

McDonald's:

The Success and the Struggles of a Fast Food Icon

Elizabeth Schmidt
Historical Paper
Junior Division
Paper Length: 2,493 words

"I didn't invent the hamburger. I just took it more seriously than anyone else..."
-- Ray Kroc, Founder of McDonald's

Over time fast food chains have developed. The ones that survived overcame road bumps along the way. McDonald's is considered one of the most successful fast food chains.

Throughout McDonald's history the company adapted to customer demands and changed because of conflict. When eating out became popular, health issues arose and competition stiffened. McDonald's took risks that eventually led to even more problems. Through its ability to adopt and adapt, McDonald's has been able to meet controversy head on by making radical adjustments to refurbish the company's image.

Early History/Background

It all 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 earnings came from the purchase of hamburgers.² In addition, they felt their eatery would be more profitable if they increased efficiency by streamlining the menu. Therefore, they shut down their restaurant for a few months in 1948.³ During this time, the brothers completely changed their restaurant. They closed their drive-in, said goodbye to their carhops, and the barbecue joint was gone. When it reopened, on December 12, 1948, it was a well oiled machine, with an emphasis on speed, lower prices, and volume. The 25 item menu was reduced to cheeseburgers, hamburgers, fries, milkshakes and beverages.⁴ Not only that, the brothers, inspired by Henry

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.

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

⁴ *ibid*

Ford's automobile assembly line, modeled the food preparation area to be similar.⁵The new system called the "Speedee Service System" was the first of its time. ⁶ The system would lower the cost of menu items and make service more efficient and faster. They no longer needed skilled, short-order cooks, who were in high demand and required skill and training. Instead, unskilled worker were trained to do one task.⁷ This self-service restaurant, where customers placed orders at windows, appealed to customers and future companies that soon followed. Restaurant owners traveled from all over the country to replicate the system. The brothers' old drive-in restaurant already made them rich, but the new Speedee Service System made them famous.

The Speedee Service System design included equipment that would allow for large quantities of food to be made at the same time. So, when salesman Ray Kroc came to McDonald's in 1954 to sell the brothers eight multimixers - an appliance that can make five milkshakes at once - he became interested in the Speedee Service System, and saw the potential in the business.⁸ Kroc made them an offer. He would help them franchise more restaurants for part of the earnings. They agreed, and in 1955 Kroc expanded McDonalds outside California starting in Des Plaines, Illinois.⁹ In 1961, Kroc was eventually able to buy the business from the brothers for \$2.7 million. Kroc led the business towards success.

⁵ Wilson, Tracy V. "How Fast Food Works." *HowStuffWorks.com*, 22 Aug. 2006, science.howstuffworks.com/innovation/edible-innovations/fast-food.htm.

⁶ "McDonald's Self-Service System: Page 1 of 7." *Http://Www.highwayhost.org/*, www.highwayhost.org/Mcdonalds/mcdonalds1.html.

⁷ Wilson, Tracy V. "How Fast Food Works." *HowStuffWorks.com*, 22 Aug. 2006, science.howstuffworks.com/innovation/edible-innovations/fast-food.htm.

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

⁹ "Ray Kroc." *Biography.com*, A&E Networks Television, 29 Aug. 2017, www.biography.com/people/ray-kroc-9369349.

Early Success - Developing a Fast Food Icon

Success really boomed once Kroc franchised the business. By 1958, the company sold its one millionth hamburger. Restaurants also opened at a rapid rate, from the 100th restaurant in 1959, to the 1000th restaurant in 1968.¹⁰ By 1973, the company had hired 130,000 employees in nine different countries and had 2,500 franchised McDonald's in the US.¹¹

McDonald's early success was largely due to its marketing techniques. In 1952, the McDonald's brothers had created the company's logo, the two "Golden Arches."¹² In 1967, Ronald McDonald was introduced as a clown to target sales to children.¹³ This targeted advertising was unusual for this time. Only McDonald's and Walt Disney used this method. The marketing worked, because 14 years later, Eric Schlosser, author of the book, *A Fast Food Nation* said, "A survey of American school children found that 96% could identify Ronald McDonald."¹⁴ Adding McDonald's mascot was not the only way of advertising. Throughout McDonald's history the company had many successful slogans. Early slogans were, "McDonald's is your kind of place" and "Look for the Golden Arches."¹⁵ However, McDonald's most successful slogan was, "You deserve a break today," which started in 1971.¹⁶ That slogan

¹⁰ Franchise Direct. "McDonald's History Timeline." *FranchiseDirect.com*, www.franchisedirect.com/information/markettrendsfactsaboutfranchising/mcdonaldshistorytimeline/8/1112/.

