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Case: Symantec

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Problem

Symantec Software Company are becoming very successful and are experiencing a rapid growth which is raising concerns about the company's internal process. Symantec even though they are becoming very successful company, they are also having internal problems. The division that manages Symantec's systems works with a demeanor to do it now and fix it later attitude. Symantec Software Company is having internal communication and information flow problems (cash). Employees had lack of time to communicate, lack of instruction, or direction, corruption issues and email connectivity with their MIS department when problems developed. Through every one of these Issues, the overlying problem is that the communication moves through Symantec have never been created. And it has become difficult for individuals and departments to communicate. Of doing things worse than, there is absolutely no consensus as to what the real problem is. Each of the highest-ranking employees in the organization believe that the problem arises from somewhere else, and each of them believe that a distinct plan of action is needed to solve the problem.

Industry Competitive Analysis:

The mission of Symantec Corporation is to design, deliver and support a diversified line that would fulfill the needs of software of the information management in business, software, productivity, and development through differentiation in the software industry. When reading Symantec's competitive environment, it is beneficial to recall the five competitive forces defined through Harvard Business School professor Michael Porter.

1. **Competition:**

Symantec competition is high in the software industry as there were quite few other competition such as Lotus and Ashton-Tate. If Symantec releases a product other companies can also replicate that software and can even sell it at lower price or similar. In order for Symantec to stay competitive they acquired Living Videotext of Mountain View, Breakthrough, Think Technologies of Bedford, and Software of Novato. Symantec also gained competitive advantage by releasing products on time and keep upgrading them.

2. **Threat of new Entrants:**

The threat of new industries to Symantec is high because other companies are also able to build new software as it only requires a computer and few sets of software's to create a product, the cost to start software company is low, which it does not require much of raw material.

3. **Bargaining Power of Customers:**

Being a software company, customers bargaining power is high, even though Symantec is a well-established software industry, customers may still switch to other software distribution company, that fulfill their needs.

4. **Bargaining Power of Suppliers:**

Bargaining power of a supplier is low, Symantec has two suppliers, Novell LAN and Hewlett Packard (HP). Even through these are the main suppliers for Symantec, they are not required to provide raw material to implement a software, as they can be developed in-house.

5. **Threat of Substitutes:**

Threats of new substitutes is high due to the size of the industry. When competition rate is high threat of substitutes is also high. Software can be re-developed

and released at fairly lower price. Competitors can also innovate a newer product and

provide upgrades, which can be a threat to Symantec.

Organizational Structure:

Symantec's run a matrix organizational strategy. They operate a five-product service

group which includes a project management, a data management, presentations and outlining,

utilities, and language product. The development includes quality assurance, marketing, support

and management, each product has its own group in which its controlled by. Moving on to the

centralized departments it includes, database management, human resources (HR), sales, in

which are all controlled b finances. "The matrix organizational structure came about as a

business response to the rise of large-scale projects. They needed fast-track technology

applications and required the ability to process great amounts of data in an efficient manner."

(Westland). The matrix organizational structure allows each department or group to have its own

culture.

Stakeholders:

1. **Shareholders**: are the investors in Symantec they have the right receive a return on their
   investment within the company, shareholders also have the right to know what is going
   on inside the company. Shareholders main goal is to see the company succeed so they can
   profit.

2. **Managers**: they are responsible for decision making that could positively impact the
   organization. Managements are also responsible for information flows which can also
   affect how information can be delivered through the company it can directly help the
   company's culture if the right decisions were made.

3. **Employees**: are the day-to-day function of the workplace, their efforts directly impact

    Symantec, if they do well on their development and releasing the company can benefit

    from that in which it affects all other stakeholders in a profitable way.

4. **Customers**: are also stakeholders within Symantec because they rely on their products or

    services that Symantec offers; they have the right to a loyal company with higher

    customer satisfaction.

