustainability Transitions for Business Models, in: Aagaard, A. (Ed.): *Business Model Innovation - Game Changers and Contemporary Issues*. Cham: Palgrave Macmillan, 127-155. [DOI](#)

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. [Publisher](#)

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.; Vallerst, 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, ak-

- tuelle 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 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

- Wells, P.; Lüdeke-Freund, F. & Aagaard, A. (2024): Business Model Innovation in Context, 9th International Conference on New Business Models, 4-5 July 2024, San Sebastian, Spain.
- Remke, K.; Seckler, C. & Lüdeke-Freund, F. (2024): Design-Oriented Research in Entrepreneurship: A Methodological Review, 84th Annual Meeting of the Academy of Management (AOM 2024), 9-13 August 2024, Chicago, IL, USA.
- Froese, T.; Richter, M.; Hofmann, F. & Lüdeke-Freund, F. (2022): Degrowth-Oriented Value Creation in Organizations – A Systematic Identification of 37 Patterns, Ecological Economics, 7th 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, 6th 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, 4th PLATE Conference, 26-28 May 2021 (virtual).
- 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.; Faccar, 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)
- Lüdeke-Freund, F.; Freudenreich, B.; Stock, M. & Schaltegger, S. (2014): Nachhaltigkeitsorientierte Geschäftsmodellbewertung – Grundlagen und Fallbeispiele [Sustainability-oriented Business Model Assessment], in: Erich-Gutenberg-Arbeitsgemeinschaft e.V. (Hrsg.): Abstractband "Business Model Innovation and Transformation", 11-12 September 2014, Erlangen-Nürnberg, Germany, 51-53.
- 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)
- Lüdeke-Freund, F. & Loock, M. (2010): What Kinds of PV Projects do Debt Capital Providers Prefer to Finance?, in: Proceedings of GRONEN Research Conference 2010 "Corporate Sustainability, Innovation and Ecosystems in a Globalized World", 23-26 June 2010, Milan, Italy.
- Lüdeke-Freund, F. (2009): Business Models for Sustainability: Innovative Regional Business Models as Subject and Trigger of a Sustainable Change in the Energy Industry, in: Andersen, R. & Lehmann, M. (Eds.): "Joint Actions on Climate Change" – Conference Proceedings, 13th European Roundtable for Sustainable Consumption and Production (ERSCP), 8-10 June 2009, Aalborg, Denmark, 288-289. (ISBN 978-87-91830-30-3)

Müller, J.; Lüdeke-Freund, F. & Lutzenberger, A. (2009): Dehydration and Pelletisation of Agricultural Biomass by Extrusion, in: Proceedings of the 17th European Biomass Conference & Exhibition "From Research to Industry and Markets", 29 June to 3 July 2009, Hamburg, Germany, 427-429. (ISBN 978-88-89407-57-3)

Reports and working papers

- Beucker, S.; Froese, T.; Lüdeke-Freund, F. & Fichter, K. (2025): Geschäftsmodelle für digitale Gebäudetechnologien. Berlin: Borderstep Institut & ESCP Business School (Deutsche Energie-Agentur, Hrsg.).
- Froese, T.; Richter, M.; Lüdeke-Freund, F. & Hofmann, F. (2025): Degrowth in Practice: How European Businesses Can Create Value Within Planetary Boundaries, in: Coeurderoy, R. & Ben Slimane, S. (Eds.): Rethinking Progress: Leadership, Sustainability, and Innovation in a Changing World – Impact Papers Digest 2025, 10-11.
- Froese, T.; Lüdeke-Freund, F.; Richter, M. & Hofmann, F. (2024): How Organisations Can Engage in Degrowth-oriented Value Creation. ESCP Impact Paper No.2024-60-EN.
- Froese, T.; Putzhammer, F.; Kunzlmann, J. & Lüdeke-Freund, F. (2024): Wertschöpfung für das 21. Jahrhundert – Geschäftsmodelle in der Transformation. Nachhaltige Soziale Marktwirtschaft, Policy Brief 2024 (02). Gütersloh: Bertelsmann Stiftung. [Link](#)
- Lüdeke-Freund, F.; Froese, T.; Kunzlmann, J.; Putzhammer, F. & Hofmann, F. (2024): Wertschöpfung für das 21. Jahrhundert – Geschäftsmodelle in der Transformation. Gütersloh/Berlin: Bertelsmann Stiftung & ESCP Business School Berlin. [DOI](#)
- Lüdeke-Freund, F.; Waldner, C.; Breaugh, J. & Shevchenko, A. (2024): Towards sustainability transformation education: A mindset course for decision-makers Developed by ESCP's STAR Centre. ESCP Impact Paper No.2024-08-EN.
- Brand, D.; Breuer, H.; Heinrich Fernandes, M.; Ivanov, K. & Lüdeke-Freund, F. (2020): "lab of tomorrow" Manual for Sustainable Business Co-Creation. Berlin: Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH (GIZ).
- Hansen, E.; Lüdeke Freund, F. & Fichter, K. (2020): Circular Business Model Typology: Actor, Circular Strategy and Service Level. IQD Research, No. 2020-1. Linz, Austria: Institute for Integrated Quality Design (IQD), Johannes Kepler University Linz.
- Hansen, E.; Wiedemann, P.; Fichter, K.; Lüdeke-Freund, F.; Jaeger-Erben, M.; Schomerus, T.; Alcayaga, A.; Blomsma, F.; Tischner, U.; Ahle, U.; Büchle, D.; Denker, A.; Fiolka, K.; Fröhling, M.; Häge, A.; Hoffmann, V.; Kohl, H.; Nitz, T.; Schiller, C.; Tauer, R.; Vollkommer, D.; Wilhelm, D.; Zefferer, H.; Akinci, S.; Hofmann, F.; Kobus, J.; Kuhl, P.; Lettgen, J.; Rakowski, M.; von Wittken, R. & Kadner, S. (2020): Circular Business Models: Overcoming Barriers, Unleashing Potentials. Circular Economy Initiative Deutschland. Munich/London: acatech/SYSTEMIQ.
- 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.
- 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).