¹¹ Vella, Matt. "Here's How McDonald's Became the King of Burgers." *Http://Fortune.com/*, 2017, fortune.com/2015/05/15/mcdonalds-anniversary/.

¹² Keller, Chris R. "How McDonald's Became The Leader In The Fast Food Industry." *Https://Profitworks.ca/Blog/*, profitworks.ca/blog/marketing-strategy/541-how-mcdonalds-became-the-leader-fast-food-industry-marketing-strategy.html.

¹³ *ibid*

¹⁴ "The American Way." *Fast Food Nation: the Dark Side to the All-American Meal*, by Eric Schlosser, First Mariner Books Edition, 2012. print

¹⁵ Lowbrow, Yeoman. "You Deserve a Break Today: 1960s-1980s McDonald's History in Advertising." *Flashbak*, 25 Jan. 2015, flashbak.com/you-deserve-a-break-today-1960s-1980s-mcdonalds-history-in-advertising-29820/.

¹⁶ *ibid*

was so successful, the company revived it in 1981.¹⁷ In 1982, McDonald's received an achievement award from the American Marketing Association for the slogan.

Kroc's vision for McDonald's was to build a company that was consistent, high quality, and affordable. He wanted a burger, milkshake, and fries that tasted the same, anywhere, anytime. Kroc consistently said this phrase, "Quality, service, cleanliness and value."¹⁸ To ensure franchisees followed that motto and franchisees' restaurants contained the same food and systems, Kroc started Hamburger University located at a restaurant in Elk Grove Village, Illinois, in 1961.¹⁹ Hamburger University was a training program for franchisees to learn the correct methods to lead their restaurant toward success.²⁰ McDonald's was the first fast food company to have a training program because McDonald's goal was to maintain a consistent image.

McDonald's early success was also attributed to its ability to meet the flexible demands of its customers. Early in McDonald's history the company added many food items. In 1965, the Fish O'Filet came out, because during Lent few Catholics ate at McDonald's on Fridays.²¹ This item allowed Catholics to have the option to eat at McDonald's. The Big Mac was introduced nationally in 1968²² when franchisee Jim Delligatti wanted to make a successful item just like the Fish O'Filet.²³ This item still remains popular today. In 1973, McDonald's added the Egg

¹⁷ "MCDONALD'S CORP." *Adage*, 15 Sept. 2003, adage.com/article/adage-encyclopedia/mcdonald-s-corp/98769/.

¹⁸ "Our History and Timeline | McDonald's." *McDonald's*, 2018, www.mcdonalds.com/us/en-us/about-us/our-history.html.

¹⁹ *ibid*

²⁰ *ibid*

²¹ Lowbrow, Yeoman. "You Deserve a Break Today: 1960s-1980s McDonald's History in Advertising." *Flashbak*, 25 Jan. 2015, flashbak.com/you-deserve-a-break-today-1960s-1980s-mcdonalds-history-in-advertising-29820/.

²² Franchise Direct. "McDonald's History Timeline." *FranchiseDirect.com*, 20 May 2015, www.franchisedirect.com/information/markettrendsfactsaboutfranchising/mcdonaldshistorytimeline/8/1112/.

²³ Johnson, Hollis. "McDonald's Big Mac Is the Best Burger in America." *Business Insider*, Business Insider, 26 Dec. 2017, www.businessinsider.com/why-the-mcdonalds-big-mac-is-americas-burger-2016-10.

