

McDonald's:

The Success and the Struggles of a Fast Food Icon

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In the 1950s, the fast-food industry was in full swing after two brothers created and incorporated new strategies into their restaurant business. McDonald's is considered one of the largest and most successful fast-food companies in America. Much of McDonald's success can be attributed to its ability to develop a method to make money from burgers and fries. The McDonald brothers' ability to create a system that sped up the food preparation process, and Ray Kroc's ability to franchise the business, moved McDonald's forward to the success other fast-food businesses dream of achieving. However, as customer demands developed, McDonald's took risk that eventually lead to conflict. Throughout McDonald's history, its ability to adapt through compromise, has allowed the business to respond to controversy head-on by making radical adjustments to refurbish the company's image.

Early History

It began in San Bernardino, California, when siblings Richard and Maurice McDonald opened a barbecue joint, on May 15, 1940.¹ By 1948, they realized that 80% of their profits came from the purchase of hamburgers.² This led them to believe that their eatery could be more profitable if they streamlined their menu. Therefore, the brothers completely renovated their business. They closed their drive-in, said goodbye to their carhops, and the barbecue joint was gone.

When the restaurant reopened, it was a well-oiled machine with an emphasis on efficiency, quality, and low prices. The 25-item menu was reduced to cheeseburgers,

¹ Ganzel, Bill, and The Ganzel Group. "Fast Food." *Fast Food during the 1950s and 60s*, 2007, livinghistoryfarm.org/farminginthe50s/life_16.html.

² Klein, Christopher. "McDonald's Surprising Start, 75 Years Ago." *History.com*, A&E Television Networks, 15 May 2015, www.history.com/news/hungry-history/mcdonalds-surprising-start-75-years-ago.

hamburgers, fries, milkshakes and beverages.³ In addition, the brothers, inspired by Henry Ford's automobile assembly line, modeled the food preparation area to be similar. The new "Speedee Service System" lowered the cost of menu items because service became more efficient and faster. Higher waged short-order cooks were eliminated and replaced with unskilled workers trained to perform one task.⁴

In an effort to lower cost and further improve efficiency, the McDonald brothers redesigned their restaurant. This "self-serve" restaurant required customers to place orders at windows and provided a more efficient way to serve their customers than with carhops. This was an extremely radical change for its day because there were no waiters. Orders were taken at the windows where the food was also delivered. Initially, customers despised the new concept because they needed to get out of their cars to order and could no longer customize menu items. However, the new concept eventually caught on and became a huge success. Profits soared to \$100,000 per year.⁵ The brothers' success soon caught the attention of other restaurateurs and fortune seekers in the industry. The Speedee Service System and self-serve restaurant concept set into motion a fast-food industry that eventually spread across the world.

The brothers were great at serving consistent, fast, affordable food, but lacked the skill of franchising. They saw franchising as a way of making money without directly supervising the quality of the franchise operations. That was not unusual; no one had viewed franchising any other way. This led to inconsistencies within the business, for example, hamburgers were sold at different prices and some franchises added new menu items. Also, because of a poor

³ "McDonald's Self-Service System: Page 1 of 7." *Http://Www.highwayhost.org/, www.highwayhost.org/Mcdonalds/mcdonalds1.html.*

⁴ "The American Way." *Fast Food Nation: the Dark Side to the All-American Meal*, by Eric Schlosser, First Mariner Books Edition, 2012.

⁵ Love, John F. *McDonald's: Behind the Golden Arches*. Bantam; Revised, Subsequent Edition, 1995.

franchising plan, their fast-food concept was easily copied by competitors in the business. The McDonald brothers were so generous in providing information on their production procedure, equipment and suppliers, that other businesses did not need to franchise to copy methods that led them to success. By 1952, dozens of fast-food businesses were opening in California; all could trace their origins to a single prototype, McDonald's.⁶ "There was a fraternity of us, and every one of us saw the McDonald's in San Bernardino and basically copied the boys [the McDonald's brothers]..." recalled James Collins, who by 1986 was the largest Kentucky Fried Chicken franchise owner.⁷ Other prominent copiers included: Glen Bell, who's chain bears the name Taco Bell; and Burger King, a food-chain inspired by the McDonald brothers' operations. In 1954, Ray Kroc came to McDonald's to sell the brothers eight multimixers; an appliance that made five milkshakes at once.⁸ Ray was impressed with the speed customers were served and saw potential in the business. Kroc made the brothers an offer. He would help franchise their restaurants for part of the earnings. The McDonald brothers were satisfied with the \$100,000 they earned per year and unwilling to invest energy to build a larger restaurant chain. Kroc wanted to expand the business and imagined restaurants across the country. Those business differences led Kroc to purchasing the business from the brothers for \$2.7 million in 1961.⁹

