

Could The Catholic Church Be Selling Burgers?

Bachelor Thesis On Business Administration

Spring Semester, 2010

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Supervisor: Rene C. Larsen

ΑΝΩΤΑΤΟ ΤΕΧΝΟΛΟΓΙΚΟ ΕΚΠΑΙΔΕΥΤΙΚΟ ΙΔΡΥΜΑ ΔΥΤΙΚΗΣ ΕΛΛΑΔΟΣ
ΣΧΟΛΕΣ ΔΙΟΙΚΗΣΗΣ ΚΑΙ ΟΙΚΟΝΟΜΙΑΣ
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INTRODUCTION

The subject could sound funny and maybe even stupid, but Religion Marketing might prove to be not a light matter after all. Christianity, counting 2.1 billion followers worldwide making up the 33% of the religious population, is the largest religion in the world¹. It is not quite a united religion however; many denominations, heresies and religious groups constitute the Christian World. Usually considered as the main Christian institution and with more than one billion supporters, the Roman Catholic Church can be presented as the most popular form of Christianity². As any religion, the Roman Catholic one (to which we will be referring as RCC from now on), claims to represent the ultimate truth and it is also thought to have been founded by Jesus Christ Himself³. But especially throughout the recent years, there has been observed a rather tense activity that indicates the existence of a marketing strategy somewhere behind the lines. Motivated by it, the thesis will dispute a parallel: comparing RCC to a big for-profit company we will try to indicate and prove not only that the church markets, but it might have some lessons to preach to the corporal world as well.

In a few words the purpose of this essay is to shed light on church marketing activity that might not have been noticed before, to prove that even when something is considered almighty, absolutely true and perfect, it is still thought to be subject to competition, in need of enhancement and competitive advantage and most important of all, to prove that the church acts very similarly to big-for-profit corporations.

As elements to the equation we have chosen the mighty brand of the McDonald's corporation and of course, as mentioned above, the biggest of the biggest, the Papal Church. The reason is simple; they are both widespread brand names and they both hold a quite leading position in their field. Therefore the presence of marketing is considered to be strong in these two.

Of course this essay will be a way of illustrating marketing use beyond the corporal world. But what we mostly hope for, is to make stronger the idea that religions are run by humans, for humans and use human ways to survive and expand and therefore to raise a big question: is an individual ready to dedicate his life upon a corporal-like institution's doctrine?

¹ http://www.adherents.com/Religions_By_Adherents.html

² http://en.wikipedia.org/wiki/Catholic_Church#cite_note-Kreeft980-151

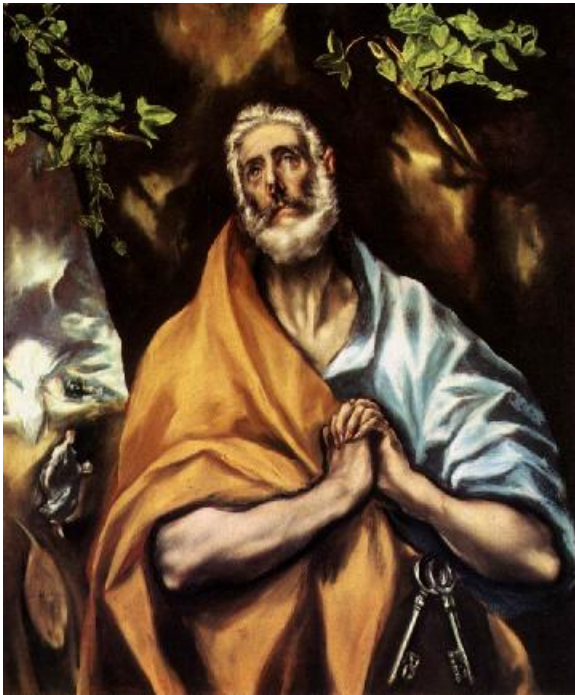
³ http://en.wikipedia.org/wiki/Catholic_Church#cite_note-Kreeft980-151

CASE No.1: THE ROMAN CATHOLIC CHURCH

HISTORY

Dating back to the apostolic times, the RCC counts approximately 2000 years .It is inseparable with the course of Western History and civilization, since (being one of the oldest and grandest institutions in the world) many times it has not just affected, but even shaped and decided the political scheme and the artistic/scientific movements (e.g. Baroque) that gave humanity the form it has today⁴.

The RCC claims Jesus Christ himself as its founder and spiritual leader. The son of the Christian god set his apostle, Peter (whose name means Rock), as the cornerstone and head of his Christian Church⁵, because of the widely known Peter's Confession that



1. St. Peter in penitence - El Greco, oil on canvas, 1605

Jesus is "*the Christ, the Son of the living God*"^{6,7,8}. Therefore, Peter is considered as the first Pope and all Popes after him are regarded as Peter's successors and equal to him⁹.

After his apostolic work, Peter settled down in Rome, the capital and center of the known World at the time. Up to then, he had created many Christian communities result of which has been the spread of the Christian idea by the Roman Empire itself, especially during the second century. In 325 A.D. the Council of Nicaea takes place. Henceforth sprung the Nicene Creed which since then has constituted the basis of all Christian Belief. Furthermore, church division in dioceses was decided. The Church dioceses were considered of equal importance and power, with the exception of the Roman See, which due to the recognition as Peter's and

⁴ http://en.wikipedia.org/wiki/History_of_the_Catholic_Church

⁵ Gospel of Matthew 16:13-20, New International Edition

⁶ Gospel of Matthew 16:13-20, New International Edition

⁷ Gospel of Mark 8:27-30, New International Edition

⁸ Gospel of Luke 9:18-20, New International Edition

⁹ http://www.vatican.va/holy_father/index.htm

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Paul's See, was regarded as First among equals. In 382 A.D. the RCC officially recognized the Old and New Testament books, that had been edited and "canonized". The result of the process was the "Biblical Canon", or The Bible, which in 391 is translated in Latin.

During the Early Middle-ages, and especially in 476 A.D., the Western Roman Empire is catalyzed. The Barbaric threat is now a reality and many once barbaric tribes, now constitute Empires and Nations. The religious conversion however continues and in 496 A.D. the Frankish Emperor, Clovis the First, gets converted and many barbaric nations followed, mainly due to successful missions against the Pagan Belief that many of these nations worshiped. The RCC gains ground in Europe. In the early 8th Century however, the Eastern Iconoclasm creates tension between the RCC (which believed that depicting crucial figures of the Christian belief is not disrespect to the Ten Commandments), the Byzantine Empire and other major eastern religions (Islam,



2. Entry of the Crusaders into Constantinople on 12 April 1204 - E. Delacroix, Canvas, 411 x 497 cm, 1840, Musee du Louvre, Paris

Judaism), which believed the opposite. The tension rises when, come the 9th century, Charlemagne strengthens the role of the Pope and the importance of the western church in expense of the eastern Patriarch and the Byzantine Emperor. But with the fall of Charlemagne's empire and the continuous Islamic attacks to Italy, the western church weakens. It is the dawn of the Great Schism.

The Middle Ages found the western church in need of reconstruction. Hence, in 910, the Cluniac Reform takes place, putting monasteries under Papal jurisdiction, instead of keeping them under the Feudal lord's control. Monastic life now is in its heyday, since it becomes the center of arts and education, operating schools, libraries and contributing to the economical growth. Once again strong, the RCC alienates even more with the Eastern Church and in 1054 A.D. the Pope and the Eastern Patriarch are mutually excommunicated. The Great Schism that separates the Eastern Orthodox Church from the RCC lasts until today, but at least the excommunications were mutually annulled in 1965.

Although mutually excommunicated, the two Churches continued having a sort of alliance, so in 1095 the Pope calls the First Crusade (Which took place in 1096), to reclaim the Holy Lands off the hands of the Muslims and to restore the Orthodox sovereignty in the vicinity. Whenceforth, the RCC launched two more Crusades for the

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same reason. As a result though, relations between the two churches deteriorated and in 1204 during the 4th Crusade, Constantinople gets ransacked.

In the wake of Catharism, a new heretic movement, Pope Innocent the 3rd launches the first Holy Inquisition. It is the initiation of instability in the church world and the continuous Islamic threat was of no help. Rome was unsafe, so for the first time in history, the Papal See moves to Avignon (Avignon Papacy).

In the Renaissance years new lands had been discovered, opening new horizons for religious expansion. Through explorers and missionaries Christianity and the RCC more specifically spread to the new worlds. Thus, in 1521, Ferdinand Magellan introduces Philippines as the first Christian state in South-east Asia. Meanwhile, another kind of schism was due. In 1517, Martin Luther issues his 95 theses, thus creating the Protestant Reformation. Tired of Papal pressure and involvement in their political affairs, soon most of the northern European countries followed the Protestant wave and not always peacefully; civil strife divided many countries, until in 1598 Pope Clement VIII officially recognized Protestantism.



3. Martin Luther

Losing ground to Protestants the RCC had to reconsider its austere ways and so, in the Council of Trent (1545-1563), the RCC declared the Counter-Reformation. Through it the RCC will try to present a more pleasant, popular, god-loving and not god-fearing face. To strengthen this impression, the RCC encourages the Baroque artistic movement. Religious expression through Baroque was quite emotional and full of religious fervor. More threats sprung with the dawn of Enlightenment. The thriving of scientific method and reason, led to the concept of Deism and therefore it was not only the RCC at stake, but Christianity as a

whole. Based on their deistic beliefs, Maximilien Robespierre and his colleagues, during the French Revolution (1784-1799) threw the RCC out of France, looted and destroyed every church and monastery, persecuted thousands of priests and monks and sent others to exile, while they imposed the worship of the Supreme Being called Reason. However, while in the turbulent Europe the RCC had troubles, its missionaries had great successes in the Americas, the Indies and China. France though remained Deist, until Napoleon with the Concordant of 1801, restored the RCC in the new European rising power. Catholic expansion in Africa was inevitable later on in the 19th century, due to the mass European influence and progress.

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In the Industrial age and with a more stable political environment, the RCC starts getting involved in more social matters and not only; science, political ideas, legal matters, all are criticized by the RCC. The 1st Vatican Council (1870) examines matters of the sort and of course establishes the Papal Infallible. Finally in the more recent years, the RCC once again had to reconsider ways and modernize even more. The 2nd Vatican Council takes place in the period 1962-1965, to shape the RCC as we know it today¹⁰.

THE ROMAN CATHOLIC CHURCH DOCTRINE

The Doctrine is formed and shaped by The Bible in general and the teachings of Jesus Christ more specifically, the Tradition and all the Creeds and Councils that have been decided and taken place throughout the Church's history¹¹.

A Catholic therefore believes in an almighty divinity, creator of the world, which happens to have three undividable aspects: the one of the Father, the one of the Son and that of the Holy Ghost. God gave up his divine nature to become human, as the second person of the Trinity, the Son. This is the way he revealed himself to the humanity. The human nature, Jesus, brought to humans the Evangelion (The "gospel", the "Good News") that the Father loves every individual who lives accordingly to his rules

"God is love and whoever remains in love remains in God and God in him"

1 John 4:16

Jesus was brought to life through Virgin Birth and although without sin, he could suffer human passion and was as human as everyone. However, he still was equally as human as he was divine. He is thought to be the Messiah that the prophets of the Old Testament preached about and he is the true proof of God since he made God visible

"Anyone who has seen me has seen the father"

John 14:9

Jesus propagated the ideas of loving the neighbor, devotion of the individual's life to God and getting rid of earthly pleasures. He picked 12 men as his company; the twelve Apostles, to whom he assigned the task to spread his word throughout the world and keep his Church going after his death and resurrection. 50 days after the resurrection (Pentecost) the Holy Ghost blessed the Apostles with knowledge and courage to carry out that difficult task. As we previously read, he set Peter as the head of the Church. Henceforth the RCC believes that the Popes are successors of Peter himself and the bishops are successors of the other apostles.

¹⁰ http://en.wikipedia.org/wiki/History_of_the_Catholic_Church

¹¹ <http://www.ancient-future.net/basics.html>

Jesus was crucified and resurrected on the 3rd day of his death, therefore saving mankind from sin. It is also believed that he will come again to end time and history and to judge the good (who will receive eternal life) and the evil (who will receive eternal damnation).

We can briefly characterize the RCC by saying that it has a strong faith in tradition. Thus it keeps highly cherished the 7 Sacraments decided on the Council of Trent (which actually was one of Martin Luther's oppositions; so the Protestants only recognize two of them¹²), giving great importance to the Holy Communion and to a more communal perception of sin and salvation. Furthermore, a Catholic has a strong belief in mediation towards his god. Therefore the See of Rome and the Pope are greatly respected and of



4. Virgin in Prayer - Giovanni Batista Silva

course the worshiping of Jesus' mother, the Virgin Mary, is strong. The RCC sees Mary as the receiver and ambassador of prayers and they usually pray to her instead of God.

Finally, the RCC is characterized by love of hierarchy and this is why it is constituted of many religious orders and roles which mainly sprung from its champion role in monastic life and missionary work. We will close with something very important for the essay. It is probably the only Christian institution that has embraced and encouraged arts as religious expression so much¹³.

