

University of Louisville

Symantec Case Analysis

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## **Mission Statement**

Symantec is a technology company that focuses on the design, delivery and support of various software for information management, productivity and software development for businesses seeking those services.

## **Stakeholders**

The stakeholders of Symantec consist of customers, employees, owners, Gary Hendrix and Gordon Eubanks.

*Customers* – Customers which are business users rely on Symantec to provide the software services they offer. They need these services to help them manage their business information and expand their productivity.

*Employees* – There are various employees in different departments working for Symantec as they help the company continue business operation. Through their work Symantec provides a way for employees to make a living for exchange.

*Owners* – These are executives that are responsible for the major elements of the company. These stakeholders have invested their hard earned cash to develop Symantec in order to receive compensation later. This also includes individuals that own small stocks in the company.

*Gary Hendrix & Gordon Eubanks* – They have merged their companies to work together. Gordon Eubanks holding the president/ CEO position and Gary Hendrix right underneath in the vice president position.

## **Generic Strategy**

Symantec thrives to gain competitive advantage by not having missed a schedule release date while creating the products as leaders in their evident market portion. Symantec's generic strategy appears to be focus strategy as they continue to add products, upgrade and develop different versions of old existing products (Cash & Fried). Symantec's focus on a niche where their efforts in one or two market segments. This allows Symantec to specialize and better deliver to their customers in these the market they are targeting, which is suitable for smaller companies (Ritika).

## **History**

Symantec was founded in March 1982 by, an expert of AI and language processing, Gary Hendrix. 2 year later Gary Hendrix merged his company with C&E Software. C&E Software was founded Gordon E. Eubanks and in 1984 when the 2 companies merged, Eubanks became president/CEO. Although the company kept the name of Symantec, Gary Hendrix became the vice president being responsible for advanced technology. Symantec's headquarters are situated in Cupertino, California.

Symantec went on to acquire three companies in 1987. Breakthrough Software, Living Videotext, and Think Technologies were acquired because Eubanks wanted the best products out there. Breakthrough Software and Living Videotext shared the same state of California. They were separated within 60+ miles, Breakthrough Software being in Novato and Living Videotext being in Mountain View. Think Technologies was situated in Bedford, Massachusetts. Even though these new companies were distance Eubanks merely cared about their production and abilities (Cash & Fried).

## **The Problem**

Symantec were faced with communication challenges, while their company prospered and expanded the problem created more difficulties. Members of all sections of Symantec experienced the communication difficulties as they expressed their concerns about information flow. The information systems weren't working like it was supposed to and the complaining needed to be addressed. Communication was a must for Symantec as its products were marketed in 23 countries and through 41 independent distributors (Cash & Fried). There were plenty aspects of the company that relied on great communications from the sales department, training department, order administration department, technical support representatives, customer support representatives, etc. Regular communication within the company was through various regular meetings, issued internal publications and reports. Through all the efforts employees were frustrated as they believed they critical information didn't reach them or that they were never shared. A few departments such as the marketing and engineering department did very little communication even though they had a lot to benefit from it. Some employees found themselves recreating the wheel instead of sharing information, which consumed a lot of time while other felt that the information they received was insufficient.

## **Industry Completeive Analysis**

### *Competitive Rivalry*

Symantec were in competition with well-established companies such as Lotus and Ashton-Tate. Symantec dominated their segment of market share as they experienced rapid growth through their strategies.

### *Threat of New Entrants*

In the technology space threats of new entry is regularly high. Technology is a fast-paced industry and innovation is always advancing the field. If Symantec aren't able to meet demands sooner or later, they will be replaced.

#### *Threats of Substitutes*

The threat of substitute is modernly high. The substitute will most likely be technology involved. There are plenty of software company that could provide similar services.

#### *Bargaining Power of Suppliers*

Suppliers have a strong bargaining power. Symantec relied on 2 information technology systems. The Hewlett-Packard (HP) system and the Novell LAN. HP helped with accounting, manufacturing and inventory while also connecting employees to allow for communication. Novell LAN linked all IBM-PC and IBM-PC-clones which totaled up to 320.

#### *Bargaining Power of Customers*

Customers had a medium bargaining power. Business users enjoyed working with Symantec mainly because the speed of deliver for a service and the exceptional service. Customers did not have much loyalty to Symantec but continued to work with the company based on its convenience and current conditions (TeamFME).

### **Options**

#### *Don't make a change*

One option is that Symantec can decide on is to do nothing. Symantec can continue to work through business operation without making any implementation. The company will continue to have the same problems and employees will continue to be frustrated. This means HP

cannot ingest any more information and have no ability to take in all the order-entry people. The MIS managers will continue to be burnt out and issues with e-mail and phone-mail will exist. The stakeholders in this situation will remain unrest. Employees will grow even more frustrated resulting in them quitting and customers may have a lesser experience dealing with employees.

#### *Improve Hewlett-Packard (HP) system and the Novell LAN*

To improve the two systems will require for an upgrade in capabilities will come with a cost. There will need be an increase of capacity so the HP system can allow for more information. The update should allow the Macintoshes to link with the e-mail software. The Novell LAN will have a lot fewer issues, while avoiding e-mail corrupted files. The stakeholders will be affected such as the investors/ owners because they will be spending the money for the update. The employees will work more efficiently if the systems run more smoothly.

#### *Improve MIS Directors*

Another option being to hire new MIS director. The current MIS manger are burnt out and getting fresh staff will help a lot. MIS department need to do a better job of keeping track and prioritizing issued requests. The response time to a request needs to be improved so employees can have their matters addressed and they can go back to work. The company will establish a management within the MIS that is willing to communicate effectively (Cash & Fried). Previous employees that don't fit the MIS requirements will be replaced/ fired.

#### *Develop A New Software*

Developing a new software that has the capabilities as the Hewlett-Packard (HP) system and the Novell LAN and more. Creating a new system will cost a lot of investment money required from the company. Along with creating this new system it may have problems and the

amount of required attention it needs could be very disruptive and cause more harm to the company. The stakeholder will be very effected as investors need to acquire the funds to create it and employees will need to learn to use a very new system. A new and improved system will tremendously increase productivity and communication

### **My Recommendation**

My recommendation would be for Symantec to create a new system. The previous system had a lot of issues and implementing and modifying the old system will take unmeasurable time. There will be plenty of unintentional issues that will be faced. The new system will create a solid requirements list and matrix and should meet the targeted goals. When the system is built to address the issues, the company's concern about the issues will be addressed appropriately. The system will focus on being expandable, have great storage, while linking the necessary data. The communication issue will be address by the development of a reliable e-mail, phone-mail and improving communication through all departments. Not only should the company focus on the interpersonal and business communication between the members that are in the company, but they should hire new members inspecting those abilities along with other attributes.

### Work Cited

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