

### Suggestions for Writing

1. Review three news articles from the 9/11 coverage. After reading Finnegan's piece, write an essay discussing, if any, the influence fear may have had on the articles you have selected.
2. Research and write an essay examining the emotional effect on viewers watching live news coverage.



ERIC SCHLOSSER

### Fast Food Nation

Manhattan-born Eric Schlosser became a correspondent for the *Atlantic Monthly* in 1996, and he has contributed to the *New Yorker* and *Rolling Stone*. His writing addresses controversial topics; *Reefer Madness* (2003) concerns "underground" enterprises such as migrant labor, pornography, and drugs, and more recently he has investigated the American prison system. This selection is taken from *Fast Food Nation* (2001), which attacks the fast food industry and its influence on society.



#### What We Eat

Over the last three decades, fast food has infiltrated every nook and cranny of American society. An industry that began with a handful of modest hot dog and hamburger stands in southern California has spread to every corner of the nation, selling a broad range of foods wherever paying customers may be found. Fast food is now served at restaurants and drive-throughs, stadiums, airports, zoos, high schools, elementary schools, and universities, on cruise ships, trains, and airplanes, at K-Mart's, Wal-Mart's, gas stations, and even at hospital cafeterias. In 1970, Americans spent about \$6 billion on fast food; in 2000, they spend more than \$110 billion. Americans now spend more money on fast food than on higher education, personal computers, computer software, or new cars. They spend more on fast food than on movies, books, magazines, newspapers, videos, and recorded music—combined.

Pull open the glass door, feel the rush of cool air, walk in, get in line, study the backlit color photographs above the counter, place your order, hand over a few dollars, watch teenagers in uniforms pushing various buttons, and moments later take hold of a plastic tray full of food wrapped in colored paper and cardboard. The whole experience of buying fast food has become so routine, so thoroughly unexceptional and mundane, that it is now taken for granted, like brushing your teeth or stopping for a red light. It has become a social custom as American as a small, rectangular, handheld, frozen, and reheated apple pie.

This is a book about fast food, the values it embodies, and the world it has made. Fast food has proven to be a revolutionary force in American life; I am interested in it both as a commodity and as a metaphor. What people eat (or don't eat) has always been determined by a complex interplay of social, economic, and technological forces. The early Roman Republic was fed by its citizen-farmers; the Roman Empire, by its slaves. A nation's diet can be more revealing than its art or literature. On any given day in the United States about one-quarter of the adult population visits a fast food restaurant. During a relatively brief period of time, the fast food industry has helped to transform not only the American diet, but also our landscape, economy, workforce, and popular culture. Fast food and its consequences have become inescapable, regardless of whether you eat it twice a day, try to avoid it, or have never taken a single bite.<sup>1</sup>

The extraordinary growth of the fast food industry has been driven by fundamental changes in American society. Adjusted for inflation, the hourly wage of the average U.S. worker peaked in 1973 and then steadily declined for the next twenty-five years. During that period, women entered the workforce in record numbers, often motivated less by a feminist perspective than by a need to pay the bills. In 1975, about one-third of American mothers with young children worked outside the home; today almost two-thirds of such mothers are employed. As the sociologists Cameron Lynne Macdonald and Carmen Sirianni have noted, the entry of so many women into the workforce has greatly increased demand for the types of services that housewives traditionally perform: cooking, cleaning, and child care. A generation ago, three-quarters of the money used to buy food in the United States was spent to prepare meals at home. Today about half of the money used to buy food is spent at restaurants—mainly at fast food restaurants.<sup>2</sup>