Ray Kroc established standard procedures for every task and applied rigorous management and assembly line procedures. Kroc's successful franchising methods enabled him to build a fast-food empire that spread worldwide. The McDonald brothers' Speedee Service

⁶ Love, John F. McDonald's: Behind the Golden Arches.

⁷ *ibid*

⁸ Hancock, John Lee, director. *The Founder*. The Weinstein Company, 2016.

⁹ McDonald's. "History: The McDonald's Story." *History | McDonald's*, 2018, corporate.mcdonalds.com/corpmcd/about-us/history.html.

System and self-service restaurant made McDonald's successful, but Kroc's ability to franchise the business made McDonald's famous. For decades, McDonald's popularity and growth seemed unstoppable.

Conflict - McDonald's Weakened Image

McDonald's is the largest fast-food chain in America, and because of this often the one under the most scrutiny. In the 1980s, McDonald's came under attack for the huge volume of waste generated by the food packaging used in its restaurants.¹⁰ In 1994, as society became more environmentally conscious, McDonald's received significant criticism from environmentalist after introducing its McDLT.¹¹ The McDLT burger was served in a Styrofoam container which separated hot ingredients from cold. Initially, the McDLT was successful, but eventually outrage from angry customers caused McDonald's to remove this item from its menu.

In the 1990s, McDonald's was being criticized by nutritionist over its unhealthy menu, so an effort was made to introduce low-fat items with the McLean Deluxe.¹² The goal of this 91% fat-free burger was to show health-conscious critics that McDonald's could provide low-fat options. However, the public found out seaweed extract was added to the burger to reduce fat content. Despite the addition of natural beef flavorings, this food item was a failure and was discontinued.

Menu item failures were definitely an embarrassment for McDonald's, but it was a number of highly publicized lawsuits that began to tarnish McDonald's image. In 2002, 11

¹⁰ Mattera, Philip. "McDonald's: Corporate Rap Sheet." *Corp-Research*, 18 Apr. 2015, www.corp-research.org/mcdonalds.

¹¹ Bhasin, Kim. "12 McDonald's Menu Items That Failed Spectacularly." *Business Insider*, Business Insider, 30 Aug. 2011, www.businessinsider.com/failed-mcdonalds-items-2011-8.

¹² "15 McDonald's Menu Items You'll Never See Again Slideshow." Edited by Dan Myers, *The Daily Meal*, 28 Aug. 2017, 12:26 pm, www.thedailymeal.com/eat/15-mcdonald-s-most-spectacular-failures-slideshow.

McDonald customers successfully sued McDonald's because McDonald's falsely advertised its French fries and hash browns were fried in 100% vegetable oil.¹³ Actually, the vegetable oil contained beef fat, so deep fried foods contained some meat products. This caused an uproar among Hindus and vegetarians. The court compromised on a settlement and each plaintiff was granted \$4,000.¹⁴ McDonald's apologized and agreed to donate \$10 million to Hindus and others affected by the misrepresentation of McDonald's vegetable oil¹⁵

Beginning in the late 2000s, the quality of McDonald's meat grabbed the attention of customers. Claims that McDonald's used Lean Finely Textured Beef (LFTB), what some individuals call 'pink slime,' grossed out consumers. LFTB is lean meats that are added to ground beef to produce a product utilizing as much meat from an animal as possible. The 'pink slime' is treated with ammonium hydroxide.¹⁶ Even though, in 1974, it was announced safe to consume by the Food and Drug Administration, many customers thought the 'pink slime' in hamburgers was disgusting.¹⁷ In August of 2011, after 'pink slime' usage was brought to the public's attention, McDonald's eliminated it from its burgers.¹⁸

McDonald's Chicken McNuggets became another controversial food item. Once again, the company received negative attention because the content of this food item was questioned.

