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Cyber Security Risk Assessment
Fall 2016

Lecture 8
Preventive Controls

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Sample of Controls



- **Functional Classification**
 - Preventive
 - System Hardening → reduce opportunities
 - Software Patching → remove vulnerabilities
 - Detective
 - Intrusion Detection Systems → reduce likelihood
 - Likelihood (of exploit going unnoticed), may reduce impact (if corrective actions taken)
 - Audit Trails (as before, for humans)
 - Corrective
 - Back-up → it is done before the incident but it doesn't forbid the incident to happen → reduce impact
 - File Recovery → recover from impact
- **Conceptual Classification**
 - Procedural → organization level, related to humans operating system
 - Technical → system and software level
 - Physical → related to facilities

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Procedural Control Examples

- Policies and procedures
- Security plans
- Insurance and bonding
- Background and financial checks

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Procedural Control Examples (Cont.)

- Data loss prevention program
- Awareness training
- Rules of behavior
- Software testing

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Technical Control Examples

- Login identifier
- Session timeout
- System logs and audit trails
- Data range and reasonableness checks
- Firewalls and routers
- Encryption
- Public key infrastructure (PKI)

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Physical Control Examples

- Locked doors, guards, CCTV
- Fire detection and suppression
- Water detection
- Temperature and humidity detection
- Electrical grounding and circuit breakers

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NIST SP 800-53 Control Families


- **Access Control (AC)**
- **Audit & Accountability (AU)**
- **Awareness & Training (AT)**
- **Configuration Management (CM)**
- **Contingency Planning (CP)**
- **Identification & Authentication (IA)**
- **Incident Response (IR)**
- **Maintenance (MA)**
- **Media Protection (MP)**
- **Personnel Security (PS)**
- **Physical & Environment Protection (PE)**
- **Planning (PL)**
- **Program Management (PM)**
- **Risk Assessment (RA)**
- **Security Assessment & Authorization (CA)**
- **System & Communications Protection (SC)**
- **System & Information Integrity (SI)**
- **System & Services Acquisition (SA)**

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Preventive Controls

- **Countermeasures reduce risk and loss**
 - Reduce Threats
 - Reduce Chances and Vulnerabilities
 - Reduce impact of loss

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Key Idea of Preventive Controls

- ***To prevent “stuff” from happening you must***
 - Mediate actions between system & rest of world
 - Attribute actions to good or bad actors
 - Understand what is right and what is wrong
- ***OASIS XAML Key “Logical” Components***
 - Policy Enforcement Point
 - Policy Decision Point
 - Policy Information Point
 - Policy Administration Point
- ***Invented for Web access control but concepts are pretty general.***

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XACML Model's Actors

- ***PAP – Policy Administration Point***
 - The (logical) system entity that creates a *policy* or *policy set*
- ***PEP – Policy Enforcement Point***
 - The (logical) system entity that performs access control, by asking decision requests and enforcing authorization decisions
- ***PDP – Policy Decision Point***
 - The (logical) system entity that evaluates applicable policy and renders an authorization decision
- ***PIP – Policy Information Point***
 - The (logical) entity that acts as a source of attribute values
 - Attributes describing subjects (users), resources, environments (contexts) used to decide whether a control process apply
- ***Conceptually distinct entities but implementation can be instantiated by single entity***

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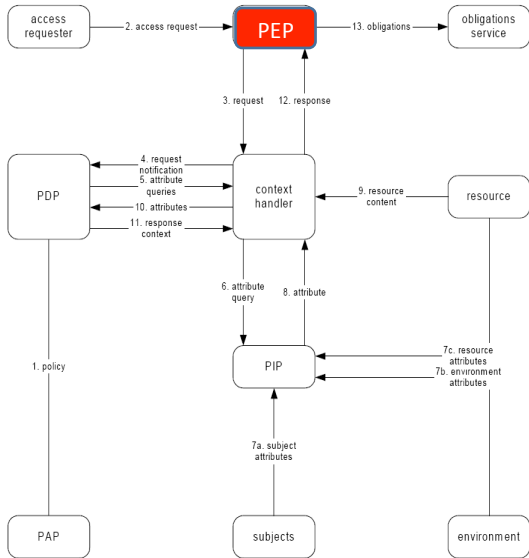
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XACMI Main Actors

Policy Enforcement Point


- Entity protecting the resource (e.g. file system)
- Performs access control by making decision requests and enforcing authorization decisions and executing obligations




The diagram illustrates the XACMI Main Actors for the Policy Enforcement Point. It shows the following components and their interactions:

- access requester** sends an **access request** (2) to the **PEP**.
- PEP** sends a **request** (3) to the **context handler**.
- context handler** sends a **response** (12) back to the **PEP**.
- PEP** sends **obligations** (13) to the **obligations service**.
- resource** sends **resource content** (9) to the **context handler**.
- context handler** sends **request notifications** (4) and **attribute queries** (5) to the **PDP**.
- PDP** sends **attributes** (10) and **response context** (11) back to the **context handler**.
- context handler** sends an **attribute query** (6) to the **PIP**.
- PIP** sends an **attribute** (8) back to the **context handler**.
- subjects** send **subject attributes** (7a) to the **PIP**.
- environment** sends **resource attributes** (7c) and **environment attributes** (7b) to the **PIP**.
- PAP** provides **policy** (1) to the **PDP**.