The McDonald's Corporation has become a powerful symbol of America's service economy, which is now responsible for 90 percent of the country's new jobs. In 1968, McDonald's operated about one thousand restaurants. Today it has about twenty-eight thousand restaurants worldwide and opens almost two thousand new ones each year. An estimated one out of every eight workers in the United States has at some point been employed by McDonald's. The company annually hires about one million people, more

than any other American organization, public or private. McDonald's is the nation's largest purchaser of beef, pork, and potatoes—and the second largest purchaser of chicken. The McDonald's Corporation is the largest owner of retail property in the world. Indeed, the company earns the majority of its profits not from selling food but from collecting rent. McDonald's spends more money on advertising and marketing than any other brand. As a result it has replaced Coca-Cola as the world's most famous brand. McDonald's operates more playgrounds than any other private entity in the United States. It is one of the nation's largest distributors of toys. A survey of American schoolchildren found that 96 percent could identify Ronald McDonald. The only fictional character with a higher degree of recognition was Santa Claus. The impact of McDonald's on the way we live today is hard to overstate. The Golden Arches are now more widely recognized than the Christian cross.

In the early 1970s, the farm activist Jim Hightower warned of "the McDonaldization of America." He viewed the emerging fast food industry as a threat to independent businesses, as a step toward a food economy dominated by giant corporations, and as a homogenizing influence on American life. In *Eat Your Heart Out* (1975), he argued that "bigger is not better." Much of what Hightower feared has come to pass. The centralized purchasing decisions of the large restaurant chains and their demand for standardized products have given a handful of corporations an unprecedented degree of power over the nation's food supply. Moreover, the tremendous success of the fast food industry has encouraged other industries to adopt similar business methods. The basic thinking behind fast food has become the operating system of today's retail economy, wiping out small businesses, obliterating regional differences, and spreading identical stores throughout the country like a self-replicating code.

America's main streets and malls now boast the same Pizza Huts and Taco Bells, Gaps and Banana Republics, Starbucks and Jiffy-Lubes, Foot Lockers, Snip N' Clips, Sunglass Huts, and Hobbytown USAs. Almost every facet of American life has now been franchised or chained. From the maternity ward at a Columbia/HCA hospital to an embalming room owned by Service Corporation International—"the world's largest provider of death care services," based in Houston, Texas, which since 1968 has grown to include 3,823 funeral homes, 523 cemeteries, and 198 crematoriums, and which today handles the final remains of one out of every nine Americans—a person can now go from the cradle to the grave without spending a nickel at an independently owned business.

The key to a successful franchise, according to many texts on the subject, can be expressed in one word: "uniformity." Franchises and chain stores strive to offer exactly the same product or service at numerous locations. Customers are drawn to familiar brands by an instinct to avoid the unknown. A brand offers a feeling of reassurance when its products are always and everywhere the same. "We have found out . . . that we cannot trust some people who are nonconformists,"

declared Ray Kroc, one of the founders of McDonald's, angered by some of his franchisees. "We will make conformists out of them in a hurry . . . The organization cannot trust the individual, the individual must trust the organization."

One of the ironies of America's fast food industry is that a business so dedicated to conformity was founded by iconoclasts and self-made men, by entrepreneurs willing to defy conventional opinion. Few of the people who built fast food empires ever attended college, let alone business school. They worked hard, took risks, and followed their own paths. In many respects, the fast food industry embodies the best and the worst of American capitalism at the start of the twenty-first century—its constant stream of new products and innovations, its widening gulf between rich and poor. The industrialization of the restaurant kitchen has enabled the fast food chains to rely upon a low-paid and unskilled workforce. While a handful of workers manage to rise up the corporate ladder, the vast majority lack full-time employment, receive no benefits, learn few skills, exercise little control over their workplace, quit after a few months, and float from job to job. The restaurant industry is now America's largest private employer, and it pays some of the lowest wages. During the economic boom of the 1990s, when many American workers enjoyed their first pay raises in a generation, the real value of wages in the restaurant industry continued to fall. The roughly 3.5 million fast food workers are by far the largest group of minimum wage earners in the United States. The only Americans who consistently earn a lower hourly wage are migrant farm workers.