McMuffin, introducing breakfast.²⁴ By 1977, McDonald's menu included full breakfast items.²⁵

The Happy Meal was introduced in 1979.²⁶ This made McDonald's even more appealing to families with children. For decades, McDonald's popularity and growth seemed unstoppable, but along with the success McDonald's achieved, the fast food leader was heavily criticized causing conflict within the corporation.

Conflict - McDonald's Weakened Image

In America, McDonald's is the biggest burger chain, but because of this the McDonald corporation is often held to higher standards than other fast-food companies. For example, when McDonald's adds a different food item to its menu it usually gets a lot of attention. If it does not work, McDonald's receives a lot of criticism. The McDLT was one of those failed items. It was introduced in 1984.²⁷ The burger was served in a styrofoam container, which separated the hot ingredients - the bottom of the bun and patty - and the cold ingredients - the top of the bun, lettuce and tomato.²⁸ This kept the vegetables cold and fresh. The McDLT was successful until society became more environmentally conscious, causing environment conscious customers to dislike McDonald's. So, six years later, they got rid of the McDLT because the styrofoam container was not environmentally friendly.²⁹

In 1991, an effort was made to introduce low-fat items to the menu by introducing the McLean Deluxe.³⁰ The goal of this 91% fat-free burger was to show critics that McDonald's

²⁴ "MCDONALD'S CORP." *Adage*, 15 Sept. 2003, adage.com/article/adage-encyclopedia/mcdonald-s-corp/98769/.

²⁵ "MCDONALD'S CORP." *Adage*, 15 Sept. 2003, adage.com/article/adage-encyclopedia/mcdonald-s-corp/98769/.

²⁶ Franchise Direct. "McDonald's History Timeline." *FranchiseDirect.com*, 20 May 2015, www.franchisedirect.com/information/markettrendsfactsaboutfranchising/mcdonaldshistorytimeline/8/1112/.

²⁷ 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.

²⁸ *ibid*

²⁹ *ibid*

³⁰ "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.

could have low-fat options.³¹ Eventually, the public found out that McDonald's used seaweed inside the burger to keep fat levels low.³² It did not go over well, and soon McDonald's discontinued the item. However, this was not the end of their struggles to become more health-conscious.

Beginning in the 1990s, there were a number of unsuccessful lawsuits. However, in 2002 11 people sued McDonald's because McDonald's falsely advertised that their french fries and hash browns were fried in 100% vegetable oil.³³ But actually, the vegetable oil contained beef fat, so deep fried items contained some meat products. The court ruled and each plaintiffs won a settlement of \$4,000.³⁴ McDonald's apologized and agreed to donate \$10 million to Hindus (vegetarians) and others who were affected by the mislabeling of their vegetable oil.³⁵

Beginning in the late 2000s, the quality of McDonald's food began to decrease and grabbed the attention of customers. For example, McDonald's hamburger meat contained a product called lean finely textured beef (LFTB), though some call it 'pink slime.'³⁶ LFTB is lean meat that is separated to utilize all parts of meat which is added to regular ground beef.³⁷ The slime is treated with ammonium hydroxide.³⁸ Even though in 1974 it was announced safe to consume by the Food and Drug Administration, the name still remained unpleasing.³⁹ Many thought the 'pink slime' in hamburgers was unappealing. Because of that, it started to give

³¹ "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.

³² *ibid*

³³ Grace, Francie. "McDonald's Settles Beef Over Fries." *CBS News*, CBS Interactive, 5 June 2002, www.cbsnews.com/news/mcdonalds-settles-beef-over-fries/.

³⁴ *ibid*

³⁵ *ibid*

³⁶ Sims, Tamika. "What's the Beef with 'Pink Slime?'" *FoodInsight.org*, 5 June 2017, www.foodinsight.org/pink-slime-beef-ammonium-hydroxide.