- Hansen, E.; Lüdeke-Freund, F.; Quan, X. & West, J. (2015): Beyond Technology Push vs. Demand Pull: The Evolution of Solar Policy in the U.S., Germany and China. Lüneburg: CSM. (ISBN 978-3-942638-49-4)
- 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 Jatropa 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)

Professional articles

- ESCP Business School (2025): Leading with Purpose: The business case for values-based leadership. [Link](#)
- Lüdeke-Freund, F. (2024): Die Nachhaltigkeitstransformation braucht nachhaltige Geschäftsmodelle [The sustainability transformation needs sustainable business models], Commentary, Haufe. [Link](#)
- Lüdeke-Freund, F. & Froese, T. (2022): Unternehmerische Verantwortung und Nachhaltigkeit – welche Rolle spielen Geschäftsmodelle?, Inclusive Productivity / Bertelsmann Stiftung. [Link](#)
- Lüdeke-Freund, F. & Froese, T. (2021): Degrowth – eine Inspiration für nachhaltige Geschäftsmodelle, CSR News. [Link](#)
- Lüdeke-Freund, F. & Froese, T. (2021): 'Degrowth' inspires business model innovation for a sustainable post-COVID economy, London School of Economics Business Review. [Link](#)
- Lüdeke-Freund, F. (2021): Nachhaltige Geschäftsmodelle: Prinzipien und Gestaltung. Wertebasierte Innovationen und Prinzipien nachhaltiger Geschäftsmodelle, zero360. [Link](#)
- Lüdeke-Freund, F. (2020): Wie Du ein nachhaltiges Geschäftsmodell entwickelst (I & II), nRole Blog. [Link](#)

- Lüdeke-Freund, F. (2020): Innovation nicht um jeden Preis (Standpunkt), Tagesspiegel Background. [Link](#)
- Lüdeke-Freund, F. (2019): The circular economy: Four million business models and counting, The Conversation. [Link](#)
- Lüdeke-Freund, F. (2018): Klassifiziert und zur Nachahmung empfohlen: Nachhaltige Geschäftsmodelle, Brain City Berlin. [Link](#)
- 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? [What is a Climate-neutral Firm?], Umweltwirtschaftsforum, Vol. 15, No. 4, 265-273.

Podcast episodes

- [Wie steht es um nachhaltige Geschäftsmodelle in Deutschland?](#) (2024)
– BAM! Bock auf Morgen – Marketing for Future, Host: Frank Schlieder
- [How to Build a Sustainable Business](#) (2024)
– Frontiers, Host: Ian Hallett
- [Interview mit Prof. Dr. Florian Lüdeke-Freund](#) (2023)
– Sustain Ahead – Der Podcast für Smart Digital, Host: Cassini Consulting
- [Von Greenwashing zu nachhaltigen Geschäftsmodellen](#) (2023)
– BAM! Bock auf Morgen – Marketing for Future, Host: Frank Schlieder
- [3 Geschäftsmodelle für nachhaltiges Wirtschaften](#) (2022)
– Fabrik für Immer – Regenerative Wirtschaft in Theorie und Praxis, Host: Frank Schlieder
- [Sustainable Business Model Design – Patterns to Make Sustainability Work](#) (2022)
– Advancing Sustainable Solutions, Host: Steven Curtis