A hamburger and french fries became the quintessential American meal in the 1950s, thanks to the promotional efforts of the fast food chains. The typical American now consumes approximately three hamburgers and four orders of french fries every week. But the steady barrage of fast food ads, full of thick juicy burgers and long golden fries, rarely mentions where these foods come from nowadays or what ingredients they contain. The birth of the fast food industry coincided with Eisenhower-era glorifications of technology, with optimistic slogans like "Better Living through Chemistry" and "Our Friend the Atom." The sort of technological wizardry that Walt Disney promoted on television and at Disneyland eventually reached its fulfillment in the kitchens of fast food restaurants. Indeed, the corporate culture of McDonald's seems inextricably linked to that of the Disney empire, sharing a reverence for sleek machinery, electronics, and automation. The leading fast food chains still embrace a boundless faith in science—and as a result have changed not just what Americans eat, but also how their food is made.

The current methods for preparing fast food are less likely to be found in cookbooks than in trade journals such as *Food Technologist* and *Food Engineering*. Aside from the salad greens and tomatoes, most fast food is delivered to the restaurant already frozen, canned, dehydrated, or freeze-dried. A fast food kitchen is merely the final stage in a vast and highly complex system of mass production. Foods that may look familiar have in fact been completely

reformulated. What we eat has changed more in the last forty years than in the previous forty thousand. Like Cheyenne Mountain, today's fast food conceals remarkable technological advances behind an ordinary-looking facade. Much of the taste and aroma of American fast food, for example, is now manufactured at a series of large chemical plants off the New Jersey Turnpike.

In the fast food restaurants of Colorado Springs, behind the counters, amid the plastic seats, in the changing landscape outside the window, you can see all the virtues and destructiveness of our fast food nation. I chose Colorado Springs as a focal point for this book because the changes that have recently swept through the city are emblematic of those that fast food—and the fast food mentality—have encouraged throughout the United States. Countless other suburban communities, in every part of the country, could have been used to illustrate the same points. The extraordinary growth of Colorado Springs neatly parallels that of the fast food industry: during the last few decades, the city's population has more than doubled. Subdivisions, shopping malls, and chain restaurants are appearing in the foothills of Cheyenne Mountain and the plains rolling to the east. The Rocky Mountain region as a whole has the fastest-growing economy in the United States, mixing high-tech and service industries in a way that may define America's workforce for years to come. And new restaurants are opening there at a faster pace than anywhere else in the nation.

Fast food is now so commonplace that it has acquired an air of inevitability, as though it were somehow unavoidable, a fact of modern life. And yet the dominance of the fast food giants was no more preordained than the march of colonial split-levels, golf courses, and manmade lakes across the deserts of the American West. The political philosophy that now prevails in so much of the West—with its demand for lower taxes, smaller government, an unbridled free market—stands in total contradiction to the region's true economic underpinnings. No other region of the United States has been so dependent on government subsidies for so long, from the nineteenth-century construction of its railroads to the twentieth-century financing of its military bases and dams. One historian has described the federal government's 1950s highway-building binge as a case study in "interstate socialism"—a phrase that aptly describes how the West was really won. The fast food industry took root alongside that interstate highway system, as a new form of restaurant sprang up beside the new off-ramps. Moreover, the extraordinary growth of this industry over the past quarter-century did not occur in a political vacuum. It took place during a period when the inflation-adjusted value of the minimum wage declined by about 40 percent, when sophisticated mass-marketing techniques were for the first time directed at small children, and when federal agencies created to protect workers and consumers too often behaved like branch offices of the companies that were supposed to be regulated. Ever since the administration of President Richard Nixon, the fast food industry has worked closely with its allies in Congress and the White

House to oppose new worker safety, food safety, and minimum wage laws. While publicly espousing support for the free market, the fast food chains have quietly pursued and greatly benefited from a wide variety of government subsidies. Far from being inevitable, America's fast food industry in its present form is the logical outcome of certain political and economic choices.

