

BUILT FOR SUCCESS 世界名牌之路

THE STORY OF

麦当劳 McDonald's

SARA GILBERT

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SARA GILBERT 著

庄若科 译

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出版前言

“世界名牌之路 (Built for Success)”丛书是我社从美国 The Creative Company 引进出版的一套介绍美国一些世界级知名企业成功历程的图书，其中包括亚马逊、苹果、可口可乐、迪士尼、脸书、谷歌、耐克、星巴克等众多我们耳熟能详的公司。书中讲述了这些公司如何创建，创建初期所经历的一些困难甚至纠纷以及创业者如何应对，如何面对竞争、开拓市场和不断变革创新，并最终如何取得成功的。阅读这些图书，不仅是一次愉快的英语阅读之旅，更是一场创业创新的精神激励。在鼓励大众创业万众创新的今天，我们的时代和社会呼唤和需要创业创新人才。这正是我们引进出版这套丛书的目的，希望能对诸位读者有所裨益、有所激励。

书中还讲述了许多有趣的小故事：比如，亚马逊、谷歌、沃尔玛、皮克斯等公司的名称是如何得来的？苹果、麦当劳、耐克、星巴克等公司的标志是如何设计的？可口可乐的秘方是受到何等严密保护的？联邦快递公司标志中那个不易察觉的代表快速和精准的箭头符号又是怎样产生的，等等。这些小故事，不仅让我们增长了知识，读来也饶有趣味，令人难以释卷。

为保证读者英文阅读的流畅，同时又提供必要的支持，本系列丛书我们采用英汉对照的出版形式，英文原文在前，辅以脚注对个别疑难词汇和文化背景知识加以简短注解，中文译文置于书后供读者参考。此外，我们还为丛书的英文部分配备了MP3录音，以满足读者移动学习的需求。

衷心希望读者朋友们会喜欢这套丛书。

上海外语教育出版社

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BUILT FOR SUCCESS

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McDonald's

SARA GILBERT

McDonald's



On April 15, 1955, the first McDonald's restaurant opened in Des Plaines, Illinois, with cheeseburgers, French fries, and milk shakes on the menu and cheerful men and women serving up the food from behind a counter. Five decades later, on April 15, 2005, another new restaurant opened just a few miles away—a 24,000-square-foot (2,230 sq m) McDonald's built in downtown Chicago to **commemorate**¹ the iconic restaurant's 50th anniversary. The new McDonald's was **outfitted**² with 60-foot (18 m) Golden Arches, double drive-thru lanes, and seating for 300—a far cry from the original drive-in with no indoor seating. But despite the physical differences and a host of new menu options, the commitment to quality and customer service that had started half a century earlier was the same as ever.

1 commemorate: 纪念

2 outfit: 装备, 配备

Beginning with Burgers

It was milk shakes, not hamburgers, that originally lured Ray Kroc to San Bernardino, California, in 1954. Restaurateurs Dick and Mac McDonald were utilizing eight multimixer machines to make milk shakes in their drive-in, and Kroc, who sold the machines, was eager to learn why. So he flew from his home in Chicago to California to see the McDonald's restaurant for himself.

Kroc was surprised to see a line of cars and people form outside the service window at lunch. When he asked one of the men in line what the attraction was, the customer said, "You'll get the best hamburger you ever ate for 15 cents." Kroc polled the other people waiting and learned that many of them came for a lunch of burgers, fries, and milk shakes every day. He was so impressed that, the next day, in a meeting with the McDonald brothers, he suggested that they **franchise**¹ their Speedee Service System, which allowed them to make their limited menu quickly using an efficient kitchen setup, in restaurants across the country.

The brothers, who had already licensed the concept to a handful of other restaurants in the West, were **leery**² of attempting to franchise their fast-food restaurant

1 **franchise**: 给……以特许经营权

2 **leery**: 迟疑的



McDonald's original Speedee Service System logo promised inexpensive hamburgers served quickly

on a large scale. They didn't want the burden of regulating the restaurants, but Kroc volunteered to handle that for them.