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

- Wells, P.; Lüdeke-Freund, F. & Aagaard, A. (2024): Business Model Innovation in Context, 9th International Conference on New Business Models, 4-5 July 2024, San Sebastian, Spain.
- Remke, K.; Seckler, C. & Lüdeke-Freund, F. (2024): Design-Oriented Research in Entrepreneurship: A Methodological Review, 84th Annual Meeting of the Academy of Management (AOM 2024), 9-13 August 2024, Chicago, IL, USA.
- Froese, T.; Richter, M.; Hofmann, F. & Lüdeke-Freund, F. (2022): Degrowth-Oriented Value Creation in Organizations – A Systematic Identification of 37 Patterns, 7th International Conference on New Business Models, 23-24 June 2022, Rome, Italy.
- Froese, T.; Richter, M.; Hofmann, F. & Lüdeke-Freund, F. (2022): Degrowth-Oriented Value Creation in Organizations – A Systematic Identification of 37 Patterns, Ecological Economics, XIV International Conference of the European Society for Ecological Economics (ESEE), 14-17 June, Pisa, Italy.
- Lüdeke-Freund, F.; Dembek, K.; Rosati, F.; Rauter, R.; Schaltegger, S. & Fichter, K. (2021): Assessing and Managing Sustainable Business Models – A Status Update, 6th 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, 4th PLATE Conference, 26-28 May 2021 (virtual).
- 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.
- Bassen, A.; Gödker, K.; Lüdeke-Freund, F. & Oll, J. (2017): Promoting Climate-Friendly Investing among Retail Investors: Evidence from a Choice Experiment, PRI Academic Network Conference, 26-27 Sept 2017, Berlin, Germany.
- 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 In-

- novation, 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.; Faccar, 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.
- 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, panels, and webinars (selection)

“Alles nur geklaut!? Wie Muster das Design nachhaltiger Geschäftsmodelle inspirieren“ [Is it all just stolen? How patterns inspire the design of sustainable business models], online talk, Impact Design, Expert Learning Nuggets, 1 June, 2025.

“Social Business Models – Introduction to Sustainable Business Model Research“, online lecture, Copenhagen Business School, EU Horizon “seismic” PhD Programme, 28 April, 2025.

“In die Zukunft investieren – Die nachhaltige Transformation von KMU finanzieren“ [Investing in the Future – Financing the Sustainability Transformation of SMEs], expert dialogue, Schader Stiftung & Sustainable Finance Institute, Darmstädter Tage der Transformation 25, 26 March, 2025.

“Alles nur geklaut!? Wie Muster das Design nachhaltiger Geschäftsmodelle inspirieren“ [Is it all just stolen? How patterns inspire the design of sustainable business models], online talk, Impact Design, Expert Learning Nuggets, 5 March, 2025.

“Sustainable Business Model Research“, online lecture, Amsterdam Business School, PhD Programme, 31 January, 2025.

“Nachhaltig-innovative Geschäftsmodelle. Von der Theorie in die Praxis“ [Sustainably innovative Business Models. Theory and Practice], online talk, TransMIT Gesellschaft für Technologietransfer mbH, 4. GreenTech Workshop, 7 November, 2024.

“Wertschöpfung für das 21. Jahrhundert – Geschäftsmodelle in der Transformation“ [Value creation for the 21st century – business models in transformation], expert panel, BAM! Festival, 25-26 September, 2024, Berlin, Germany.

“Wertschöpfung für das 21. Jahrhundert – Geschäftsmodelle in der Transformation“ [Value creation for the 21st century – business models in transformation], expert panel, Economic Council of the parliamentary group Bündnis 90/Die Grünen, Paul-Löbe-Haus, 24 September, 2024, Berlin, Germany.

“The power of optimism: WE can change the world (a little)“, Telekom Deutschland GmbH, online expert panel, 23 September, 2024.

“Das Triple für zukunftsfähige Geschäftsmodelle: Profitabilität, Resilienz und Nachhaltigkeit“ [The triple for future-proof business models: profitability, resilience and sustainability], online talk, 6th Practitioner Forum ESG Strategy, CSRD & EU Taxonomy, 12 September, 2024.

