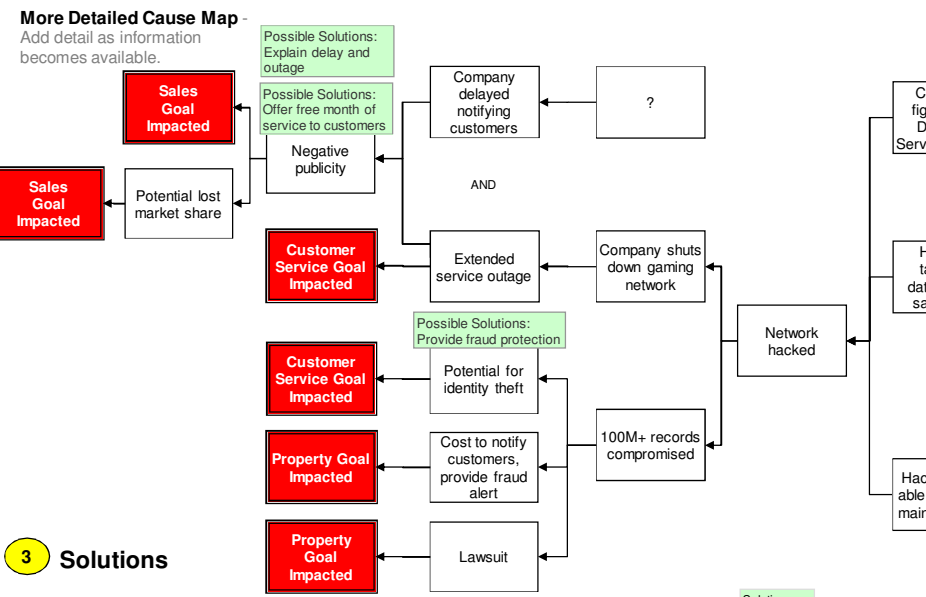
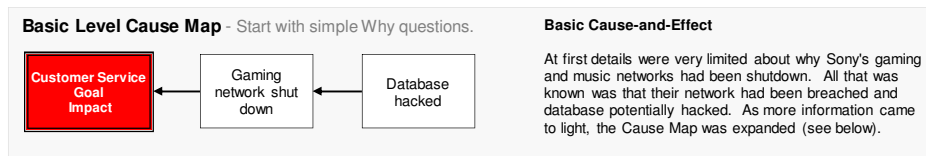


1 Problem

Step 1. Define the Problem		
What	Problem(s)	Database hacked, 100M+ records compromised
When	Date	April 17-19, 2011
	Time	-
	Different, unusual, unique	Denial of service attacks
Where	State, city	Worldwide
	Facility, site	Gaming and music networks
	Unit, area, equipment	Server software
	Task being performed	Normal operations
	Impact to the Goals	
Cust. Service	Potential for identity theft	
	Extended service outage	
Property	Lawsuit	
	Cost to notify customers, provide fraud alert	
Sales	Negative publicity	
	Potential lost market share	

2 Analysis



3 Solutions

No.	Action Item	Cause
1	Update server software	Outdated version
2	Encrypt all customer data	Some data unencrypted
3	Explain delay and outage	
4	Offer free month of service to customers	Negative publicity
5	Provide fraud protection	Potential for identity theft

May 6, 2011, V1
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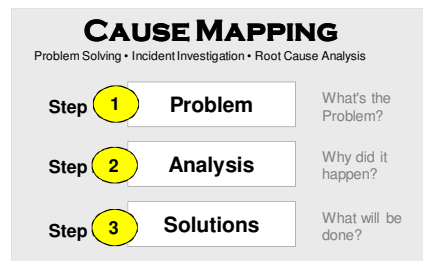
GAMING NETWORK HACKED

Cause Map

Gamers worldwide have been twiddling their thumbs for weeks, after a major gaming network was hacked. Sony, well known for its reputation for security, quickly shut down the PlayStation Network after it learned of the attacks, but not before 100+ million customers were exposed to potential identity theft. The shut down has now prompted a Congressional inquiry and multiple lawsuits. What went so wrong?

"I know this has been a frustrating time for all of you." - Howard Stringer, Sony Chairman, CEO and President

Cause Mapping is a Root Cause Analysis method that captures basic cause-and-effect relationships supported with evidence.



More Detailed Cause-and-Effect

As the investigation unfolded new evidence came to light about what happened. This provided enough information to start building an in-depth Cause Map. It turns out that network was hacked for three reasons. Sony was busy fending off Denial of Service attacks, and simultaneously hackers (who may or may not have been affiliated with the DoS attacks) attempted to access the personal information database. A third condition was required though. The database had to actually be accessible to hack into, and unfortunately it was.

Why were hackers able to infiltrate Sony's database? At first, there was speculation that they may have entered Sony's system through its trusted developer network. It turns out that all the hackers needed to do was target the server software Sony was running. That software was outdated and did not have firewalls installed. With the company distracted, it was easy for hackers to breach their minimal defenses.

For a free copy of our Root Cause Analysis Template in Microsoft Excel, used to create this page, visit our web site.

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