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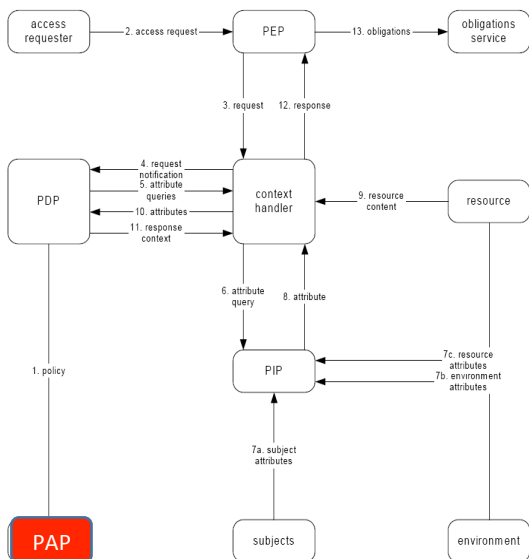
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XACMI Main Actors

Policy Administration Point

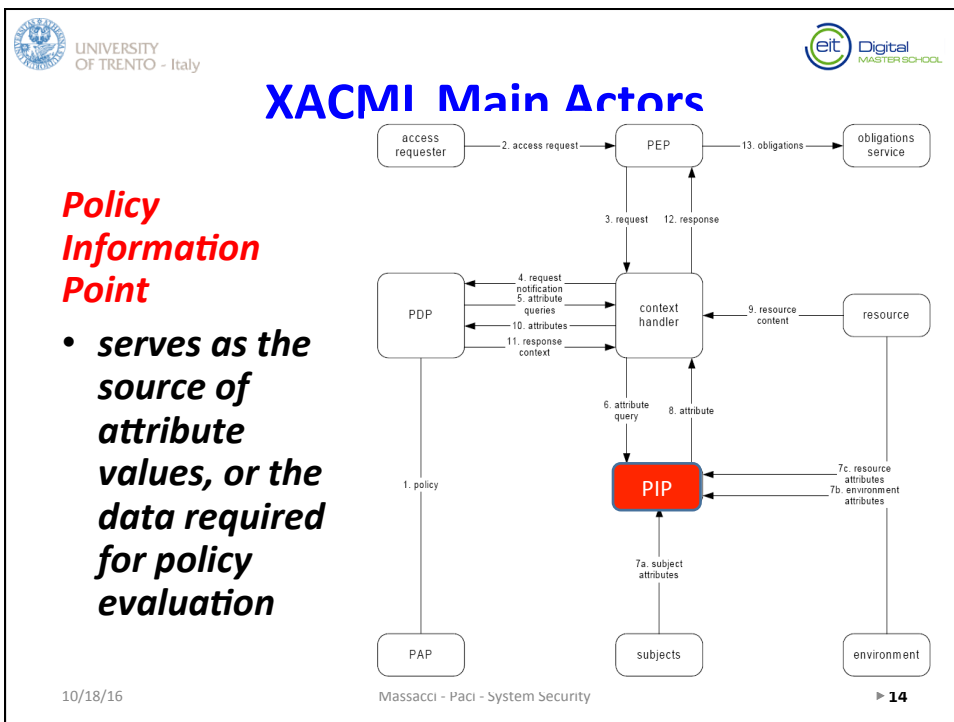
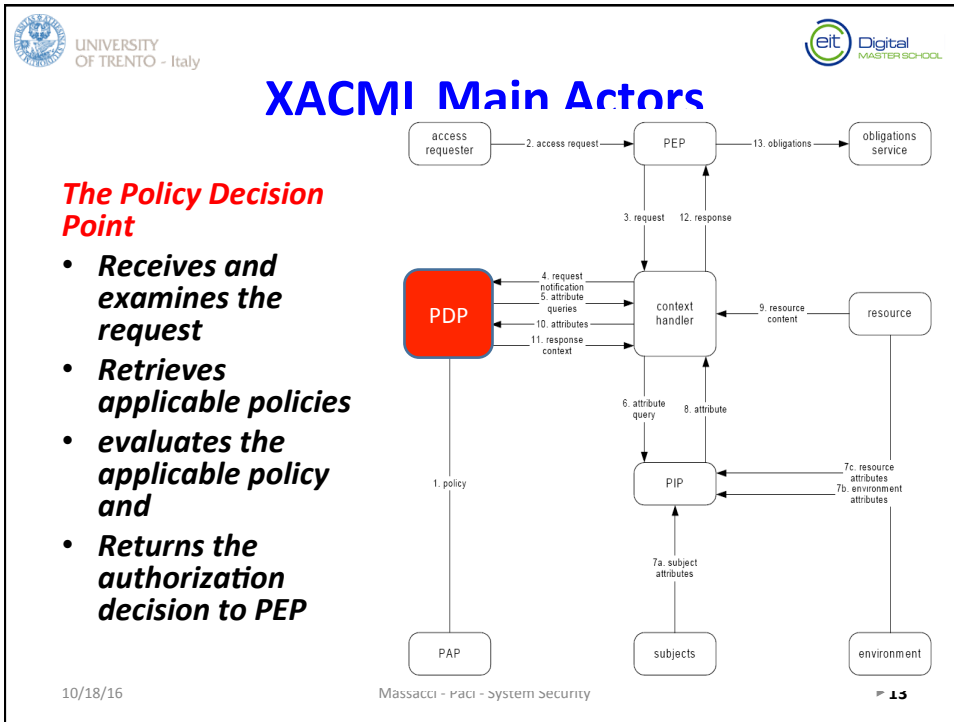
- creates security policies and stores these policies in the repository