In the potato fields and processing plants of Idaho, in the ranchlands east of Colorado Springs, in the feedlots and slaughterhouses of the High Plains, you can see the effects of fast food on the nation's rural life, its environment, its workers, and its health. The fast food chains now stand atop a huge food-industrial complex that has gained control of American agriculture. During the 1980s, large multinationals—such as Cargill, ConAgra, and IBP—were allowed to dominate one commodity market after another. Farmers and cattle ranchers are losing their independence, essentially becoming hired hands for the agribusiness giants or being forced off the land. Family farms are now being replaced by gigantic corporate farms with absentee owners. Rural communities are losing their middle class and becoming socially stratified, divided between a small, wealthy elite and large numbers of the working poor. Small towns that seemingly belong in a Norman Rockwell painting are being turned into rural ghettos. The hardy, independent farmers whom Thomas Jefferson considered the bedrock of American democracy are a truly vanishing breed. The United States now has more prison inmates than full-time farmers.

The fast food chains' vast purchasing power and their demand for a uniform product have encouraged fundamental changes in how cattle are raised, slaughtered, and processed into ground beef. These changes have made meatpacking—once a highly skilled, highly paid occupation—into the most dangerous job in the United States, performed by armies of poor, transient immigrants whose injuries often go unrecorded and uncompensated. And the same meat industry practices that endanger these workers have facilitated the introduction of deadly pathogens, such as *E. coli* 0157:H7, into America's hamburger meat, a food aggressively marketed to children. Again and again, efforts to prevent the sale of tainted ground beef have been thwarted by meat industry lobbyists and their allies in Congress. The federal government has the legal authority to recall a defective toaster oven or stuffed animal—but still lacks the power to recall tons of contaminated, potentially lethal meat.

I do not mean to suggest that fast food is solely responsible for every social problem now haunting the United States. In some cases (such as the malingering and sprawling of the West) the fast food industry has been a catalyst and a symptom of larger economic trends. In other cases (such as the rise of franchising and the spread of obesity) fast food has played a more central role. By tracing the diverse influences of fast food I hope to shed light not only on the workings of an important industry, but also on a distinctively American way of viewing the world.

Elitists have always looked down at fast food, criticizing how it tastes and regarding it as another tacky manifestation of American popular

culture. The aesthetics of fast food are of much less concern to me than its impact upon the lives of ordinary Americans, both as workers and consumers. Most of all, I am concerned about its impact on the nation's children. Fast food is heavily marketed to children and prepared by people who are barely older than children. This is an industry that both feeds and feeds off the young. During the two years spent researching this book, I ate an enormous amount of fast food. Most of it tasted pretty good. That is one of the main reasons people buy fast food: it has been carefully designed to taste good. It's also inexpensive and convenient. But the value meals, two-for-one deals, and free refills of soda give a distorted sense of how much fast food actually costs. The real price never appears on the menu.

The sociologist George Ritzer has attacked the fast food industry for celebrating a narrow measure of efficiency over every other human value, calling the triumph of McDonald's "the irrationality of rationality." Others consider the fast food industry proof of the nation's great economic vitality, a beloved American institution that appeals overseas to millions who admire our way of life. Indeed, the values, the culture, and the industrial arrangements of our fast food nation are now being exported to the rest of the world—Fast food has joined Hollywood movies, blue jeans, and pop music as one of America's most prominent cultural exports. Unlike other commodities, however, fast food isn't viewed, read, played, or worn. It enters the body and becomes part of the consumer. No other industry offers, both literally and figuratively, so much insight into the nature of mass consumption.

Hundreds of millions of people buy fast food every day without giving it much thought, unaware of the subtle and not so subtle ramifications of their purchases. They rarely consider where this food came from, how it was made, what it is doing to the community around them. They just grab their tray off the counter, find a table, take a seat, unwrap the paper, and dig in. The whole experience is transitory and soon forgotten. I've written this book out of a belief that people should know what lies behind the shiny, happy surface of every fast food transaction. They should know what really lurks between those sesame-seed buns. As the old saying goes: You are what you eat.

