



Mattel, Inc.: Lead Contamination in Chinese-Manufactured Toys

On August 14, 2007, Lisa Marie Bongiovanni, VP of Corporate Communications for Mattel, received a phone call from Mattel's executive vice president for worldwide operations, informing her of Mattel's need to issue another recall.

Two weeks prior, Mattel had recalled more than a million toys that were painted with lead-based paint, a serious health hazard, especially for children. Bongiovanni now learned that Mattel would be issuing a second recall of contaminated toys, but the latest recall would not be small due to an isolated incident, but rather it would require the recall of an additional 18 million toys in more than 40 countries.

Mattel, Inc.

Mattel, Inc. was born out of the garage workshop of Ruth and Elliot Handler in Southern California in 1945. There, with partner Harold "Matt" Matson, the Handlers built and sold Mattel's first products—picture frames. Soon, however, Elliot developed a side business making dollhouse furniture made from the leftover scraps of picture frames. Matson soon sold out his interest in the company to the Handlers and, encouraged by the popularity of their new doll furniture, the Handlers refocused Mattel on toys.¹

In 1959, Ruth Handler noticed that her daughter Barbara was fascinated with cutout paper dolls, so Handler suggested that Mattel create a three-dimensional doll. Ruth named the doll after her own daughter's nickname, "Barbie." Barbie soon vaulted Mattel to prominence in the toy industry.²

This case was prepared by Research Assistant Jeffery Vahrenwald under the direction of James S. O'Rourke, Concurrent Professor of Management, as the basis for class discussion rather than to illustrate either effective or ineffective handling of an administrative situation. Information was gathered from corporate as well as public sources.

Copyright ©2008. Eugene D. Fanning Center for Business Communication. All rights reserved. No part of this publication may be reproduced, stored in a retrieval system, used in a spreadsheet, or transmitted in any form by any means – electronic, mechanical, photocopying, recording, or otherwise – without permission.

Mattel became publicly owned in 1960 and joined the *Fortune 500* in 1965 with sales topping \$100 million. Sales were bolstered by the introduction of Barbie's boyfriend Ken in 1961.³ By 1968, Mattel had established itself as the number one name in die-cast vehicles with their introduction of Hot Wheels cars. Over 41 million kids grew up with the outrageous, candy-colored cars since their introduction, with many enthusiasts continuing to be loyal collectors as adults.⁴

Fisher-Price

Fisher-Price, Inc. was founded in 1930 by Herman Fisher, Irving Price and Helen Schelle, who combined their wealth of manufacturing and retailing experience and began manufacturing wooden toys at their headquarters in East Aurora, NY.⁵ Over the next 50 years, Fisher-Price grew to become the number one brand in infant and preschool toys,⁶ in addition to being a popular manufacturer of childcare products such as highchairs, strollers, bouncer seats, and nursery monitors.⁷ According to the company's market research, 100% of parents in the United States are familiar with the Fisher-Price brand name.⁸

In November 1993, stockholders of Fisher-Price, Inc. and Mattel, Inc. approved a merger under which Fisher-Price became a wholly-owned subsidiary of Mattel.⁹

Mattel's Expansion Overseas

During the 1980's, Mattel became one of the first U.S. companies to begin outsourcing manufacturing to China, taking advantage of Chinese plants that could produce high amounts of products at very low prices.¹⁰

In 1996, the NBC news magazine show "Dateline" broadcast an undercover segment showing Mattel toys being assembled by underage workers in an Indonesian factory.¹¹ As a result, Mattel established its Global Manufacturing Principles (GMP) in 1997. The GMP represented Mattel's commitment to responsible manufacturing practices around the world. These principles were designed to provide a framework within which all of the company's manufacturing must be conducted. Behind Mattel's GMP is an independent monitoring system, the Mattel Independent Monitoring Council (MIMCO), which was created to ensure standards are consistently met. With the establishment of the GMP and MIMCO, Mattel became the first global consumer products company to apply such a system to its facilities and core contractors on a worldwide basis.¹²