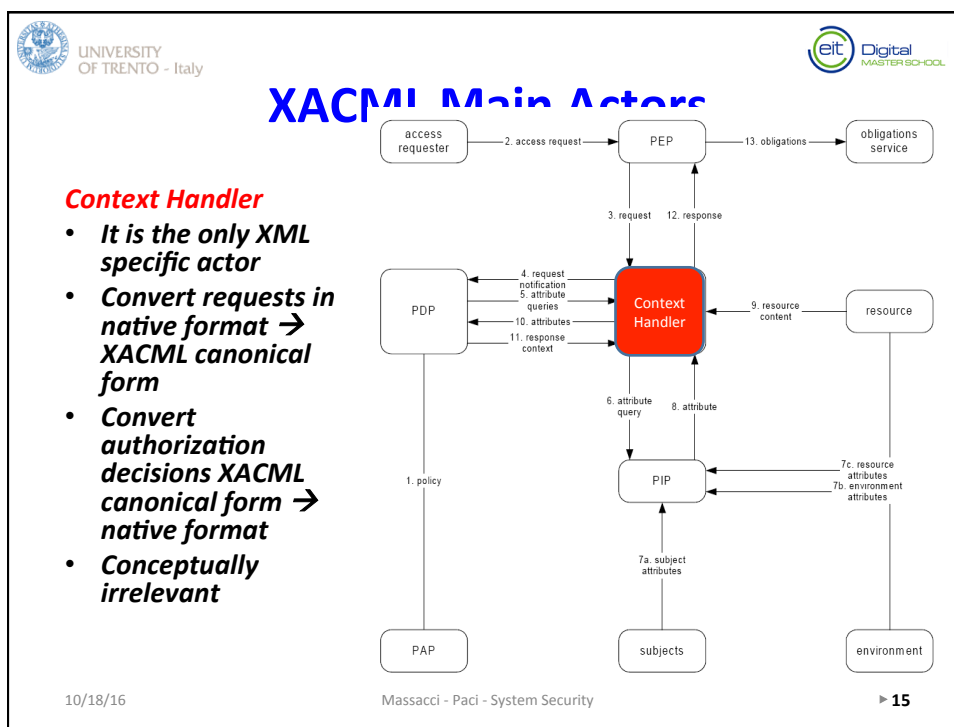



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Airport Baggage Control - II

- **Identification**
 - Valid Boarding Pass associate name to entity
- **Authentication**
 - Officer links claimant to entity identified by boarding pass by looking at (a) presence of passport linked to entity, (b) presence of picture linked to claimant
- **Authorization**
 - Identify all material requests brought by claimant
 - Bring in dirty clothes → ok
 - Bring in laptop → check laptop for explosive → ok
 - Bring in Reblochon → ok
 - Bring in Camembert → No → repeated request → check big 100 pages book → Camembert forbidden → reject
 - Make final decision
 - Policy = any item rejected → reject claimant
 - Enforce decision