### How to Do It

Congress should ban advertising that preys upon children; it should stop subsidizing dead-end jobs; it should pass tougher food safety laws; it should protect American workers from serious harm; it should fight against dangerous concentrations of economic power. Congress should do all those things, but it isn't likely to do any of them soon. The political influence of the fast food industry and its agribusiness suppliers makes a discussion of what Congress

should do largely academic. The fast food industry spends millions of dollars every year on lobbying and billions on mass marketing. The wealth and power of the major chains make them seem impossible to defeat. And yet those companies must obey the demands of one group—consumers—whom they eagerly flatter and pursue. As the market for fast food in the United States becomes increasingly saturated, the chains have to compete fiercely with one another for customers. According to William P. Foley II, the chairman of the company that owns Carl's Jr., the basic imperative of today's fast food industry is "Grow or die." The slightest drop in a chain's market share can cause a large decline in the value of its stock. Even the McDonald's Corporation is now vulnerable to the changing whims of consumers. It is opening fewer McDonald's in the United States and expanding mainly through pizza, chicken, and Mexican food chains that do not bear the company name.

The right pressure applied to the fast food industry in the right way could produce change faster than any act of Congress. The United Students Against Sweatshops and other activist groups have brought widespread attention to the child labor, low wages, and hazardous working conditions in Asian factories that make sneakers for Nike. At first, the company disavowed responsibility for these plants, which it claimed were owned by independent suppliers. Nike later changed course, forcing its Asian suppliers to improve working conditions and pay higher wages. The same tactics employed by the anti-sweatshop groups can be used to help workers much closer to home—workers in the slaughterhouses and processing plants of the High Plains.

As the nation's largest purchaser of beef, the McDonald's Corporation must be held accountable for the behavior of its suppliers. When McDonald's demanded ground beef free of lethal pathogens, the five companies that manufacture its hamburger patties increased their investment in new equipment and microbial testing. If McDonald's were to demand higher wages and safer working conditions for meat-packing workers, its suppliers would provide them. As the nation's largest purchaser of potatoes, McDonald's could also use its clout on behalf of Idaho farmers. And as the second-largest purchaser of chicken, McDonald's could demand changes in the way poultry growers are compensated by their processors. Small increases in the cost of beef, chicken, and potatoes would raise fast food menu prices by a few pennies, if at all. The fast food chains insist that suppliers follow strict specifications regarding the sugar content, fat content, size, shape, taste, and texture of their products. The chains could just as easily enforce a strict code of conduct governing the treatment of workers, ranchers, and farmers.

McDonald's has already shown a willingness to act quickly when confronted with consumer protests. In the late 1960s, African-American groups attacked the McDonald's Corporation for opening restaurants in minority neighborhoods without giving minority businessmen the opportunity to become franchisees. The company responded by actively recruiting

African-American franchisees, a move that defused tensions and helped McDonald's penetrate urban markets. A decade ago, environmentalists criticized the chain for the amount of polystyrene waste it generated. At the time, McDonald's served hamburgers in little plastic boxes that were briefly used and then discarded, making it one of the nation's largest purchasers of polystyrene. In order to counter the criticism, McDonald's formed an unusual alliance with the Environmental Defense Fund in August of 1990 and later announced that the chain's hamburgers would no longer be served in polystyrene boxes. The decision was portrayed in the media as the "greening" of McDonald's and a great victory for the environmental movement. The switch from plastic boxes to paper ones did not, however, represent a sudden and profound change in corporate philosophy. It was a response to bad publicity: McDonald's no longer uses polystyrene boxes in the United States—but it continues to use them overseas, where the environmental harms are no different.