¹³ Grace, Francie. "McDonald's Settles Beef Over Fries." *CBS News*, CBS Interactive, 5 June 2002, www.cbsnews.com/news/mcdonalds-settles-beef-over-fries/.

¹⁴ *ibid*

¹⁵ Shukovsky, Paul. "McDonald's Settles Beef Dispute With Hindus, Vegetarians." *Seattle Post-Intelligencer*, Mar. 2002.

¹⁶ Sims, Tamika. "What's the Beef with 'Pink Slime?'" *FoodInsight.org*, 5 June 2017, www.foodinsight.org/pink-slime-beef-ammonium-hydroxide.

¹⁷ Food Insight. "Questions and Answers about Ammonium Hydroxide Use in Food Production." *FoodInsight.org*, 29 Dec. 2009, www.foodinsight.org/Questions_and_Answers_about_Ammonium_Hydroxide_Use_in_Food_Production.

¹⁸ Mikkelson, David. "Pink Slime and Mechanically Separated Chicken." *Snopes.com*, 28 Jan. 2015, www.snopes.com/food/prepare/msm.asp.

Before 2003, McDonald's and other fast-food chains used mechanically separated poultry.¹⁹ Mechanically separated poultry is a product that goes through a process of mechanization made to remove and uses all consumable parts of a dead animal; in this case chicken. David Mikkelson, author of *Pink Slime and Mechanically Separated Chicken* says, "Basically, the entire chicken is smashed and pressed through a sieve - bones, eyes, guts and all."²⁰ A test conducted by the American Journal of Medicine, in 2013, took chicken nuggets from two fast-food chains and tested the nuggets to see what products they contained.²¹ The study found that both nuggets had about 50% striated muscle (chicken meat); the rest of the nugget contained fat, some blood vessels, and nerves.²² Even though after 2003, McDonald's used 100% pure white chicken meat, consumers still assumed that McDonald's was one of the fast-food chains included in the 2013 study.²³

In 2002, a lawsuit seeking compensation for obesity-related health problems caused an intense public response. The parents of Ashley Pelman and Jazlyn Bradley claimed McDonald's did not clearly disclose the ingredients and effects of its food; which contributed to their girls' obesity and health-related problems. Ashley, 14, was just under five feet tall and weighed 170 pounds.²⁴ Jazlyn, 19, was five feet, six inches, and weighed 270 lbs.²⁵ This lawsuit was the first against a fast-food chain to make its way to the U.S. courtroom.²⁶ Judge Sweet dismissed the

¹⁹ Mikkelson, David. "Pink Slime and Mechanically Separated Chicken."

²⁰ *ibid*

²¹ deShazo, Richard D., et al. "The Autopsy of Chicken Nuggets Reads 'Chicken Little.'" *The American Journal of Medicine*, Elsevier Inc., Nov. 2013, [www.amjmed.com/article/S0002-9343\(13\)00396-3/fulltext](http://www.amjmed.com/article/S0002-9343(13)00396-3/fulltext).

²² *ibid*

²³ *ibid*

²⁴ Stout, David. "Judge Rejects Obese Teenagers' Suit Against McDonald's." *The New York Times*, The New York Times, 22 Jan. 2003, www.nytimes.com/2003/01/22/national/judge-rejects-obese-teenagers-suit-against-mcdonalds.html.

²⁵ Stout, David. "Judge Rejects Obese Teenagers' Suit Against McDonald's."

²⁶ Wald, Jonathan. "U.S. Judge Dismisses Obesity Suit vs. McDonald's." *CNNMoney*, Cable News Network, 17 Feb. 2003, money.cnn.com/2003/01/22/news/companies/mcdonalds/.

suit. However, the fast-food lawsuit raised questions of where the accountability of obesity-related problems lies. McDonald's attorney warned that if the case were allowed to proceed it would have "lead to an avalanche of litigation."²⁷ The ruling on this case was very important for other fast-food business, because it helped set a precedence as to how other health-related allegations against fast-food businesses would be determined.