Alternative courses of action:

1. Do nothing – If Symantec chose to do nothing their IT architecture would still experience

the issue which is internal communication and their information flow would still remain the

same, but the company would still be making profit, just like they always have since the

expansions from acquisitions. As long as the company continues their product development

and support, they will continue to see the same growth, although this might negatively impact

them in the long run as they might experience hindrance.

Impact on stakeholders:

1. Shareholders: Shareholders want to see the company profit, as long as the company is

    still growing and profits are increasing, this will not have any impact on the

    shareholders, and most likely they will continue investing in Symantec.

2. Managers: They will continue to operate they way they were, although the might have

    some conflicts communicating with employees. Managers main task includes

    promoting the organization culture, but lack of communication will prevent them

    from that.

3. Employees: They will continue working at their current state, they will continue to see growth, but their lack of communication will remain the same.

4. Customers: Customer will not be impacted; they will continue to experience the same service that Symantec is currently offering. Customer could switch if Symantec no longer satisfies their needs.

2. Improve MIS Structure: Symantec Corporation lacked proper planning phase to fix their operation, it is important key to take the time and fix their current system. Symantec's information flow and collaboration are hindering them from continuing to be the top competitors. Requests sent to the MIS department resulted in longer wait time as they were prioritized, when the MIS does not get a certain ticket request employee wouldn't be able to perform their tasks and will have to wait until MIS resolves their issue. According to Goldratt "Putting it precisely, activating a resource and utilizing a resource are not synonymous." (Goldratt) Improving the MIS system that better prioritize requests and service for employees will allow employees to communicate efficiently,

Impact on Stakeholders:

1. Shareholders: Shareholders want to see the company growing and profiting, If this occurs then they will not have any impact on the shareholders, and most likely they will continue investing in Symantec.

2. Management: Will see improvements in number of solved tickets, there will not be any complaints about the emailing system since it will be reliable.

3. Employees: Their technology could improve which would increase productivity, they will be able to communicate more clearly and their issues will be fixed in timely manner.

4. Customers: Customers will most likely see a faster development and better products since the company improved its employee's communication systems.

Implementing action and result control: In order for Symantec to have a better culture and collaboration they need a proper control in place. Since employees are rewarded based on the self-evaluation for their dedication to the company. According to Morgan, "Corporate culture is not a simple phenomenon…it cannot be mandated, designed, or made (Morgan 143)." Managements and leader of Symantec could help motivate employees and provide them with rewards based on their communication and collaboration instead which that can result in better control. "One of the aims of organizational control is to help departments work better together. You can do this by instituting specific communications procedures, weekly interdepartmental meetings and regular management memos." (Milano)

Impact on Stakeholders:

Shareholders: There will not be any impact on the shareholders as long as they see the company growing and profiting, if this occurs then they will not have any impact on the shareholders, and most likely they will continue investing in Symantec.

Managers: will have to oversee the implementation and supervision in these set controls to make sure they are effective.

Employees: They will most likely benefit from communication and collaboration with one another as this will improve the organizations culture.

Customers: Most likely customer satisfaction will increase because employees are able to communicate and collaborate with one another so customers issue will be solved in timely manner.

Best Course of Action

My personal recommendation for Symantec is to do nothing because they are currently very fast

growing, making profit, and producing great products. Ever since they have expanded their

acquisitions, they continued to be a top software corporation, even though their information flow

issue remained. My second recommendation would be to Implement action and result controls,

this would improve the collaboration and communication, companies' culture will begin to form

because they are based on the monetary incentive. "when your staff gets a piece of the profit,

they may become even more cognizant that their work matters" (Michalowicz). My third

recommendation is to improve the communication channels and a new emailing system should

be contracted because then the MIS will continue to receive overwhelming amounts of tickets,

Improving the MIS system that better prioritize requests and service for employees will allow

employees to communicate efficiently. Lastly if changes were to occur, I think employees need

to understand the new strategy that Symantec will place. Symantec is divided into individual

division for a reason, communication and information is meant to flow in certain ways.

Understanding this, employees will be less likely to create a problem when it does not even exist.

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