The GMP stipulates that each Mattel factory overseas is audited on a three-year, rotational basis and that additional, unannounced visits are made to those facilities whose performance on the regular audit has been particularly poor.¹³ Since implementing the GMP, Mattel has dropped several dozen foreign suppliers and licensees for chronic noncompliance. Today, the company budgets about \$10 million a year for internal and external monitoring efforts alone and is recognized as a global leader in corporate responsibility.¹⁴

Recent accolades for Mattel:

1. 2003 Corporate Responsibility Award from the U.S. Fund for UNICEF.¹⁵
2. 2008 “100 Best Companies to Work For” by *Fortune* Magazine.¹⁶
3. 2008 “100 Most Trustworthy U.S. Companies” by *Forbes* Magazine.¹⁷

Industry-Wide, Third Party Monitoring

ICTI

The International Council of Toy Industries (ICTI) is a global trade association established in 1975 to respond to rapid developing toy safety standards in the U.S. and Europe. Its purpose is to establish a comprehensive standard of safety covering the mechanical and physical properties of toys, offering consumers throughout the world a wide selection of safe toys and facilitating free trade between nations. The ICTI’s CARE (Caring, Aware, Responsible, Ethical) Process promotes ethical manufacturing in the form of fair labor treatment, as well as employee health and safety in the toy industry supply chain worldwide. CARE’s initial focus is in China and its intent is to provide a single, fair, thorough and consistent program to monitor toy factories’ compliance with ICTI’s Code of Business Practices.¹⁸ On the surface, CARE appears to be similar to Mattel’s GMP, but critics claim CARE is not nearly as tough because it lacks a strong, transparent, third-party monitoring program.¹⁹

ICCA

The International Center for Corporate Accountability (ICCA) is a not-for-profit organization based at the City University of New York that is designed to promote good corporate citizenship worldwide. The mission of ICCA is to urge multinational corporations like Mattel to create voluntary standards for issues such as wages and working conditions, protection of human rights, and sustainable development. An additional aspect of the ICCA’s mission is to provide independent external monitoring of companies’ adherence to their own voluntarily codes of conduct. The ICCA has adopted strict conflict-of-interest standards that they claim ensure that corporate interests do not interfere with their audits and research.²⁰

CPSC

The U.S. Consumer Product Safety Commission (CPSC) was created to protect the public from unreasonable risks of serious injury or death from consumer products. The CPSC’s work to ensure the safety of consumer products including toys and cribs contributed significantly to the 30 percent decline in the rate of deaths and injuries associated with consumer products over the past 30 years.²¹ Some critics say the CPSC is ill-equipped to police toy imports from China because it is underfunded, understaffed, and it is granted inadequate authority over manufacturers. Additionally, the CPSC is only able to test products once they appear in stores.²² In July 2007, CPSC Chairman Nancy A. Nord sent a letter to members of Congress asking them to help modernize the commission since the CPSC was last reauthorized in 1990 and its regulatory powers weren’t written for a global marketplace.²³

AQSIQ

The General Administration of Quality Supervision, Inspection, and Quarantine of the People's Republic of China (AQSIQ) is a ministerial administrative organ directly under the State Council of the People's Republic of China. The AQSIQ's responsibilities include monitoring and maintaining quality of Chinese manufacturing.²⁴ The AQSIQ revoked more than 600 toy suppliers' permission to export in the last five months of 2007 after it conducted inspections of more than 3,000 Chinese manufacturers. During the nationwide inspection, the AQSIQ also set up a comprehensive test system that required all toys, even those based on designs and standards set by importers, to undergo thorough safety checks.²⁵

The efficacy of third-party monitoring of Chinese toy manufacturing is tempered by a lack of cooperation on the part of the Chinese factories. Often, factories attempt to cover up their manufacturing methods and factory bosses coach employees on what answers to give auditors about working conditions. "They try to put on as good a face as they can," says H. Jack Shapiro, a retired aerospace engineer who has been part of Mattel's factory audit team since 1998.²⁶