³⁷ *ibid*

³⁸ *ibid*

³⁹ *ibid*

McDonald's a bad reputation. With the word getting out, and many disgusted customers, McDonald's got rid of the pink slime in their burgers in August of 2011.⁴⁰

McDonald's Chicken McNugget became another food controversy. Once again the company received negative attention because it was not serving good quality food. Before 2003, McDonald's and many other fast food chains used mechanically separated poultry. Mechanically separated poultry is when you make a product that goes through a process of mechanization made to remove all consumable parts of a dead animal, in this case chicken.⁴¹ 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."⁴² A test done by the American Journal of Medicine in 2013 took two chicken nuggets from two different fast food chains and tested them to see what was inside.⁴³ They found that both nuggets had about 50% of skeletal muscle, while the rest was fat, some blood vessels, and nerves.⁴⁴ Even though after 2003, McDonald's used 100% pure white chicken meat,⁴⁵ consumers still assumed that McDonald's was part of the study.

Even more obstacles faced McDonald's. As the portion sizes increased, so did the American waistline. Because McDonald's used poor quality and high-calorie food, they became the target of obesity related lawsuits. One major lawsuit against McDonald's was the Ashley Pelman and Jazlyn Bradley case, filed in 2002. These teenagers claimed that they ate at

⁴⁰ Shreeves, Robin. "McDonald's Gets Rid of 'Pink Slime' in Beef." *MNN - Mother Nature Network*, Mother Nature Network, 1 Feb. 2012, www.mnn.com/food/healthy-eating/blogs/mcdonalds-gets-rid-of-pink-slime-in-beef.

⁴¹ Mikkelson, David. "Pink Slime and Mechanically Separated Chicken." *Snopes.com*, 28 Jan. 2015, www.snopes.com/food/prepare/msm.asp.

⁴² *ibid*

⁴³ 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).

⁴⁴ *ibid*

⁴⁵ Mikkelson, David. "Pink Slime and Mechanically Separated Chicken." *Snopes.com*, 28 Jan. 2015, www.snopes.com/food/prepare/msm.asp.

McDonald's daily. For breakfast, Jazlyn ate an Egg McMuffin and for supper a Big Mac meal, all supersized with apple pie.⁴⁶ Ashley loved the Happy Meals, especially because of the toys inside.⁴⁷ Jazlyn and Pelman's parents both blamed McDonald's for their child's weight. Fourteen-year-old Ashley was just under five foot and weighed 170 pounds.⁴⁸ Jazlyn was five years older than Ashley and was five foot six and 270 lbs.⁴⁹ They claimed that McDonald's did not provide the necessary information to make an educated decision.⁵⁰ Eighty-year-old Judge Sweet had seen the development of McDonald's throughout his life and he was the judge for this case.⁵¹ His ruling was based on the conclusion that nobody is forced to eat at McDonald's.⁵² Though the case was rejected, this got many people's attention.

Morgan Spurlock heard about the results of the Pelman vs. McDonald's case and decided to take matters into his own hands to prove that eating at McDonald's could lead to obesity and other health problems.⁵³ In 2004, Morgan Spurlock's documentary, *Super Size Me* came out. Throughout the documentary Spurlock ate McDonald's food for 30 days with restrictions on exercise.⁵⁴ Morgan, a healthy man prior to the study, documented the health effects of overeating

⁴⁶ Santora, Marc. "Teenagers' Suit Says McDonald's Made Them Obese." *Nytimes*, 21 Nov. 2002, www.nytimes.com/2002/11/21/nyregion/teenagers-suit-says-mcdonald-s-made-them-obese.html.

⁴⁷ *ibid*

⁴⁸ 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.

⁴⁹ 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.

⁵⁰ Santora, Marc. "Teenagers' Suit Says McDonald's Made Them Obese." *Nytimes*, 21 Nov. 2002, www.nytimes.com/2002/11/21/nyregion/teenagers-suit-says-mcdonald-s-made-them-obese.html.

⁵¹ 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.

⁵² *ibid*

⁵³ 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

⁵⁴ Spurlock, Morgan. *Super Size Me*. New York, N.Y: Hart Sharp Video, 2004.

fast food. All the effects were negative including rise in cholesterol, weight gain, and severe liver damage. The film shocked watchers and influenced the fast food industry.

Compromise - Overcoming Controversy

With the problems and controversy McDonald's has faced, the company successfully overcame those problems. Part of McDonald's successful strategy has been to know about customer concerns and dedicating themselves to fix the problems.

