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I opens with the Introduction from the The McDonaldizatic y, *5th*
on (2008), in which the term "McDonaldization" is defined, of the
ators of the success of the model of this process, the McDo n, are
ned. The effect of this process on many other businesses in th ates is
ssed, as is the extension of this model to other businesses in parts
e world. In fact, the model has been adopted so widely that
onaldized firms overseas are exporting back to the United St tening
evel of McDonaldization in the nation that lies at its source.
lthough much of the United States has experienced a ee of
onaldization and other parts of the world have been McDo some
e, it remains the case that many other sectors in the Unite e the
ssion of rib joints below), and many more throughout have
ienced little or no McDonaldization. That being said, such sec ely to
ience increasing McDonaldization in the coming years.

An Introdu ion McDonalc zati

G rge Ri r

oc (1902–1984), the genius behind the franchising McDon s
rants, was a man with big ideas and grand amb ns. But n
not have anticipated the astounding impact his crea
s is the basis of one of the most influential devel ents in
society. Its reverberations extend far beyond its p t of orig n
States and in the fast-food business. It has influen a wide e
ings, indeed the way of life, of a significant porti of the w
rebounded from some well-publicized economic ficulties
kely to expand at an accelerating rate in the earl 1st cent
r, this is not a book about McDonald's, or even out the
ess, although both will be discussed frequently t ughout
ote all this attention to McDonald's (as well as t e indus of
a part and that it played such a key role in spaw g) beca it

te: From Ritzer, G., *McDonaldization of Society, Rev New Ce*
yright © 2004, reprinted with permission of Sage Pul tions, I

in 85 countries) is one of the fas
to be—and may actually be—
States. The Cleveland, Ohio, n
with Subway restaurants (over
the Jewish Community Center.

3. The McDonald's model
more upscale, higher-priced
example, Outback Steakhouse,
and Red Lobster). Morton's is
steakhouses that has overtly m
fawning service and the huge w
same dictates of uniformity, co
enabled American fast-food cha
utive of Morton's was an owne
"My experience with Wendy's
uniformity, employees go "by t
trated binder describing the ex
items, sauces and garnishes.
kitchen displays the presentatic

4. Other types of business
the fast-food industry to their
Us, "We want to be though
(Interestingly, Toys "R" Us i
compete with the even more
ness.) The founder of Kidspor
"I want to be the McDonald's
chains with similar ambiti
Transmissions, Midas Muffler
Pearle Vision, Bally's, Kamp
(dubbed "Kentucky Fried Chi
& Noble, and PETsMART. C
fitness centers, was founded ir
ing 10,000 of them in 44 cou

5. As we will see through
range of the most contempora
indirectly by the McDonald's
are text messaging, multitaski
(e.g., Mobizzo), iPods, MySpac
Viagra, virtual vacations, and

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Depot, Barnes
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.g., match.com)

nding success in the international arena. ts are outside the United States (in the l's were outside the United States). The urants opened in 2006 were overseas (in aurants increased by only 47). Well over 's comes from its overseas operations. ound in 118 nations around the world, The leader by far, as of the beginning of s, followed by Canada with over 1,375 e are currently 780 McDonald's restau- perates over 2,000 KFCs—the Chinese 300 Pizza Huts in China). McDonald's ear in China and had a goal of 1,000 008 Beijing Olympics (but KFC added e 155 McDonald's in Russia, and the restaurants in the former Soviet Union rn Europe that has been laid bare to the though there have been recent setbacks t nation remains the "fast-food capital as "McDonaldized," with its shopping oys "R" Us, Office Depot, and TCBY."

rms outside the fast-food industry have ost of Blockbuster's 9,000-plus sites are them are found in 24 other countries. er with 1.8 million employees and over t 4,000 of its stores in the United States tional store (in Mexico) in 1991; it now ico, Canada, Mexico, Argentina, Costa uras, Nicaragua, Brazil, China, Korea, dom. In any given week, more than 175 es worldwide.