Outsourcing to China

China is the world's biggest toy exporter, supplying nearly 22 billion pieces of toys—about 60 percent of the global total and nearly 80 percent of toys sold in the US.²⁷ The province of Guangdong in southern China is the toy manufacturing epicenter, producing the majority of the world's toys in its more than 5,000 toy factories.²⁸ But conditions at the manufacturing level in China are often harsh. The average worker at Mattel's plant in Guanyao, China, for example, earns \$175 a month for a 60-hour week. Employees work as much overtime as they can get, routinely more than Chinese law allows, because toy-production cycles are seasonal and tend to end in massive layoffs. The work is hot, loud, exhausting, and hazardous, in addition to being underpaid. The yearly turnover at factories runs as high as 200 percent.²⁹

Additionally, Chinese manufacturers have gained a reputation for ignoring regulations in order to meet quotas or increase their margins. "The suppliers have conflicting incentives," says David Vogel, a business professor at the University of California, Berkeley. "They want to reduce their costs because they have to keep prices low in order to hold onto the business, but at the same time they have to comply with the standards in order to hold onto the business."³⁰

Recent recalls due to defects and contamination have brought suspicion on the Chinese toy industry, but they have also taught Chinese authorities and manufacturers that safety measures had to be taken to rebuild and then maintain the Chinese toy industry's image.³¹ But some analysts point out that Chinese toy sales were not seriously affected after the recalls of 2007 because many Americans choose to ignore the potential problems. According to Drew Thompson, director of China Studies at the Nixon Center in Washington D.C., "US consumers continue to want low price and high quality toys and most consumers appeared to be concerned about safety, but not enough to avoid toys made in China."³² The production of safe Chinese toys is vital for meeting the demand for low-cost products, particularly those of low-income families in the U.S.³³

Debate continues over who is to blame for substandard production. Mattel recalled more than 21 million Chinese toys in the summer of 2007, but later admitted that a majority of the recalls resulted from Mattel's own design flaws.³⁴ Conversely, many times toys that have already passed inspection are later found to contain excessive levels of lead paint—a sign that Chinese companies may have manipulated safety inspections.³⁵

The Dangers of Lead-Based Paint

Lead is a highly toxic substance, exposure to which can produce a wide range of adverse health effects. Both adults and children can suffer from the effects of lead poisoning, but childhood lead poisoning is much more frequent.³⁶ There are many ways in which humans are exposed to lead. Deteriorating paint, household dust, soil, air, drinking water, food, ceramics, home remedies, and cosmetics have all been known to contain lead. Subsequently, most children with elevated blood lead levels are exposed to lead in their own home. Usually this lead is invisible to the naked eye.³⁷

There are various health effects associated with elevated blood lead levels. Children under the age of six are especially vulnerable to lead's harmful health effects because their brains and central nervous systems are still being formed. For them, even very low levels of exposure can result in reduced IQ, learning disabilities, attention deficit disorders, behavioral problems, stunted growth, impaired hearing, and kidney damage. At high levels of exposure, a child may become mentally retarded, fall into a coma, and even die from lead poisoning. Lead poisoning has also been associated with juvenile delinquency and criminal behavior.³⁸

In adults, lead can increase blood pressure and cause fertility problems, nerve disorders, muscle and joint pain, irritability, and memory or concentration problem. However, in order to experience adverse health effects, adults must be exposed to a significantly greater level of lead than children.³⁹

Exposure to lead is estimated by measuring levels of lead in the blood and is measured in micrograms of lead per deciliter of blood. The U.S. Centers for Disease Control and Prevention (CDC) has set a "level of concern" for children at 10 micrograms per deciliter—the level at which it is generally accepted that adverse health effects begin to set in. However, recent research published in the *New England Journal of Medicine* provides evidence that there could be very harmful effects occurring at levels as low as 5 micrograms of lead per deciliter of blood.⁴⁰