- "Wertschöpfung für das 21. Jahrhundert – Geschäftsmodelle in der Transformation" [Value creation for the 21st century – business models in transformation], online talk, econsense Coffee & Content, 30 August, 2024, Berlin, Germany.
- "Value Creation for the 21st Century – Business Models in Transformation", online talk, STARwebinar #1, 19 July 2024, Berlin Germany.
- "Wertschöpfung für das 21. Jahrhundert – Geschäftsmodelle in der Transformation" [Value creation for the 21st century – business models in transformation], online talk, Egon Zehnder, Young Leaders in Sustainability, 25 June, 2024, Berlin, Germany.
- "Wertschöpfung für das 21. Jahrhundert – Geschäftsmodelle in der Transformation" [Value creation for the 21st century – business models in transformation], keynote, Bertelsmann Foundation & ESCP STAR study launch, 3 May, 2024, Berlin, Germany.
- "Institutional Innovation for the 'Third Mission' – Examples from ESCP Business School", online keynote, SDG Conference 2024, 8 February 2024, Bergen, Norway.
- "Sustainable Business Models", online talk, Rohrbeck Heger / Creative Dock, 10 November 2023, Hamburg, Germany.
- "Sustainable Business Model Design – Using Patterns to Create Sustainable Value", keynote, Academic Colloquium, Cradle-to-Cradle Congress 2023, 8 September 2023, Berlin, Germany.
- "Sustainable Business Model Design – Introduction", online talk, Software Campus, 6 September 2023, Berlin, Germany.
- "Nachhaltiges Geschäftsmodelldesign – Von der ESG Compliance zur Geschäftsmodellinnovation" [Sustainable business model design – From ESG compliance to business model innovation], online talk, 5th Practitioner Forum ESG Strategy, CSRD & EU Taxonomy, 6 July 2023.
- "Nachhaltig-innovative Geschäftsmodelle – Von der Theorie in die Praxis" [Sustainable and innovative business models – from theory to practice], online talk, 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, ESCP Alumni Event, 16 June 2023, Munich, Germany.
- "Resilienz als Geschäftsmodellmuster" [Resilience as a business model pattern], online talk, Deutsche Bundesstiftung Umwelt & University of Oldenburg, 31 May 2023, Oldenburg, Germany.
- "Nachhaltiges Geschäftsmodelldesign" [Sustainable business model design], online talk, IHK Nord Westfalen, 18 April 2023, Münster, Germany.
- "Introduction to Business Models for Sustainability", online guest lecture, NORSI PhD Course on Sustainable Business Model Innovation, 16 March 2023, Lund University, Lund, Sweden.
- "Sustainable Business Model Design", online keynote, KSB SE & Co. KGaA, Global Innovation Days, 6 March 2023, Frankenthal, Germany.
- "Sustainable Business Model Design. Nachhaltige Wertschöpfung? Ja, mit nachhaltigem Geschäftsmodelldesign!" [Sustainable value creation? Yes, with sustainable business model design!], keynote, Bertelsmann Berlin Colloquium, 19 October 2022, Berlin, Germany.
- "Sustainable Business Model Design – Muster als Antrieb für Innovation" [Patterns as a driver for innovation], keynote, Oldenburg Innovation Days, 29 September 2022, Oldenburg, Germany.
- "Sustainable Business Model Design Using Patterns to Create Sustainable Value", online talk and panel discussion, WeShyft, 11 May 2022, Hamburg, Germany.
- "Nachhaltige Geschäftsmodelle mit dem Pattern-Ansatz neu denken" [Rethinking sustainable business models from a patterns perspective], online keynote, Energy & Strategy Think Tank (ESTT), Vienna University of Economics and Business, 11 May 2022, Vienna, Austria.