Morgan Spurlock heard about the results of the Pelman and Bradley vs. McDonald's cases and decided to take matters into his own hands; to prove that eating at McDonald's could lead to obesity and other health problems. In 2004, Morgan Spurlock's documentary, *Super Size Me* came out.²⁸ Throughout the documentary Spurlock ate McDonald's food for 30 days; with restrictions on exercise.²⁹ Morgan, a healthy man prior to the study, documented the health effects of overeating fast food. The results were extremely disturbing. Spurlock gained 18 pounds, his cholesterol increased, and he showed signs of severe liver damage.³⁰ Spurlock emphasized that McDonald's was a business trying to make a profit without regard to its customers health. The film shocked watchers and inspired changes in the fast-food industry.

Compromise - Overcoming Controversy

McDonald's successfully overcame many of the problems and controversy it faced. McDonald's successful strategy has been to acknowledge customer concerns and dedicate themselves to fix the problems. In 2018, McDonald's announced a goal that by 2025; 100% of its packaging will come from renewable, recycled, or certified sources.³¹ In addition, the company

²⁷ Wald, Jonathan. "U.S. Judge Dismisses Obesity Suit vs. McDonald's."

²⁸ Spurlock, Morgan. *Super Size Me*. New York, N.Y: Hart Sharp Video, 2004.

²⁹ *ibid*

³⁰ Sood, Suemedha, and WireTap. "Weighing the Impact of 'Super Size Me.'"

³¹ Carrig, David. "McDonald's Sets Goal of Recycling, 100% Sustainable Packaging by 2025." *USA Today*, Gannett Satellite Information Network, 17 Jan. 2018,

set another goal to rid itself of all foam packing worldwide by 2018.³² “Why the focus on packaging?” said Francesca DeBiase, an executive at McDonald’s in a statement, “Our customers have told us that packaging waste is the top environmental issue they would like us to address. Our ambition is to make changes our customers want and to use less packaging, sourced responsibly, and designed to be take care of after use. When McDonald’s talks, its competition listens, so as a result, other fast-food restaurants will follow the company’s example.”³³

The negative publicity related to McDonald’s beef and Chicken Nuggets forced McDonald’s to compromise on the meat used by improving the quality. The 100% ground meat does not contain ‘pink slime’ and according to local franchise owner Jeff Fish, “McDonald’s is in the process of changing the beef in the Quarter Pounder to fresh beef.”³⁴ Also, the 100% pure white chicken is no longer mechanically separated.³⁵ The McDonald’s corporation also removed artificial preservatives and antibiotics in items like the Chicken McNuggets.³⁶

Lawsuits and customer pressure forced McDonald’s to acknowledge its weaknesses and combat the negativity. McDonald’s changed its oil to 100% pure vegetable oil immediately following the vegetable oil lawsuit.³⁷ As a result of the Pelman and Bradley vs. McDonald lawsuit, McDonald’s now ensures its customers are informed regarding nutrition.

www.usatoday.com/story/money/business/2018/01/16/mcdonalds-environmental-goals-sustainable-packaging-recycling/1037214001/.

³² *ibid*

³³ Economy, Peter. “McDonald’s Just Made a Stunning Announcement That Will Completely Change the Future of Fast Food.” *Inc.com*, Inc., 17 Jan. 2018, www.inc.com/peter-economy/mcdonalds-just-made-a-stunning-announcement-that-will-completely-change-future-of-fast-food.html.

³⁴ Schmidt, Elizabeth G. “Interview with a McDonald’s Franchisee Jeff Fish.” Wausau, WI, 26 Mar. 2018.

³⁵ Mikkelson, David. “Pink Slime and Mechanically Separated Chicken.”

³⁶ “McDonald’s USA Announces Big Changes to Its Food.” *McDonald’s Corporation*, 1 Aug. 2016, news.mcdonalds.com/stories/about-our-food-details/mcdonalds-usa-announces-big-changes-its-food.

³⁷ Grace, Francie. “McDonald’s Settles Beef Over Fries.”