Paint with higher levels of lead often sells for a third of the cost of paint with acceptable levels. Chinese toy manufacturers, trying to gain a competitive advantage, have been known to cut corners and use the less expensive leaded paint. Although China's paint standards are stricter than those in the United States—the Chinese require that paint intended for household or consumer-product use contain no more than 90 parts of lead per million while the U.S. sets a 600 parts per million American maximum—enforcement of the regulations in China is lax. "There is

a national standard on the lead level in toys,” said Chen Tao, sales manager at the Chenghai Guangxin Plastic Toys Factory in Shantou. “But no one really enforces it. Factories can pick whatever paint they want.” Adding to the problem is the abundant supply of cheap, leaded, industrial paint in China, which is not closely regulated by the government and, as a result, often finds its way into toy factories and households.⁴¹

The Recall

In early July 2007, a European retailer, through its own independent audits, discovered lead paint on a Mattel toy manufactured in China. The European retailer immediately contacted officials at Mattel, at which point Mattel executives were unsure whether the case was an anomaly or if they were facing a widespread lead paint contamination. On July 7, Mattel shut down production at the Lee Der Industrial Plant that made the recalled toys and launched an investigation into the cause of the contamination.⁴² On August 1, Mattel received conclusive data that persuaded them to issue a global recall of 1.5 million toys contaminated with lead paint.⁴³

The recall covered 83 of Mattel’s Fisher-Price products manufactured between April 19 and July 6. Many of the toys featured some of Mattel’s most popular character brands such as Sesame Street and Nickelodeon. Mattel says it prevented more than two-thirds of the affected toys from reaching consumers by contacting its distribution centers as well as retailers. Still, more than 300,000 of the contaminated toys were purchased by consumers in the United States.⁴⁴

Mattel approached the CPSC with an oral report July 20 and filed a written report on July 26.⁴⁵ As of August 2, the CPSC had launched an investigation into the contamination and CPSC Chairwoman Nancy A. Nord addressed the issue saying, “These recalled toys have accessible lead in the paint, and parents should not hesitate in taking them away from children.”⁴⁶

On August 14, Mattel issued a second recall. The second recall involved 436,000 small toy cars based on the character Sarge from the Pixar movie “Cars.” The toy cars were manufactured by the Early Light Industrial Company which had subcontracted production of the car’s roof and tires to a company called Hong Li Da located in the Chinese province of Guangdong. The second recall also involved toys not contaminated by lead paint—another 18.2 million toys from the Barbie, Polly Pocket, Batman, and Doggie Day Care lines containing small magnets that could harm children if swallowed.⁴⁷

The contractors that manufactured the recalled toys were among Mattel’s most trusted. Lee Der Industrial had worked with Mattel for 15 years. The Early Light Industrial Company had supplied toys for Mattel for 20 years.⁴⁸ In both cases, the manufacturers used paint from suppliers that Mattel had not certified as safe.⁴⁹ Mattel admitted that it had been allowing Lee Der to perform its own tests because of Mattel’s trusted 15-year relationship with the plant. “They didn’t perform the testing they should have,” said Jim Walter, Mattel’s senior vice president of world-wide quality assurance. “And the audit we performed didn’t catch it.”⁵⁰

According to Mattel, the plants involved produce toys for more than just Mattel, but other toy companies' audits failed to catch the contamination as well. Mattel has expressed that it does not consider it their responsibility to monitor the production of other company's toys, but rather it is the factory who should alert each customer. "We have no right to go in there to ask, 'Who else are you producing for, and what else are you making?'" said Walter.⁵¹

Finally, lead experts say the scale of the recall suggests the use of lead paint wasn't uncommon at the two factories involved, a claim that Mattel disputes. "From the size of the recall, we're not talking about accidental use of paints," says Paul Mushak, a toxicologist at PB Associates, a Durham, NC risk assessment firm specializing in toxic metals. "We're talking about something that's been a conventional practice."⁵²

Repercussions Throughout the Toy Industry

Disney

The Walt Disney Company began its own testing of toys featuring Disney characters including random testing of products already on shelves in stores such as Wal-Mart and KB Toys. These tests will focus on about 2,000 toymakers and 65,000 products each year and represent a significant shift in the toy business because traditionally companies like Disney have licensed their characters to toy companies such as Mattel and assumed that the toy company would handle quality control. "It sends the message that we are looking over their shoulders," said Andy Mooney, the chairman of Disney's consumer products division. The company is also considering surprise visits to Chinese manufacturers.

