

The SBM pattern taxonomy (table view)

Source: 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>.

Primary associated value creation (group)*	SBM pattern groups	Associated value creation (group and pattern)*
Mainly economic	G1 Pricing & Revenue Patterns	Primary: mainly economic Secondary: social-economic
	P1.1 “Differential Pricing”	Social-economic
	P1.2 “Freemium”	Social-economic
	P1.3 “Innovative Product Financing”	Mainly economic
	P1.4 “Subscription Model”	Mainly economic
	G9 Service & Performance Patterns	Primary: mainly economic Secondary: ecologic-economic
	P9.1 “Pay for Success”	Mainly economic
	P9.2 “Product-oriented Services”	Mainly economic
	P9.3 “Result-oriented Services”	Ecologic-economic
	P9.4 “Use-oriented Services”	Ecologic-economic
Social-economic	G7 Access Provision Patterns	Primary: social-economic Secondary: multiple
	P7.1 “Building a Marketplace”	Social-economic
	P7.2 “e-Transaction Platforms”	Social-economic
	P7.3 “Experience-Based Customer Credit”	Social-economic
	P7.4 “Last-Mile Grid Utilities”	Social-economic
	P7.5 “Value-for-Money Degrees”	Social
	P7.6 “Value-for-Money Housing”	Mainly social
	G10 Cooperative Patterns	Primary: social-economic Secondary: none
	P10.1 “Cooperative Ownership”	Social-economic
	G2 Financing Patterns	Primary: social-economic Secondary: mainly economic
P2.1 “Crowdfunding”	Mainly economic	
P2.2 “Microfinance”	Social-economic	
P2.3 “Social Business Model: No dividends”	Social-economic	
Social	G6 Giving Patterns	Primary: social Secondary: none
	P6.1 “Buy One, Give One”	Social
	P6.2 “Commercially Utilized Social Mission”	Social
	G8 Social Mission Patterns	Primary: social Secondary: social-economic
	P8.1 “Expertise Broker”	Social
	P8.2 “Market-Oriented Social Mission”	Social
	P8.3 “One-Sided Social Mission”	Social
	P8.4 “Social Business Model: Empowerment”	Social-economic
P8.5 “Two-Sided Social Mission”	Social	
Mainly ecological	G3 Ecodesign Patterns	Primary: mainly ecological Secondary: ecologic-economic
	P3.1 “Hybrid model / Gap-exploiter model”	Ecologic-economic
	P3.2 “Maximise material productivity and energy efficiency”	Mainly ecological
	P3.3 “Product Design”	Mainly ecological
	P3.4 “Substitute with renewables and natural processes”	Mainly ecological
	G4 Closing-the-Loop Patterns	Primary: mainly ecological Secondary: ecologic-economic
	P4.1 “Co-Product Generation”	Ecologic-economic
	P4.2 “Industrial Symbiosis”	Ecologic-economic
	P4.3 “Online Waste Exchange Platform”	Ecologic-economic
	P4.4 “Product Recycling”	Ecologic-economic
	P4.5 “Remanufacturing / Next Life Sales”	Mainly ecological
	P4.6 “Repair”	Mainly ecological

Primary associated value creation (group)*	SBM pattern groups	Associated value creation (group and pattern)*
	P4.7 “Reuse”	Mainly ecological
	P4.8 “Take Back Management”	Mainly ecological
	P4.9 “Upgrading”	Mainly ecological
Integrative	G11 Community Platform Patterns	Primary: integrative Secondary: none
	P11.1 “Sharing Business”	Integrative
	G5 Supply Chain Patterns	Primary: integrative Secondary: multiple
	P5.1 “Green Supply Chain Management”	Mainly ecological
	P5.2 “Inclusive Sourcing”	Mainly social
	P5.3 “Micro Distribution and Retail”	Social-economic
	P5.4 “Physical to Virtual”	Mainly economic
	P5.5 “Produce on Demand”	Mainly economic
	P5.6 “Shorter Supply Chains”	Integrative

* The primary associations of groups and patterns to forms of value creation depend on the actual values assigned by the experts (table 4 of the full paper) and their location on the triangle (figure 3 of the full paper). Consequently, a group like G1, with two social-economic and two mainly economic patterns, can still be primarily associated to mainly economic value creation if the values assigned by the experts are higher for this category. Hence, this group is primarily associated to mainly economic value creation and has social-economic as secondary association. All groups and patterns are treated in this way, which finally leads to the five major categories of primary value creation shown in the first column.