

After a decade of struggle, the year 2011 was supposed to be a comeback year for Sony. "And I did, but in the wrong way." Instead of a banner year, 2011 produced a near-perfect storm of environmental calamities for Sony. For starters, in March 2011, eastern Japan was devastated by a mammoth earthquake and tsunami. The disaster forced Sony to shutter 10 plants, disrupting operations and the flow of Sony products worldwide. In April, a hacking attack on the company's Internet entertainment services-- the second-largest online data breach in U.S. history--forced the company to shut down its PlayStation Net- work. Only four months later, fires set by rioters in London destroyed a Sony warehouse and an estimated 25 million CDs and DVDs, gut- ting an inventory of 150 independent labels. To round out the year, floods in Thailand shut down component plants there. When the rubble was cleared, Sony's projected \$2 billion profit ended up as a \$3.1 billion loss -- the largest in 16 years. That loss marked a three-year streak of losses that had begun with yet another environmental upheaval -the Great Recession and global financial meltdown of 2008. In mid-2012, Sony's shell-shocked new CEO, Kazuo Hirai, spoke out publicly about Sony's "sense of crisis," projecting yet another annual loss in excess of a billion dollars. Not only was it the world's larg- est consumer electronics company, its history of innovative products- such as Trinitron TVs, Walkman portable music players, Handycam video recorders, and PlayStation video game consoles--had revolutionized entire industries. Samsung overtook Sony as the world's largest consumer electronics maker nearly a decade ago. Likewise, Apple has pounded Sony with one new product