

Mattel first requested damages of \$1.8 billion, the company was pleased with the principle behind the victory. MGA is appealing the decision.

In December 2008, Mattel appeared to win another victory when a California judge banned MGA from making or selling Bratz dolls. The decision was devastating to the Bratz line, as retailers have avoided the brand in anticipation of Mattel's takeover. Many industry analysts, however, expect Mattel to work out a deal with MGA in which MGA can continue to sell Bratz dolls as long as Mattel shares in the profits. MGA plans to appeal the court ruling. Whatever the outcome, Mattel has managed to gain some control over Barbie's toughest competition.

American Girl

In 1998, Mattel acquired Pleasant Company, maker of the American Girl collection—a well-known line of historical dolls, books, and accessories. Originally, American Girl products were sold exclusively through catalogs. Mattel extended that base by selling American Girl accessories (not the dolls) in major chain stores like Walmart and Target. More recent efforts to increase brand awareness include the opening of American Girl Place shops in New York, Chicago, Los Angeles, Atlanta, Dallas, Boston, and Minneapolis. The New York store features three floors of dolls, accessories, and books in the heart of the 5th Avenue shopping district. The store also offers a café where girls can dine with their dolls and a stage production where young actresses bring American Girl stories to life.

The American Girl collection is wildly popular with girls in the 7- to 12-year-old demographic. The dolls have a wholesome and educational image—the antithesis to Barbie. This move by Mattel represented a long-term strategy to reduce reliance on traditional products and to take away the stigma surrounding the “perfect image” of Barbie. Each American Girl doll lives during a specific time in American history, and all have stories that describe the hardships they face while maturing into young adults. For example, Felicity's stories describe life in 1774 just prior to the Revolutionary War. Likewise, Josephina lives in New Mexico in 1824 during the rapid growth of the American West. Other dolls include Kaya (a Native American girl growing up in 1764), Elizabeth (Colonial Virginia), Kirsten (pioneer life in 1854), Addy (1864 during the Civil War), Samantha and Nellie (1904 New York), Kit (1934 during the Great Depression), Molly (1944 during World War II), and Emily (a British girl who comes to America during World War II). The American Girl brand includes several book series, accessories, clothing for dolls and girls, and a magazine that ranks in the top 10 American children's magazines.

Hot Wheels

Hot Wheels roared into the toy world in 1968. More than 40 years later, the brand is hotter than ever and includes high-end collectibles, NASCAR (National Association for Stock Car Auto Racing) and Formula One models for adults, high-performance cars, track sets, and play sets for children of all ages. The brand is connected with racing circuits worldwide. More than 15 million boys ages 5 to 15 are avid collectors, each owning an average of 41 cars. Two Hot Wheels cars are sold every

second of every day. The brand began with cars designed to run on a track and has evolved into a “lifestyle” brand with licensed Hot Wheels shirts, caps, lunch boxes, backpacks, and more. Together, Hot Wheels and Barbie generate about 65 percent of Mattel's profits.

Fisher-Price

Acquired in 1993 as a wholly owned subsidiary, Fisher-Price is the umbrella brand for all of Mattel's infant and preschool lines. The brand is trusted by parents around the world and appears on everything from children's software to eyewear, and books to bicycles. Some of the more classic products include the Rock-a-Stack, Power Wheels vehicles, and Little People play sets. Through licensing agreements, the brand also develops character-based toys such as *Sesame Street*'s Elmo, Disney's Winnie the Pooh, and Nickelodeon's Dora the Explorer.

Fisher-Price has built a trust with parents by creating products that are educational, safe, and useful. For example, during recent years, the brand has earned high regard for innovative car seats and nursery monitors. Fisher-Price keeps pace with the interests of today's families through innovative learning toys and award-winning products. One example is the Computer Cool School, a kid-friendly keyboard with a tablet and stylus, which turns a standard Windows-based computer into an interactive classroom for kids ages 3 to 6. The product was awarded the “Best Toy of 2008” by both *Parents Magazine* and *Family Fun Magazine*.

Mattel's Global Manufacturing

As a U.S.-based multinational company owning and operating facilities and contracting worldwide, Mattel's Global Manufacturing Principles reflects the company's needs to both conduct manufacturing responsibly and respect the cultural, ethical, and philosophical differences of the countries in which it operates. These principles set uniform standards, across Mattel manufacturers, that attempt to benefit both employees and consumers.

Mattel's principles cover issues such as wages, work hours, child labor, forced labor, discrimination, freedom of association, and working conditions. Workers must be paid at least minimum wage or a wage that meets local industry standards (whichever is greater). No one under the age of 16 or the local age limit (whichever is higher) may be allowed to work for Mattel facilities. Mattel refuses to work with facilities that use forced or prison labor, or to use these types of labor itself. Additionally, Mattel does not tolerate discrimination. The company states that an individual should be hired and employed based on his or her ability—not on individual characteristics or beliefs. Mattel recognizes all employees' rights to choose to affiliate with organizations or associations without interference. Regarding working conditions, all Mattel facilities and its business partners must provide safe working environments for their employees.