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Symantec Case

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**Executive Summary**

According to the Management of information system Book. Symantec was founded in March 1982 by Gary Hendrix. Eubanks was founder of another company Software, he merged with Symantec in September 1984, so they changed their name to Symantec Corporation. After they merged together, Hendrix became vice president who was in charge of advanced technology, and Eubanks became president/CEO.

Symantec acquired three companies: Breakthrough Software of Novato, California; Living Videotext of Mountain View, California; and Think Technologies of Bedford, Massachusetts. The companies stayed in their current location because they did not believe in relocate the workers while the company was geographically dispersed. Cause they think if they can keep the product and the people that they want so that is good. There were five product groups; each controlled its own product development. marketing. quality assurance. support. and management.

**Problem:**

Gordon E. Eubanks, CEO, worried about the effect of communication problems on employees: "I think most people view Symantec positively. But the information systems are not working, people are complaining about them, and that whole problem is taking on a life of its own." Book. He thinks as the company grow; they need better communication. The methodology to get the information was not set in Symantec.

We should ask these important questions to see how effective the organization is “How are they created, communicated, and sustained? These questions now become central to the task of organizational analysis and effective management. They help us see that organizations are in essence socially constructed realities that are as much in the minds of their members as they are in concrete structures, rules, and relations”. Images of organization

**Five forces IC analysis:**

* **Competitive Rivalry**: Is high because any other company can do the same products that they are doing, and they can put lower prices so they can be more competitive with this company. In the case they mentioned some competitive companies like Lotus and Ashton-Tate.
* **Threat of New Entrants:** Is high. Any other company can do the same products that they do or even do a new features and services or lower the prices. Specially that it is a software company so any other company can see their software and try to get a similar one to it.
* **Threat of Substitutes:** In technology company there will be so many software that the users can get. So other companies can do new features so the users will find so many substitutes that they can get. This industry is so big, there are multiple companies in this field which make the threat of substitutes higher.
* **Bargaining Power of Suppliers** Is low because they do not depend on their products from different company. They do their job by their own without depending on others.
* **Bargaining power of Customers:** I think it is medium. Even that there are multiple company that can provide the same services, but Symantec still can make their products convenient depends on how the market is and keep their customers closer to them. They just want to keep an eye on the market and make their plans from there.

**Stake Holders**

* **Customers:** It will benefit them with better communication.If they can fix the problem that they have with bad communication, they can produce more products and move ahead. And the customers will get the new products and features.
* **Employees:** It will affect the productivity of the employees. The whole situation can affect on how many employees will be working. Better company and communication will lead to better productivity from the employee and can the employee get raises from better working. Also, if employee did not feel comfortable or felt that they will get better experience they will leave the company and go to a competitive company.
* **Shareholders:** The shareholders who want to invest in any company. They will make sure that the company that they invest in has a good standing so that it will give them profits at the end. They will keep looking on the company performance to decide if they want to invest or not.
* **Management:** Gordon Eubanks the CEO. It will be bad for him if the employee in his company cannot communicate. It is his responsibility on the first place to make sure that everything is going good in his company. Also, it is under the responsibilities for any other managers. They should make sure that there is control in the company.

**Potential Alternative Solutions and the impact on the Stakeholders:**

* **Do Nothing:** This option will be doing nothing to the current system and this will not help fixing the problem they will still have bad communication between them and this is could impact on the employee some of them will start to be less productive or even decide to go to different company. And on the shareholders, they will not be interested to invest in this company because they feel they will not get benefit from investing in this company. It will also look bad on the managers that they do not know how to communicate.
* **Hire more employee:** I think it will help them to keep up with the immediate solving and long term because they have more staff so they can be more productive but I think they can be productive with couple changing in the way that they communicate it does not need more staff because they need more money and to train the new employee. This is going to have a bad impact on the company because the shareholders will feel that instead of the company trying to solve their problem with what they have cause it can be solved without new team, they are paying more for new staff.
* **Create new System**: This will need more staff and it will cost them financially. I know that this option might seems good because it might benefit them and give them better outcomes at the end but I think it will cost them and in my opinion the option of solving/ updating their current system might feels better because it is not going to cost them more money or more staffing. This is will put the employee under pressure to learn the new system and be productive in it.
* **Change the current strategy of communication:** I think they just need to decide a way that they can communicate and get the job done. It does not need a whole new system or new employee. Just fix what they already have to best fit their requirements. This way it will give them the time to solve their current system instead of having new system and start wasting the time on putting the new system and hire new staff for that. “Any business school professor will tell you that the objective of business communications is the clear transfer of information” The Dilbert. I think in any business the communication is the most important thing. The company might have all the tools that they want but with bad communication they still can fail.

**Selected Option and Reason/ Recommendation for the case**

I think the best way is change their strategy with simple way to get better communication. I think complex new system need more money because they need new IT system and new employee. And they need to train the current employee for something new that also might be difficult. This way it will allow the system to be improved and know how to deal with the current system and learn how to fix it and improve to the way that it fit best for the company. Cause I think when you are getting something new you also do not know how it is going to fit the company and what are the unexpected problem that you will face. I think it would also be a good option if they can limit the number of the communication depending on the importance of the message. So, in this case they can take care of the most priority to least priority. So, I think if they confirm on a way that they know that this message is high priority so they know that they should take care of it first and then go back to the least priority. So, if they can put low, high and medium priority for anything that they need to handle. The employee will not be confused because there is not that many ways to handle the problem. Also, it does not need high training. And it does not need a new employee who just know about the new system. They can do it in the way that they feel most comfortable. They can do it by email labeled high, low, or medium for example. So, this way there is no need also for spending more money for new complicated system. I say. And before we do anything else, let's make sure that people know how to keep working on the order with the highest priority number on the list. Goal I think setting priority in any type of work will help the company.

Here I would like to give an example of the company that I am working in. for example any ticket that they need to solve we used a software called redcap, we designed a survey that has all the necessary information that we need to know from the user including to choose what is the level of priority for that message and the date that need to be solved and how is that impact on what the user is doing. So, we look at that survey and see the priority of it to solve it. Also, if anyone handle that case can choose an option that this case has been solved so no one else will take care of that one.

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