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Firewalls

- **Network Firewall (PEP, PDP, PIP, PAP)**
 - PEP = Mediate all input and output traffic arriving to a subnet
 - PIP = values in IP packet, provenience physically authenticated
 - either incoming cable or outgoing cable
 - PDP = reject based on port and provenance
- **Application Firewall**
 - PEP → mediate all requests arriving to application
 - PIP → reconstruct instruction from individual network packets

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Where to actually deploy a PEP

- *Different forms of interaction are possible*

kernel supported
(e.g. in O/S)

interpreter

modified application: inline
reference monitor (IRM)

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Enforcement Design Choices (II)


- **Reference monitor**
 - may not capture all "high-level" events
 - More difficult to escape
- **Wrapper/interpreter**
 - performance overhead
 - Example is request for water on the plane → access mediated by airport crew
- **Instrumentation: merge monitor into program**
 - different security policies != different merged-in code
 - pay only for what you use
 - Impossible for humans
- **What happens if things don't work? Is the program or the security fault?**

Reference monitor


Interpreter

Program instrumentation

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Enforcement Design Choices (I)

- **Reference Monitor as the “Default” PEP**
 - Observes the execution of a program/process and halts the program if it’s going to violate the security policy.
- **Most enforcement mechanisms are reference monitors**
 - They are “simple” to build and understand
 - But can miss the semantics of events
- **Common Examples:**
 - O.S. memory protection
 - Input sanitization on web application
 - Access control checks
 - Routers and Firewalls
 - Security officer at airport gates

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Enforcement Design Choices (III)

- **Reference Monitor as the “Default” PEP**
 - Observes the execution of a program/process and halts the program if it’s going to violate the security policy.
- **Most enforcement mechanisms are reference monitors**
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- **Common Examples:**
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Several Types of (Cyber) Controls

- **Check Out Slides for each of them**
 - Authentication and Access Management
 - Cryptography
 - Network Security
 - Operating System Security
 - Web Application Security
- **Slides from last year provided for your convenience**
 - Also check out Ross' Anderson Book

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What is authentication?

- **It is the process of verifying a claimed identity by r for a system entity**
- **It consists of two main steps:**
 - Identification
 - Present an identifier to the security system
 - You announce who you are
 - Verification
 - Presenting or generating authentication information that provides evidence of the binding between the entity and the identifier
 - You prove who you are
- **Remember: you are authenticating a stranger**

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Means of Authentication

- ***Something the individual knows***
 - Password-based
- ***Something the individual owns***
 - Token-based
- ***Something the individual is***
 - Static biometric
- ***Something the individual does***
 - Dynamic biometrics
- ***Somewhere the individual is***
 - Location-based

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Something You Know

- ***The user has to know some secret to be authenticated.***
 - password,
 - personal identification number (PIN),
 - personal information like home address, date of birth, name of mother maiden name (used e.g. by banks to authenticate customers on the phone)
- ***Password-based authentication***
 - user provides name/login and password
 - system compares password with that saved for specified login
 - authenticates ID of user wishing to log
 - AC starts from that user's ID

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Password Authentication

- **Typical issues that need to be addressed:**
 - how to get the password to the user,
 - forgotten passwords,
 - password guessing,
 - protection of the password file
- **Dangers**
 - User accounts without passwords.
 - Unchanged default passwords.
 - Badly chosen passwords – dictionary/brute force attacks.
 - Passwords stored in the clear.
 - Passwords transmitted in the clear.
 - Users forget passwords
 - the infrastructure for re-issuing passwords can be quite expensive (if it has to be truly secure)

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Why passwords are so resilient?

- **Lot of research to replace passwords but no successful alternative yet**
 - Pass-phrases, pass-faces (very bad for male users), pass-signs etc.
 - What is the reason?
- **Bugs**
 - .
 - .
- **Features**
 - .
 - .
 - .

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Why passwords are so resilient?

- **Lot of research to replace passwords but no successful alternative yet**
 - Pass-phrases, pass-faces (very bad for male users), pass-signs etc.
 - What is the reason?
- **Bug**
 - You only need a keyboard to generate your secret
 - Anybody who obtains your secret is “you”.
 - You leave no trace if you pass your secret to somebody else.
- **Feature**
 - You only need a keyboard to generate your secret
 - Anybody who obtains your secret is “you”.
 - You leave no trace if you pass your secret to somebody else.

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Key Observations

- **A password does not authenticate a person.**
 - Successful authentication only implies that the user knew a particular secret.
 - There is no way of telling the difference between the legitimate user and an intruder who has obtained that user’s password.
- **There is a case of computer misuse where somebody has logged in using your username and password.**
 - Can you prove your innocence?
 - Can you prove that you have not divulged your password?
- **You cannot log in for some reason but there is an important task to do that requires authentication**
 - Can your secretary can log in for you and do all boring tasks as if he was you?
 - If you are wounded in combat can you pass the password to the second in command so he can take your place?