- "Business Models and Sustainability – Friends or Foes?", online guest lecture, LNET PhD Course on Business Models, 23 February 2022, University of Oulu, Oulu, Finland.
- "Sustainable Business Model Innovation", online guest lecture, TU Berlin, 3 December 2021, Berlin, Germany.
- "Sustainable Business Model Design Using Patterns to Create Sustainable Value", online keynote, World Industrial Design Day, 23 September 2021, Frankfurt, Germany.
- "Sustainable Business Model Design Using Patterns to Create Sustainable Value", online keynote, ekipa Innovate 2030, 8 September 2021, Berlin, Germany.
- "The Sustainable Business Model Pattern Taxonomy – 45 Patterns to Support Sustainability-Oriented Business Model Innovation", webinar, RISE Research Institutes of Sweden, Sustainable Business Group, 4 May 2021, Göteborg, Sweden.
- "Sustainable Value Creation with and for Stakeholders", expert panel, 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, 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, ZEISS Innovation Hub @ KIT, 22 April 2021, Karlsruhe, Germany.
- "The Role of Business Models – Circular Business Models Enabled Through Modular Product Design", online keynote, Innovation Network Sustainable Smartphones (INaS), 23 April 2021, Lüneburg, Germany.
- "The Sustainable Business Model Pattern Taxonomy – 45 Patterns to Support Sustainability-Oriented Business Model Innovation", webinar, Borderstep Institute, 8 December 2020, Berlin, Germany.
- "Nachhaltige Geschäftsmodelle gestalten" [Designing sustainable business models], online panel, UPJ-Jahrestagung 2020, 21 September 2020, Berlin, Germany.
- "What Types of Sustainable Business Models Do we Already Have?", online keynote, 5th International Conference on New Business Models, 1-2 July 2020, Nijmegen, the Netherlands.
- "Values-Based and Sustainable Business Model Innovation", webinar, Orange S.A., 28 May 2020, Paris, France.
- "The Sustainable Business Model Pattern Taxonomy – 45 Patterns to Support Sustainability-Oriented Business Model Innovation", webinar, 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, 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", research talk, NMBU – Norwegian University of Life Sciences, 27 February 2020, As/Oslo, Norway.
- "Business Model Innovation for Sustainability", webinar, Project Together, Berlin, 16 January 2020.
- "Values-Based Innovation Management", invited ISPIM webinar, 28 October 2019.
- "Business Model Innovation for Sustainability", webinar, 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", research talk, 29 August 2019, Aalborg University, Denmark.
- "Research on Business Models for Sustainability – A Journey", research talk, Halmstad University, 5 June 2019, Halmstad, Sweden.
- "The Sustainable Business Model Pattern Taxonomy – 45 Patterns to Support Sustainability-Oriented Business Model Innovation", research talk, Halmstad University, 5 June 2019, Halmstad, Sweden.
- "Business Model Innovation in the SDG Era", expert panel, ABIS Knowledge Into Action Forum 2018, 28 March 2018, Brussels, Belgium.
- "Nachhaltigkeitsorientierte Geschäftsmodellinnovation" [Sustainability-oriented business model innovation], Innovation Network Sustainable Smartphones (INaS), 30 November 2017, Leuphana University, Lüneburg, Germany.
- "Business Models for Sustainability – A Co-Evolutionary Perspective on Sustainable Entrepreneurship, Innovation, and Transformation", online talk, 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, Baltic Development Forum, 13 June 2017, Berlin, Germany.
- "Research on Business Models for Sustainability – Where Do We Stand, Where Do We Have to Go?", research talk, Copenhagen Business School, 17 January 2017, Copenhagen, Denmark.
- "Research on Business Models for Sustainability – Where Do We Stand, Where Do We Have to Go?", research talk, Halmstad University, 9 December 2016, Halmstad, Sweden.
- "Business Models for Shared Value – Project Report", research talk, Halmstad University, 8 December 2016, Halmstad, Sweden.
- "Basics of Business Models for Sustainability", research talk, 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]", webinar, Workshop "Nachhaltigkeit" der Stadtentwässerungsbetriebe Köln, 7. September 2016, Köln, Germany.
- "Vom Corporate Citizenship zur nachhaltigen Geschäftsmodellinnovation [From corporate citizenship to sustainable business model innovation]", research talk, PHINEO Arbeitsgruppe zu Corporate Citizenship, 21. Juni 2016, Hamburg, Germany.
- "Business Models for Sustainability – A Co-Evolutionary Perspective on Sustainable Entrepreneurship, Innovation, and Transformation", research talk, 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", keynote, 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?", keynote, ATA EcoSD Workshop 2015, 12 March 2015, Paris, France.
- "Nachhaltige Geschäftsmodelle: Unternehmen in der Transformation [Sustainable business models: Transforming corporations]", keynote, Institute for Ecological Economy Research (IÖW), 20-21 November 2013, Berlin, Germany.

"CO₂-neutrales Unternehmen – Was ist das? Grundlagen unternehmerischen Emissionsmanagements [What is a carbon-neutral organisation?]", research talk, Competence Network for Decentralized Energy Technologies, 24 April 2008, Kassel, Germany.

AWARDS AND ARTICLE RANKINGS

Awards

"*Top Downloaded Article in the first 12 Months of Publication*" issued by Wiley, journal article 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.

"*IEEE Transactions on Engineering Management Best Paper Award 2020*" 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.

Article rankings (past)

Rank 2 of the most cited articles in SCP (as of September 2020); 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.

Rank 3 of the most cited articles in JCP (as of August 2018); 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.

Rank 1 of the most cited articles in O&E (as of August 2018); 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.