Toys"R"Us

The nation's largest toy retailer, Toys"R"Us, notified manufacturers that engineers will regularly visit random Toys"R"Us stores and take toys off the shelf for independent lab testing. "Trust but verify," said Ron Boire, president of Toys"R"Us. "We have to be confident. I have to be able to put my head on the pillow and say 'I've done everything I can.'" Gerald L. Storch, the chief executive of Toys"R"Us said, "In the past, the industry may have accepted a pattern of recalling products as a way of making sure products are safe. That's clearly not acceptable anymore."⁵⁴ Toys"R"Us says it has stepped up testing for lead and has increased its quality-assurance budget by 25%.⁵⁵

But Rick Ruppert, Toys"R"Us executive vice president for product development and global sourcing, said the cost of relocating manufacturing out of China is too high because China is uniquely able to produce large numbers of toys at very low prices. "The cost of the transition would be disruptive," he said.⁵⁶

Nickelodeon

Nickelodeon started its own double-testing program in July in response to the recall. Nickelodeon licenses many of its popular characters like Dora the Explorer and Diego to Mattel and other toy manufacturing companies.⁵⁷

McDonald's

McDonald's Corp., one of the world's largest toy buyers, believes the problem of lead paint contamination is so widespread in China that it has developed a system to monitor paint throughout the supply chain, all the way back to very specific suppliers. McDonald's now requires its Chinese toy makers to agree to use only those suppliers. "We never go on the open market, so we know exactly who we're dealing with," said Walt Riker, vice president of corporate communications.⁵⁸

The Road Ahead

As of September 2007, overall sales of most toy brands did not appear to be declining as a result of the recalls except for Fisher-Price, which saw so many of its toys recalled. With the Christmas season quickly approaching, Lisa Marie Bongiovanni and her staff would need to reassure parents that the recalls would not compromise Mattel's toys' safety in the future.

In addition, Mattel faced serious issues on a global scale such as public health concerns, possible litigation from consumers, and insuring that all the contaminated toys are properly disposed of. And finally, Bongiovanni needed to act quickly to avoid the possibility of media outlets breaking the story without all the facts.

Questions

1. How has Mattel insulated itself by proactively becoming an industry leader in toy safety?
2. Should there be one governing body responsible for writing and enforcing a worldwide code on toy manufacturing or for creating industry-wide standards on inspections?
3. Is Mattel obligated to release the name of the factory that produced the recalled toys?
4. How important is it for Mattel to demonstrate transparency throughout the crisis?
5. Is it feasible for Mattel to be completely isolated from manufacturers who produce dangerous toys?
6. What role do consumers play in ensuring the products they buy are safe?
7. Is more rigorous testing required in the U.S.?
8. In the end, who is most culpable for the lead-based paint incident?

References

¹ <http://www.mattel.com>

² <http://www.mattel.com>

³ <http://www.mattel.com>

⁴ <http://www.mattel.com>

⁵ <http://www.fisher-price.com>

⁶ <http://www.fisher-price.com>

⁷ <http://www.mattel.com>

⁸ <http://www.fisher-price.com>

⁹ <http://www.fisher-price.com>

¹⁰ Spencer, J. and Casey, N. (2007, August 3). Toy Recall Shows Challenge China Poses to Partners. *The Wall Street Journal*. Retrieved March 21, 2008, from <http://www.wsj.com>

¹¹ Dee, J. (2007, December 23). A Toy Maker's Conscience. *The New York Times*. Retrieved March 20, 2008, from <http://www.nytimes.com>