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Something You Hold

- ***The user has to present a physical token to be authenticated.***
 - In the past: keys (for self-access), seals (for access monitored by humans)
 - Today: Cards or identity tags (access to buildings), smart cards.
- ***Feature + Bug***
 - Anybody who is in possession of the token has the same rights as the legitimate owner.
 - Physical tokens can be lost or stolen without the user's cooperation
- ***To increase security, physical tokens are often used in combination with something that cannot be stolen***
 - bank cards come with a PIN or with a photo of the user.

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Memory Card

- ***store but do not process data***
- ***magnetic stripe card, e.g. bank card***
- ***electronic memory card***
- ***used alone for physical access***
- ***with password/PIN for computer use***
- ***drawbacks of memory cards include:***
 - need special reader
 - loss of token issues
 - user dissatisfaction

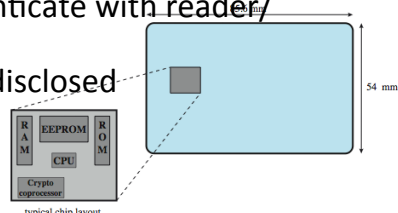
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Smartcard

- **Smartcard has own processor, memory, I/O ports**
 - wired or wireless access by reader
 - may have crypto co-processor
 - ROM, EEPROM, RAM memory
- **Can store secrets**
 - executes protocol to authenticate with reader/computer
 - secrets are “used” but not disclosed
 - secrets are tamperproof
- **Alternative: USB dongles**



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Who You Are

- **Biometric schemes use unique physical characteristics (traits, features) of a person**
 - face,
 - finger prints,
 - iris patterns,
 - hand geometry
- **Biometrics may seem to offer the most secure solution for authenticating a person**
 - Very good for specialized/limited access → e.g. access to ACC may require biometric authentication
- **Little experience from large scale field trials on the performance of biometrics**
 - So far only large scale is biometric on mobile devices, but not know if most people actually turned that on


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Biometrics

- **Biometric traits are unique identifiers but no secrets!**
 - You leave your fingerprints in many places and fingers can be “forged” quite effectively.
 - Recall the US Social Security Number mistake!
- **Local check (e.g. border control in Frankfurt):**
 - one can take measures to ensure a proper sample is taken.
- **Remote check (Internet):**
 - if you cannot control how samples are taken, biometrics identify rather than authenticate individuals.

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Biometrics – change control

- **Identity theft:**
 - How to react if someone else misuses your fingerprint?
- **If there is fraud on your credit card,**
 - you can be re-issued with a new card and PIN
 - If you have more than one card, the other cards are not affected.
- **If you have burnt your finger, is there a back-up system for getting access?**
- **What happens with a person that does not have the required biometric trait?**

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Bootstrapping authentication

- ***Passwords, cards, biometrics are secrets shared between user and system***
 - “The” user is whoever can show the secret bits
- ***How do you bootstrap a system so that the bits ends up in the right places, but nowhere else?***
 - In an enterprise, users can collect their password or their card personally.
 - In Web applications you want to deal with remote users.

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Spoofing Attacks

- ***When the system cannot check who will receive the password, spoofing attacks are possible***
- ***Fake logins***
 - Attacker starts a program that presents a fake login screen and leaves the computer.
 - Next user coming to this machine enters username and password; these are stored by the attacker.
 - Login is aborted with a (fake) error message and the spoofing program terminates.
 - Control is returned to the operating system which now prompts the user with a genuine login request

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Authention of a Remote User

- **Send passwords that are valid only for a single log-in request so that the user has to change immediately to a password not known by the sender**
 - Assume attacker does not control server's email, backbone network, local network, local email
- **Request confirmation on a different channel to activate user account,**
 - Enter password on a webpage and send confirmation by SMS.
 - Send mail by courier with personal delivery.
- **In an organisation:**
 - Don't give password to caller but call back an authorized phone number, e.g. from an internal company address book.
 - Call back someone else, e.g. caller's manager or local security officer
- **Just multiple path not enough protection against insider attacks**

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Is this just theory?

- **Traditional Credit Card Scam by Bank Employees**
 - Change card adress to insider's address on database
 - Re-issue PIN via email and intercept PIN
 - Switch back address to customer original address
 - Happily spend money on behalf of customer
- **Zeus – "Man in the Browser" attack on e-banking authentication system**
 - Bank requires
 - User password to log in on the system
 - one time password to make a bank transfer
 - How Zeus managed to bypass that?
 - Which solutions the bank devised?

