

## Intentional Corporate Culture

*Dr. Balaji Krishnamurthy*

Abstract: Many corporations develop a unique and definitive corporate culture. Consider lifestyle companies like Virgin and Nike, industrial conglomerates like GE and 3M, marketing giants like Coca Cola and Procter & Gamble, or technology companies like Intel, Dell and Google. Each of these companies has a unique corporate culture. Did it evolve accidentally or was it created intentionally? Is it maintained naturally or is it shaped with focus and intent? Can it be changed? Does it serve a purpose?

Corporate culture is one of the most difficult corporate assets to build, second only to brand. It is, in fact, the internal brand of the company. Intentional corporate culture is a strategic tool that not only shapes strategies and enables its execution but restricts the kind of strategies that the corporation can adopt and execute.

We will show how companies can build an intentional corporate culture and what it entails. We will use many examples from well known companies but will also use the personal experience of the speaker in building such a culture in a public company.