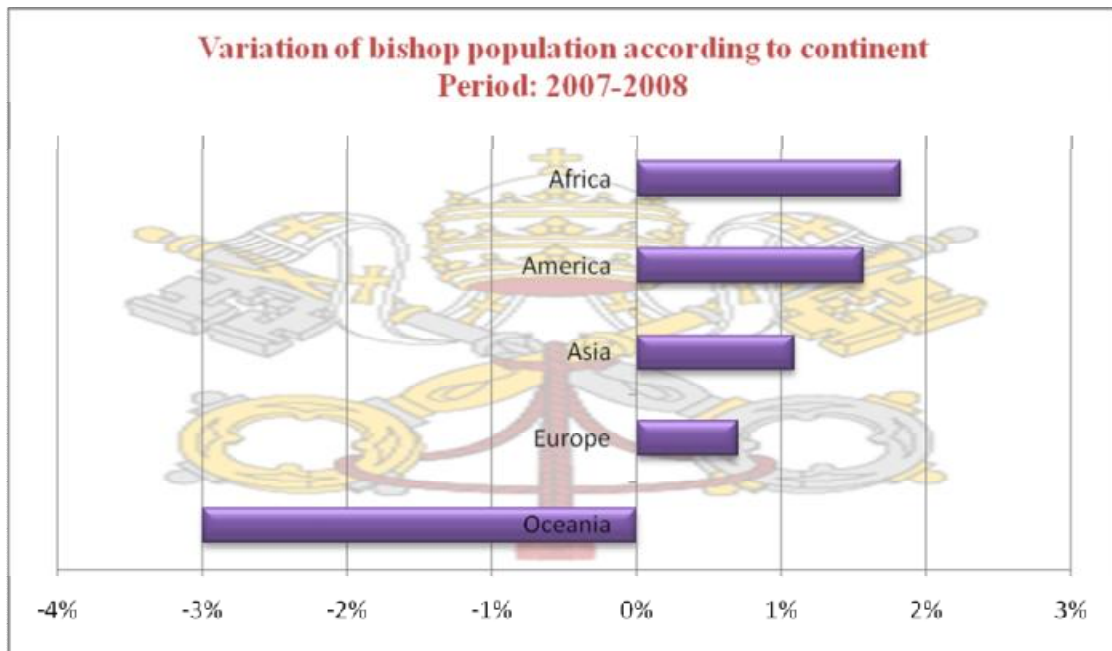
TODAY'S RCC - NUMBERS

After the Death of Pope John Paul II in 2005, Pope Benedict XVI now holds the Roman See, being the current leader of the RCC¹⁴. According to the 2010's Pontifical Yearbook, the number of baptized Catholics worldwide was 1.166 billion high in 2008; 19 million more than 2007. Therefore, in one year, the RCC follower percentage presented a 1,7% increase. Comparing to the world population rise (6.7 billion in 2008), the Catholic percentage on earth is still on increase, enjoying a 0,07% rise (17,33% in 2007, 17.40% in 2008). Accordingly the number of shepherds has gone up. With 56 more bishops in 2008 than the previous year, the percentage is by 1.13% higher. A closer look by continent will show:

¹² <http://www.theopedia.com/Sacraments#Protestants>

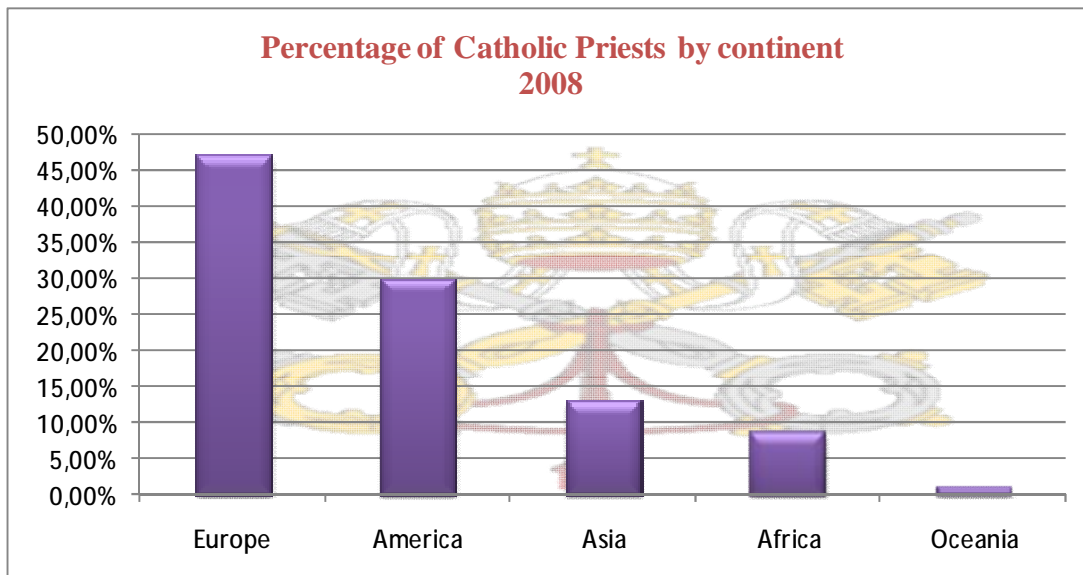
¹³ http://en.wikipedia.org/wiki/Catholic_Church#Doctrine

¹⁴ http://en.wikipedia.org/wiki/History_of_the_Catholic_Church



5. Source: <http://www.zenit.org/article-28425?l=english>

Furthermore, in a period of eight years (2000 ~ 2008), priest population has as well risen by approximately 1% (405178 (2000) à 409166 (2008))¹⁵. Refining the RCC Profile, we will present two tables; the first one indicates the allocation of catholic priests by continent and the second depicts important statistic features of the RCC throughout a period of approximately 40 years



6. Source: <http://www.zenit.org/article-28425?l=english>

¹⁵ <http://www.zenit.org/article-28425?l=english>

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<u>World Data</u>	<u>1970</u>	<u>1975</u>	<u>1985</u>	<u>1995</u>	<u>2000</u>	<u>2005</u>	<u>2007</u>
Total Priests	419728	404783	403480	404750	405178	406411	408024
Diocesan Priests	270924	259331	253319	262418	265781	269762	272431
Religious Priests	148804	145452	150161	142332	139397	136649	135593
Diocesan Priestly Ordinations	4622	4140	4822	6444	6814	6614	6660
Graduate-level Seminars	--	--	43476	54154	55968	58538	58960
Permanent Deacons	309	2686	12541	22390	27824	33391	35942
Religious Brothers	79408	70388	65208	59515	55057	54708	54956
Religious Sisters	1004304	968526	917432	837961	801185	760529	746814
Parishes	191398	200116	212021	220077	218196	217616	218383
Without a Resident Priest/Pastor	39431	46074	55343	60705	55729	52509	51330
Where a bishop has entrusted the pastoral care of the parrish to a deacon, religious sister or brother, or other lay person (Canon 517.2)	N.A.	N.A.	1635	3278	3373	3122	3253
Catholic Population	653.6m	709.6m	852.0m	989.4m	1.045b	1.115b	1.147b
Percent of World Population	18%	17%	18%	17%	17%	17%	17%
Catholic Elementary Schools	89112	79424	78160	85043	89457	91480	91694
Students in Catholic Elementary Schools	20.396m	19.584m	22.390m	25.246m	26.097m	28.084m	29.800m
Catholic Secondary Schools	25552	27542	30404	33349	35559	39096	41210
Students in Catholic Secondary Schools	7.667m	9522m	12.066m	13.232m	14.027m	16.232m	16.779m

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International Mass Attendance:							
Population weighted percentage of adult Catholics who say they attended Mass once a week or more (most recent data for those saying they attend every week) in 37 large Catholic population nations (excluding the U.S. and representing 65% of the world's Catholic population)	--	--	--	--	--	40%	--

7. Source: <http://cara.georgetown.edu/bulletin/index.htm>

The financial condition of the State of Pontifex Maximus, depends on various sources. Revenue flows from Church land property, investments, dioceses and of course donations of the faithful, the Roman Catholic people themselves. This income is saved to help the Roman Curia (which is the Vatican's bureaucracy) get through, keeps the Vatican media in motion and empowers diplomatic and missionary activity. But this concerns only activities beyond the border. It is common knowledge that the Vatican is one of the most touristic and among the first pilgrim destinations in the world. Therefore, museum fees, touristic mementos, publication sales and a whole emporium of collector's worth coins, medals and stamps provide significant wealth. Lest we forget Peter's Pence, the Pope's charity fund, which is annually financed by donation collection in dioceses all around the world. Last but not least we need to mention all the Church-run and fueled institutions which as well play a major role financially¹⁶.

Concluding, the RCC uses the hoarded wealth to grease up the Vatican machine which, as mentioned in www.zenit.org constitutes of

“... various pontifical administrations... that includes the 2 Sections of the Secretariat of State, 9 Congregations, 3 Tribunals, 11 Pontifical Councils, the Apostolic Camera, the Prefecture of the Papal Household, the Office for liturgical celebrations of the Supreme Pontiff, the Press Room of the Holy See, the Central Office of Statistics of the Church, 5 Pontifical Commissions and 2 Pontifical Committees, 3 Pontifical Academies and the Institutions connected with the Holy See: the Vatican Secret Archives, the Vatican Library, the Apostolic Almonery, the Synod of Bishops, the Vatican Publishing

¹⁶ <https://www.cia.gov/library/publications/the-world-factbook/geos/vt.html>

House, the Vatican Printing Press - L'Osservatore Romano, Vatican Radio, the Vatican Television Center. Moreover, 118 Pontifical Embassies and 9 delegations at International Organizations must be added."¹⁷

CASE No.2: McDONALD'S

HISTORY

McDonald's Drive-In Bar-B-Que

1940. While the temperature in Europe and America rises, two brothers by the name Dick and Mac McDonald in California, open a similar to the many existing drive-in. The McDonald's Bar-B-Que restaurant on San Bernardino's Fourteenth and E streets, merits a large menu and provides car hop service. In 1948 the two brothers decide that it is time for radical change. They close the drive-in for a three months' break in order to apply changes and alterations, but meanwhile they come up with something radical. In December the new drive-in has been changed completely. It is still a drive-in, but now it is self-service, and the once rich menu has now been cut down to nine choices: hamburger and cheeseburger as "main course", potato chips to side it, milk, coffee and soft drinks as beverages and for whomever cared for dessert, a slice of pie. The menu is spiced up with a very tempting offer: the 15 cent hamburger. In 1949 and after the War, French Fries become world famous to a point where they replace potato chips in many restaurants. Along with the French fries, the also famous Triple Thick Milkshakes make a strong appearance.¹⁸

Ray Kroc

The 52 year old, Czech - American Multimixer salesman Raymond Albert Kroc, pays a visit to the drive-in of Fourteenth and E, in order to persuade the two brothers that they need more Multimixers. Talking with the Dick and Mac, he becomes aware of their desire to build a nationwide successful brand. It is there and then that Kroc made the decision that put him in Time's most important people of the century, that is the point in Kroc's life that made him a \$500 million fortune: he decides to give up Multimixer salesmanship and take up the McDonald's nationwide food chain plan. From 1954 that he took over, McDonald's has been the most successful fast food brands worldwide.¹⁹

¹⁷ <http://www.zenit.org/article-20060?l=english>

¹⁸ http://www.aboutmcdonalds.com/mcd/our_company/mcd_history.html

¹⁹ http://en.wikipedia.org/wiki/Ray_Kroc

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The following year on the 15th of April in Des Plaines, Illinois. Even the building design is innovative. Stanley Meston in 1953 designed the building to be with red and white tiles and of course accompanied by the world famous Golden Arches that have



7. McDonald's Restaurant in Des Plaines, Illinois

lasted until today. On the first day the revenue will be \$316.12. In 1956 Fred Turner gets on payroll. He is hired as a counter man in Illinois. Through hard work he will soon become the Head of McDonald's and he will constitute a bright example of the quality, good service and cleanliness that are supposed to characterize McDonald's. In 1958, along with the anniversary of 100 million sold burgers, Ray Kroc names Fred Turner Operations Vice President and in 1959, in Fond Du Lac of Wisconsin McDonald's celebrates the 100th

restaurant.

In 1961, McDonald's becomes the first corporation to have a global training center. Of course they did not know at the time, since McDonald's was acting within the borders, but the Hamburger University of Illinois was a unique idea. Students that graduate receive bachelors in Hamburgerology²⁰. Kroc and Turner founded the University. It emphasizes on matters of service, cleanliness, operational procedures etc and nowadays it attracts more than 5000 students per year. As stated in their website:

“Our founder Ray Kroc once said, ‘If we are going to go anywhere, we’ve got to have talent. And, I’m going to put my money in talent.’ Hamburger University continues to promote that philosophy, everyday... At McDonald’s, our training mission is to be the best talent developer of people with the most committed individuals to Quality, Service, Cleanliness and Value (QSC&V) in the world. Our strong commitment to the training and development of our People has resulted in many “firsts” and honors...”²¹

But other radical changes took place in 1961 as well. It is not only that the company modernizes its Golden Arches, therefore giving its logo a fresh image; 1961 is the year when Kroc acquires the company's interests and rights to the McDonald's brand from Dick and Mac. The purchase cost Kroc \$2.7 million, but everything was heading straight to the top for him ever since. In 1962 for the first time McDonald's introduces inside seating and McDonald's in Denver, Colorado is the first to present it. In Toledo, Ohio, McDonald's celebrates its 500th restaurant, while in 1965 it publishes its first public stock offering. This is the way to celebrate the 10th anniversary. To acquire a share, one had to pay \$22.50 per piece.

²⁰ http://www.aboutmcdonalds.com/mcd/our_company/mcd_history.html

²¹ http://www.aboutmcdonalds.com/mcd/careers/hamburger_university.html

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In 1966, McDonald's conquered the media and most importantly, the television. It is the company's first national TV ad on NBC and CBS and this is where the company's image and mascot, Ronald McDonald, makes his first appearance on a flying hamburger. Success was great and Ronald was widely displayed. Taking advantage of the popularity, Kroc expands beyond the borders; Canada and Puerto Rico have now their own McDonald's, being the first two of the 118 countries to have McDonald's today.

Thirteen working years have passed, and the McDonald's menu has been relatively the same. Therefore, 1968 is the year for change. Along with the anniversary of the 1000th restaurant back to where it all began, in Des Plaines Illinois, Kroc's industry introduces two new menu items. The world famous Big Mac is presented by Jim Delligati in Pittsburgh. He is an owner and operator of the Pittsburgh restaurant and his invention enters the national menu. The second item was the Hot Apple Pie. This came from Knoxville and the franchisee Litton Cochran. Meanwhile, Kroc improves the company's public image once more, by making "Hamburgers for Olympians", therefore supporting and sponsoring the US Olympic team in Grenoble of France.