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Cryptography in a nutshell

- **Cryptography**
 - the science of designing methods “secret writing”.
- **Cryptanalysis**
 - The science of methods for analysing and breaking ciphers.
- **Cryptology = cryptography & cryptanalysis.**
- **Cryptography today**
 - the study of mathematical techniques related to aspects of information security, such as confidentiality, data integrity, entity authentication, and data origin authentication.
 - The summary slides provide an introduction to people who have no crypto background. For the real thing → Crypto course.
- **Why do we need it?**

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Why do we need cryptography?

- **Because we want to talk over a channel that only process bits**
- **Do bits have colors?**
 - Alice sends Bob a stream of “green” bits $b_1 \dots b_n$
 - Charlie sends Bob the same stream of “red” bits.
 - If bits had colors Alice could tell them apart
- **Are bits invisible?**
 - Alice sends Bob a stream of “invisible” bits $b_1 \dots b_n$
 - Charlie can read the stream $b_1 \dots b_n$
 - If bits were invisible only Bob could read them

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Cryptography Security Services

- **Data confidentiality:**
 - encryption hides the content of messages → makes bit invisible
- **Data integrity**
 - integrity check functions (hash functions) detect changes to documents → make sure nobody can change color without me noticing
- **Data origin authentication**
 - digital signatures verify the source of documents → makes bits of different colors depending on who generate them
 - Typically used with integrity → if I can change color and nobody notices it authentication not very useful.
- **More services may mean authentication against a third party vs authentication for yourself only**
 - Can recognize mom by hearing her voice “Take double ice cream”
 - To prove dad that mom authorized double ice cream needs more than just saying “Mom told me on phone “Take double ice cream””

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Encryption

- **Encryption algorithms (ciphers) protect the confidentiality of data.**
 - Some (but not all) encryption algorithms can also be used for integrity checks.
- **A plaintext (clear text) x is converted into a ciphertext $eK(x)$ under the control of a key K .**
- **Decryption with an appropriate key K' computes the plaintext from the ciphertext $dK'(eK(x))=x$**
- **Properties**
 - If you don't know K' the message should look random.
 - Relation between K and K' determines type of crypto

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One time pad

- **Very simple algorithm**
 - Given a streaming sequence of N message bits p_i
 - Take a sequence of N truly random bits k_i
 - To encrypt $\rightarrow c_i = k_i \text{ xor } m_i$
 - Decrypt $\rightarrow m_i = c_i \text{ xor } k_i$
- **Properties**
 - Perfect confidentiality in information theoretic sense
 - BUT only if you use the key only ONCE
 - Zero integrity protection
 - (so good only if integrity protected otherwise)
 - Hugely expensive: truly random sequence are difficult to generate

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Cryptographic hash functions

- **How it works**
 - Apply function h to a document x and store result $h(x)$ so that it cannot be changed
 - result $h(x)$ is called “hash value”, “message digest”, or “checksum”.
 - Changes to x detected by re-computing hash of x and comparing the result with the stored value.
 - Possibly add secret key $h(x,k)$ so only people that know k can compute hash and can vouch for origin of message \rightarrow **message authentication code**
- **Properties of hash function**
 - **Ease of computation**: it is easy to compute $h(x)$.
 - **Compression**: the hash function maps inputs of arbitrary length to fixed length results.
 - **Pre-image resistance (one-way)**: given y , it is computationally infeasible to find x so that $h(x)=y$.

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Public key encryption

- **Proposed in the open literature by Diffie & Hellman in 1976.**
 - Arguably invented by British Secret Service some year earlier
- **Each party has a *public encryption key* and a *private decryption key*.**
- **Computing the private key from the public key should be computationally infeasible.**
- **The public key need not be kept secret but it is not necessarily known to everyone.**
- **There exist applications where access to public keys is restricted.**

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Digital Signatures

- **A has a *public verification key* and a *private signature key* (→ public key cryptography).**
- **A uses her private key to compute her signature on document *m*.**
- **B uses a public verification key to check the signature on a document *m* he receives.**
- **At this technical level, digital signatures are a cryptographic mechanism for associating documents with verification keys.**
 - To get an authentication service that links a document to **person A's** identity and not just a verification key, we require a procedure for **B** to get an authentic copy of **A's** public key.

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Electronic signatures

- **Digital signatures:** mathematical evidence linking a document to a public key.
- **Electronic signatures:** a security service for associating documents with legal persons.
- **The link between a public key and a person has to be established by procedural means.**
- **This link can be recorded in a certificate.**
 - Certificates are not necessary for verifying digital signatures, verification keys are
 - Certificates are just “carriers” for verification keys → trustworthiness of keys depends on trustworthiness of procedure used to produce certificate → eg RSA, DigiNotar breaks

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Why You May Need O.S. Security

- ***I don't need OS security because I consider smart sensors and***
 - they use machine-to-machine communication
 - they communicate either with wireless or power-lines
 - So once we secure the network we are done
- ***I don't need safety belts on my delivery van because***
 - we only deliver groceries door-to-door
 - we drive either on state roads or on country roads
 - So once we put brakes we are done

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Some Misinterpreted Pictures..

