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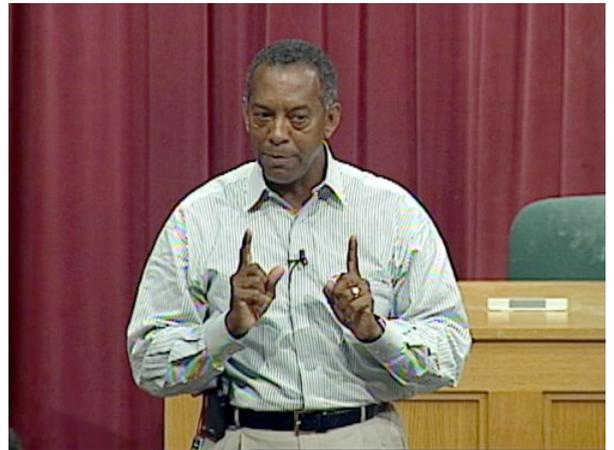
Acquisition and Growth for Symantec

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Video URL: <http://ecorner.stanford.edu/videos/359/Acquisition-and-Growth-for-Symantec>

Thompson talks about how Symantec was looking at changing from a software business to a content business. He shares the history about the marriage between Symantec and other companies that they have acquired over the years.



Transcript

But the 11 that we've done since I've been at Symantec, initially we were focused on technology in the security space that had a common attribute to antivirus. One of the things, the secret sauce in the antivirus business is not the licensed software that runs on your PC or on a server somewhere but it's the update mechanism that I can use to ship you content everyday. The idea was gee, we can turn this from a software business into a content business. And if we can take this thing that we have called live update and look for other security technologies that have that same attribute, that is that desire or need to be updated, we can create a lasting relationship with customers and monetize that relationship by selling content, not just by selling the software product itself. So the early focus of the company was around that idea. How do we take this notion of a security technology that requires constant updating that allows us to build an indelible relationship? Oh by the way, let's look for the companies that would like to be a part of what we're trying to facilitate here. The first one was UR Labs; the next one was a division of L3 called 2020, and on and on and on. The ones last year were Recourse which was a Silicon Valley based intrusion detection company, HighSpeed, Gigabit Plus intrusion detection. Another was Riptech which was the market leader for managed security services. One of the comments I made about intrusion detection is that it's hard to manage once you've deployed it.

Well, what you want in the software business is you want customers to use your software. So if you can take a complementary service and marry it to the software, you can pull the software through the marketplace and ensure that it gets used and hence the MSS or managed security services business was about that. Furthermore, we acquired a small Canadian company called Security Focus because one of the best ways for customers to protect themselves from new threats in the environment is to have an early warning that the threat is coming. Most of the vulnerabilities that get detected in systems, it's somewhere between 90 days and six months before that vulnerability is exploited. So we've got a sensor network of 19,000 sensors in 180 countries around the world looking for vulnerabilities in 3,000 software and 1,600 hardware products. We can alert again a subscription based service. We can alert our customers to those new threats in their environment. Then the other one, the fourth one was a very small piece of high-performance technology for doing analytics and correlation for security threats. But again, very, very focused on how do we fill out our portfolio based upon our view of alert, protect, respond and manage?