Rank 1 of the most read articles in IJISD (as of August 2018); 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.

Rank 3 of the most cited articles in O&E (as of August 2018); 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.

FURTHER ACADEMIC ACTIVITIES

Editorial and advisory board positions

Journals

Business Strategy and the Environment (ISSN 1099-0836), Associate Editor

Journal of Business Models (ISSN 2246-2465), Associate Editor

Organization & Environment (ISSN 1086-0266), Editorial Review 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, since 2023, Advisory Board Member

International Conference on New Business Models, 2019-2023, Conference Series Co-Chair

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

ISPIM Special Interest Group "Values-Based and Sustainable Innovation", Co-Founder

Urban Sharing Project (EU Horizon 2020), 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, "Assessing and Managing the Sustainability Performance of Business Models" & "New Theoretical Foundations of Business Models for Sustainability", 9th International Conference on New Business Models, 4-5 July 2024, San Sebastian, Spain.

Track Co-Chair, "Assessing and Managing the Sustainability Performance of Business Models" & "New Theoretical Foundations of Business Models for Sustainability", 8th International Conference on New Business Models, 22-23 June 2023, Maastricht, The Netherlands.

Track Co-Chair, "Assessing and Managing the Sustainability Performance of Business Models" & "New Theoretical Foundations of Business Models for Sustainability as Social Action", 7th International Conference on New Business Models, 23-24 June 2022, Rome, Italy.

Track Co-Chair, "Assessing and Managing the Sustainability Performance of Business Models" & "Sustainable Business Model Patterns for a Decade of Action", 6th International Conference on New Business Models (virtual), 9-11 June 2021, Halmstad, Sweden.

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 (virtual), 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.

Association memberships

Academy of Management (AOM), Organizations and the Natural Environment Division (ONE)

European Roundtable for Sustainable Consumption and Production (ERSCP) Society

German Academic Association for Business Research (VHB)

Working Group "Sustainable Entrepreneurship" (Förderkreis Gründungs-Forschung e.V.)

University committees

Sustainability Advisory Board, ESCP Europe Berlin	2018-present
---	--------------

Working Group "Sustainable University Administration" (Hamburg)	2015
---	------

Senate Commission for Scientific Research (Lüneburg)	2011-2012
--	-----------

Deputy Member of the Faculty Council, Faculty of Sustainability (Lüneburg)	2010-2012
--	-----------

Senate Commission for Junior Research Support (Lüneburg)	2009-2011
--	-----------

Elected Member of the Faculty Council, Faculty of Sustainability (Lüneburg)	2008-2010
---	-----------

Working Group "Climate-Neutral University" (Lüneburg)	2007-2014
---	-----------

Advanced academic training

"How to Use Storytelling in Science and Research", Human Resources Development, University of Hamburg	10/2016
--	---------

"Career Profiling for Scientists in Research, Industry, and Politics", Human Resources Development, University of Hamburg	11/2015
--	---------

"The Good, the Bad, and the Ugly: How to Frame Your Work in a Strong Introduction", Leuphana Writing Center for Academic English	05/2013
---	---------

"Proposals for International Research Projects", ALMA – Leuphana Research Service	09/2012
--	---------

"MAXQDA Complete – Qualitative Data Analysis Software", ALMA – Leuphana Research Service	08/2012
---	---------

Organizations and the Natural Environment (ONE) Doctoral Consortium, Academy of Management Conference, St. Antonio, TX, USA	08/2011
--	---------

"A Practical Way of Using Theory in Your Research", ERSCP & EMSU Conference, Delft, The Netherlands	10/2010
--	---------

oikos PRI Young Scholars Academy 2010 "Mainstreaming Responsible Investment", Gais, Switzerland	02/2010
--	---------

"Intensive Course in Academic Writing", ALMA – Leuphana Writing Center for Academic English	03/2009
--	---------

oikos PhD Summer Academy 2008 "Entrepreneurial Strategies for Sustainability", St. Gallen, Switzerland	08/2008
---	---------

Seminar Series "Journal Ratings and Citation Metrics", ALMA – Leuphana Research Service	Winter 2007/08
--	----------------

CURRICULAR TEACHING**ESCP Business School**

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 – E.g., sustainability entrepreneurship module, values-based and sustainability innovation

M.Sc. International Sustainability Management – E.g., sustainability management, eco-marketing

Master in Management – Introduction to sustainability

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 Courses (see course details below)

2007-present

Subjects: E.g. environmental and sustainability management, sustainability entrepreneurship, eco-marketing, values-based and sustainability innovation