The effects of Spurlock's documentary, *Super Size Me*, led McDonald's to size changes on its menu, eliminating its 'supersize' meal option; although McDonald's denied that decision was based on the documentary. Although the documentary targeted McDonald's, it appeared to also impact the decision of its competitors. Wendy's ditched the "Biggie Size" and Burger King got rid of its "King Size" option.³⁸

In an action that USA Today reported in 2012 was "likely to rock the fast-food industry."³⁹ McDonald's posted calories for all items on its menu boards and drive-thru menus in the U.S.⁴⁰ "It's an important step forward," said Michael Jacobson, executive director of the advisory group Center Science in the Public Interest, which had been a long-time critic of McDonald's. "The other fast-food chains will feel the competitive pressure to provide the same information. McDonald's has been a leader, but a 'reluctant' leader on several nutritional fronts in recent years," Jacobson said. "The company was the first major chain to knock the trans fats out of its fries. It was among the first to put fruit into kid's meals. And early to offer an array of salads."⁴¹

As health-conscious customers demanded healthier food options, McDonald's was able to compromise by adding healthier food items and still have a menu that appealed to other customers. For example, changing their premium salads from iceberg lettuce to kale, romaine, and baby spinach, while still giving customers the option to order the Big Mac. McDonald's responded to parent requests and provided healthier Happy Meal options, such as, apple slices,

³⁸ DeMaria, Meghan. "How Super Size Me Really Changed Our Diets." *refinery29*, 3 Jan. 2017, www.refinery29.com/2017/01/124346/fast-food-industry-changes-nutrition-facts?bucketed=true.

³⁹ Horovitz, Bruce. "McDonald's to Post Calories for Items on Menu Boards." *USA Today*, Gannett Satellite Information Network, 12 Sept. 2012, www.usatoday.com/story/money/business/2012/09/12/mcdonalds-calories-menu-boards/1415559/.

⁴⁰ *ibid*

⁴¹ Horovitz, Bruce. "McDonald's to Post Calories for Items on Menu Boards."

Go-Gurt, and organic apple juice. In 2004, McDonald's gathered a group of experts called the Global Advisory Council that considers the health of kids and nutrition.⁴²

Since Steve Easterbrook became the CEO of McDonald's in 2015, he has exhibited a strong management style that has kept McDonald's from falling behind as competition tightens. According to Steve Easterbrook, "Ultimately the bread and butter of McDonald's is to deliver great service, great quality food, and affordable prices day in and day out. That consistency is really, really important to our customers."⁴³ This goes back to the core philosophy that moved the business toward success in the 1950s: efficiency, quality, and low prices.

Conclusion

McDonald's was a leader in revolutionizing the fast-food industry to what it is today. The McDonald brothers, who originally owned a barbeque joint, changed the fast-food industry forever; by streamlining its menu, introducing the self-service restaurant, and developing the Speedee Service System. Ray Kroc's vision to franchise the business helped move the company forward, so it could grow to be the leader in the fast-food industry that it is today. Many of today's retail chains benefit from the franchising systems Kroc pioneered. After 78 years, McDonald's still remains the leader that all other fast-food companies are compared to. Throughout McDonald's history, McDonald's has been subjected to more conflict and controversy than any other restaurant in the industry; from the oil it uses for its fries, to contributing to customer health problems. However, through its ability to compromise to meet the needs of its customer demands, McDonald's was able to continue to be successful in a highly

⁴² Bailey, Renee. "How Has McDonald's Been So Successful for So Long?" *Franchisedirect.com*, 12 Apr. 2017, www.franchisedirect.com/information/markettrendsfactsaboutfranchising/thesuccessofmcdonalds/8/1111/.

⁴³ Fortune Video, director. *McDonald's Progress Report From CEO Steve Easterbrook*. *Fortune.com*, 18 Aug. 2016, fortune.com/video/2016/08/18/mcdonalds-ceo-progress-report/.

competitive market. McDonald's impact on American history has been incomparable. In addition to being an economic force in the industry, McDonald's has impacted the fast-food industry significantly by altering how America and the world eats.

Appendix A



The picture above is the original kitchen of the first McDonald's in San Bernardino, California. Notice how every employee has their own station, doing one task, such as taking orders or flipping burgers. This was the McDonald's brothers' Speedee Service System at work.

Morgan, Laura. "The Assembly Line at the Original McDonald's in San Bernardino, California." *Architectural Digest*, 6 Jan. 2017, www.architecturaldigest.com/story/the-founder-set-design-see-what-the-first-mcdonalds-burger-joint-looked-like.

Appendix B



In this photo from 1948, customers are placing and picking up their food orders at the McDonald's located in San Bernardino, California. Notice the windows where customers are ordering from. That concept of self-service was created by the McDonald's brothers.

