Contents

Preface x

1. An Introduction to McDonaldization 1
   McDonald's as an American and a Global Icon 6
   The Long Arm of McDonaldization 9
   The Dimensions of McDonaldization 13
      Efficiency 13
      Calculability 14
      Predictability 14
      Control 15
   A Critique of McDonaldization: The Irrationality of Rationality 15
   Illustrating the Dimensions of McDonaldization:
      The Case of IKEA 17
   The Advantages of McDonaldization 19
   What Isn't McDonaldized? 20
      Are In-N-Out Burger and Pret A Manger Antitheses of 
      McDonaldization? 20
   In-N-Out Burger 21
   Pret A Manger 25
   A Look Ahead 26

2. The Past, Present, and Future of McDonaldization: 28
   From the Iron Cage to the Fast-Food Factory and Beyond 28
   Bureaucratization: Making Life More Rational 29
      Weber's Theory of Rationality 29
      Irrationality and the "Iron Cage" 31
   The Holocaust: Mass-Produced Death 32
   Scientific Management: Finding the One Best Way 34
   The Assembly Line: Turning Workers Into Robots 36
   Levittown: Putting Up Houses—"Boom, Boom, Boom" 37
   Shopping Centers: Malling America 39
McDonald's: Creating the "Fast-Food Factory"  
McDonaldization and Contemporary Social Changes  
The Forces Driving McDonaldization: It Pays, We Value It, It Fits  
Higher Profits and Lower Costs  
McDonaldization for Its Own Sake  
McDonaldization and the Changing Society  
Other Major Social Changes: McDonaldization in the Era of the "Posts"  
Postindustrialism and McDonaldization: "Complexification" and "Simplification"  
Fordism and Post-Fordism: Or Is It McDonaldism?  
Postmodernity: A Threat to McDonaldization?  
The Future: Are There Any Limits to the Expansion of McDonaldization?  
3. Efficiency and Calculability  
Efficiency: Drive-Throughs and Finger Foods  
Streamlining the Process  
The Fast-Food Industry: Speeding the Way From Secretion to Excretion  
Home Cooking (and Related Phenomena): "I Don't Have Time to Cook"  
Shopping: Creating Ever-More Efficient Selling Machines  
Higher Education: Just Fill in the Box  
Health Care: Docs-in-a-Box  
Entertainment: Moving People (and Trash) Efficiently  
Online and Smartphone Dating: Show Your Interest With Just a "Wink"  
Other Settings: Ten Steps to Spiritual Maturity  
Simplifying the Product  
Putting Customers to Work  
Calculability: Big Macs and Little Chips  
Emphasizing Quantity Rather Than Quality of Products  
The Fast-Food Industry: Of "Big Bites" and "Super Big Gulps"  
Higher Education: Grades, Scores, Ratings, and Rankings  
Health Care: Patients as Dollar Signs  
Sports: Nadia Comaneci Scored Exactly 79.275 Points
Politics: There Were No Sound Bites in the Lincoln-Douglas Debate 83

Reducing Production and Service to Numbers 84

The Fast-Food Industry: Hustle, and a Precooked Hamburger Measures Exactly 3.875 Inches 84

The Workplace: A Penny the Size of a Cartwheel 85

4. Predictability and Control 87

Predictability: It Never Rains on Those Little Houses on the Hillside 87

Creating Predictable Settings 88

Motel Chains: “Magic Fingers” but No Norman Bates 88

The Fast-Food Industry: Thank God for Those Golden Arches 89

Other Settings: E.T. Can’t Find His Home 90

Scripting Interaction With Customers 92

The Fast-Food Industry: “Howdy, Pardner” and “Happy Trails” 92

Other Settings: Even the Jokes Are Scripted 94

Making Employee Behavior Predictable 94

The Fast-Food Industry: Even Hamburger University’s Professors Behave Predictably 95

Other Settings: That Disney Look 96

Creating Predictable Products and Processes 97

The Fast-Food Industry: Even the Pickles Are Standardized 97

Entertainment: Welcome to McMovieworld 98

Sports: There’s Even a McStables 100

Minimizing Danger and Unpleasantness 100

Control: Human and Nonhuman Robots 102

Controlling Employees 103

The Fast-Food Industry: From Human to Mechanical Robots 104

Education: McChild Care Centers 106

Health Care: Who’s Deciding Our Fate? 106

The Workplace: Do as I Say, Not as I Do 108

Controlling Customers 110

The Fast-Food Industry: Get the Hell Out of There 110

Other Settings: It’s Like Boot Camp 112

Controlling the Process and the Product 113

Food Production, Cooking, and Vending: It Cooks Itself 113
<table>
<thead>
<tr>
<th>Title</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nothing and Something</td>
<td>165</td>
</tr>
<tr>
<td>Glocalization and Grobalization</td>
<td>167</td>
</tr>
<tr>
<td>The Grobalization of Nothing</td>
<td>169</td>
</tr>
<tr>
<td>The DeMcDonaldization of Society</td>
<td>171</td>
</tr>
<tr>
<td>Starbuckization</td>
<td>171</td>
</tr>
<tr>
<td>What Has Starbucks Added to, or Removed From, the McDonald's Model?</td>
<td>172</td>
</tr>
<tr>
<td>Should the Concept of &quot;Starbuckization&quot; Replace &quot;McDonaldization&quot;?</td>
<td>175</td>
</tr>
<tr>
<td>The Irrationality of Rationality at Starbucks</td>
<td>176</td>
</tr>
<tr>
<td>The Internet and DeMcDonaldization</td>
<td>178</td>
</tr>
<tr>
<td>eBayization</td>
<td>178</td>
</tr>
<tr>
<td>eBayizing McDonaldization</td>
<td>179</td>
</tr>
<tr>
<td>Web 1.0 and 2.0*</td>
<td>181</td>
</tr>
<tr>
<td>Notes</td>
<td>186</td>
</tr>
<tr>
<td>Bibliography</td>
<td>215</td>
</tr>
<tr>
<td>Index</td>
<td>221</td>
</tr>
<tr>
<td>About the Author</td>
<td>237</td>
</tr>
</tbody>
</table>