- **The picture is “evocative”**
 - but this is NOT the reality
- **A “descriptive” picture would include all the different software and protocol stacks**
 - A MSc student in CS should know the actual reality...
 - And reason on what is really going on

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What is a smart sensor?

- **Basically a Phone with a GSM Card**

Applet A | Firewall | Applet B

Java Card API

Java Card Interface | Installer

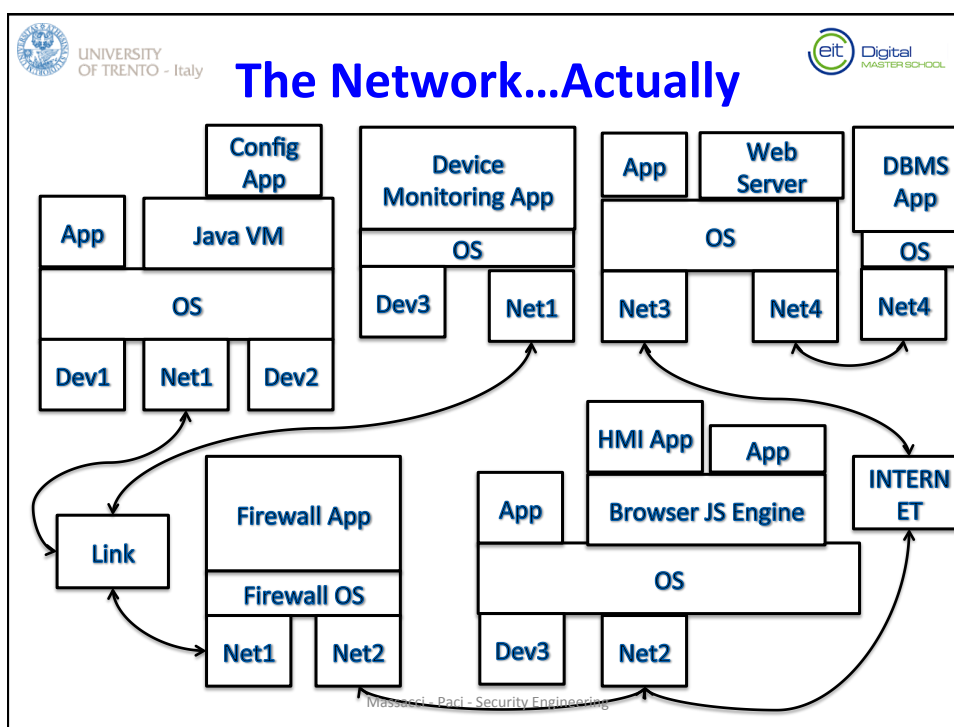
Native Interface | Loader API | JVM (Interpreter)

Native API

Native OS

Device hardware

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Why You Need Database Security

- **A database is a collection of data**
- **DBMS organizes the data and gives users the means to retrieve information**
- **Database Security:**
 - protection of sensitive data and mechanisms that allow users to retrieve information in a controlled manner
 - Provide controlled, protected access to the contents of a database as well preserve the integrity, consistency and overall quality of the data


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Database Security: Statistics

- **621 out of 47000+ security incidents lead to data disclosures and to 44 million+ compromised records**
- **Main threats**
 - Malware 40%
 - Hacking 52%
 - Social 29%
 - Misuse 13%
 - Physical 35%
 - Error 2%
 - Environmental 0%
- **Confidentiality may not be important in your scenario, but integrity or availability might be**
 - E.g. remove track of departure/arrival for smuggling planes

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Design Requirements

- **Precision:**
 - protect sensitive information while revealing as much non-sensitive information as possible
- **Internal consistency:**
 - the entries in the database obey some prescribed rules
 - E.g., stock levels cannot fall below zero.
- **External consistency:**
 - The entries in the database are correct
 - E.g., stock levels given in the database match stock levels in the warehouse
 - DBMS alone cannot keep the database in a consistent state → need organizational controls!
 - This property is also called accuracy

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Top Ten Database Security Threats

- ***(lack of) organizational measures***
 1. Excessive and Unused Privileges
 2. Abuse Privileges
 8. Unmanaged Sensitive Data
 10. Limited Security Expertise and Education
- ***(presence of) software problems***
 3. SQL Injection
 4. Malware
- 5. ***A bit of both***
 5. Weak Audit Trail
 6. Storage Media Exposure
 7. Exploitation of (unpatched) Vulnerabilities
 9. Denial of Service

