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Case 3: Symantec Corporation

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**Problem**

The problem that Symantec is facing is with their communication within the organization. They have problems in MIS system and internal communication and information flow. There is no effort been made to fix any of these issues. If these problems persists then it could have affect the company’s performance and growth. “Ineffective communication can be frustrating to employees, creating a breeding ground of distrust and confusion.” (thealternativeboard). Big company needs a well-defined communication channels or the employees would be overwhelmed because they might be confused and not understand on what they should be doing.

**Industry Competitive Analysis (ICA)**

**Mission Statement**

The mission for Symantec Corporation is design, deliver and give support with a software for managing information, efficiency, and other needs for the businesses.

**Porter’s Five Forces**

**Bargaining Power of Customers**

Customers have low control or bargaining power because they aren’t in a position to negotiate. Symantec creates most of their services in house so they don’t really have a supplier. So, customers wouldn’t have option to switch companies because they wouldn’t find the same services elsewhere.

**Bargaining Power of Suppliers**

Suppliers had a really low bargaining power because Symantec doesn’t have any suppliers so there are not any suppliers that could have bargaining power on them. They create their own hardware and software so they could have full power over the supply chain.

**Threat of new entry**

The threat of new entry is relatively high because there are very little barriers for people to create a new software. Symantec has a software that people use. Anyone could easily create a better software than Symantec. So, it would be very easy for a new company to come in its place and steal away their customers.

**Threat of substitutes**

The threat of substitute is high for Symantec Corporation. There are lot of software that provide similar services, and many are still being developed. Better version software than Symantec corporation could easily substitute their software.

**Competition**

The threat of competition is also high. There are many companies that provides similar services as Symantec. The services that they have are easy for other company to create. Therefore, other companies could easily steal their customers by lowering the prices and making a better software than Symantec.

**Stockholder Analysis**

There are different stakeholders in the Symantec Corporation

**CEO** – Gordon Eubanks is the CEO of the Symantec Corporation and he makes important decisions for the company and ensures that the company is going on the right track.

**Employees** – The employees are the most important asset for a company. Good employees would eventually make the company very successful. Symantec has growing quickly but they need to find good employees that communicate with each other and work as a team.

**Shareholders** – Shareholders of Symantec are worried on the direction the company is headed because their personal money is also at stake. They invested the money to make some profit. They will be keeping close attention to Symantec’s revenues and company stability and then they could decide if they want to continue

**Customers** – Customers make the business. Some of the customers were happy with how Symantec ran the business, but some were very unhappy. Some customers didn’t get technical support to their issues in a timely manner. Symantec would have to improve their MIS system for it to rapidly grow.

**Solution Alternatives**

There are multiple solutions for this problem. Regardless, the main goal for the company is to maximize profit, increasing efficiency, and get a great return on investment. I have three different solutions for this problem.

**Alternative 1**

One of the solutions is to do nothing. This solution would mean that their organizational structure and communication issues would stay the same. Other company with better communication and structure could take their place. Although, it would allow them to continue at their current performance, but it may stop their future growth.

**Stakeholder Consequences:**

Employees – Using this solution could result in lot of people losing job because company’s performance would slowly be declining.

Shareholder – Doing nothing would make the shareholder very unhappy that you aren’t doing anything for the best interest of the company.

CEO – CEO would be unhappy with this decision because he could be held responsible if company’s growth starts declining.

Customers – Some customers would be happy, but some customers would be unhappy to see that Symantec is not doing anything to fix their issues.

**Alternative 2**

Another solution would be to restructure their structure and information flow. They could come up with a way to fix their email and phone systems so communication wouldn’t be a big of an issue. They could also change their structure to prevent any issues. It has the potential to give the same result as creating new systems from scratch while with low cost. “Markets constantly change. That means businesses need to be constantly adapting to new trends, competitors and environments.” (bluecrest)

**Stakeholder Consequences:**

Employees – It would require them to learn new system again.

Shareholder – This decision would make shareholders happy because they want to see some change and positive return.

CEO – He would be happy with this decision because communication issues would be solved

Customer – They would be happy to see that Symantec is making some effort to improve their organizational structure and communication issues.

**Alternative 3**

The final alternative would be to implement a matrix structure that can manage large and complex projects. It allows different departments to collaborate with each other very easily and different departments work things out as whole. “The matrix structure also allows for better interdepartmental communication and collaboration” (indeed)Their communication issue would be resolved.

**Stakeholder Consequences:**

Employees – they would be forced to collaborated with other departments

Shareholder - This decision would make shareholders happy because they want to see some change and positive return

CEO – He would be happy to see good collaboration between departments because he could focus on other things than structure.

Customer - They would be happy to see that Symantec is making some effort to improve their organizational structure

**Recommendation**

My recommendation is to restructure their structure and information flow periodically. This solution is most cost-effective than other options because they wouldn’t have to change their whole IT system. Rather than building a new system from scratch we could fix the issues that the current system has. “Culture is self-organizing and always evolving” (Morgan). They should also create a set of policies for communication so there wouldn’t be any more issues. This solution would allow them to keep their systems up to date and if there are any issues then it would be solved in the next update.

**Rejected alternatives**

Doing nothing wouldn’t help the organization in any way but it would just delay the inevitable. Symantec would slowly start to lose their growth which would be bad for the company.

I didn’t go with option with matrix because that solution would just fix the structure issue and it doesn’t fix issues that are in the IT system.

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