A year later, the corporal logo becomes object to yet another change and gets a form pretty much similar to today's. What's more, the restaurants started getting rid of the red-white tiled buildings and started emphasizing on the logo. The result was even higher level of public awareness. In 1971 promotion activity continues with the introduction of "McDonaldland" and five new characters as mascots (Mayor McCheese, Hamburglar, Captain Crook, the Big Mac and Grimace). Same goes for the TV as well, were McDonald's spreads the slogan "You deserve a Break today". This is followed in 1973 by a new product introduction: The Quarter Pounder and Quarter Pounder with Cheese. The following year, the popularity of McDonald's to the crowds shows the best possible sign; the football player Fred Hill establishes the first Ronald McDonald House. Since his child was being treated for leukemia in Philadelphia, Pennsylvania, the Hills had to spend lots of time away from home²². Therefore, Fred Hill took the initiative to create a place for families with children under long-term treatment in hospitals, to stay in exchange for a very small fee or donation. Since then the Ronald McDonald House Charities have taken enormous dimensions: less than ten years later (1981), Canada becomes the first country other than US have a Ronald McDonald House, and in 1991 RMHC celebrates the 150th branch in Paris, France. Today, 30 countries have 271 RMHC centers²³. Popularity continues with the new Big Mac Jingle

"Twoallbeefpattiespecialsaucelettucecheesepickleonionsallonasesameseedbun"

The Jingle becomes famous and one of the reasons is interactivity: in Birmingham, Max Cooper, a franchisee, rewards with a free Big Mac whoever can repeat the jingle correctly by heart and in 4 seconds' time²⁴. One of Kroc's main strength was that some

²² http://www.aboutmcdonalds.com/mcd/our_company/mcd_history.html

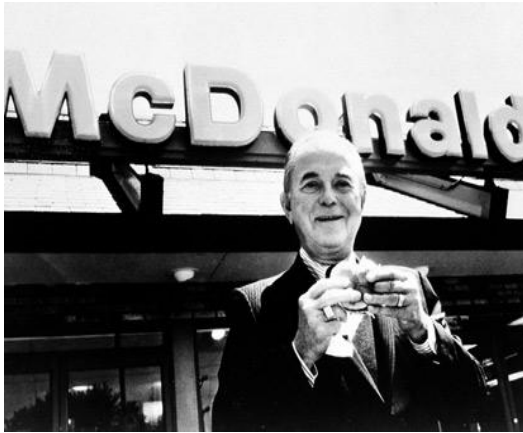
²³ http://en.wikipedia.org/wiki/Ronald_McDonald_House

²⁴ http://www.aboutmcdonalds.com/mcd/our_company/mcd_history.html

of the people that surrounded him and constituted the company, in the USA particularly were widely innovative and hard working. The McDonald's invasion in the breakfast world was completed after two steps and the ideas of two people. The first one was again the Big Mac mastermind, Jim Delligatti, who, wanting to increase his restaurants income, started opening the store at 07:00 pm. The strategy did increase Delligatti's revenue, but selling coffee and doughnuts was not enough to convince the other franchisees across the nation to add four more hours to their already painful amount of work hours. In 1971, after his activity in McDonald's advertising, Herb Peterson becomes a McDonald franchisee for Santa Barbara, California. He sees the same opportunity and significance of a proper breakfast offer as Delligatti, but he faced the same problem. Therefore he started experimenting on a new product that would be adequate as breakfast, it would not drive the company away from its line of production and of course, it should not stray from corporate policy: It had to be something you can eat with your hands. The result was later on called Egg McMuffin. When Peterson presented it to Kroc, Kroc loved it. The product itself earned Peterson an audition in front of the senior management members in Chicago. In 1976 McDonald's gives a blow to its competitors by introducing a complete breakfast menu. The competitors were not able to respond until the mid '80s, which was the time that they started presenting advertised breakfast items to the public. Today 15% of McDonald's sales is due to breakfast providing²⁵. Furthermore, understanding the needs of soldiers in Fort Huachuca, Arizona, who were not allowed to get out of the military cars, McDonald's establishes the first drive-thru in Sierra Vista; later on drive-thrus expanded in Georgia and Oklahoma City.

The '70s in general have been a period of public relations and promotion domination; in 1977 we have the "First McDonald's All American High School Basketball Team". Basketball legend Earvin "Magic" Johnson was included in the roster and the team played against the Capital All-stars team, with players from Virginia, Maryland and Washington DC. 1977 is a year of celebration as well; Kanagawa in Japan gets the 5000th McDonald's facility and finally, in 1979 McDonald's approaches the children with yet another innovation: The Happy Meal. Including a simple burger, French fries and a little present, Happy Meals have been million children's pet liking for years. 1980 is the silver anniversary of McDonald's. Probably the best present is that after twenty five years Kroc has managed to establish 6000 restaurants worldwide. The 6000th opens in Germany's Munich the same year, while a year later, Spain, Philippines and Denmark are the three new countries two enter the McDonald's world, which in 1983 it will count 32 countries and 7778 restaurants. The Hamburger University gets a new branch in Illinois and Kroc's Empire presents the Chicken McNuggets as the new Ronald's product.

²⁵http://www.aboutmcdonalds.com/mcd/students/amazing_stories/the_birth_of_the_egg_mcmuffin.html



8. Ray Kroc in front of a McDonald's

Ray Kroc though will not be able to celebrate his creation's 30th Anniversary: he passes away in 1984 on the 14th of January. But as everything that is set on a powerful base, his corporation doesn't pass away; on the contrary, McDonald's is the sole financier of the Olympic Swim Stadium in Los Angeles and it presents the world with a new advertising slogan "It is a Good Time for the Great Taste of McDonald's"²⁶.

The Post-Kroc Era

In order to present a more healthy side of fast food, McDonald's present the Fresh Salad menu and in 1988, Fortune Magazine places McDonald's burgers to the list of the 100 products that constitute America's production, while Dale City in Virginia celebrates the 10000th restaurant. While the austere Soviet Union was collapsing, Western corporations started setting eyes on Russia. Just before the complete collapse of the USSR, the first McDonald's Location opens (31 January 1990) right in the heart of the communist bear. In Moscow. Meanwhile, 6 years after his death, Ray Kroc enters the hall of fame of the "100 Most Important Americans of the 20th Century" in Life magazine. Eastern expansion continues and in 1992 Poland breaks all the records of first-day sales on the Warsaw branch. In 1996 a new world needs to be conquered: The World Wide Web. McDonald's Internet site is a fact and it has been continuously enhanced ever since. In 1997, which is actually the last notable activity taking place in the '90s, McDonald's widens chicken use with the two new products: Chicken McGrill and Crispy Chicken.

The New Millennium

After 2000, McDonalds have shown an environmentally concerned image. Furthermore they promoted their healthy-eating image as well: with some lettuce and a slice of tomato, Big N' Tasty burger gets presented to the public and two years later, on 2003, more salads are added to the salad menu. And these are not the only new products; McGriddles is also introduced. In the same year and in Denmark (Veijle), a country which is renowned for its green thinking, opens the first hydrofluorocarbon-free restaurant. At the same time, the advertising slogan that lasts until today (I'm Lovin' it!) is launched in Germany. In 2005 McDonald's celebrates its Golden Anniversary (50

²⁶ http://www.aboutmcdonalds.com/mcd/our_company/mcd_history.html

years) and yet another product is introduced (Snack Wrap) the year of the Winter Olympic Games in Turin, 2006. It is the first time that the company adds nutritional info on the food packaging Thus initiating a period of constant packaging alterations: in 2007 packaging gets updated and in 2008 it is redesigned; the new way of packaging is considered to be the most comprehensive way of packaging design globally throughout the whole company's history. For the sake of healthy eating, McDonald's will announce that:

“...All chicken products, Filet-O-Fish, Hash Browns and our world-famous French fries served in all US McDonald's restaurants, are now 0 grams trans of fat per labeled serving.”

The same year Ronald McDonald will be illustrated on his 1000th location in China. Most recently, in 2009, Ronald expands in service and makes coffee providing a formal characteristic of the McDonald's family: McCafe is a fact and offers a variety of coffee recipes throughout the nation. Along with it, Angus Third Pounders are introduced (in three choices) and McSnack Wrap gets added to the Snack Wrap line. 2009 is as well the year that Ronald gets honored for his contribution in protecting the environment: McD's receive the most prestigious of awards for Green Buildings in existence – it is the LEED-EB Platinum and the winner is the McDonald's Corporation Campus Office Building (COB). Finally, trying to provide as up-to-date services as possible to his customers and following the current fashion, in 2010 McDonald's joins the population of corporations that offer free Wi-Fi access, providing Internet in more than 11000 of its restaurants²⁷.

McDONALD'S TODAY - NUMBERS

Ronald McDonald is nowadays the symbol of the most successful foodservice with the leading role in its expertise globally. Kroc's empire today counts more than 32000 restaurants worldwide, 75% of which are run by independent businessmen. What's more, McDonald's can pride themselves to the fact that they serve more than 60 million people in 117 countries²⁸. It is considered by the Financial Times to be the 53rd most expensive company in the world for 2009; this means that since 2008 it achieved a most significant rise in value, since that year it held the 104th position²⁹. McDonald's is now run by a team of very skilled executives: Jim Skinner as Vice Chairman and CEO, Don Thompson as President and Chief Operating Officer, Mike Andres as Central Division President for USA, Jose Armario as Group President for Canada and Latin America, Peter Bensen as Chief Financial Officer and Executive Vice President, Mary Dillon as Executive Vice President and Global Chief Marketing Officer, Tim Fenton, President of Asia, Pacific, Middle-East and Africa, Jan Fields, President for USA and LLC, Richard

²⁷ http://www.aboutmcdonalds.com/mcd/our_company/mcd_history.html

²⁸ http://www.aboutmcdonalds.com/mcd/our_company.html

²⁹ <http://media.ft.com/cms/8289770e-4c79-11de-a6c5-00144feabdc0.pdf>

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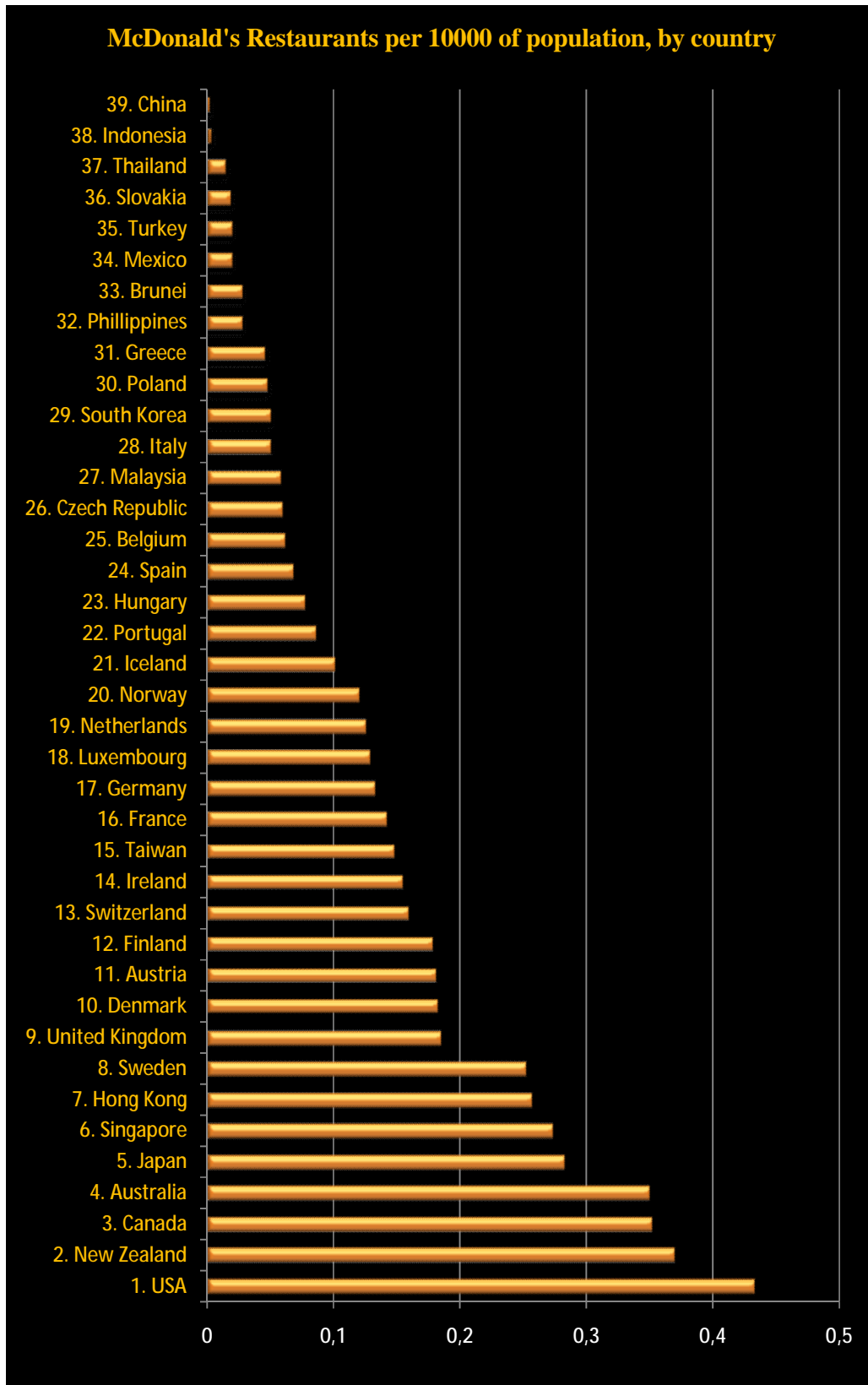
Floersch as Executive Vice President and Chief Human Resources Officer, Dennis Hennequin as President for Europe, Jim Johannesen as Executive Vice President and Chief operations Officer for USA, Karen King, President of the East USA Division, Steve Plotkin, President for the West Division, Gloria Santona as Executive Vice President, General Counsel and Secretary, Jeff Stratton as executive Vice President and Worldwide Chief Restaurant Officer. Last but not least, the gifted Fred Turner now holds the post of Honorary Chairman³⁰.

As mentioned before, McDonald's is the leader in the fast food world. Let's see what that means in numbers³¹

McDonalds In Numbers (2009)	
Description	Travel & Leisure
Employees	400000
Share Price	\$54,6
Net Income	\$4313.2 million
Turnover	\$23522.4 million
Total Assets	\$28461.5 million
Market Value	\$60770.3 million

³⁰ http://www.aboutmcdonalds.com/mcd/our_company/bios.html

³¹ <http://media.ft.com/cms/8289770e-4c79-11de-a6c5-00144feabdc0.pdf>



9. Source: http://www.nationmaster.com/graph/foo_mcd_res_percap-food-mcdonalds-restaurants-per-capita

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2009 is the 6th year in a row that has provided a positive comparable growth in sales including every continent, 3.8% increase comparing to 2008. Operating income came up to \$6.8 billion, 6% higher than the previous year, the net income per share as well presented a 9% increase and through dividends and share reacquisition, the stakeholders are now more than happy with a \$5.1 billion return³².