Formats: Seminars, lectures, projects, MOOC ([Coursera](#)), online/hybrid

Bachelor and Master Theses

2007-present

Supervision and assessment of 200+ theses, incl. oral exams

EXTRA-CURRICULAR TEACHING**ESCP Business School, Berlin**

since 2022

Customised executive education, Sustainable business model design module

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

2014-2016

MBA Sustainability Management, Business models module

Infernum, FernUniversität Hagen

2012-2014

Interdisciplinary Distance Studies of Environmental Sciences

PHD/HABILITATION COMMITTEES AND SUPERVISION

TU Berlin, Germany	2025
3 rd PhD reviewer, member of PhD committee (Charleen v. Kolpinski)	
ESCP Business School, Berlin	since 2025
1 st PhD supervisor (Julia Frantsits)	
ESCP Business School, Berlin	since 2025
1 st PhD supervisor (Frederik Pedersen)	
ESCP Business School, Berlin	2024
Member of PhD committee (Marlene Hohn)	
University of Hamburg, Germany	2024
3 rd PhD reviewer, member of PhD committee (Michaela Hausdorf)	
LUT University, Finland / RMIT University, Australia	2024
Pre-examiner (Outi Blackburn)	
Leuphana University, Germany	2024
2 nd PhD reviewer, member of PhD committee (Simon Norris)	
ESCP Business School, Berlin	since 2023
1 st PhD supervisor (Sophia Beck)	
ESCP Business School, Executive PhD, Paris	since 2023
1 st PhD supervisor (Sridevi Raghavan)	
ESCP Business School, Executive PhD, Paris	since 2023
1 st PhD supervisor (Ian Hallett)	
TU Berlin, Germany	2022
2 nd PhD reviewer, member of PhD committee (Malte Recker)	
TU Berlin, Germany	2022
3 rd PhD reviewer, member of PhD committee (Florian Hofmann)	
Delft University of Technology, the Netherlands	2022
Opponent, member of defense committee (Kasper P. H. Lange)	
LUT University, Finland	2022
Pre-examiner (Kaisa Manninen)	
University of Kassel, Germany	2021
3 rd PhD reviewer, member of PhD committee (Laura L. Vaverka)	
University of St. Gallen, Switzerland	2021
2 nd Habilitation reviewer, member of Habilitation committee (Moritz Look)	

Erasmus University Rotterdam, the Netherlands Opponent, member of defense committee (Antonia Proka)	2021
Lund University, Sweden Opponent in PhD Colloquium (Steven Curtis)	2021
Delft University of Technology, the Netherlands Opponent, member of defense committee (Jan C. Konietzko)	2021
Norwegian University of Life Sciences, Norway 1 st PhD reviewer, member of PhD committee (Viktorija Viciunaite)	2020
Leuphana University, Germany 2 nd PhD reviewer, member of PhD committee (Samuel Wicki)	2019
Halmstad University, Sweden Opponent in PhD Colloquium (Niklas Karlsson)	2019
ESCP Business School, Berlin 1 st PhD supervisor (Tobias Froese)	2018-2024
Copenhagen Business School, Denmark Opponent in PhD Colloquium (Sarah Netter)	2016

Course title (curricular)	Course format	Term	Description
1 Climate-neutral university	Project seminar series	Summer 2007 Winter 2007/08	Bachelor level: Interdisciplinary student groups assessed the University's climate change policies and developed a portfolio of activities to reduce THG emissions (4 courses in total): • Climate-neutral University – Basics • Climate-neutral University – Planning • Climate-neutral University – Realisation (2x)
2 The University as a power plant	Project seminar	Winter 2007/08	Bachelor level: Interdisciplinary student groups developed future scenarios for a self-sustaining University energy system
3 Environmental management in practice	Case study seminar	Winter 2007/08	Bachelor level: Basics of corporate environmental management applied to real cases
4 Sustainable business from a transdisciplinary perspective	Theory seminar	Summer 2008 Summer 2009	Bachelor level: The grand challenges of sustainable business from a transdisciplinary perspective; transdisciplinary theories and methods
5 UniSolar Lüneburg: Developing a citizen solar project	Project seminar series	Winter 2008/09 Summer 2009 Winter 2009/10	Bachelor level: Interdisciplinary student groups developed the organisational basics for a UniSolar Initiative; development of basic technical and financial plans; diverse public relations initiatives (3 courses in total): • Foundation of UniSolar Lüneburg – Basics of citizen solar projects • Foundation of Lichtzins Lüneburg e.V. – Organising UniSolar Lüneburg • UniSolar Lüneburg: Developing a citizen solar project
6 Social change through social entrepreneurship	Theory seminar	Summer 2009	Bachelor level: Basics of social change theories and social entrepreneurship; working with central theory papers and illustrative cases in this field
7 Case studies of sustainable entrepreneurship	Case study seminar	Winter 2009/10 Summer 2010 Winter 2010/11	Bachelor level: In-depth case work; problem-solving cases asking students to deal with entrepreneurial and managerial problems from real cases; didactic techniques such as role-plays and panel discussions
8 Sustainable business models for sustainable entrepreneurship	Theory seminar	Summer 2010 Winter 2010/11	Bachelor level: Basics of sustainable business model and entrepreneurship theory; working with central theory papers and illustrative cases in this field