Peterson, Hayley. "A Picture from 1948 of McDonald's in San Bernardino, Ca." *Business Insider*, 15 May 2017, www.businessinsider.com/the-first-mcdonalds-burger-stand-2017-5.

Annotated Bibliography

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deShazo, Richard D., et al. "The Autopsy of Chicken Nuggets Reads 'Chicken Little.'" *The American Journal of Medicine*, Elsevier Inc., Nov. 2013, [http://www.amjmed.com/article/S0002-9343%2813%2900396-3/abstract#/article/S0002-9343\(13\)00396-3/fulltext?mobileUi=1](http://www.amjmed.com/article/S0002-9343%2813%2900396-3/abstract#/article/S0002-9343(13)00396-3/fulltext?mobileUi=1)

This study results by the American Journal of Medicine really gave statics and facts of what's parts of chicken and ingredients are in two big fast food chicken nugget. This result caused controversy. I used this source to really grasp and comprehend the poor quality ingredients used in fast food before chains changes were made.

Schmidt, Elizabeth G. "Interview with a McDonald's Franchisee Jeff Fish." Wausau, WI, 26 Mar. 2018.

During my spring break I conducted an interview with Jeff Fish a third generation owner and operator of currently 17 McDonald's in the central Wisconsin area. His family first franchise was in Marshfield but now currently owns several stores in the Wausau and Stevens Point area. Mr. Fish is every experience and was a great resource for my paper. He told me about the many changes McDonald's are making because the influence of customers. Those changes include delivery, modern exterior (light up drive through boards), and new technology to make service easier for customers. His input was fantastic showing the many new things and his opinions on content related to my paper.

Fortune Video, director. *McDonald's Progress Report From CEO Steve Easterbrook*. *Fortune.com*, 18 Aug. 2016, <http://fortune.com/video/2016/08/18/mcdonalds-ceo-progress-report/>

This video showed the current CEO of McDonald's, Steve Easterbrook, give a progress report for the year 2016. Watching it told me improvements the McDonald's Corporation has made or what to do in the future directly from the CEO. During 2016 the company has made many changes especially to the food.

Shukovsky, Paul. "McDonald's Settles Beef Dispute With Hindus, Vegetarians." *Seattle Post-Intelligencer*, Mar. 2002.

When I was looking for primary sources I came across this newspaper article. It was written by Paul Shukovsky around the time of the lawsuit about the fries being cooked in beef fat. This source focus primarily on what McDonald's did to apologize to all vegetarians and Hindus who ate the "vegetarian" McDonald's products before the lawsuit.

Secondary Sources

Ganzel, Bill, and The Ganzel Group. "Fast Food." *Fast Food during the 1950s and 60s*, 2007, livinghistoryfarm.org/farminginthelife_16.html.

This website was a great source to find out McDonald's early history. Towards the top of the article it talks about the McDonald's brothers original restaurant the barbecue joint. Then once McDonald's began to change it listed the changes too.

Klein, Christopher. "McDonald's Surprising Start, 75 Years Ago." *History.com*, A&E Television Networks, 15 May 2015, <http://www.history.com/news/hungry-history/mcdonalds-surprising-start-75-years-ago>

The article, McDonald's Surprising Start, 75 Years Ago, was good to find out more specific information. It talked about the McDonald's brothers even before their first step into the restaurant industry. It also gives information their restaurant including how much they made, and so forth.

"McDonald's Self-Service System: Page 1 of 7." [Http://Www.highwayhost.org/](http://www.highwayhost.org/), www.highwayhost.org/Mcdonalds/mcdonalds1.html.

This website talked about early history of McDonald's just like most sources. The thing that makes this a good source is that it gives more information on franchise locations with the speedee system sign that still stands today. It also gives brief info on the speedee system.

"The American Way." *Fast Food Nation: the Dark Side to the All-American Meal*, by Eric Schlosser, First Mariner Books Edition, 2012.

This book was highly filled with info on McDonald's and other fast food chains. It gave plenty of information on the beginning of fast food chains. For example, Carl Jr. would not become what we know today, if it didn't copy McDonald's Speedee Service System

and the idea of self-service. This compared many fast food companies and gave plenty of negatives that I could use for my conflict. Not only that it gave information on a little bit of everything, giving me more knowledge.

Love, John F. McDonald's: Behind the Golden Arches. Bantam; Revised, Subsequent Edition, 1995.