PROBLEM STATEMENT

Through this project we will try to answer some crucial questions and prove some controversial matters. Does the RCC market? Is it better-higher-holier-mightier than a giant corporal institution? Should maybe its followers reconsider dedicating their lives to the End Product of some peoples' elaboration and marketing ability? Is it true that the "highest truth" uses marketing to get through? In a few words

Compared to the Marketing activity of a big for-profit corporation like McDonald's, how safe it is to say that the RCC applies Marketing and acts alike?

To set the Thesis clear, we do not mean to offend somebody's beliefs or personality, we just aim to raise and encourage thought and perception.

³² Notice of 2010 - Annual Shareholders' Meeting and Proxy Statement, p.19

THEORY

OUR METHOD

Based on “Kotlerian” Marketing theory mostly, we will investigate the Political, Economical, Social and Technological factors that affect the behavior of our two Cases. We will proceed with figuring out and presenting the McDonald’s Marketing Mix and for each step we will try to find relevant evidence for the Roman Catholic Church, recognizing as such actions that might not have been considered likewise in the past. This method is particularly oriented around not only the description of the two cases’ activity, but comparison through description as well. We always need remember that a company or institution does not have to include a “Marketing Department” in order to market successfully.

MACROENVIRONMENTAL THEORIES

POLITICAL STATUS – DURA LEX, SED LEX

In the political and legal section of the analysis we will deal with the political environment and in general governmental policies, positions and views on matters like economy, new foreign companies, religion and culture and so on. A major role will play the fact whether the country belongs to some kind of trade agreement (EU etc) and whether it is subject to the union’s regulations³³. State or union legislation is also a matter; laws on competition, product safety, advertising, consumer privacy, environmental protection, packaging and branding are not to be disregarded and have a mass effect on corporal marketing behavior³⁴. In legislation, world agreements, laws and regulations should be considered, like human rights, woman rights, gay rights, minority rights and so on³⁵. Last but not least, companies especially nowadays are demanded to be socially responsible something that as well affects them marketingwise. It is one of the reasons that many corporations have turned to cause related marketing³⁶.

³³ http://www.marketingteacher.com/Lessons/lesson_PEST.htm

³⁴ Principles of Marketing 12th edition, P. Kotler- G. Armstrong, ,2008, p.82-85

³⁵ Marketing Management 12e , P. Kotler – K.L. Keller, 2006 p. 94 - 95

³⁶ Principles of Marketing 12th edition, P. Kotler- G. Armstrong, ,2008, p.82-85

IT IS A MONEY WORLD

Engel some century ago after study, supported the fact that as the family income increases, the percentage spent on food wanes, the percentage of money spent on housing resides, while saving and other categories' percentage rises as well³⁷. This will present some challenges for the institution to deal with economically; thus the current income, price rates, credit availability, thrift percentage, employment levels and in general, elements that might affect the consumers economically on grounds of purchase power and spending models³⁸. Furthermore, concerning bank and governmental economic systems, a company has to deal with interest rates, borrowing patterns, inflation type and levels, GDP per capita perspective and costs³⁹.

SOCIETY'S CULTURE

In sociological and cultural terms, the macro-environment includes ideas like the population's language and values, the roles of the sexes, the dominant religion, the people's attitude to foreign products and so on⁴⁰. The population of a region or country moreover might have certain views, opinions and stances on themselves, on others, on certain organizations, on society as a whole, nature, the universe and religions that a company should take into consideration. Furthermore (something probably important for our thesis), each society has its own core values which are not easily altered, therefore each company has to act accordingly. The Existence of subcultures as well is not to be taken lightly⁴¹. Last but not least we will have to mention demographics; Age, population structure, family structure, geography and geographic alterations and shifts, education, diversity and generation profiles are major marketing shapers⁴².

THE "GEEK'S" PARADISE

Technology as well can affect many aspects of business life and we see it every day; therefore, investigations on whether a country's technology can enhance both product and production are being carried out, innovative ways to make cheaper and better products are tested and of course new technologies transform traditional ways of distribution. Probably the most important impact is applied on communication, which

³⁷ Principles of Marketing 12th edition, P. Kotler- G. Armstrong, ,2008, p.78

³⁸ Marketing Management 12e , P. Kotler – K.L. Keller, 2006 p.86

³⁹ http://www.marketingteacher.com/Lessons/lesson_PEST.htm

⁴⁰ http://www.marketingteacher.com/Lessons/lesson_PEST.htm

⁴¹ Marketing Management 12e , P. Kotler – K.L. Keller, 2006 p.87-89

⁴² Principles of Marketing 12th edition, P. Kotler- G. Armstrong, ,2008, p.68-75

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has become tenfold faster and more efficient⁴³ than before. As these rapid changes provide countless innovative opportunities, research and development budget increases and new legislation and regulations on new technological achievement are promoted⁴⁴.

THE MARKETING MIX

In this essay we will follow the extended Marketing Mix. This means we will not stick by the traditional Product, Price, Place and Promotion ideas, but we will take things to “second base” though People, Process and Physical Evidence. On the one hand in order to stay up to date with the times. On the other hand we might find very interesting church activity in the newly found P’s.

PRODUCT

Here we will deal with the tangible or intangible nature of the products of each case, we will see to what extent the one amplifies the other (since the two meanings are the opposite ends of the climax) and of course investigate whether experience is to be provided along with the actual product. Furthermore we will break each product in core, actual and augmented, meaning that we will identify the need satisfied behind each product, the character, style, brand and identity, and all the factors that will provide it to the customer augmented⁴⁵. Then we will identify branding and packaging elements like names, symbols, signs, the principles followed on package philosophy, labeling and of course the information given on the package, if any. Finally we will attempt to find some other services offered along with the product in order to add value to it⁴⁶.

PRICE

Being kind of open minded in price, we will not just stick by the traditional explanation; that price is the amount of monetary units a person must pay in order to acquire a tangible product or service; we consider as a given that price is sometimes more than money, in fact we will reckon upon its meaning as the general cost of

⁴³ http://www.marketingteacher.com/Lessons/lesson_PEST.htm

⁴⁴ Principles of Marketing 12th edition, P. Kotler- G. Armstrong, ,2008, p.92-93

⁴⁵ Principles of Marketing 12th edition, P. Kotler- G. Armstrong, ,2008, p.218-220

⁴⁶ Principles of Marketing 12th edition, P. Kotler- G. Armstrong, ,2008, p. 223 - 228

obtaining something. That means that the price for a good might be values or time that the costumer provides to the company⁴⁷.

PLACE

Terms such as channel, distribution and intermediary belong exactly here. We will try to identify the sum of interdependent companies that assist in providing a certain product to the market, known as the marketing channel and examine whether the channel processes the original manufacturer's offer so as to make it more fit to the customer's needs and of course whether they add value, how, if the whole channel is run by the same company etc⁴⁸.

PROMOTION

Every kind of communication that the institution builds with potential or actual costumers will be considered as Promotion. Religion has always had a knack for promotion, even in days when marketing concepts where not even an idea. Here, all the elements of the Promotion Mix will be examined; Advertising, the paid form of product or service promotion, Sales Promotion, where the promoter tries to catch the consumer's attention and increase sales for a short period of time (usually with seasonal offers), Public Relations, a department which is responsible for the corporal public image and is usually the one that will try to patch things up when the name of the company is at stake, Personal Sale, in where people of the firm come face to face with the costumer, physically interacting and ready to serve, help or answer questions and last but not least, Direct Marketing, the equivalent of Personal Sales when it comes to means of telecommunication. Moreover, we will identify the type of communication channels used (Personal, Non-Personal) and by whom are they run and constituted. Is it by the company? Are they independent? Do they have professional character? To what extent is Word of Mouth involved? Are there opinion leaders involved? To what extent? Who are they? Are they purposely appointed or created by the company? Activity in organized events and customer testimonials are of significant importance and the Atmosphere that the institute provides has a major part to play⁴⁹, especially in the field of religion.

⁴⁷ Principles of Marketing 12th edition, P. Kotler- G. Armstrong, ,2008, p. 284 - 285

⁴⁸ Principles of Marketing 12th edition, P. Kotler- G. Armstrong, ,2008, p.334 - 336

⁴⁹ Principles of Marketing 12th edition, P. Kotler- G. Armstrong, ,2008, p.398 - 399

PEOPLE

Who constitute each institution? This is exactly what we shall deal with here; all the people that work or operate each corporation. We will check if in our subject, customers associate the product or service with the people who provide it and how the company's people are able to add value through training, personal selling and customer service⁵⁰.

PROCESS

What do customers have to face when they enter the institution? This pretty much sums up everything in the Process section. It is the only P that premises customer involvement. However, the customer is only concerned on whether the system works and not how it works. Does the customer have to wait? How long does he have to wait? Is he kept informed in the meantime? Are the people helpful and willing⁵¹? Efficiency of each one of our cases will be put to the test.

PHYSICAL EVIDENCE

To reassure the customer of its optimal service, a company needs some credentials. Customer testimonials will be discussed here, bonuses and gifts and of course everything from building structure to the image of the company's printed documents. That might mean furnishing, business cards, web pages and, one of the most important of all, logos and corporal signage. People as well are not unaffected; uniforms, dress code, behavior and body status constitute Physical Evidence⁵². Something very interesting is the fact that many religious institutions not only strive to provide Physical Evidence of their own, but they try to disprove or adopt as their own Physical Evidence of other ideas or institutions that are considered as competitors. We will see later on how.

⁵⁰ http://www.marketingteacher.com/Lessons/lesson_people.htm

⁵¹ Marketing and the 7Ps – A Brief Summary of Marketing and How it Works, The Chartered Institute of Marketing, 2009, p. 6-7

⁵² http://www.marketingteacher.com/Lessons/lesson_physical_evidence.htm

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...Any creative intelligence of sufficient complexity to design anything comes into existence only as the end product of an extended process of gradual evolution.

Richard Dawkins – The God Delusion

P.E.S.T. ANALYSIS

It is of course impossible to PEST-analyse for each and every country that our two cases present activity. Therefore we have to choose a certain and specific activity environment. We believe that the US of A provide a colorful and interesting scene to begin with. So we will be presenting the PEST challenges the Institution has to face in the US Macro-environment.

POLITICAL ENVIRONMENT

POLITICS FOR McDONALD'S

McDonald's has always been without a doubt a bright example of quick and total spread and growth. It was one of the first corporations with nationwide character in the US of A and a dominant brand worldwide today, to such an extent, that the word "Globalisation" has many times been modified to "McDonaldisation" and it is even taking a place in world politics, a place which is summarized in Thomas Friedman's "*Golden Arches Theory of Conflict Prevention*" that "*no country with a McDonald's had gone to war with another*" (well, with a few exceptions, like the invasion of Panama or the recent war in South Ossetia)⁵³. The blessing became the curse though, and exactly because of the globalisation that has so much benefited McDonald's, USA is now full of foreign fast food chains which mostly imitate and alter the products and know-how once taught to the world by McDonald's⁵⁴.

Meanwhile, until 2003 at least, the government and candidates preferred to stay out of the fast food game. Due to many environmental and public health issues and after protests and lawsuits by pressure groups and individuals they started reconsidering and ever since the voice of the people has become legislation as we will shortly see⁵⁵.

Since its discovery and foundation, the USA has always been referred to as the Land of Opportunity. It wouldn't be so if it did not provide the appropriate freedom and equality in the corporal field. However, the US Competition (or Antitrust) Law is pretty plain and simple; it pretty much sums up in three Acts: Sherman's Act, Section 1, Sherman's Act, Section 2 and Clayton's Act, Section Seven. Sherman's Act Sec.1 is against any activity that provides trade restraining, including business agreements. It

⁵³ http://en.wikipedia.org/wiki/McDonald%27s#Children.27s_advertising

⁵⁴ <http://www.time.com/time/magazine/article/0,9171,1604946,00.html>

⁵⁵ <http://www.thenation.com/article/victory-mcdonalds>

would be very easy for McDonald's to monopolise; it is the cornerstone in its field, fast-food serving, in the country that now represents the fast-food culture. But the Sherman Act Sec.2 directs otherwise; it restrains any act or conspiracy for monopolization and furthermore Ronald McDonald cannot shake hands with the Burger King, since Clayton in the 7th Section of his Act strictly prohibits Mergers and any activity that weakens competition⁵⁶.

The regulations might seem to be a bit general; however they are strictly enforced. If McDonald's or whoever else attempts to act against, he has to deal with: one of the dozen sections of the American Department of Justice, the Antitrust Division, the Federal Trade Commission (FTC), the fifty one State Attorneys (including the one of the Columbia region) or lawyers that defend individuals or private parties⁵⁷.

As aforementioned, the three Acts' sections are just the cornerstone; it is usual for every American state to have its own laws and regulations and the same model works for the antitrust laws⁵⁸. The remarkable thing here is that although governmental law enforcement is strict, the main body of the antitrust regulation is the result of court decisions that resolved private matters and conflict. Therefore the role of private canonization has been critical⁵⁹ and Ronald himself has been quite a few times subject to it.

Since McDonald's is food orientated it is also subject to strict alimentary regulations and laws springing both from the State and the individual court decisions. Responsible for law enforcement in this case is the US Food And Drug Administration⁶⁰.

Unfortunately for Kroc's empire, with great power comes great responsibility and this is exactly the reason why McDonald's gets the greatest part of the blame when it comes to childhood and population obesity⁶¹. The USA are named and considered nowadays as the "Fast Food Nation"⁶², a term that gains popularity rather quickly, since obesity levels have gone through the roof in a decade⁶³. Protests, documentaries, groups and individuals blame McDonald's for unhealthy and fattening food supply⁶⁴. The result of all these is the production of legislation concerning food packaging and ingredients; McDonald's and similar other chains are now obligated to analytically state the ingredients and calories of every menu item on each meals package⁶⁵. Furthermore, the

⁵⁶ Competition Law in the USA, Stephen Calkins, April 2007, P. 1

⁵⁷ Competition Law in the USA, Stephen Calkins, April 2007, P. 7 - 8

⁵⁸ Competition Law in the USA, Stephen Calkins, April 2007, P. 13

⁵⁹ Competition Law in the USA, Stephen Calkins, April 2007, P. 14

⁶⁰ <http://www.fda.gov/Food/FoodDefense/FoodDefensePrograms/default.htm>

⁶¹ <http://www.fooducate.com/blog/2009/07/02/on-mcdonalds-and-obesity/>

⁶² <http://www.nytimes.com/books/first/s/schlosser-fast.html>

⁶³ http://www.speakout.com/activism/issue_briefs/1333b-1.html

⁶⁴ http://en.wikipedia.org/wiki/McDonald%27s#Children.27s_advertising

⁶⁵ http://diet.glam.com/articles/detail/the_laws_of_fast_food_our_nations_fight_against_fat/

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food production and supply chain for fast food corporations has been under the light of investigation with regulation establishing results⁶⁶.