With the hesitant blessing of the McDonald brothers, Kroc formed a franchising company, originally known as McDonald's System, Inc., on March 2, 1955, in Oak Brook, Illinois. His original intent was to establish franchisees¹ of the McDonald's restaurant to drive sales of the multimixer machines he sold. And although his sole source of income until 1961 would be the \$12,000 salary he earned from selling multimixers (he had decided not to take a salary from McDonald's until the business had turned a profit), it quickly became clear that 15-cent burgers, not milk shakes, would be the base of his business.

Kroc opened his first McDonald's in Des Plaines, Illinois, in April 1955, often helping to sweep floors and clean restrooms himself to get the business off the ground, and to establish what would become the operating principle for the company: "Quality, Service, Cleanliness, and Value." Fred Turner, who would later become president and eventually chairman of the company, was one of the first grillmen at the restaurant. He later recalled seeing his boss walk around, picking up every bit of McDonald's litter he found. "He'd come into the store with both hands full of cups and wrappers," Turner said. "He was the store's outside pickup man."

Kroc was also busy finding franchisees to open more McDonald's. In his first year, the company built 18 restaurants, almost half of them in California. When it became clear that trying to maintain uniform standards at restaurants 2,000 miles (3,218 km) away was nearly impossible, Kroc decided to focus his efforts closer to Chicago. His first real taste of success came in Waukegan, Illinois, where a franchise opened on May 26, 1955. On its first day, the store almost ran out of buns before 5:00 P.M. and sold \$450 worth of food; the following day, sales nearly doubled, and lines stretched around the block. By day three, the restaurant cleared \$1,000 in sales.

1 franchisee: (公司的分店、零售店或联号商店的联号的) 特许经营人

McDonald's® SYSTEM



MAY I HAVE YOUR ORDER PLEASE?
 MAY I HELP YOU M'AM (SIR)?

HAMBURGERS Per Dozen	.15 ea. 1.80
CHEESEBURGERS Per Dozen	.19 ea. 2.28
FRENCH FRIES	.10 ea. .20 ea.
MILK-SHAKES <input type="checkbox"/> Chocolate <input type="checkbox"/> Strawberry <input type="checkbox"/> Vanilla	.10 ea. .15 ea.
COKE Extra Large	.10 ea. .15 ea.
ORANGE Extra Large	.10 ea. .15 ea.
ROOT BEER Extra Large	.10 ea. .15 ea.
MILK	.10 ea.
COFFEE <input type="checkbox"/> Cream <input type="checkbox"/> Black	.10 ea.

McDonald's found success in the 1950s using a basic menu and ordering system built around burgers and shakes

Soon, the owners of that franchise were making more money than Kroc. But he had achieved something far more significant than dollars—he had found success. That was enough to help convince other prospective franchisees that opening a McDonald's was a worthwhile venture. By 1958, a total of 34 restaurants were open; in 1959, 67 more were added. By the company's fifth anniversary in 1960, McDonald's had 200 franchisees operating in almost a dozen states with total annual sales of \$37 million.

