On January 15, 1990, a cascading failure resulted in tens of thousands of people in the Northeast US without long distance service for up to 9 hours. This resulted in over 50 million calls being blocked at an estimated loss of $60 M. (Remember, there weren't really any other ways to quickly connect outside of the immediate area at the time.)

In this case, a solution needed to be found quickly. The upgraded software was pulled and replaced with the previous version. Better testing was surely used in the future because a problem of this magnitude has rarely been seen.