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T1: Excessive and Unused Privileges

- ***When someone is granted database privileges that exceed the requirements of their job function, these privileges can be abused***
- ***Access control mechanisms for job roles have not been well defined or maintained***
 - users may be granted generic or default access privileges that far exceed their specific job requirements
- ***Example***
 - a bank employee whose job requires the ability to change only account holder contact information may take advantage of excessive database privileges and increase the account balance of a colleague's savings account

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T2: Abuse Privileges

- ***Users will abuse legitimate database privileges for unauthorized purposes***
- ***Example***
 - Consider an internal healthcare application used to view individual patient records via a custom Web interface
 - The Web application normally limits users to viewing an individual patient's healthcare history
 - However, a rogue user might be able to circumvent these restrictions and copy electronic healthcare records on his laptop

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T8: Unmanaged Sensitive Data


- ***Many companies struggle to maintain an accurate inventory of their databases***
 - Forgotten databases may contain sensitive information
 - New databases can emerge
- ***Sensitive data in these databases will be exposed to threats if the required controls and permissions are not implemented***
 - You cannot control what you don't "know" it exists

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T10: Limited Security Expertise and Education




- **Internal security controls are not keeping pace with data growth and many organizations are ill-equipped to deal with a security breach**
- **Due to the lack of expertise required to implement security controls, policies, and training**
- **According to PWC's 2012 Information Security Breaches Survey**
 - 75% of the organizations surveyed experienced staff-related breaches when a security policy was poorly understood
 - 54% of small businesses did not have a program for educating their staff about security risks

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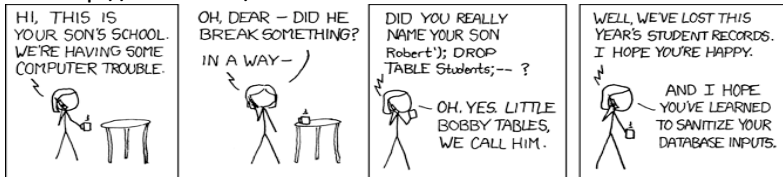


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T3: SQL Injection




- **Already discussed for application security**
 - SQL injection involves inserting (or “injecting”) unauthorized or malicious database statements into a vulnerable SQL data channel such as a Web application or stored procedure
 - If these injected statements are executed by the database, critical data stores can be viewed, copied, and altered
- **Normally this happens by exploiting the polyglottism of the web application on top of the DB**
 - <http://xkcd.com/327>




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T4: Malware

- ***Cybercriminals, state-sponsored hackers, and spies use advanced attacks to penetrate organizations***
 - spear phishing emails and malware
- ***Legitimate users become a conduit for these groups to access networks and sensitive data***
 - Users are unaware that malware has infected their device

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T5: Weak Audit Trail

- ***Failure to collect detailed audit records of database activity***
 - Organizations with weak (or sometimes non-existent) database audit mechanisms will increasingly find that they are at odds with industry and government regulatory requirements
- ***Many enterprises will turn to native audit tools provided by their database vendors or rely on ad-hoc and manual solutions***
 - These approaches do not record details necessary to support auditing, attack detection, and forensics.
- ***Finally, users with administrative access to the database, either legitimately or maliciously obtained, can turn off native database auditing to hide fraudulent activity***
 - Audit duties should ideally be separate from both database administrators and the database server platform to ensure strong separation of duties policies

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T6: Storage Media Exposure

- **Backup storage media is often completely unprotected from attack**
 - Numerous security breaches have involved the theft of database backup disks and tapes
- **Failure to audit and monitor the activities of administrators who have low-level access to sensitive information can put your data at risk**
 - Taking the appropriate measures to protect backup copies of sensitive data
 - Monitor your most highly privileged users is not only a data security best practice, but also mandated by many regulations

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T7: Exploitation of Vulnerabilities

- **It is common to find vulnerable and un-patched databases, or discover databases that still have default accounts and configuration parameters**
 - Attackers know how to exploit these vulnerabilities to launch attacks against your organization
- **Maintenance is hard**
 - Organizations often struggle to stay on-top of maintaining database configurations even when patches are available
 - It generally takes organizations months to patch databases once a patch is available
 - Sometimes licensing is the issue, sometimes interoperability with legacy software

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T9: Denial of Service

- ***DoS conditions can be created via many techniques***
- ***Most common technique***
 - overload server resources such as memory and CPU by flooding the network with database queries that ultimately cause the server to crash
- ***Motivations behind DoS attacks***
 - often linked to extortion scams in which a remote attacker will repeatedly crash servers until the victim meets their demands
- ***Software or organizational decision***
 - Not enough “power” to meet excess demand

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