Last but not least, McDonald's is as well legally restricted through Children Advertising and Promoting regulations set by the FTC⁶⁷, concerning matters of plain advertising and of course the famous controversy over the Happy Meal Toy⁶⁸.

STATE AND RELIGION

“Congress may not establish a religion, restrict free speech or press freedom, or deprive citizens of rights to assemble peacefully or petition the government.”

This was the First Amendment on the United States Constitution, written, composed and voted by the Founding Fathers themselves⁶⁹. This pretty much depicts the stance the American Government is supposed to have against religion; the US is a secularist state, in which every individual has the right to believe in whatever he pleases. However, religious presence has been dominant in most of the recent US governments. Anyhow, the American Congress in 2008 was constituted of an overwhelming 89.3 Christian percentage⁷⁰. It is also common nowadays that politicians and candidates often bring religion into discussion, especially when campaigning (discussing moral values always gets the religiously-inclined voters). Therefore, churches and religious institutes are highly active when it comes to politics. However, a religious order cannot officially enlist a candidate⁷¹; the IRS awaits.

According to the IRS section 501(c)(3):

“Corporations, and any community chest, fund, or foundation, organized and operated exclusively for religious, charitable, scientific, testing for public safety, literary, or educational purposes, or to foster national or international amateur sports competition (but only if no part of its activities involve the provision of athletic facilities or equipment), or for the prevention of cruelty to children or animals, no part of the net earnings of which inures to the benefit of any private shareholder or individual, no substantial part of the activities of which is carrying on propaganda, or otherwise attempting, to influence legislation (except as otherwise provided in subsection (h)), and which does not participate in, or intervene in (including the publishing or distributing of

⁶⁶ <http://www.thenation.com/article/victory-mcdonalds>

⁶⁷ http://www.newworldencyclopedia.org/entry/McDonalds#Criticism_and_response

⁶⁸ http://en.wikipedia.org/wiki/McDonald%27s_legal_cases#The_Fast_Food_Obesity_Case_.28US.29

⁶⁹ <http://www.america.gov/constitution.html?gclid=CPIAqMDmx6ECFUMTzAodNWTXMA>

⁷⁰ http://en.wikipedia.org/wiki/Members_of_the_111th_United_States_Congress#Religious_demographics

⁷¹ http://en.wikipedia.org/wiki/Religion_in_the_United_States#Religion_and_politics

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statements), any political campaign on behalf of (or in opposition to) any candidate for public office.”⁷²

The IRS has a whole tax guide on Churches and Religious organizations, in where lie canonizations and rules concerning Unrelated Business Income Tax (UBIT), Church employment taxes, Minister compensation regulations and IRS audition authority limiting⁷³.

Although the First Amendment of the Constitution seems to be “encouraging” religious competition and favouring the multi-national and multi-cultural USA Identity, the Middle-East wars of the past two decades and the terrorist attacks that have been charged to Muslim extremists, the religion card is played more and more when it comes to political propaganda. The brightest example is the former US President, George W. Bush⁷⁴. The whole picture creates alienation of the already mostly Christian US citizens towards the Islamic community of America. Furthermore, Christian dominance becomes more apparent against the Atheist community as well; 53% of American in 2007 would refuse to vote for an Atheist President, a percentage which would count approximately 48% in 1999⁷⁵.

All in all we can say that politics do not affect religion to the extent that religion affects politics. Furthermore, judging by the aforementioned data, however secularist and religiously tolerant the US is supposed to be, reality is something totally different, and as indicated by a Political Science survey

“Clearly the US is a ‘churched’ nation. In fact, judging from census and other data, the last 50 years are the most churched-oriented half-century in the nation’s history. For example, more than one in three American adults (36%) say that God speaks to them directly, and about half of persons interviewed believe that God speaks today through the Bible and the Scriptures”⁷⁶

And of course the USA Political Environment is favorable for any Christian Institution.

⁷² http://frwebgate.access.gpo.gov/cgi-bin/getdoc.cgi?dbname=browse_usc&docid=Cite:+26USC501

⁷³ Tax Guide For Churches and Religious Organisations, IRS, P. 1

⁷⁴ <http://www.beliefnet.com/News/Politics/2004/07/George-W-Bush-On-Faith.aspx>

⁷⁵ http://en.wikipedia.org/wiki/Religion_in_the_United_States#Religion_and_politics

⁷⁶ Political Science and Religion, Miroljub Jevtic Ph.D - Professor at the Faculty of Political sciences of the University of Belgrade, P. 61

ECONOMIC ENVIRONMENT

The Economic state of the American Empire is pretty much the same for both our cases; it effects though in a different way. Let's try to present some facts.

The American is the current leader in world economies. In 2009 it presented a GDP equal to \$14.2 trillion, \$46442 per capita. Meanwhile the public debt is 12 trillion dollars and increases daily by 3.83 billion. However, the population which constitutes the American workforce is the most highly paid worldwide. This is exactly the reason why it has the world's highest work related migration percentage.

We can say that one of the blessings for the American economy is the fact that the State does not intervene to either the nature or the scale of what the US economy produces and exports; it is totally in the hands of the private sector. The American Government also benefits the domestic economy by being one of its major investors and it has the most fragmented state banking system in the world which as well is subject to many regulations and high levels of legislation. Furthermore, the tax system is highly fragmented as well; the Americans have to go through many levels of taxation, but an overall average indicates that the US collects approximately the 30.8% of the taxpayers' income.

Meanwhile and after the recent economic recession, the unemployment rate was 9.4% in 2009 and by the April of 2010 things only got worse; unemployment levels rose to 9.9%⁷⁷. After 3 years of continuous annual improvement, the Real Median Household Income percentage stumbled upon 2007's recession; for the first time it presented declination of a 3.6% in one year, therefore plummeting from \$52163 in 2007 to \$50.303 in 2008⁷⁸. Things in 2009 got slightly worse with the Median Household income at \$50233⁷⁹. During the period 2007-2008 the analogous allocation for non-family households was -4%.

The Real per Capita income in the same period decreased as well, by 3.1%. In the same period, poverty levels touched records, since the number of 39.8 million people that live below poverty level has never been higher since 1960. The poverty rate for 2008 was 13.2 %, while 12.7% for 2007 (37.3 million)⁸⁰.

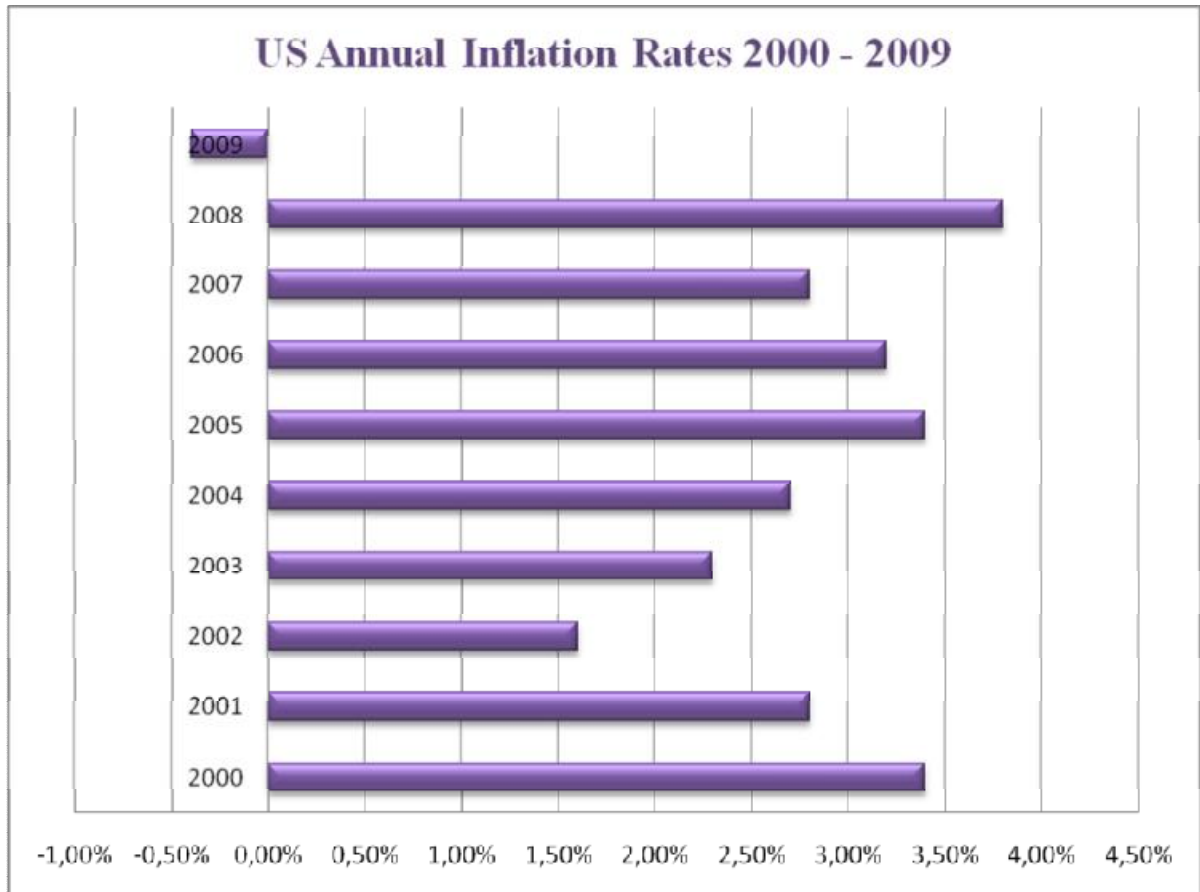
Another economic factor that affects the corporal environment is the inflation rate. The following graph indicates inflation rates for a period of approximately ten years.

⁷⁷ http://en.wikipedia.org/wiki/Economy_of_the_United_States

⁷⁸ Income, Poverty and Health Insurance Coverage In The US:2008 - Carmen DeNavas-Walt - Bernadette D. Proctor - Jessica C. Smith, September 2009, p.5

⁷⁹ http://en.wikipedia.org/wiki/Economy_of_the_United_States

⁸⁰ Income, Poverty and Health Insurance Coverage In The US:2008 - Carmen DeNavas-Walt - Bernadette D. Proctor - Jessica C. Smith, September 2009, p. 13

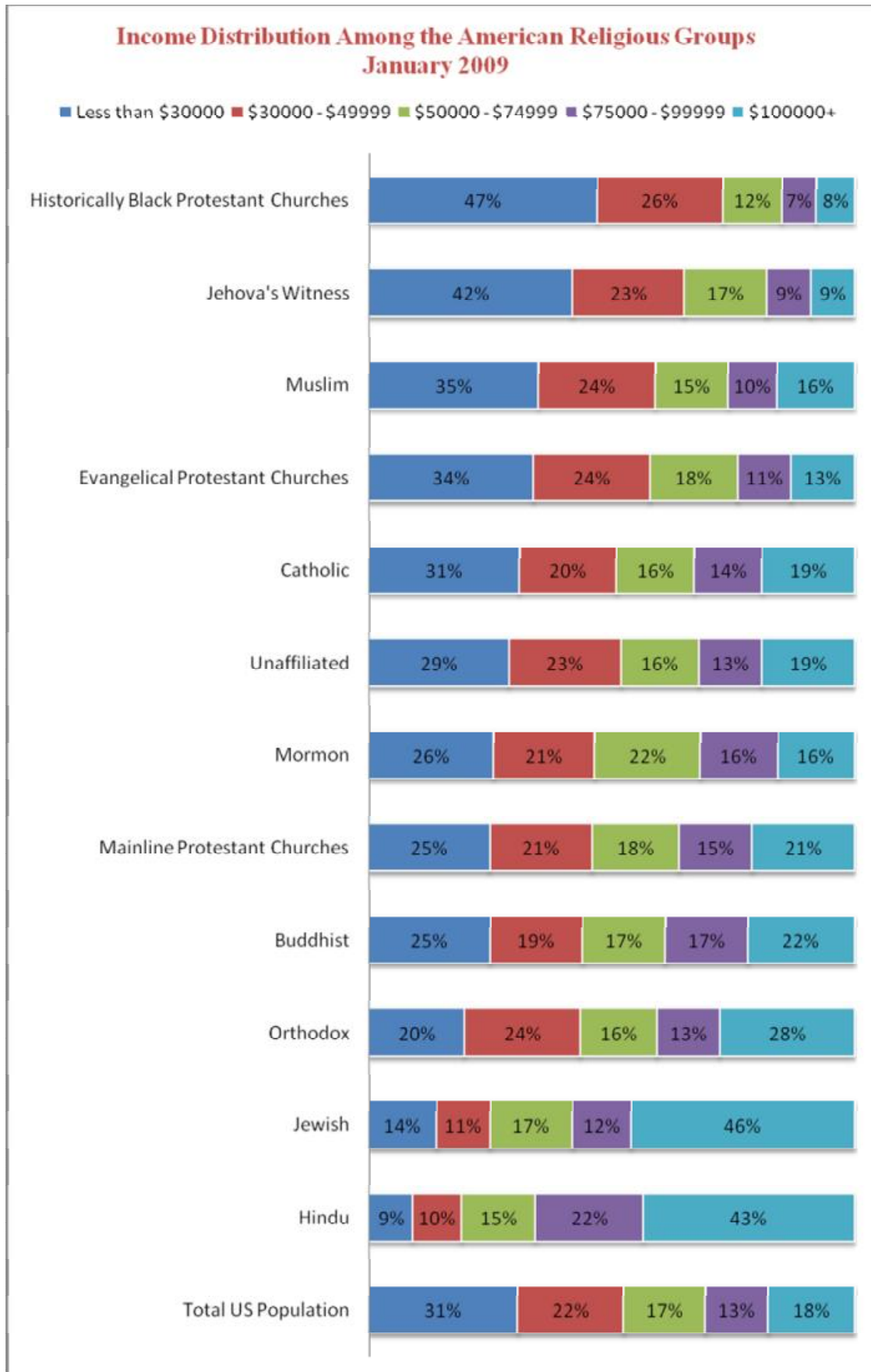


10. Source: <http://www.usinflationcalculator.com/inflation/current-inflation-rates/>

For 2010 we can only speak for the first trimester, so we have a median of 2.33%⁸¹.