This book written by John F. Love is a great book that shows great information about McDonald's. The book really gives you a good understanding of what it was like during the 1900s for the McDonald brothers and Ray Kroc.

Hancock, John Lee, director. *The Founder*. The Weinstein Company, 2016.

The movie The Founder was about a 2 hour movie that really told the story of Ray Kroc and how he got involved with the McDonald's brother's operation. The movie gave me a feel of how Ray Kroc might of been like and put a picture in my head about him and what he did for a living. All information I used was doubled check by multiple sources to ensure it's correct.

McDonald's. "History: The McDonald's Story." *History | McDonald's*, 2018, corporate.mcdonalds.com/corpmcd/about-us/history.html.

This is a reliable source because it is off one of the McDonald's websites. On this page of the website it focuses on the McDonald brothers' history. The history of course talks about the McDonald brothers but also early McDonald design. It also includes a timeline of important events in McDonald's history.

Mattera, Philip. "McDonald's: Corporate Rap Sheet." *Corp-Research*, 18 Apr. 2015, www.corp-research.org/mcdonalds.

The corporate rap sheet written by Philip is an article listing the many issues McDonald's are facing or have faced. There are a variety of issues from health and nutrition problems to labor issues. It is a good source that contains straightforward information.

Bhasin, Kim. "12 McDonald's Menu Items That Failed Spectacularly." *Business Insider*, Business Insider, 30 Aug. 2011, <http://www.businessinsider.com/failed-mcdonalds-items-2011-8>

This source really showed me the many food items that failed them from all over the world. Some items shocked me like the McLobster, I would never expected it to even be

on the McDonald's menu in the first place. It was a good source because it told me the food item that failed and why it failed and what it was like. This gave clear information.

“15 McDonald's Menu Items You'll Never See Again Slideshow.” Edited by Dan Myers, *The Daily Meal*, 28 Aug. 2017, 12:26 pm,
<https://www.thedailymeal.com/eat/15-mcdonald-s-most-spectacular-failures-slideshow>

This was another source I used to learn more about failed food items. The online slideshow gave more failed food items, many that I used in my paper including the McDLT and the McLean Deluxe. It was a great source to get information from.

Grace, Francie. “McDonald's Settles Beef Over Fries.” *CBS News*, CBS Interactive, 5 June 2002,
www.cbsnews.com/news/mcdonalds-settles-beef-over-fries/

This website helped me with adding to my conflict portion of my paper. This was another lawsuit against McDonald's for mislabeling their fries and hash browns as vegetarian. During the early 2000s it was costly for McDonald's because of the lawsuits. This lawsuit made them pay \$44,000 to the plaintiffs and also McDonald's paid 10 million dollars to Hindus.

Sims, Tamika. “What's the Beef with ‘Pink Slime?’.” *FoodInsight.org*, 5 June 2017,
www.foodinsight.org/pink-slime-beef-ammonium-hydroxide

I learned a lot about Lean Finely Textured Beef (LFTB). This was important for readers and I to know what this product was. It gave information on what was inside the product, why it is safe, how it got its nickname “pink slime.” A reliable source to find good information.

Food Insight. “Questions and Answers about Ammonium Hydroxide Use in Food Production.” *FoodInsight.org*, 29 Dec. 2009,
www.foodinsight.org/Questions_and_Answers_about_Ammonium_Hydroxide_Use_in_Food_Production.

The article answer many questions that many may have about ammonium hydroxide in food production. The questions the article answered were questions like what is ammonium hydroxide or how is it used in meat processing. This lines up with my topic because ‘pink slime’ uses ammonium hydroxide.

Mikkelson, David. "Pink Slime and Mechanically Separated Chicken." *Snopes.com*, 28 Jan. 2015,
www.snopes.com/food/prepare/msm.asp

This article explained the whole process of making pink slime and mechanically separated chicken. It gives information on the origin. This was a good source because it gave me all the information I need to understand the process of making those products.

Stout, David. "Judge Rejects Obese Teenagers' Suit Against McDonald's." *The New York Times*, The New York Times, 22 Jan. 2003,
www.nytimes.com/2003/01/22/national/judge-rejects-obese-teenagers-suit-against-mcdonalds.html

This was another source on the Ashley Pelman and Jazlyn Bradley case against McDonald's. I learned why the case was rejected and more information on the case in general.