¹² <http://www.mattel.com>

¹³ Dee, J. (2007, December 23). A Toy Maker's Conscience. *The New York Times*. Retrieved March 20, 2008, from <http://www.nytimes.com>

¹⁴ Dee, J. (2007, December 23). A Toy Maker's Conscience. *The New York Times*. Retrieved March 20, 2008, from <http://www.nytimes.com>

¹⁵ <http://www.mattel.com>

¹⁶ <http://www.mattel.com>

¹⁷ <http://www.mattel.com>

¹⁸ <http://www.toy-icti.org>

¹⁹ Dee, J. (2007, December 23). A Toy Maker's Conscience. *The New York Times*. Retrieved March 20, 2008, from <http://www.nytimes.com>

²⁰ <http://www.icca-corporateaccountability.org>

²¹ <http://www.cpsc.gov>

²² Spencer, J. and Casey, N. (2007, August 3). Toy Recall Shows Challenge China Poses to Partners. *The Wall Street Journal*. Retrieved March 21, 2008, from <http://www.wsj.com>

²³ Spencer, J. and Casey, N. (2007, August 3). Toy Recall Shows Challenge China Poses to Partners. *The Wall Street Journal*. Retrieved March 21, 2008, from <http://www.wsj.com>

²⁴ <http://www.english.aqsiq.gov.cn>

- ²⁵ Zhao, Y. and Che, X. (2008, 21 February). Making Safe, Quality Toys Is No Child's Play. Industry Updates, China Daily Information Company. Retrieved March 21, 2008, from <http://www.chinadaily.com.cn>
- ²⁶ Dee, J. (2007, December 23). A Toy Maker's Conscience. *The New York Times*. Retrieved March 20, 2008, from <http://www.nytimes.com>
- ²⁷ Zhao, Y. and Che, X. (2008, 21 February). Making Safe, Quality Toys Is No Child's Play. Industry Updates, China Daily Information Company. Retrieved March 21, 2008, from <http://www.chinadaily.com.cn>
- ²⁸ Spencer, J. and Casey, N. (2007, August 3). Toy Recall Shows Challenge China Poses to Partners. *The Wall Street Journal*. Retrieved March 21, 2008, from <http://www.wsj.com>
- ²⁹ Dee, J. (2007, December 23). A Toy Maker's Conscience. *The New York Times*. Retrieved March 20, 2008, from <http://www.nytimes.com>
- ³⁰ Dee, J. (2007, December 23). A Toy Maker's Conscience. *The New York Times*. Retrieved March 20, 2008, from <http://www.nytimes.com>
- ³¹ Zhao, Y. and Che, X. (2008, 21 February). Making Safe, Quality Toys Is No Child's Play. Industry Updates, China Daily Information Company. Retrieved March 21, 2008, from <http://www.chinadaily.com.cn>
- ³² Liu, H. (2008, January 2). American Consumers Welcome Chinese Toys. Industry Updates, China Daily Information Company. Retrieved March 21, 2008, from <http://www.chinadaily.com.cn>
- ³³ Zhao, Y. and Che, X. (2008, 21 February). Making Safe, Quality Toys Is No Child's Play. Industry Updates, China Daily Information Company. Retrieved March 21, 2008, from <http://www.chinadaily.com.cn>
- ³⁴ Liu, H. (2008, January 2). American Consumers Welcome Chinese Toys. Industry Updates, China Daily Information Company. Retrieved March 21, 2008, from <http://www.chinadaily.com.cn>
- ³⁵ Spencer, Jane and Casey, N. (2007, August 3). Toy Recall Shows Challenge China Poses to Partners. *The Wall Street Journal*. Retrieved March 21, 2008 from <http://www.wsj.com>
- ³⁶ <http://www.nsc.org>
- ³⁷ <http://www.nsc.org>
- ³⁸ <http://www.nsc.org>
- ³⁹ <http://www.nsc.org>
- ⁴⁰ <http://www.nsc.org>
- ⁴¹ Barboza, D. (2007, September 11) Why Lead in Toy Paint? It's Cheaper. *The New York Times*. Retrieved March 21, 2008 from <http://www.nytimes.com>
- ⁴² Story, L. (2007, August 2) Lead Paint Prompts Mattel to Recall 967,000 Toys. *The New York Times*. Retrieved March 21, 2008 from <http://www.nytimes.com>, August 2, 2007.
- ⁴³ Story, L. (2007, August 2) Lead Paint Prompts Mattel to Recall 967,000 Toys. *The New York Times*. Retrieved March 21, 2008 from <http://www.nytimes.com>, August 2, 2007.

