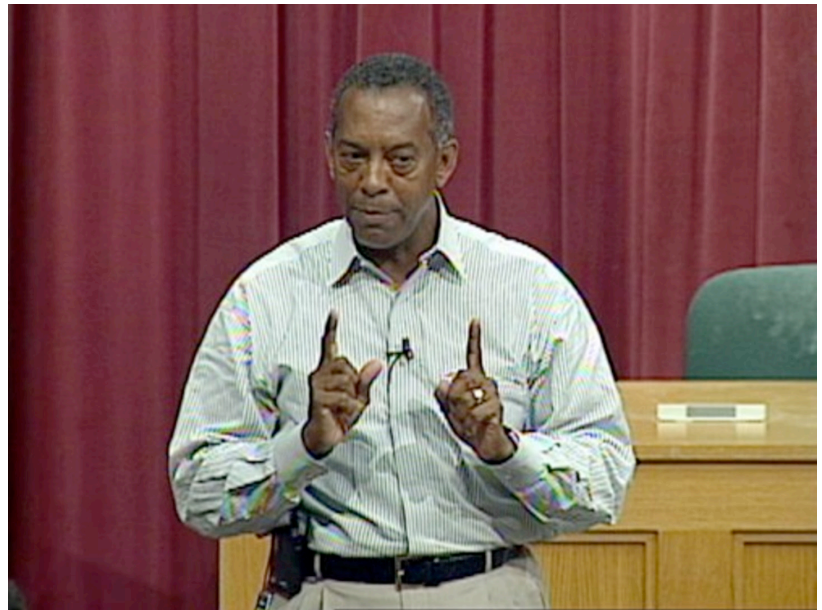


URL: <https://stvp.stanford.edu/blog/videos/stick-to-core-mission-focus-and-keep-it-simple>

John Thompson talks about the key driver at Symantec – product focus. To meet this goal, the enterprise was forced to make difficult decisions, including purging products that were not core to their network-centric vision. The result was that hiring and partner relationships, among other things, became much more streamlined.



Transcript

I think over the last few years, the number one driver for us has been focus.. We went through the process of purging our portfolio of products that weren't really relevant to what we thought the problems were the customers needed solved.. We ran our company for many years as a publisher of software where it didn't really matter what the software did.. What mattered was the optimization around the distribution channel.. In my mind, that's not a technology company.. You might as well publish books.. So we purged all of the products that weren't core to our network-centric mission and got ourselves focused.. In that way, it was easier to hire people.. It was easier to figure out what to acquire.. It was easier to build partner relationships on and on and on..

I think that has provided the bedrock for the modest amount of success that we've had over the last few years.. I think as we move forward, it will be first not assume that past success is a precursor to future success that we have to continue to innovate, we have to continue to make sure that we are attentive to what customers are telling us they want and need.. Oh by the way, sometimes, they don't know so we have to lead them as well.. And certainly not miss a beat on execution.. We are a leadership team that really does believe that execution is what matters.. It's not how good the strategy is.. It's how good you execute it..