

## Document

**This is a shortened version of “From McLibel to McLettuce: childhood, spin and re-branding”, which originally appeared in *Society and Business Review*, Volume 2 Number 1 2007. The authors are Jacqueline Botterill and Stephen Kline.**

**Established in California during the 1940s by two brothers, the McDonald's restaurant became a popular teen hangout in the first flush of post-war affluence. To feed these youthful bodies, the brothers reduced the menu to the perennial favourite – hamburgers, applied assembly line techniques to food production and expanded to four restaurants by 1953.**

Taking note of the brothers' success, in 1955, Entrepreneur Ray Kroc bought the right to franchise the McDonald's System. Renamed the McDonald's Corporation in 1960, Kroc focused his marketing effort on the family meal and children, spending heavily on television advertising which promoted the smiling clown face of its child-friendly brand mascot, Ronald McDonald. Today, the McDonald's franchise exceeds 30,000 restaurants globally and serves over 50 million people in more than 100 countries each day.

**Feel free to explain the document or use the following questions as a guideline**

## Questions

1. What is McDonald's (nationality, activity, size)?
2. What production technique did the brothers choose? What are its advantages?
3. Describe the micro environment of McDonald's.
4. Why did the manager choose a clown as a mascot for his restaurants?
5. How can we explain the success of McDonald's?