It is obvious that due to recession everything is in a course of reconstructing. This is bound to affect every aspect of American life, including business (although McDonald's has so far kept an upward performance) and of course any church, not only the American Roman Catholic Followers. Although it might affect church revenue by donation and contribution, since, interpreting Engel, income decrease means savings and "other categories" decrease as well (Donations and Contributions are filed in the "Other Categories" section). Income distribution among the American religious groups has as follows:

⁸¹ <http://www.usinflationcalculator.com/inflation/current-inflation-rates/>



11. Source: <http://pewforum.org/Income-Distribution-Within-US-Religious-Groups.aspx>

SOCIETY AND CULTURE

SOME AMERICAN DEMOGRAPHICS

With 309244000 people enlisted to the American state, the USA has the 4.53% of the world population. It is a highly urbanized nation, as the 81% resides in cities. The number of people increases rapidly, since USA has one of the highest population growth rates among the industrialized countries; in fact it was 0.977% in 2009. The national median age for 2009 is 36.7 years and the age structure has as follows:

AGE GROUP	%
0 – 14	20.2
14 – 64	67
65+	12.8

Currently the race majority is the White Americans, with the Hispanic-Latino Americans and the African Americans to be the two major minority groups (according to race and ethnicity). However, due to vast migration mainly from the Latin American countries, the US Census Bureau estimates that in approximately 30 years the white Americans will be the close second to numbers, as the majority at the time will be the Hispanic-Latino Americans. Already, the 45% of children under 5 in America are parts of race minorities.⁸²

The USA is not only a multi-cultural state; it is as well multi-lingual. Although there is no official language, the 82% of the population has English as its Mother Tongue, while a strong 96% claims to speak English at a great or just satisfying level. Therefore, English is the de facto language. The second most spoken language is Spanish; currently counting 12% of the population and rising, due of course to mass migration. Other languages are Italian, German, Greek, Russian etc, mostly spoken by immigrants that arrived in America the first half of the 20th century and their direct descendants. However, their latter offspring has soundly attuned to the American Way and these languages slowly fade away⁸³.

⁸² http://en.wikipedia.org/wiki/Demographics_of_the_United_States

⁸³ http://en.wikipedia.org/wiki/Languages_of_the_United_States

SOCIO – CULTURAL EFFECTS FOR McDONALD'S

A very important consumer group for fast-food business has always been the workforce. Therefore changes in the workplace are one of McDonald's concerns. The years of the traditional image of the man-hunter and the housewife are long gone and nowadays only 45% of the workers are white males. In the same time, 47% of the workers are white and colored women. Still, women might make a lot less than men do; however, their income is still able to maintain economic decency in their family⁸⁴. What is more, facts like the high percentage of immigration in the USA or the steadily rising environmental concern are bound to radically change the food habit status throughout the country.

Additionally, some of the opinions the American citizens seem to have for themselves are also an affecting factor: the Americans like to think themselves as socially conscious persons that like to keep their lives simple. This fact is enough for someone to be active in protests and concerned about health and environment issues. Matters get more serious with the overwhelming 78% who think themselves as making a positive difference for themselves and others and even worse with the 86% who thinks that it is deeply caring especially when it comes to social injustice⁸⁵.

Finally, the Americans cherish and take pride in their values. One of the most important core values is that of Individuality and Independence. The idea that the person has control over his own destiny is so highly regarded that even the Constitution applies strict laws for one's individuality and freedom. After all that was what the American Dream was all about: to be your own boss⁸⁶. And US citizens follow that philosophy: 68% consider themselves as totally committed to move forward in life⁸⁷.

Another cherished American Value is the freedom of choice in education; Americans believe in pragmatic education, which means that learning is no restricted in classrooms. Lifelong learning is respected and valued. Even in the educational system the students are subjects to their own choices concerning not only the field of expertise, but the appropriate courses as well. This is a belief carried from Europe along with the first Protestant colonies. The maxim "Be all that you can be" is still held highly and it interprets the responsibility to always improve oneself and be the best one can be by developing his abilities and talents and helping his neighbor. Last but not least, the role of the family is almost sacred in American culture. The family structure carries a nuclear character and the love, respect and pursuit of happiness for parents and every individual

⁸⁴ <http://www.faqs.org/health/topics/8/Gender-roles.html>

⁸⁵ <http://www.barna.org/barna-update/article/12-faithspirituality/19-american-spirituality-gives-way-to-simplicity-and-the-desire-to-make-a-difference>

⁸⁶ <http://www.americanhospitals.com/questions/american/amervalues.htm#online>

⁸⁷ <http://www.barna.org/barna-update/article/12-faithspirituality/19-american-spirituality-gives-way-to-simplicity-and-the-desire-to-make-a-difference>

in the family in general are essential and, petty as it may sound, family meals are an important part of a healthy family life⁸⁸.

RELIGIOUS DIVERSITY

The socio-cultural terrain for religions in the US resembles Babel after the tear-down. It is true that the 78.4% of the adult population are Christian, but the steadily increasing 5% of other faiths and the rapid uprise of Unaffiliation (16,1%) are not to be overlooked. Although the 51.3% are Protestant, the good news for the Catholic Church is that the Protestants are highly fragmented, counting dozens of denominations and sects, while on the other hand the 23.9% that represents the Catholic population seems to be steady⁸⁹.

Along with the Protestant fragmentation, comes the Protestant declination. Although now Protestants are the dominant percentage in America they are slowly pushed away. The same time, as aforementioned, the Catholics have been steadily around 25% for decades. This percentage though does not mean that the Roman Catholic followers are more faithful to their beliefs, on the contrary; the Roman Catholic Church is the institution to lose the most people to other ideas, beliefs and churches than anyone else. However, immigration levels are high and the 46% of immigrants that flow in the country are Catholic. This pretty much balances the difference.

Meanwhile, the 16.1% of the unaffiliated population is constantly rising⁹⁰ and this is visible by the youth beliefs and the age differences. The older Americans tend to be more religious. The 84 % of people who belong in the group of 60 – 69 are Christian and the 24% Catholic, while, for people of 70s and up, the 88% is Christian and the 23% Catholic. In the same time the percentages of unaffiliated youth until the age of 39 are ranting; for people of 18 – 29 unaffiliation counts 25%, while the same percentage for Catholics is 22%. For the group of 30 – 39, the unaffiliated are 19% and the Catholics 25%⁹¹. We finally have to mention that the majority of Catholics are of Latino-Hispanic descendance. Whites come second⁹².

Americans hold faith personally as something very significant and it is not strange that the 64% of them consider themselves as deeply spiritual. At the same time an 82%

⁸⁸ <http://www.americanhospitals.com/questions/american/amervalues.htm#online>

⁸⁹ US Religious Landscape Survey – Religious Affiliation: Diverse and Dynamic, The PEW Forum on Religion and Public Life, p. 10

⁹⁰ US Religious Landscape Survey – Religious Affiliation: Diverse and Dynamic, The PEW Forum on Religion and Public Life, p. 18 - 20

⁹¹ US Religious Landscape Survey – Religious Affiliation: Diverse and Dynamic, The PEW Forum on Religion and Public Life, p. 37

⁹² US Religious Landscape Survey – Religious Affiliation: Diverse and Dynamic, The PEW Forum on Religion and Public Life, p. 40

Could The Catholic Church Be Selling Burgers?

majority thinks it is spiritually mature and an 86% is concerned about the Nation's moral situation⁹³.

It is very common for religions to find allies in American Conservatives. One of America's core values is of course the Respect to Human Life, but Conservatism has expanded this debate further to medical and ethical matters such as Abortion, Euthanasia, Cloning, Stem cell Research etc. The Catholic Church shares the negative stance of conservatism in these matters as well as in matters of marriage and family; both are against same sex marriage (although debates are made and it is allowed in some states) and they both hold the belief of a healthy marriage trying to reduce divorce rates and phenomena like single-parenting. Last but not least, both, Conservatives and Church, are against secularism⁹⁴.

TECHNOLOGY AND SCIENCE

One of the concerns of the Founding Fathers has been the scientific and technological protection, advance and encouragement. Creativity was of grave importance to one of the most progressive Constitutions of its time. The Congress has the power to

“Promote the progress of science and useful arts, by securing for limited time to authors and inventors the exclusive right to their respective writings and discoveries”

USA is the center of the modern world by many aspects; one of them is scientific progress. Let's take a further look at how it's technological and scientific environment affects our two cases.

SCIENCE FOR McDONALD'S

The last decades have rightfully been named as the Age of Telecommunication. Through high-speed electronics, telecommunications become faster and, lest we forget, this is the dawn of wireless connectivity's golden age. Furthermore, optoelectronics and alternative sources of energy have an upward course.

McDonald's has to benefit from constant breakthroughs in fields of animal and crops raising and agriculture in general. Furthermore, steps in food safety and nutrition can guarantee healthier products and enhanced production level⁹⁵. Moreover, improvements

⁹³ <http://www.barna.org/barna-update/article/12-faithspirituality/19-american-spirituality-gives-way-to-simplicity-and-the-desire-to-make-a-difference>

⁹⁴ <http://www.ouramericanvalues.org/index.php>

⁹⁵ <http://www.nist.gov/index.html>

in food technology can even guarantee new products: Instant milk powder, freeze drying, decaffeination of coffee and tea and short time processing through high temperature can even lead to new products⁹⁶.

In the production process, discoveries and advances in microwave technology⁹⁷, production methods and sophistication in oil saving technologies can lead to more efficient and healthier food and packaging options⁹⁸.

EVOLUTION FOR THE CHURCH?

Although telecommunication improvement has helped the church as well, the church doesn't seem to be doing well with some other scientific fields. As a Christian Institution, the RCC and its followers believe literally or metaphorically in the Bible. Either way, they have a creationistic point of view to which modern science and scientists like Richard Dawkins strongly oppose (for instance, see: *The Greatest Show on Earth: the Evidence for Evolution*, Richard Dawkins, October 2009).

"Gagarin flew into space, but didn't see any God there" said Nikita Khrushchev in his anti-religion propaganda some decades ago⁹⁹. Universe exploration, a segment in which USA is a champion¹⁰⁰, advances in anthropology and paleoanthropology, fossil recovery¹⁰¹, physics advancement and biology¹⁰² tear down one by one and defy core beliefs that religions worldwide have expressed for centuries.

As a highlight we can take the battle between creationism and evolution, or, the Origin of Species. Now the church has to deal with the evidence of Natural Selection and Generic Drift¹⁰³, a task that proves to be gradually harder through time.

⁹⁶ http://en.wikipedia.org/wiki/Food_technology#Developments_in_food_technology

⁹⁷ <http://www.nist.gov/index.html>

⁹⁸ http://en.wikipedia.org/wiki/Food_technology#Developments_in_food_technology

⁹⁹ http://en.wikipedia.org/wiki/Yuri_Gagarin

¹⁰⁰ <http://www.nasa.gov/topics/universe/index.html>

¹⁰¹ <http://www.talkorigins.org/faqs/homs/>

¹⁰² <http://www.nist.gov/index.html>

¹⁰³ http://en.wikipedia.org/wiki/Evolution#Genetic_drift

THE MARKETING MIXES

PRODUCT

McDONALD'S

Core Product

It is obvious that the core product of McDonald's translated into an object, is the burger. The nature of it pretty much sums up in Ronald's area of expertise: Fast. Food. This is exactly what the McDonald brothers presented to America, the quick, easy and tasty meal that one could grab and go. The Hamburger on the one hand, might be considered as the actual "core" product, but its purpose, the benefit that it actually presented to the world was hunger satisfaction through Time saving¹⁰⁴. So, by one aspect, the money buys the customer TIME.

However, the rapid and gross expansion of McDonald's throughout six decades is partly due to its people's insight to observe and understand the needs of different groups and trying to react accordingly. Therefore, nowadays the Core Product of McDonald's has been transformed as new target groups and needs come to the scene.

The four most important target segments of McDonald's are a parent with his children, children themselves, business customers and teenagers. Each and every one of them has different needs and visits the Golden Arches for different reasons. The parent takes his children in a place where he can feed them, give them a treat and why not enjoy some moments away from them as they are off, playing. The children consider McDonald's as a fun place, where they can play either alone, or with other children and of course where they can eat something tasty and fun as well. The working man will have his occasional pass-by. He can enjoy quick serving combined with great taste and he can find things he can eat in his car or on his way back to work; this way his schedule will not fall behind and he will have the time to fill his stomach. Last but not least, the teenager who is mostly depended upon his pocket money, he has a lot of affordable options in McDonald's, surrounded by an environment he can relate to and if he happens to own a laptop, why not enjoy the free Wi-Fi connection¹⁰⁵. These are needs that the McDonald's corporation is attempting to satisfy, taking the Core Product sense beyond the Hamburger.

¹⁰⁴ <http://www.careysmith.com/carey-smith-on-core-product-understanding/>

¹⁰⁵ Marketing at McDonald's – McDonald's Corporation, 2008 p. 3

Actual Product

We can say that, in a sense, the Actual McDonald's Product, is its Menu. A series of tangible offers that cover a wide range of a day's meal course, like breakfast, lunch, coffee etc., designed and formed by the McDonald brothers themselves to be: simple, inclusive and cheap. The sense of the menu as the general product has been enhanced and augmented many times through the years according to what current needs ordain and what opportunities rise. For instance, when no other fast food chain had thought about it, McDonald's dominated the breakfast market with the Egg McMuffin. Or, with the Starbucks culture and competition, Australia introduced the McCafé series. Finally, with all the obesity lawsuits and the call for healthier eating, especially in America after the '80s, Ronald started providing salads and fruit to side our Quarter Pounders¹⁰⁶.

Although met in different varieties throughout the world, the McDonald's menu is mostly based on five basic ingredients: Bread, Potatoes, Beef, Chicken and Milk¹⁰⁷. Until most recently, the style and philosophy of the menu items have been summarized in one phrase: "something you can eat with one hand". But as the target groups changed both in character and habits, the menu style changed as well to better fit the new needs. It is also usual, mostly because of the vast franchise activity throughout the world, that although the corporations likes to provide the same quality and taste everywhere¹⁰⁸, local McDonald's adapt to some local tastes which they provide as additions to their standard menu¹⁰⁹. Last but not least, we must not forget that some of the local products are usually a result of cultural or religious characteristics of a region or country, for instance, since Hindus do not eat beef, Ronald must attune his products likewise¹¹⁰.