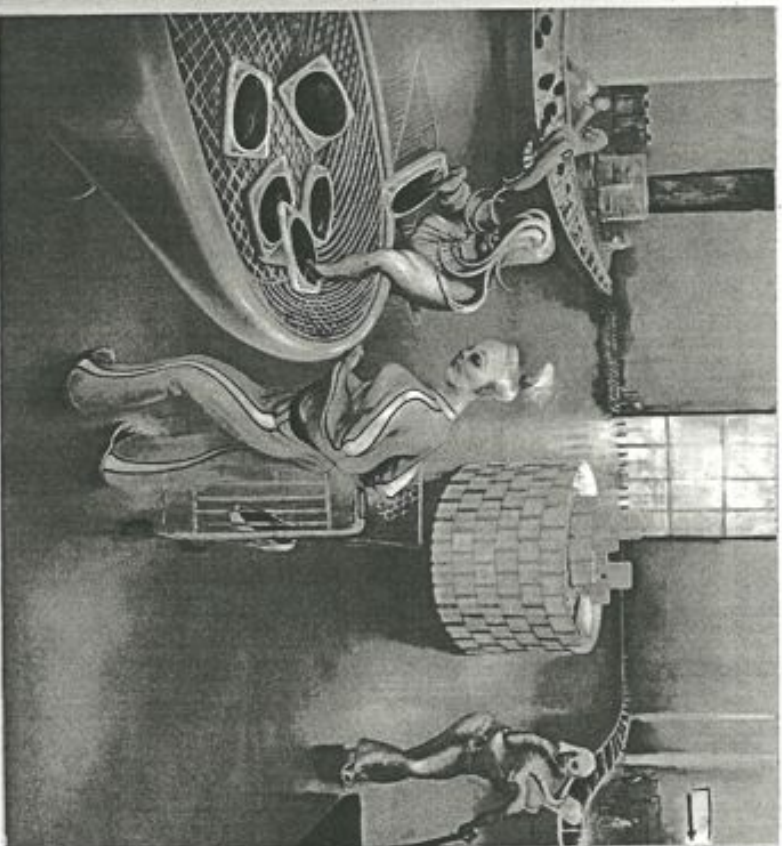
Even the anticipation of consumer anger has prompted McDonald's to demand changes from its suppliers. In the spring of 2000, McDonald's informed Lamb Weston and the J. R. Simplot Company that it would no longer purchase frozen french fries made from genetically engineered potatoes. As a result, the two large processors told their growers to stop planting genetically engineered potatoes—and sales of Monsanto's New Leaf, the nation's only biotech potato, instantly plummeted. McDonald's had stopped serving genetically engineered potatoes a year earlier in Western Europe, where the issue of "Frankenfoods" had generated enormous publicity. In the United States, there was relatively little consumer backlash against genetic engineering. Nevertheless, McDonald's decided to act. Just the fear of controversy swiftly led to a purchasing change with important ramifications for American agriculture.

The challenge of overcoming the fast food giants may seem daunting. But it's insignificant compared to what the ordinary citizens, factory workers, and heavy-metal fans of Plauen once faced. They confronted a system propped up by guns, tanks, barbed wire, the media, the secret police, and legions of informers, a system that controlled every aspect of state power—except popular consent. Without leaders or a manifesto, the residents of a small East German backwater decided to seek the freedom of their forefathers. And within months a wall that had seemed impenetrable fell.

Nobody in the United States is forced to buy fast food. The first step toward meaningful change is by far the easiest: stop buying it. The executives who run the fast food industry are not bad men. They are businessmen. They will sell free-range, organic, grass-fed hamburgers if you demand it. They will sell whatever sells at a profit. The usefulness of the market, its effectiveness as a tool, cuts both ways. The real power of the American consumer has not yet been unleashed. The heads of Burger King, KFC, and McDonald's should feel daunted; they're outnumbered. There are three of them and almost three

hundred million of you. A good boycott, a refusal to buy, can speak much louder than words. Sometimes the most irresistible force is the most mundane.

Pull open the glass door, feel the rush of cool air, walk inside, get in line, and look around you, look at the kids working in the kitchen, at the customers in their seats, at the ads for the latest toys, study the backlit color photographs above the counter, think about where the food came from, about how and where it was made, about what is set in motion by every single fast food purchase, the ripple effect near and far, think about it. Then place your order. Or turn and walk out the door. It's not too late. Even in this fast food nation, you can still have it your way.



INKA ESSENHGH, *Shopping Oil on linen*, 2005. © Inka Essenhigh.

### Suggestions for Discussion

1. Some readers might consider Schlosser's argument an overreaction and protest that fast food is reasonably good and a helpful time-saving measure.