Wald, Jonathan. "U.S. Judge Dismisses Obesity Suit vs. McDonald's." *CNNMoney*, Cable News Network, 17 Feb. 2003, money.cnn.com/2003/01/22/news/companies/mcdonalds/.

The article, U.S Judge Dismisses Obesity Suit vs. McDonald's seems like a reliable source. This source had more information on what the girls' parents were suing for and why Judge Sweet turn down the case.

Spurlock, Morgan. *Super Size Me*. New York, N.Y: Hart Sharp Video, 2004.

This documentary by Morgan Spurlock was used for my paper to understand the health problems that you can get from overeating on fast food. This related the Pelman vs. McDonald's case because he wanted to find out if McDonald's really caused health issues. His documentary brought awareness to the world in effect the super size option is gone.

Sood, Suemedha, and WireTap. "Weighing the Impact of 'Super Size Me.'" *Www.alternet.org*, 29 June 2004,
https://www.alternet.org/story/19059/weighing_the_impact_of_%26%238216%3Bsuper_size_me%26%238217%3B

This source reflected on the documentary Super Size Me. This website also includes why Morgan Spurlock the person who goes on the one month diet of McDonald's wanted to do it. It relates directly to my paper because it wanted to prove that McDonald's can be unhealthy.

Carrig, David. "McDonald's Sets Goal of Recycling, 100% Sustainable Packaging by 2025." *USA Today*, Gannett Satellite Information Network, 17 Jan. 2018, www.usatoday.com/story/money/business/2018/01/16/mcdonalds-environmental-goals-sustainable-packaging-recycling/1037214001/

This website article from USA Today was helpful to find out McDonald's goal that was related to the environment. McDonald's goal was to have all packaging, food containers, etc switched to be recyclable or renewable by 2025. Environmentalist think every fast food chain should do to the same.

Economy, Peter. "McDonald's Just Made a Stunning Announcement That Will Completely Change the Future of Fast Food." *Inc.com*, Inc., 17 Jan. 2018, www.inc.com/peter-economy/mcdonalds-just-made-a-stunning-announcement-that-will-completely-change-future-of-fast-food.html.

This article written by Peter focus on the announcement stating many improvements McDonald's is making packaging. One goal is by the end of 2018 McDonald's will get rid of all foam packaging. Also, by 2025, all packaging will come from renewable, recyclable, certified sources.

"McDonald's USA Announces Big Changes to Its Food." *McDonald's Corporation*, 1 Aug. 2016, news.mcdonalds.com/stories/about-our-food-details/mcdonalds-usa-announces-big-changes-its-food

This was one of McDonald's websites that told all the changes made in 2016. This helped proved my compromise. 2016 was a year of big change to McDonald's food. From getting rid of high fructose corn syrup in most of their buns to using 100% pure butter. This information from the McDonald's USA website so you know it reliable and exact.

DeMaria, Meghan. "How Super Size Me Really Changed Our Diets." *refinery29*, 3 Jan. 2017, www.refinery29.com/2017/01/124346/fast-food-industry-changes-nutrition-facts?bucketed=true.

The website article talks mostly about fast food and their health effects. This includes portion sizes, nutrition, and obesity. As you see in the title of the article it shows some of the impacts of the documentary, Super Size Me.

Horovitz, Bruce. "McDonald's to Post Calories for Items on Menu Boards." *USA Today*, Gannett Satellite Information Network, 12 Sept. 2012, www.usatoday.com/story/money/business/2012/09/12/mcdonalds-calories-menu-boards/1415559/.

This is a short article on McDonald's posting calories on menu boards. It gives a few brief reasons why it had such an impact on society and why it is important. The article also includes some brief knowledge of how McDonald's is a leader.

Bailey, Renee. "How Has McDonald's Been So Successful for So Long?" *Franchisedirect.com*, 12 Apr. 2017, www.franchisedirect.com/information/markettrendsfactsaboutfranchising/thesuccessofmcdonalds/8/1111/

*This a good source that I used for my compromise and conclusion. It gave information giving why McDonald's has been successful with tons of facts and examples why and how. One of the most important statements it made was this, "But perhaps the biggest reason McDonald's has been a success for so long is its **ability to weather storms.**" This was proved my information and was great for my paper.*