Branding, Packaging, Trademark

The McDonald's trademark is the two golden arches banded together to create a golden arched M. The M identifies the McDonald's products and it guarantees that all products with M are characterized by the same high quality that the McDonald's costumers expect¹¹¹. Throughout the recent years, due to environmentally concerned policy, the corporation has been trying to make less use of packaging and has taken care of the fact



12. The McDonald's Trademark

¹⁰⁶ See section: McDonald's History

¹⁰⁷ <http://www.bized.co.uk/compact/mcdonalds/mc2.htm>

¹⁰⁸ McDonald's: "Think global, act local" – the Marketing Mix, Claudio Vignali, Manchester Metropolitan University, p. 99

¹⁰⁹ http://www.aboutmcdonalds.com/mcd/students/faq_for_students.html#12

¹¹⁰ McDonald's: "Think global, act local" – the Marketing Mix, Claudio Vignali, Manchester Metropolitan University, p. 99

¹¹¹ Global Logo and Trademark Standards Reference Guide, McDonald's Corporation, 1999, p. 1

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that the material for it is as renewable as possible.

However, it never strays from the packaging's purpose: to ensure that the food contained is fresh, warm and safe. To make packaging more environmentally friendly, McDonald's uses less cardboard and 72% of its food packaging is recycled paper. Furthermore, it replaced the plastic salad containers with a base of paper card, thus reducing the use of plastic. As for other non-food related items, like bags and napkins, 100% of recycled paper is used¹¹².

In the Torino Olympic Games of 2006, McDonald's announces and launches the new packaging policy; nutritional information concerning ingredients and calories are included on the package, while in 2008 it redesigns its packaging globally¹¹³. The new packaging policy reflects honesty and openness towards the customer and it constantly reminds them of the quality and freshness of the food they are consuming. The new policy also makes use of striking and "alive" visual styles, in order to give messages of food passion and class. To support even more this idea, the new packets depict photographed imagery of fresh ingredients, like fruit and vegetables¹¹⁴. The 2008 redesigning has been considered as the "most comprehensive global packaging design in the brand's history"¹¹⁵.

Augmented Product

McDonald's does not only provide food. Adding value through intangibility and servicing, it provides more than burgers and fries to its customers; it provides experience.

The fact is that the whole concept is oriented around children; many restaurants include indoor or outdoor playgrounds ("Play places") in where children can go and take their time having fun. For children of the group age 4 – 11, the new concept of R-Gym has been introduced. R-Gyms are play areas equipped with interactive games and facilities that encourage physical activity,



13. The "Linger Zone", Spring Road Restaurant, Illinois

¹¹² <http://www.mcdonalds.co.uk/ourworld/environment/packaging.shtml?dnPos=-302>

¹¹³ http://www.aboutmcdonalds.com/mcd/our_company/mcd_history.html

¹¹⁴ http://www.aboutmcdonalds.com/mcd/students/amazing_stories/unwrapping_mcdonalds_newest_story.html

¹¹⁵ http://www.aboutmcdonalds.com/mcd/our_company/mcd_history.html

like basketball hoops, dance pads and stationary bikes. But adults are subject to experience as well; there is the Linger Zone, a place furnished with sofas where Wi-Fi interconnectivity is provided, there is the Grab-n-Go Zone, especially made for the people who eat alone (e.g. businessmen). Here, one can catch up with the recent news or weather forecasts through the Plasma TVs that the restaurant has destined to that area, while having a quick bite on single table counters with bars.

But adults are subject to experience as well; there is the Linger Zone, a place furnished with sofas where Wi-Fi interconnectivity is provided, there is the Grab-n-Go Zone, specially made for the people who eat alone (e.g. businessmen). Here, one can catch up with the recent news or weather forecasts through the Plasma TVs that the restaurant has destined to that area, while having a quick bite on single table counters with bars. And for the last McDonald's target group, there is the Flexible Zone, where a family can sit altogether in their own private booth which is cheerfully and colorfully decorated¹¹⁶.

Last but not least, the days when you had to go to McDonald's are over; today many McD's restaurants offer home delivery services, a trend that sprung from Singapore as a 24/7 service in 2005¹¹⁷.

DOES THE CHURCH HAVE A PRODUCT?

The Roman Catholic Church is a part of the Christian belief. Christianity is a religion and as such, it serves certain needs. Although the needs satisfied by McDonald's might be in one aspect primary survival needs (food), religion confronts needs of social and psychological form. Therefore, a person turns to and follows religion in order to satisfy certain of his needs through the structure of religion. Therefore, religion in this case is the CORE. Having a look in the Sociology, Anthropology and Psychology of religion we will attempt to identify these needs.

Core Product

Social Needs

Since the earliest days of mankind religions and spiritual belief have helped to create social homogeneity through establishing group norms. Religions provide a common purpose for the crowd and values that can help create and ensure social control and prosperity. Furthermore, as a court of law, they provide precedents and rulers to what is right and wrong behavior in several situations. In few words, most religions provide

¹¹⁶ <http://en.wikipedia.org/wiki/McDonald%27s>

¹¹⁷ <http://www.geekosystem.com/mcdelivery-mcdonalds-why/>

some kind of moral or ethical code, typically or atypically, by which people and societies lead their lives¹¹⁸.

Psychological Needs

In Psychology of Religion things are more complicated, since the psychological background of the individual is more complicated than that of the society. According to Erich Fromm, humans are most curious about answers that are impossible to find in any source of knowledge and only religions seem to hold the key¹¹⁹. Therefore, religions help relieve fears and give answers about the unknown, they help in confronting and interpreting death, they provide relief and compassion during big crises in one's life and they provide moral guidance in difficult situations¹²⁰. Fromm though continues by taking Freud's Oedipodean theory one step further; we never seem to let go of the child that we have inside and as a result we keep seeking protecting figures and a stable reference standard¹²¹. But what is considered as the most important by Fromm is what he passionately advocates in his book "*The Fear Of Freedom*" (and we can say that it is the essence of his general philosophy), is the Need to Belong¹²².

Steven Reiss, who is one of the most important figures in modern Psychology of Religion, most recently came up with the Sensitivity Theory. In a few words, in his book "*Who Am I? – The 16Basic Desires That Motivate Our Actions And Define Our Personalities*" Reiss explains how all our activities, including religion, spring from our basic sixteen needs for: Power, Independence, Social Contract, Order, Acceptance, Curiosity, Honour, Status, Eating, Physical Exercise, Tranquility, Vengeance, Saving, Idealism, Family and Romance¹²³. Not every person satisfies all of the aforementioned needs through religion of course, but to different extents and for different reasons people as a whole tend to turn to religions for these reasons¹²⁴.

So religions CAN be defined as a Core Product. Thus, they should have Actual and Augmented equals.

Actual Product

Since religion is the Core Product, the kind of religion should be regarded as the Actual Product. In this case it is the Roman Catholic Church. As a religious Institute the RCC provides satisfaction to the aforementioned needs through many ways.

¹¹⁸ http://anthro.palomar.edu/religion/rel_2.htm

¹¹⁹ http://en.wikipedia.org/wiki/Psychology_of_religion#Erich_Fromm

¹²⁰ http://anthro.palomar.edu/religion/rel_2.htm

¹²¹ http://en.wikipedia.org/wiki/Psychology_of_religion#Erich_Fromm

¹²² *The Fear of Freedom* – Erich Fromm, 1942, Taylor & Francis e-library edition, 2005, p. 15 - 17

¹²³ *Who Am I? – The 16Basic Desires That Motivate Our Actions And Define Our Personalities* – Steven Reiss, 2000

¹²⁴ <http://www.scienceblog.com/cms/node/2788>

Could The Catholic Church Be Selling Burgers?

As we previously stated in pages 5 – 6, the RCC, as every Church, reflects its values, beliefs and what it has to offer in general (Actual Product), in its Doctrine. In that case, the RCC satisfies its followers' needs by what the RCC recognizes as the “Sola Scriptura”, the Bible. In the first Chapter, the Old Testament, it provides “information” on matters like the Universe, Earth and Life creation, a moral code, examples and standards of righteous behavior, promises of saving through prophets and so on. In the Second Chapter, which is mostly the center of the Church's Doctrine, since it is Christianly categorized, it provides the teachings of Jesus Christ. Once again, enhanced moral code (to better apply in the Jesus' era), promises of saving and afterlife and unity through faith with the whole world. Since the needs that religion satisfies pretty much apply for every person, we can say that the Church in general has no specific target group. It might want to attract some specific groups in certain time periods (the aforementioned 25% of unaffiliated youth in America for instance), but everyone can find satisfaction to his needs in the Roman Catholic Doctrine if he pleases.

Furthermore, the church promotes social needs through the 7 Sacraments. The 7 Sacraments are separated into three categories; the Sacraments of Christian Initiation, the Sacraments of Healing and Saving and the Sacraments of Service¹²⁵. So, in the first category we have Baptism, Confirmation and the Eucharist, in the second we have the Penance and the Anointing of the Sick and lastly in the Service we have the Holy Orders and Matrimony¹²⁶.

The Actual Product of the RCC has many times been subject to augmentation and enhancement, to better meet the needs and ordains of the given time, era and competition. Even the New Testament itself has been an augmentation of the Old Testament providing a new “pact” and promise between the Christian God, Jesus and the world¹²⁷. We can see it in the history of Councils and Creeds as well. In the First Ecumenical Council of Nicaea which was the birthplace of the Nicene Creed, the Catholic Church reforms its belief in view of the rise of Arianism¹²⁸. The Council of Trent and the Counter Reformation, which was the answer to the Protestant Reformation, gave the church a more compassionate and less austere character which made it once again appealing to the disappointed masses of the Renaissance¹²⁹. And even in recent years, with the Vatican Councils, the RCC attempted to provide answers and solutions to more modern needs, demands and matters, like education and the embracing of science and of course even social matters, concerning political systems etc.¹³⁰¹³¹

¹²⁵ http://en.wikipedia.org/wiki/Sacraments_of_the_Catholic_Church

¹²⁶ <http://www.op.org/steinkerchner/class/the7.html>

¹²⁷ <http://www.newadvent.org/cathen/14530a.htm>

¹²⁸ <http://www.newadvent.org/cathen/11044a.htm>

¹²⁹ <http://www.newadvent.org/cathen/04437a.htm>

¹³⁰ http://www.vatican.va/archive/hist_councils/ii_vatican_council/index.htm

¹³¹ http://en.wikipedia.org/wiki/First_Vatican_Council

Could The Catholic Church Be Selling Burgers?

Branding, Packaging, Trademark

Since the character of religion is intangible, there is no packaging involved. There are symbols though which represent the RCC. We can identify them as some kind of “Branding”.

Roman Catholic Church can be identified by many symbols; we will go through some of the basics

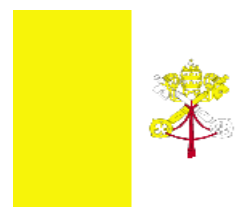
- The Crucifix: The ancient Roman torture method has become sacred to all Christianity. The crucifix is the cross with Jesus himself upon it. It is very common to have the letters INRI (Jesus Nazaranus, Rex Judeorum) on the top. The Crucifix represents Jesus’ sacrifice for mankind.
- The Cross: The most common symbol, not only for the Catholic world, but for Christianity in general. It was the symbol that Emperor Constantine saw in the sky before the battle of 312 AD. The Cross symbolizes the way in which Jesus died.
- The Sacred Heart: The Sacred Heart symbolizes the love of Christ for all mankind. It constantly reminds that this love is everlasting and unconditional. It actually depicts Christ’s loving heart usually with a crown of thorns atop of it as a representative of his Passion. Many tortured and executed Catholics during the period of the French Revolution were carrying banners and wearing clothes with the symbol of the Sacred Heart, this is why it is very popular in France (there is even a church dedicated to it; La Basilique du Sacre Coeur in Montmartre, Paris).
- The Crossed Keys: The Crossed Keys symbolize the Power of the Pope. They represent the fact that Jesus gave Peter, the first Pope, the keys to the Kingdom of Heaven along with the power that whatever he bound and loosed on earth would be bound and loosed in Heaven. Nowadays they are the official mark of the Papacy and they stand on the flag of the Vatican state as well¹³².



14. The Crucifix



15. The Sacred Heart



16. The Vatican Flag

¹³² <http://www.kwl.com.au/httpdocs/Articals/Catholic%20Symbols.htm>

Augmented Product

The product of the RCC is augmented both through its beliefs and teachings and through the services of people who represent it. All the hierarchy of priests, Bishops, monks and missionaries provide great service in organized worship. Furthermore all the facilities run by the RCC, like schools. The RCC runs the most private schools in the US. 2.6 million Students are enlisted in its 6900 elementary schools and the approximately 1200 high schools. Moreover, another 670000 teenagers study in the 230 Catholic universities and colleges.

But apart from educational options, the RCC has to offer Health Care with more than 637 hospitals (17% of the Hospital US total), 122 home care agencies and over 700 miscellaneous health related services, like senior housing and assisted living associations. Finally, the RCC operates more than 1400 agencies in USA alone, that have to do with any kind of charity, from soup kitchens to child care facilities. Each and every one of the out-of-church activities advocate and support strongly the RCC's Actual Product¹³³

Last but not least, we can say that the RCC provides some kind of "after-sale" service. Even Jesus himself, let alone all the followers and people who compose the Catholic Institution, GUARANTEE a good afterlife in Heaven if you treat the product well, some help in the purifying Purgatory if one has malpracticed but still passes away in God's love and grace¹³⁴, and, of course, if one has totally neglected his product, has no hope in saving and therefore deserves eternal Hellfire¹³⁵.



17. The Result of bad Product use in the RCC ("Hell", The Limbourg Brothers, 1416)

¹³³ http://www.businessweek.com/magazine/content/02_15/b3778004.htm

¹³⁴ <http://www.biblehistory.com/Afterlife%20Roman%20Catholic.html>

¹³⁵ <http://en.wikipedia.org/wiki/Hell#Christianity>

PRICE

McDONALD'S PRICING STRATEGIES

According to McDonald's, the company is able to low-price high quality products because of the fact that it buys first material in bulk (=lower cost) and sells in large numbers¹³⁶.

