**Case Analysis**

**Symantec**

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**CIS410**

**Symantec**

Symantec is a software company that was founded in 1982 by Gary Hendrix. It designed, delivered and supported a diversified line of software to business users. it grew to fast from 30 employees to 316 employees and it had revenue of $50 million in 1989.

**Strategy**

Symantec four companies in different location; Symantec headquarter in Cupertino, CA, Breakthrough Software in Novato, CA, Living Videotext in Mountain view, CA and Think Technologies in Bedford, Ma. Each company has their own products but under the name Symantec. Each group controls its own product development, marketing, quality assurance, support and management. The headquarter controls finance, human resources and sales. The product's life cycle is each group develops a product and gets helps from the outside if it needed it. Then the product team will educate the sale, technical support and customer services team.

**Issues**

* No cooptation between departments because they do not share the information between them and ask for help for outside the company.
* Different cultures in a company because it does not make employee outside the circle comfortable and it cause no relocate.
* Bad evaluation system because not every team have the same goal.
* Bad technology system because the computers and phones go down all the time and it will take a long times to get something done.

**Five Forces**

1. Symantec is competing with some company like Lotus and Ashton-Tate.
2. Symantec is making different type of software and for both systems MS-DOS and Macintosh, which it makes it hard for new company to enter.
3. There are no substitutes because computer and software make the work easier.
4. Symantec has power over the suppliers, because they make their own software.
5. Symantec has power over the customers because they make the software fit the need of the customers and give them the help they need after purchase it from technical support to upgrading.

**Stakeholders**

* **Employees**

The employees of Symantec are devolvement team, product team, marketing team, sales team, CEO, and customer service. Their goal make the company succeeds by making the right products and give a good customer service.

* **Customers**

Symantec's customers who purchase their products. Symantec provided technical support, upgrading, and customer services.

* **Dealers**

Dealers who get Symantec's products from distributors and they will sell to (end users) businesses and customers.

* **Shareholders**

Symantec's Shareholders are the people invest in the company. their right to hear the company is doing good and receive money in return.

**Alternatives**

1. **Alternative: Do nothing**

If Symantec do nothing, they will survive from technical problem with computers and phones. It will cause commutation and information flow issues inside the company.

**Impact on stakeholders**

* Employees sometime will not get their project done on time because of the communication problems.
* Customers will switch to other companies little by little because they will not get help when they need it.
* There is no impact on the dealer.
* There is no impact on the shareholders.

1. **Improve the MIS department**

MIS will create documents for troubleshooting and change the priority system to first come first serve. They will add a new computer server that can handle all the computers in the company

**Benefit**

* Employees will know how to fix simple problem by the documents
* There will be less server crashing.
* The communication between the departments will be good.

**Impact on stakeholders**

* Employees will get the project done on time and can communicate with their mangers and different departments smoothly
* Customer can get help when they need it because the phone line is not down.
* There is no impact of the dealer
* The shareholders will increase because the company makes more money.

1. **Change the organizational structure to matrix**

Change the Symantec structure from functional company to matrix company will help the company cultures to accept each other. The developing groups will help each other and exchange information and that include the Macintosh developing team.

**Benefit**

* Employees will have a lot of information that will help them to get their job done
* There will be no barriers between the departments because of cultural diversity
* Good information flow
* Gets feedbacks from another divisions and employees

**Impact on stakeholders**

* Employees will get the project done on time and they will have a lot of information that will help them for decision making and fixing the products.
* Customer can get help when they need it because the employees know that talking about.
* There is no impact of the dealer.
* The shareholders will increase because the company makes more money.

1. **New computers and phones**

Symantec let the employees choose their own hardware, which there are different in computers performance. Symantec will provide the good computers and the phones and install CC Mail because Symantec has the money. Letting employees buying their computer, they will get the cheapest computer that matches the standards. CC Mail is good because the international partners use it, so the Symantec will not have more than one email software to use.

**Benefit**

* Computer will not crash a lot because it good quality
* Employees can communicate with each other
* Information flow will be good because you can send an email to one person, multiple persons or the entire companies.

**Impact on stakeholders**

* Employees will get the project done on time
* Customer can get help when they need it.
* There is no impact of the dealer.
* The shareholders will increase because the company makes more money.

**My recommendation**

My recommendation is change the organizational from functional structure to matrix structure because the matrix structure will make the company one culture, so different departments will work with each other, exchange information, and has better communication. It will bring good idea about software and the MS-DOS and Macintosh can work on project together to produce software both systems for example, Photoshop for both systems. It will increase the revenue and customers. It will make it easier for human recourse to make evaluate form for each group/team performance because they will know what they should ask. Customer service will have better understanding of the products.

The right answer should be do nothing because the company is division company and they are doing pretty well.

Cited

Management of Information Systems by Professor Barker/ Cash: Cahpter4

Management of Information Systems by Professor Barker/ Cash: Cahpter2

Images of organization Gareth Morgan: chapter 5