their own variants on the McDonald's nops called Tim Hortons (merged with ets (336 in the United States). It is r with nearly twice as many outlets as nain has 62% of the coffee business ast 7% of that business). Paris, a city you to think it would prove immune fast-food croissanteries; the revered ldized. India has a chain of fast-food

restaurants, Niru
Hindus, who eat
Japanese chain w
fare, sell Teriyaki
rice cake." Perh
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with the early 1960s heroes driving off into a future represented by a huge golden arch looming in the distance. *Scotland, PA* (2001) brings *Macbeth* to the Pennsylvania of the 1970s. The famous murder scene from the Shakespeare play involves, in this case, plunging a doughnut king's head into the boiling oil of a deep fat fryer. The McBeths then use their ill-gotten gains to transform the king's greasy spoon café into a fast-food restaurant featuring McBeth burgers. The focus of the movie *Fast Food Nation* (2006) is a fictional fast-food chain ("Mickey's"), featuring its hit hamburger ("The Big One"), the beef processor that supplies the meat, and the plight of the illegal Mexican immigrants who work there.

Further proof that McDonald's has become a symbol of American culture is to be found in what happened when plans were made to raze Ray Kroc's first McDonald's restaurant. Hundreds of letters poured into McDonald's headquarters, including the following:

> Please don't tear it down! . . . Your company's name is a household word, not only in the United States of America, but all over the world. To destroy this major artifact of contemporary culture would, indeed, destroy part of the faith the people of the world have in your company.

In the end, the restaurant was rebuilt according to the original blueprints and turned into a museum. A McDonald's executive explained the move: "McDonald's . . . is really a part of Americana."

Americans aren't the only ones who feel this way. At the opening of the McDonald's in Moscow, one journalist described the franchise as the "ultimate icon of Americana." When Pizza Hut opened in Moscow in 1990, a Russian student said, "It's a piece of America." Reflecting on the growth of fast-food restaurants in Brazil, an executive associated with Pizza Hut of Brazil said that his nation "is experiencing a passion for things American." On the popularity of Kentucky Fried Chicken in Malaysia, the local owner said, "Anything Western, especially American, people here love. . . . They want to be associated with America."

One could go further and argue that in at least some ways McDonald's has become more important than the United States itself. Take the following story about a former U.S. ambassador to Israel officiating at the opening of the first McDonald's in Jerusalem wearing a baseball hat with the McDonald's golden arches logo:

> An Israeli teen-ager walked up to him, carrying his own McDonald's hat, which he handed to Ambassador Indyk with a pen and asked: "Are you the Ambassador? Can I have your autograph?" Somewhat sheepishly, Ambassador Indyk replied: "Sure. I've never been asked for my autograph before."

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about a vis eria in vana, Cuba, wh in some ect
decades beh ed Sta

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eakfast, which offers a room in a private home with ntion and a homemade breakfast from the proprietor.

ts suggesting a move toward a new, "postmodern" age. postmodern society, "modern" high-rise housing projects for smaller, more livable communities.

McDonaldization is ubiquitous, there is more to the con- han McDonaldization. It is a very important social process, ne only process transforming contemporary society. *IcDonaldization is not an all-or-nothing process.* There Donaldization. Fast-food restaurants, for example, have onaldized, universities moderately McDonaldized, and ers only slightly McDonaldized. It is difficult to think of that have escaped McDonaldization totally, but some Cuba or Fiji may yet be untouched by this process.

ically

uch thing as McDonaldization?

best example of McDonaldization? In light of its problems, and , would the latter now be a better example? Should we relabel kization"?

aurant really as important as is suggested here?

y other dimensions of McDonaldization?

really be irrational?

This chapter, from The McDonaldization of Society, *deals t fast-food restaurant and the concept of McDonaldization. tory is the German social theorist Max Weber (1864–1920) temporary sociological conception of the bureaucracy and theory of rationalization. The bureaucracy was the paradig process in Weber's day. That process is described here usin were used in Chapter 1 to define the essence of McDonalc be surprising because my theory of McDonaldization is bas to, Weber's theory of rationalization. One key difference, Weber focused largely on production, the focus of McDc tion, which has come to rival, even exceed, the importance in highly developed nations like the United States. It is th clusion that the fast-food restaurant, whose home is obvio sumption, is a better paradigm today for the rationalizatio society than the bureaucracy.*

I also explore Weber's famous idea that rationalization creates an "iron cage" from which it is increasingly di Although this continues to be a useful image, I reexamin offers another way of thinking about the structure of McL