- ⁴⁴ Story, L. (2007, August 2) Lead Paint Prompts Mattel to Recall 967,000 Toys. *The New York Times*. Retrieved March 21, 2008 from <http://www.nytimes.com>, August 2, 2007.
- ⁴⁵ Casey, N. (2007, August 2). Mattel Toys to Be Pulled Amid Lead Fears. *The Wall Street Journal*. Retrieved March 21, 2008 from <http://www.wsj.com>
- ⁴⁶ Story, L. (2007, August 2) Lead Paint Prompts Mattel to Recall 967,000 Toys. *The New York Times*. Retrieved March 21, 2008 from <http://www.nytimes.com>, August 2, 2007.
- ⁴⁷ Story, L. (2007, September 10) Disney to Do Its Own Tests of Character Toys for Lead Paint. *The New York Times*. Retrieved March 21, 2008 from <http://www.nytimes.com>
- ⁴⁸ Story, L. (2007, August 29) Putting Playthings to the Test. *The New York Times*. Retrieved March 21, 2008, from <http://www.nytimes.com>
- ⁴⁹ Story, L. (2007, August 29) Putting Playthings to the Test. *The New York Times*. Retrieved March 21, 2008, from <http://www.nytimes.com>
- ⁵⁰ Spencer, J. and Casey, N. (2007, August 3). Toy Recall Shows Challenge China Poses to Partners. *The Wall Street Journal*. Retrieved March 21, 2008, from <http://www.wsj.com>
- ⁵¹ Spencer, J. and Casey, N. (2007, August 3). Toy Recall Shows Challenge China Poses to Partners. *The Wall Street Journal*. Retrieved March 21, 2008, from <http://www.wsj.com>
- ⁵² Spencer, J. and Casey, N. (2007, August 3). Toy Recall Shows Challenge China Poses to Partners. *The Wall Street Journal*. Retrieved March 21, 2008, from <http://www.wsj.com>
- ⁵³ Story, L. (2007, September 10) Disney to Do Its Own Tests of Character Toys for Lead Paint. *The New York Times*. Retrieved March 21, 2008 from <http://www.nytimes.com>
- ⁵⁴ Story, L. (2007, September 10) Disney to Do Its Own Tests of Character Toys for Lead Paint. *The New York Times*. Retrieved March 21, 2008 from <http://www.nytimes.com>
- ⁵⁵ Spencer, J. and Casey, N. (2007, August 3). Toy Recall Shows Challenge China Poses to Partners. *The Wall Street Journal*. Retrieved March 21, 2008, from <http://www.wsj.com>
- ⁵⁶ Spencer, J. and Casey, N. (2007, August 3). Toy Recall Shows Challenge China Poses to Partners. *The Wall Street Journal*. Retrieved March 21, 2008, from <http://www.wsj.com>
- ⁵⁷ Story, L. (2007, September 10) Disney to Do Its Own Tests of Character Toys for Lead Paint. *The New York Times*. Retrieved March 21, 2008 from <http://www.nytimes.com>
- ⁵⁸ Spencer, J. and Casey, N. (2007, August 3). Toy Recall Shows Challenge China Poses to Partners. *The Wall Street Journal*. Retrieved March 21, 2008, from <http://www.wsj.com>