In the 1990s environmental groups showed concern about McDonald's waste products and its effects on the environment.⁵⁵ The McDonald's Corporation teamed up with the Environmental Defense Fund (EDF) to discontinue McDonald's polystyrene food boxes.⁵⁶ In addition, the EDF and McDonald's created a plan that eliminated three-hundred million pounds of packaging and recycling millions of tons of cardboard boxes.⁵⁷ Today McDonald's continues to address environmental concerns. In 2018 McDonald's announced a goal that by 2025 100% of its packaging will be recyclable or renewable.⁵⁸ Many environmental groups love the goal and think McDonald's is taking on great strides to influence our environment positively.

The significant negative publicity about McDonald's beef and chicken nuggets made McDonald's improve the quality of menu items. The 100% ground meat does not contain 'pink slime' and the 100% pure white chicken is no longer mechanically separated. The McDonald corporation took a step further, and removed artificial preservatives and antibiotics in items like the Chicken McNugget.⁵⁹

⁵⁵ Moss, Doug. "In Recent Years McDonalds Environmental Impact Has Largely Dropped." *Blue Ridge Outdoors Magazine*, 15 Feb. 2013, www.blueridgeoutdoors.com/go-outside/the-greening-of-mcdonalds/.

⁵⁶ *ibid*

⁵⁷ *ibid*

⁵⁸ 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/.

⁵⁹ "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.

Lawsuits and customer pressure forced McDonald's to acknowledge their weakness and combat the negativity. Immediately after the vegetable oil lawsuit McDonald's changed the oil to 100% pure vegetable oil. As a result of the Pelman vs. McDonald lawsuit McDonald's now ensures that its customers are informed on nutrition. McDonald's website and mobile application (app) provides detailed information regarding nutrition information for each menu item. McDonald's also took the lead and was the first fast food restaurant to post calories on menu boards in 2012, well before the 2018 mandate.⁶⁰

As customers demand healthier food options McDonald's continues to change its menu to meet those demands. McDonald's responded to parent requests and provides healthier Happy Meal options, such as apple slices, Go-Gurt, and organic apple juice. A local McDonald's shift manager, Emily, confirmed this information during the interview I conducted.⁶¹ In 2004, McDonald's gathered a group of experts called the Global Advisory Council that considers the health of kids and nutrition.⁶² In addition, McDonald's added healthy options for adults. One example is changing their premium salads from iceberg lettuce to kale, romaine, and baby spinach.⁶³

Since Steve Easterbrook became the CEO of McDonald's in 2015, he has moved the McDonald's corporation from a its weakened image and back into being seen as a leader in the fast food industry. 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

⁶⁰ "McDonald's USA Adding Calorie Counts to Menu Boards, Innovating with Recommended Food Groups, Publishes Nutrition Progress Report." *McDonald's Corporation*, 12 Sept. 2012, news.mcdonalds.com/stories/about-our-food-details/mcdonalds-usa-adding-calorie-counts-menu-boards-innovating.

⁶¹ Schmidt, Elizabeth G. "Interview With Shift Manager Of Local McDonald." Wausau, Wisconsin, 4 Mar. 2018.

⁶² 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/.

⁶³ "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.

out. That consistency is really, really important to our customers.” This goes back to the basic philosophy that the business started with in the 1950s. Steve Easterbrook summarized McDonalds success when he said, “When you show you’re investing in the quality of the ingredients and the recipes of your food, customers respond to that. It may not be visible, but the signal it sends makes the journey you’re on very, very, powerful.”⁶⁴

Conclusion

McDonald’s is what we can consider an icon. With a history traced back 78 years ago. The McDonald’s brothers who originally owned a barbecue joint, changed the fast food industry forever by creating the Speedee Service System. Ray Kroc’s vision helped move the company forward so it could grow to be the leader in the fast food industry that it is today. McDonald’s ability to adapt to controversy and customer demands, allowed the company to continue to move forward and restore its image, while maintaining its 78 year old philosophy. This was to provide food in a fast and efficient manner that was affordable to all families. McDonald’s success is what all fast food chains dream of achieving.

⁶⁴ 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/.

