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- **A belief of creating value for society and acting in a sustainable manner towards societies, resources and environments.**
  - **A belief in, and commitment to, values like safety, health, respect, ethical behaviours and acting in a sustainable manner towards people (often listed in the company code of conducts).**
  - **A belief of how the company, and business model, should be sustained, and acting in a sustainable manner towards the shareholders.**

Belief or purpose-driven companies will outperform others over time, as the research shows, and many companies are now realising this. All the 3 aspects are thus vital for long-term sustainability and this mind-set should be deeply anchored within the company and its executives, board and owners. The Company Beliefs will then guide and govern the business model innovation and development over time.

Ensuring that all 3 beliefs are represented in the company statements will be manageable for many. The biggest issue is not expressing beliefs or values in statements, but living them – getting the beliefs and values from the boardroom, and into every aspect of the company DNA. The beliefs have to enter into each employee, process, concept and model, becoming deeply embedded in the company thinking, behaviours and culture. The company belief system should therefore be integrated with the rest of the company business model.

I am looking forward to seeing the results of the next phases of research, being conducted by Oxford University and EY. I expect that the future results will support the initial research findings, and that we will see more companies moving in this direction.

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Søren Laugaard is the author of **Business Model Excellence**, which is a book about outperforming competition through faster and more dynamic business model innovation.

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