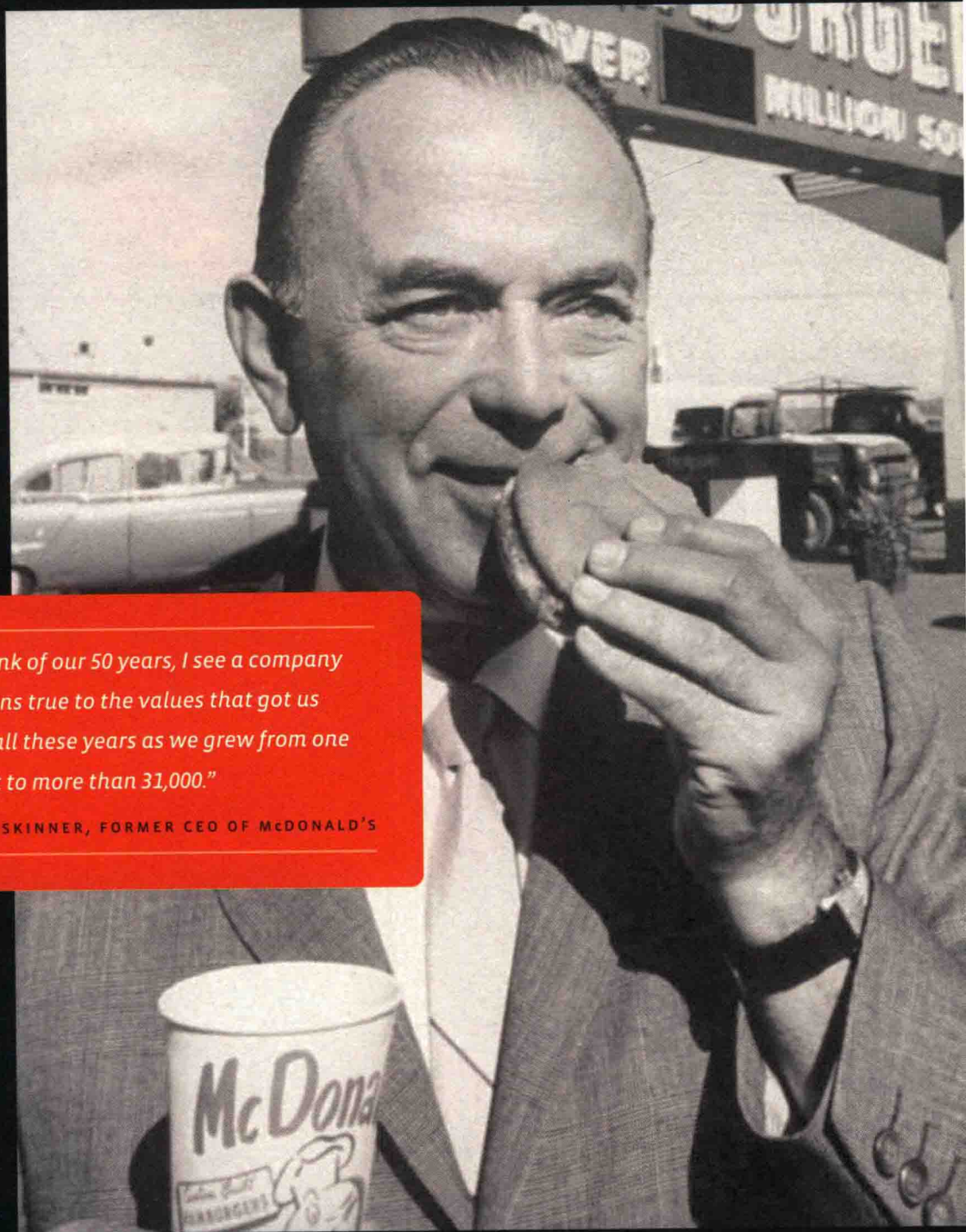
But Kroc was still struggling to turn a profit. The terms of his contract with the McDonald brothers dictated that his company receive only 1.9 percent of each franchisee's food sales—and a quarter of that went back to the brothers. The one-time franchise fee was only \$950 per store. As a result, the money Kroc brought in was barely enough to cover the expense of helping the individual store operators get started and to pay the salaries of the growing executive team.

It was the ingenuity of one of those executives, Harry Sonneborn, that turned the tide for McDonald's. In 1957, he set up Franchise Realty Corporation to locate and **lease**¹ sites for stores, then sublease the properties to the franchisees with a **markup**², based on a formula related to volume of sales. The plan provided an immediate revenue stream for the company and gave Kroc more control over the franchisees and where they could be located.

The company had to go into debt to fund the rapid growth that would allow it to start profiting from its real-estate program. The best way to maximize the business's money, Kroc believed, was to purchase the rights to the McDonald's trade name and fast-food system outright from Mac and Dick McDonald, which would eliminate the percentage of sales going directly to them. The brothers asked for \$2.7 million, which was much more than Kroc had available. But he and Sonneborn found lenders, obtained the necessary funds, and, in 1961, bought the brothers out. In the long run, Kroc believed, he would get the better deal.

1 lease: 租借

2 markup: 涨价, 标高售价



"When I think of our 50 years, I see a company that remains true to the values that got us here over all these years as we grew from one restaurant to more than 31,000."

JIM SKINNER, FORMER CEO OF MCDONALD'S

McDonald's sold nearly 50 billion hamburgers during the 29 years that Ray Kroc ran the company