Annotated Bibliography

Primary Sources

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.

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 in two big fast food chicken nugget. This results caused controversy. I used this source to really grasp and comprehend the poor quality ingredients used in fast food before chains changed.

McDonald's Corporation. "2016 Annual Report.pdf." *McDonald's Corp.*, corporate.mcdonalds.com/content/dam/gwscorp/investor-relations-content/annual-reports/2016%20Annual%20Report.pdf.

This annual report during the year of 2016 was great to look at. It gave me plenty of knowledge on McDonald's, from in general to financial statements. This report also talks about employees, competition, products and etc. giving many statics.

Schmidt, Elizabeth G. "Interview With Shift Manager Of Local McDonald." Wausau, Wisconsin, 4 Mar. 2018.

I conducted this interview with EmilyAnn Lorge a evening shift manager at the McDonald's located on West Campus Drive, in Wausau, WI. Emily started training as a manager in June of 2017 but was fully certified in September being with McDonald's for a while. So, I asked her about 8 questions about her jobs and other McDonald's products and items. One question that I asked her was if posting calories to the menu boards influence customers decisions. She said yes many customers come and look at the calorie labels before ordering. This helped me understand if that even had a influence.

Secondary Sources

Ganzel, Bill, and The Ganzel Group. "Fast Food." *Fast Food during the 1950s and 60s*, 2007, livinghistoryfarm.org/farminginthe50s/life_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. Also how they changed.

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. Print

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 how Carl Jr. didn't become what we think of today if it didn't copy McDonald's. 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.

Wilson, Tracy V. "How Fast Food Works." *HowStuffWorks.com*, 22 Aug. 2006, <https://science.howstuffworks.com/innovation/edible-innovations/fast-food.htm>

This website focused on the invention of the Speedee Service System. Not just how it worked or looked but how the McDonald's brothers came up with the idea. The brothers came up with the idea by turning the automobile assembly line to work for food preparation. This is important because without Speedee Service System fast food would not be as fast.

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.

“Ray Kroc.” *Biography.com*, A&E Networks Television, 29 Aug. 2017, www.biography.com/people/ray-kroc-9369349.

This biography of Ray Kroc focused on his life throughout time. It gave information on early childhood, all the way up to when he was old. The body paragraph under the heading the McDonald's Empire I used the most.

Franchise Direct. “McDonald's History Timeline.” *FranchiseDirect.com*, www.franchisedirect.com/information/markettrendsfactsaboutfranchising/mcdonaldshistorytimeline/8/1112/.

This timeline was one of my most helpful sources. It was a timeline of big events that changed McDonald's in McDonald's history. Big events include new food items added and selling their 100th millionth burger. Even adding a drive-through and indoor seating.

Vella, Matt. “Here's How McDonald's Became the King of Burgers.” *Http://Fortune.com/*, 2017, fortune.com/2015/05/15/mcdonalds-anniversary/.

I learned many things from this website article, Here's How McDonald's Became the King of Burgers. It mostly gave information on McDonald's growth, including changes and economy. It shows a wide time frame of information, giving brief history, but focuses on the growth and expansion throughout time.

Keller, Chris R. “How McDonald's Became The Leader In The Fast Food Industry.” *Https://Profitworks.ca/Blog/*, profitworks.ca/blog/marketing-strategy/541-how-mcdonalds-became-the-leader-fast-food-industry-marketing-strategy.html.

This was a great source for facts about McDonald's. The whole article gave so much information of the most important facts to show you how McDonald's became a leader. It included McDonald's strategy, advertising, everything you need to know to really know why McDonald's is the leader. The facts are also in a easy form to comprehend.

Lowbrow, Yeoman. “You Deserve a Break Today: 1960s-1980s McDonald's History in Advertising.” *Flashbak*, 25 Jan. 2015, flashbak.com/you-deserve-a-break-today-1960s-1980s-mcdonalds-history-in-advertising-29820/.

Advertising was the a important part of McDonald's history and this website focuses on it. It gave many pictures and showed what advertising techniques the corporation used. Such as what group they geared their advertising towards. At one point McDonald's

were gearing their advertisements towards black people. While it showed advertising techniques it told the reader what items were introduced.

