

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 Network. Only four months later, fires set by rioters in London destroyed a Sony warehouse and an estimated 25 million CDs and DVDs, gutting 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 largest 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