Course title (curricular)	Course format	Term	Description
9 Interdisciplinary basic course	Project seminar	Summer 2014 Summer 2015	Bachelor level: Introduction to the basics of scientific work; systematic reading, writing and presenting; formats and standards of term papers
10 Sustainable business models for sustainable entrepreneurship (in English)	Case study seminar	Winter 2014/15 Summer 2015 Winter 2015/16 Summer 2016 Winter 2016/17	Bachelor and Master level: Basics of sustainable business models and entrepreneurship; working with central theory papers in this field; in-depth case analyses and business modelling based on real company cases
11 Finance and investment (in English)	Lecture and tutorial	Winter 2014/15 Winter 2015/16	Master level: Finance and investment theory; e.g. bond valuation, stock valuation, portfolio theory, capital asset pricing model
12 Environmental and sustainability management (in English)	Lecture	Winter 2017/18 Winter 2018/19 Winter 2019/20 Winter 2020/21 Winter 2021/22 Winter 2022/23 Winter 2023/24	Master level: Basics of corporate and environmental and sustainability management; lecture, group work, and student presentations
13 Eco-marketing (in English)	Lecture	Winter 2017/18 Winter 2018/19 Winter 2019/20 Winter 2021/22 Winter 2022/23 Winter 2023/24	Master level: Basics of eco- and sustainability marketing; lecture, group work, and student presentations
14 Corporate consultancy projects (in English)	Project seminar	Winter 2017/18 Winter 2018/19 Winter 2019/20 Winter 2020/21 Winter 2021/22 Winter 2023/24	Master level: Supervision of student groups acting as consultants for real companies; focus on sustainability issues in business practice
15 Sustainable entrepreneurship (in English)	Lecture	Winter 2018/19 Winter 2019/20 Winter 2020/21	Master level: Basics of entrepreneurship and sustainable entrepreneurship; lecture, group work, and student presentations

		Winter 2021/22 Winter 2022/23 Winter 2023/24	
16 Values-based and sustainable innovation (in English)	Lecture	Winter 2018/19 Winter 2019/20 Winter 2020/21 Winter 2021/22 Winter 2022/23 Winter 2023/24	Master level: Basics of values-based and sustainable innovation theories and concepts; lecture, group work, and student presentations
17 Sustainable entrepreneurship and innovation project (in English)	Project seminar	Winter 2018/19	Master level: Student projects dedicated to developing business ideas addressing diverse sustainability issues; entrepreneurial student projects
18 MOOCs on social and sustainable entrepreneurship (in English)	Supervision of MOOCs	Winter 2019/20 Winter 2020/21 Winter 2021/22	Master level: Selection and supervision of externally provided massive open online courses (MOOCs)
19 Sustainability (MIM) (in English)	Lecture	Spring 2021 Spring 2022 Spring 2023	Master level: Basics of sustainable development, grand sustainability challenges, the Anthropocene, alternatives to growth, business and sustainability, stakeholder and shareholder paradigms
20 Introduction to sustainability (MSEI) (in English)	Lecture	Winter 2022/23 Winter 2023/24	Master level: Basics of sustainable development, drivers of un-/sustainable development (causes), major issues of unsustainable development (consequences), major sustainability governance frameworks (reactions)
Course title (extra-curricular)	Course format	Term	Description
1 Business models and business development	Guided self-learning module	Summer 2014 Summer 2015 Summer 2016	Provision of theoretical and conceptual basics of business models and strategic business development for corporate sustainability; based on textbook co-authored by Florian Lüdeke-Freund and Anke Steinbach
2 Innovation management	Lecture	Summer 2016	Overview of innovation management basics with a focus on values-based and sustainability-oriented business model innovation
3 Sustainable business model design	Customised executive edu-	Spring 2022 Autumn 2022	Introduction to basics of business models for sustainability, business model

cation

Spring 2023
Autumn 2023
Spring 2024

innovation, and business model patterns

