**Symantec Case**

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**Problem:**

The problem with Symantec is that they have problems communicating throughout their organization and handling accounting. The different departments in Symantec communicate through different platforms, being email, phone, etc. The communication between departments took a long time and caused it to take a long time to get or give information.

**Competitive Analysis**

**What:**

Symantec designs, delivers, and supports a diversified line of software for the information management, productivity, and software development needs of business users.

**Who:**

Symantec distributes software for various organizations and creates their own software. They provide Norton antivirus software [3] which is normally just repurchased when it expires according to Norton.

**How:**

Symantec’s generic strategy is differentiation. Symantec makes software that is available almost anywhere and it is available for a wide range of consumers. They provide antivirus software that is very well needed which makes the price somewhat indifferent. They have multiple companies that they provide for such as Q&A, Time Line, and many more.

**Five Forces:**

**Competition:**

The competition within the organization is moderately high. The development of software is becoming more and more popular and it doesn’t cost a large amount of money to write code. The competition is with other well-established software companies like Lotus and Ashton-Tate. This competition is good because it gives Symantec an incentive to innovate.

**New Entrants:**

The threat of new entrants is low because it costs a lot of money to get patents for software. It also costs a lot of money to build a base for a software company.

**Suppliers:**

The suppliers have low to medium bargaining power. The providers of services such as email, phone service, etc., have a great deal of competition so it is easy to switch from one service to another. The providers of some of the licenses are a little more set on price and have more power.

**Customers:**

The customers also have low to medium bargaining power. The customers could choose other software distribution companies for their product but there is not many as well established as Symantec is in the field.

**Substitute Product:**

A substitute product would be another software developing and/or distributing company. Companies that provide similar services would be a low threat. These products are hard to develop and cost a lot of money to invest into.

**Organizational Structure:**

Symantec has a Matrix Form organizational structure. Symantec has both functional and divisional managers in their organization. Sales representatives who sold Symantec products could divide their time among products any way they liked. The product team felt the need to compete for the resources of the sales force and the financial resources. This allows environmental factors to influence how many resources they will use and inevitably need more of. Being a software company, the organization undergoes frequent changes from sales techniques to the time of software they communicate on within the organization according to Cash [1].

**Identify Stakeholders:**

1. Employees
2. Customers
3. Symantec stakeholders

**Identify Alternatives:**

1. Do Nothing
2. Implement a Unified Email System
3. Change the organizational structure

**Impact of Each Alternative:**

1. **Impact on the employees**

The employees will have extreme problems with communication amongst the organization. The employees had trouble getting information that came from the marketplace into the company. The software engineers often complained that sales representatives did not give them enough feedback about what customers liked or disliked about current Symantec products. The employees will also struggle to communicate because they are using different platforms to communicate between branches of the organization.

**Impact on the customers**

The customers will continue to receive poor customer service. With all the unorganized communication within Symantec, customers will wait for customer service and not have their feedback adequately reviewed to help improve the service.

**Impact on the stakeholders**

The stakeholders will not be hurt as quickly. Symantec is still producing a quality product so it will take a while before the companies starts to suffer and it impacts the return on investment that the company is expecting.

1. **Impact on employees**

Implementing a unified email system would greatly improve the communication and transfer of information for the Symantec employees. Symantec uses CC Mail, but because only a handful of Symantec employees have CC Mail, it is not effective. Having CC Mail for all the employees would solve this problem and the employees would be able to communicate better amongst divisions which is currently a bottleneck. Reducing this will increase throughput for the organization according to Goldratt [2].

**Impact on customers**

The customers would be satisfied with this integration. The employees would be communicating more efficiently with the sales representatives and this would cause customer problems to be solved faster.

**Impact on Symantec stakeholders**

The stakeholders would also be happier because this would cause their organization to be much more efficient. With problems arising from employees and management using different types of computers that are not supported on the CC mail system, a unified system would solve this. This would then cause the company to get more done in less time and have the possibility to make more money for the stakeholders which is the goal according to Goldratt [2]

1. **Impact on employees**

If they change to a divisional structure then the cross-functional coordination will we stronger according to Cash [1]. Employees will communicate with their division instead of their functional specialty. This will help divisions communicate and transfer information more efficiently. The communication between divisions will still be poor without the implementation of a unified email service.

**Impact on customers**

The customers will not be affected as much by this change. They will most likely still receive feedback in a slow manner but slightly faster which would likely improve the products.

**Impact on stakeholders**

Symantec implementing a divisional structure will help the functions within a division perform better according to Cash [1]. If this improves the communications and exchange of information, then the stakeholders will see an increase in returns.

**Best Alternative:**

The best alternative to the current problem at Symantec is the implementation of a unified email service. This will put all the employees into the same platform to share information and communicate. The Novell LAN that Symantec has connected 320 of the PCs to the network on which email ran. Symantec also had 80 Macintoshes, which could not be linked to this email software, a unified email could potentially solve this problem. Symantec’s current email package is not tolerant of noise which makes it impossible to communicate in a place like New York City. Eliminating this problem will make the organization more efficient and the customers more satisfied.

**Sources**

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3. “From Norton AntiVirus Basic to Norton Security – We have you Covered!” Norton™ AntiVirus - Virus Removal and Virus Protection, us.norton.com/antivirus.