

Preface	ix
Part I — The Setting	1
Chapter 1: The Infant Formula Controversy at Center Stage	3
Chapter 2: The Societal Context of the Infant Formula Controversy	13
Chapter 3: The Institutional Context of the Infant Formula Controversy	27
Part II — The Gathering Storm	43
Chapter 4: Sowing the Seeds of the Controversy: The European Scene	45
Chapter 5: The Controversy Comes to the United States	59
Chapter 6: The Activists Throw Down the Gauntlet — The Kennedy Hearings and its Aftermath	75
Chapter 7: The Drive Toward Code Enactment — The Post Kennedy Era	93
Part III — Issues and Institutions	109
Chapter 8: Health, Medical, and Scientific Aspects of the Controversy	111
Chapter 9: Worldwide Infant Formula Sales, Markets, and Industry Structure	125
Chapter 10: The Industry and Major Manufacturers Involved in the Controversy	137
Chapter 11: Major Religious and Activist Groups Involved in the Controversy	155
Part IV — Escalation of the Conflict	169
Chapter 12: WHO's Involvement in the Controversy	171
Chapter 13: Dynamics of the Passage of the WHO Code	181
Chapter 14: The Sole Negative Vote by the U.S.: The Impact of Ideology and Domestic Politics	197
Part V — Drive Toward Resolution of the Conflict	215
Chapter 15: Nestle Coordination Center for Nutrition, Inc. (NCCN): Nestle's Change in Organizational Structure and Strategies to Deal with the Boycott	217
Chapter 16: "Winning" the Methodists: The Last Major Battle-ground to Enlist the Religious Community's Support for the Boycott	243

Chapter 17: Nestle Infant Formula Audit Commission (NIFAC): A New Model for Gaining External Legitimacy for Corporate Actions	263
Chapter 18: Settlement of the Dispute and Termination of the Boycott: Discussions Between INBC/INFACT and Nestle — UNICEF in the Role of an Honest Broker	291
Part VI — Lessons Learned and Unlearned	319
Chapter 19: The Lessons of Accountability — Third World Governments: Expectations and Performance — WHO's Non-Existent Monitoring	321
Chapter 20: Code Compliance by the Infant Formula Industry: The New Nestle — The More Things Change, The More They Remain The Same	335
Chapter 21: Emerging Modes of Business-Society Conflict Resolution — An Assessment	355
Bibliography	385
Index	399