“MCDONALD'S CORP.” *Adage*, 15 Sept. 2003, adage.com/article/adage-encyclopedia/mcdonald-s-corp/98769/.

This website focused on the whole time frame of McDonald's all the way up to the 2000s. It included a wide variety of information. It gave me a lot of background information that contributed to McDonald's downfall. The “Burger Wars” were a big part for all fast food companies. This is when competition stiffened and major fast food chains gave good deals and new items out to customers. This was the fight that really influenced who got to be the number one fast food chain.

“Our History and Timeline | McDonald's.” *McDonald's*, 2018, <https://www.mcdonalds.com/us/en-us/about-us/our-history.html>

The McDonald's website was a big source for my paper. It was created by McDonald's and updated by McDonald's giving the most exact information. This was a source that I really started to understand their motto and their goals.

Johnson, Hollis. “McDonald's Big Mac Is the Best Burger in America.” *Business Insider*, Business Insider, 26 Dec. 2017, <http://www.businessinsider.com/why-the-mcdonalds-big-mac-is-americas-burger-2016-10>

The Big Mac is a popular burger at McDonald's. I used this website because it shows the whole history of the Big Mac. I learned many things such as the Big Mac was invented by a franchisee, Jim Delligatti and that it was originally called the Aristocrat. It made me understand why the Big Mac was created.

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 specied 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 its safe, how it got its nickname "pink slime." A reliable source to find good information.

Shreeves, Robin. "McDonald's Gets Rid of 'Pink Slime' in Beef." *MNN - Mother Nature Network*, Mother Nature Network, 1 Feb. 2012, www.mnn.com/food/healthy-eating/blogs/mcdonalds-gets-rid-of-pink-slime-in-beef

In this website article it talks about possibilities why McDonald's got rid of their pink slime in their burgers. For example how Jamie Oliver had a influence by his documentary called Jamie Oliver's Food Revolution which gears on the top of pink slime.

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.

Santora, Marc. "Teenagers' Suit Says McDonald's Made Them Obese." *Nytimes*, 21 Nov. 2002, www.nytimes.com/2002/11/21/nyregion/teenagers-suit-says-mcdonald-s-made-them-obese.html

This article told me about one of the most known lawsuits in McDonald's history. This case was the Ashley Pelman and Jazlyn Bradley case. This teenager blamed McDonald's for making them obese. The case was rejected but there was still multiple lawsuits similar.

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.

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.

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.

Moss, Doug. "In Recent Years McDonalds Environmental Impact Has Largely Dropped." *Blue Ridge Outdoors Magazine*, 15 Feb. 2013, www.blueridgeoutdoors.com/go-outside/the-greening-of-mcdonalds/

This article from Ridge Outdoors Magazine showed many situations when was McDonald's was criticized about the items like electricity, packaging, etc. that can affect the environment negatively mostly in 1990s. It then talked about what McDonald's did to fix the problem.

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 the same.

"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.

“McDonald's USA Adding Calorie Counts to Menu Boards, Innovating with Recommended Food Groups, Publishes Nutrition Progress Report.” *McDonald's Corporation* , 12 Sept. 2012, news.mcdonalds.com/stories/about-our-food-details/mcdonalds-usa-adding-calorie-counts-menu-boards-innovating

This is another source that should be super reliable because it is from the USA McDonald's corporation themselves. It's a short article but it explains when McDonald's posted calories. This was important information to my paper.

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.*

Webley , Kayla. “The Happy Meal.” *Time*, 30 Apr. 2010, content.time.com/time/nation/article/0,8599,1986073,00.html

This was a great article by Kayla about the Happy Meal. The article gave information on what was originally in the Happy Meal and popular toys put in it. Not only that it gave a brief history which was detailed in the areas she wrote about.

“ABOUT US.” *McDonald's*, 2018, www.mcdonalds.com/us/en-us/about-us.html

This is another one of McDonald's websites. It gave up to date information. I mostly used this source because I needed information on how many McDonald's were worldwide. That information showed how McDonald's is successful.