Albeit a global company and especially one of the symbols of globalization, McDonald's cherishes the belief of "Think Global – Act Local". That means that it does not apply the same pricing from USA to Russia; it seeks the right price for the right market. However, it does apply a certain pricing model for the world in general which goes as follows

- I. Identify the pricing objectives
- II. Identify Demand
- III. Calculate costs
- IV. Analyze the competition's activity in pricing, costing and offering
- V. Select the proper pricing method
- VI. Set the final Price

Most usually, the primary pricing objective of McDonald's is to gain in marketing share, but we can say that normally, there are two factors that majorly affect the pricing strategy. First of all is the demand for the McDonald's products and the perceived value they have in the eyes of the customers. So, for instance, while in the USA the hamburger and McDonald's-type menus and services are quite prosaic and considered as something rather of low quality, in some countries of Africa or Asia they might be considered as high-class. As a result, the McDonald's product in these places could be more expensive than what it is in the USA.

The second price-affecting factor is the competition. Every country has its own fast food; it doesn't have to be burgers. Some companies there might already be big brand names that McDonald's have to confront and dominate. Thus, after the appropriate survey, McDonald's pretty much have an idea of what the local population considers a right price for their product. This philosophy is expressed through the official McDonald's pricing policy statement:

"Being in touch with the pricing of our competitors allows us to price our products correctly, balancing quality and value" ¹³⁷

¹³⁶ http://www.aboutmcdonalds.com/mcd/students/faq_for_students.html#5

¹³⁷ McDonald's: "Think global, act local" – The Marketing Mix, Claudio Vignali, Manchester Metropolitan University, p. 101 - 104

At times and for certain periods, in order to attract a certain group of customers, or to promote sales, McDonald's makes up offers and discount menus. Some of these items are the 1 dollar menu, the Extra-Value Meals and even the world famous Happy-Meal¹³⁸. Finally, in cases like that of the USA in 1997 or Japan, McDonald's happen to lose market share to competitors. In a situation like that the corporation is ready to reduce prices in order to regain once again its competitive advantage¹³⁹.

THE PRICE OF RELIGION

As we know by theory, the price does not only demand money; it can be values, or effort, or time etc.¹⁴⁰. This applies greatly in the church. According to John J. Considine in his book *Marketing your Church: Concepts and Strategies* p. 19 – 23:

“Obviously, if an individual perceives his or her spiritual needs being met by the church, then they will most likely be willing to help in some manner on church related activities as well as willingly contributing financially to the church...If an individual perceives his needs are met by what the church provides, then he is likely to be willing to be an active participant in church activities, not only contributing financially, but also with their time, effort, talents and prayers, to help the church grow and prosper.”

Considine claims that the price for church is the members' financial support, their devotion of time and energy, active participation and support. This might mean teaching the Sunday school, or singing somewhere among the Sunday choir. Or even help with church maintenance and serve in various church activities, like charities, picnics, festivals and so on¹⁴¹. So, according to Considine, the church follows a kind of Value-Based Pricing; the more the “customer” things he is satisfied, the more he is willing to pay (which is actually kind of true; a loose believer will contribute faintly, a moderate believer will contribute more actively and a fundamentalist is willing to give up his own life).

The professors of the Bucharest Academy of Economic Studies, Alin Valentin Angheluță, Andreea Strâmbu-Dima and Răzvan Zaharia, in their *Journal for the Study of Religions and Ideologies*, consider the price as of indirect and non-monetary character and they divide it into two categories:

¹³⁸ <http://www.mcdonalds.com/us/en/food.html>

¹³⁹ McDonald's: “Think global, act local” – The Marketing Mix, Claudio Vignali, Manchester Metropolitan University, p. 101 - 104

¹⁴⁰ Principles of Marketing 12th edition, P. Kotler - G. Armstrong, ,2008, p.334 - 336

¹⁴¹ Marketing your Church – Concepts and Strategies, John J. Considine, Sheed & Ward(1995), p. 19 - 23

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- ✓ Accordance and commitment to the values and rules that the religious institute promotes
- ✓ Consenting sacrifice of money, voluntary work, energy and time.

In other words, one has to give up economic sources, values, ideas and opinions that may not concur with the institute, behavioral attitude, time and energy¹⁴². In general, we can say that Price is everything a follower has to do in order to be accepted by his church.

Although descriptive enough, Considine only defines price on the grounds of a single parish. Almost the half of the Angheluță, Strâmbu-Dima and Zaharia explanation does the same. None of them defines what does a follower have to do in order to be accepted by a whole religious institution, in other words, what makes up a good Catholic? Angheluță, Strâmbu-Dima and Zaharia define it in the other half of their theory; however the extent is not visible. Let's figure out what does it take to be accepted by the Catholic Church.

“How to Be a Proper Catholic” Guide

The Bible itself and the Catholic Canon Law are full of obligations and rules about how a proper and righteous Catholic should act. We will go through some of the most important. So, to be a proper Catholic one should¹⁴³¹⁴⁴¹⁴⁵

- Baptize his child. Therefore giving up his child's right to be educated in other doctrines and follow the religion of its own choice
- Teach and educate one's children in the Catholic way of life (see above for sacrificed goods)
- Attend the Masses of Sunday and on every Holy Occasion that demands a mass. Devotion of time and energy
- Confess regularly. Devotion of time, energy and sacrifice of personal data
- Abstinence and penance every Friday and through the days of Lent. Sacrifice of eating habits and sexual needs
- Pray the rosary and offer prayers daily. Devotion of time

¹⁴² Journal for the Study of Religions and Ideologies, Alin Valentin Angheluță, Andreea Strâmbu-Dima, Răzvan Zaharia, Bucharest Academy of Economic Studies (Spring 2009), p. 187

¹⁴³ <http://home.inreach.com/bstanley/know.htm>

¹⁴⁴ <http://www.catholic.org.hk/old/eknows.htm#MASS%20OFFERINGS>

¹⁴⁵ <http://catholiccanonlaw.com/>

- Support the church economically. Two ways to do that; through fund raising and through special collections; as special collections are considered the third Sunday of January, where the Vatican collects for Peter's Pence (The Vatican's special coffer for Charity activities), the Good Friday, when collections for the Holy Land are being made, the fourth Sunday of Easter - also known as the Vocation Sunday – when there is the case of the Diocesan Seminary and last but not least the Mission Sunday, when money is collected for the needs of the Church's missionary work. Fund raising includes all money collections from a priest or cleric not only through direct donation, but through bazaars, raffles etc. under written permission by the proper Bishop. Sacrifice of economical assets

- Believe in the Actual Presence of Christ through the Holy Eucharist. Sacrifice of personal reason and beliefs

- Follow faithfully the Pope's and Magistrates teachings. Sacrifice of personal reason, beliefs and ways of life which are considered wrong by the aforementioned agents

- Respect life in its whole sense. How does that constitute Price? This is the reason why Catholics are against abortion, even in cases of rape victims and the consequences of this belief are rather brutal; for instance, a nine-year old and her family were excommunicated in Brazil, a country which allows abortion for rape victims, when the child aborted after being pregnant by her step-father's sexual harassment¹⁴⁶. In this case, the price for being Catholic would probably be the nine-year old's own life, since the girl would have great chances not to be properly educated, not to lead a normal social life and even not to form a proper family. Set aside the psychological well-being of her child. In the whole against-abortion stance, every attempt to contracept is included and considered as such. Many hospitals run by the RCC in the US refuse immediate treatment to rape victims, since they refuse to provide the Morning After Pill, because as well it is considered as abortion¹⁴⁷¹⁴⁸. What is more, the RCC has started persuading and taking on its side politicians, states and governments in order to achieve legislation that will hold abortion illegal even in cases of rape. The example of Oklahoma is characteristic; the Oklahoma Senate approved bills with the purpose of making things more difficult for women to get abortions, making them go through a quite invasive form of ultrasound through vaginal probation, providing this way an even clearer image of the fetus¹⁴⁹. In the aforementioned case of the nine-year old, the local bishop presses the

¹⁴⁶ See Appendix, article No1

¹⁴⁷ See Appendix, article No2

¹⁴⁸ <http://catholicinsight.com/online/bioethics/mornpill.shtml>

¹⁴⁹ http://www.dailykos.com/storyonly/2010/4/21/859092/-Oklahoma-Lawmakers-At-It-Again?utm_source=feedburner&utm_medium=feed&utm_campaign=Feed%3A+dailykos%2Findex+%28Daily+Kos%29&utm_content=Google+Reader

government to make abortion illegal for rape victims as well. And so on. Therefore, sacrifice of life, education, personal choice, health, social life and psychological health

- According to the Encyclical of Pope Paul VI in 1968 called *Humanae Vitae* (Human Lives), every form of contraception, natural or artificial is considered against God's Design and is held as murder in the eyes of God¹⁵⁰. As contraception is considered every form of sperm wasting. According to God (or better: According to Pope Paul VI), God has given us the ability to have sex in order to populate the earth. The pleasure that comes along is a Divine Gift and it is supposed to strengthen the relations between husband and wife. Therefore, each time the man produces sexual emissions, it should be done for the only just cause: to lay offspring. Therefore, the use of condoms, anal and oral sex and homosexual affairs, are against God's will, hence they consider major sins. Apart from sacrificing one's freedom of sexuality, the Vatican's stance on condoms has had disastrous results. In many places of Africa where Catholic missions thrive, the price of being Catholic, among others, is getting AIDS. As if condom rejection, even under the fear of AIDS, was not enough, the Vatican supports, despite many scientists, that the use of condoms is not proven to protect from AIDS and in some more extreme cases, some Catholic agents have spread the word that the condoms themselves are responsible for the AIDS virus

*“Condoms thwart conception; therefore, by the 1968 encyclical *Humanae vitae*, their use is proscribed. End of debate. In a 2003 Vatican document titled *Family Values Versus Safe Sex*, the use of condoms in HIV-prevention programs was forcefully rejected:*

The Catholic bishops of South Africa, Botswana, and Swaziland categorically regard the widespread and indiscriminate promotion of condoms as an immoral and misguided weapon in our battle against HIV/AIDS for the following reasons. The use of condoms goes against human dignity. Condoms change the beautiful act of love into a selfish search for pleasure-while rejecting responsibility. Condoms do not guarantee protection against HIV/AIDS. Condoms may even be one of the main reasons for the spread of HIV/AIDS.”¹⁵¹

¹⁵⁰ http://www.vatican.va/holy_father/paul_vi/encyclicals/documents/hf_p-vi_enc_25071968_humanae-vitae_en.html

¹⁵¹ http://www.catholic.org/international/international_story.php?id=19561&page=1 .Also, see Appendix, articles No3 - 4

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Henceforth, life, public health and awareness are risked and last but not least

- Views of Christianity on homosexuality are around since the Biblical times

“Do not lie with a man as one lies with a woman; that is detestable.”

Leviticus 18:22, the Bible, New International Edition

“If a man lies with a man as one lies with a woman, both of them have done what is detestable. They must be put to death; their blood will be on their heads”

Leviticus 20:13, the Bible, New International Edition

But in the Catholic Encyclopedia as well, Robert Broderick defines homosexuality as:

*“Sexual activity between persons of the same sex. It is not a normal condition; the acts being against nature are objectively wrong.”*¹⁵²

However, homosexuals are not held responsible for their condition, on the contrary; homosexuality is considered as a disorder given from God¹⁵³ and homosexuals deserve respect, pastoral care and justice. BUT the act of expressing the homosexual urges to the world and being inflicted in homosexual affairs is highly disdained¹⁵⁴. Therefore, a Catholic Homosexual should have to choose; either not being Catholic, or consider himself as disordered and outcast therefore giving up his self respect and repressing his sexuality, in which case it will be the price to pay in order to belong in the Catholic family.

As in the cases of offered economy menus by McDonald’s, some religious organizations or websites suggest ways, simplified, easy to remember and follow and less-effort demanding, to fulfill several of the aforementioned obligations. They are however too many, so we will only provide one guide as an example, as found in <http://www.catholic.com>¹⁵⁵

¹⁵² Catholic Encyclopedia: Revised and Updated Edition, Robert Broderick Ed., Nelson (1987), p. 272

¹⁵³ <http://www.catholic.com/library/Homosexuality.asp>

¹⁵⁴ <http://www.americancatholic.org/News/Homosexuality/default.asp>

¹⁵⁵ http://www.catholic.com/library/12_ways.asp

12 Painless Ways to Evangelize

- i. Stuff bill payment envelopes with Catholic tracts
- ii. Volunteer to take charge of your parish's literature rack
- iii. Play a video or audio tape for door to door missionaries
- iv. Place tracts or booklets in the pews at your parish
- v. Write and answer messages on your online service
- vi. Go door to door hanging leaflets from doorknobs
- vii. Write to the editor when the press misrepresents the faith
- viii. Place Catholic literature on windshields
- ix. Give away photocopies of articles
- x. Send a friend or stranger a book or tape
- xi. Call radio talk-shows
- xii. Leave catholic tracts and flyers in conspicuous places

PLACE

McDONALD'S RESTAURANTS

In 118 countries more than 60 million people visit one of the 32000 McDonald's restaurants somewhere along their daily schedule. A significant 75% is run by local businessmen and individuals¹⁵⁶. McDonald's placing strategy is to build as many restaurants as possible yearly and globally, regardless of the circumstances. Regretting not doing so in the US in a time when competition was not too strong, this strategy will be followed to the most especially in countries where competition is still not too strong¹⁵⁷.

To be a McDonald's franchisee, one need to be highly qualified in business, a person with significant and worthy business experience, for instance, individuals who have before owned or managed successfully certain business units simultaneously or have served as heads of several departments. Furthermore, significant economic resources are required from the part of the franchisee¹⁵⁸. McDonald's always aims to establish a unique relationship with its franchisees. An example of how much a collaborator is

¹⁵⁶ http://www.aboutmcdonalds.com/mcd/our_company.html

¹⁵⁷ McDonald's: "Think global, act local" – The Marketing Mix, Claudio Vignali, Manchester Metropolitan University, p. 100 - 101

¹⁵⁸ http://www.aboutmcdonalds.com/mcd/franchising/us_franchising.html

valued is the fact that McDonald's involves in almost everything concerning business. Of all the franchisee population, a strong 40% is constituted by women or minorities, thus making clear that McDonald's does not discriminate when it comes to franchisees, if a person fulfills the aforementioned qualifications¹⁵⁹.

McDonald's focuses on good restaurant places; they always seek the best possible locations. So, the restaurants have always convenience as a focus: they offer a very fast service, which a customer can enjoy in a few minutes on foot, if he is in the city, or a few minutes by car, if one lives in more rural areas. Also, two of the primary target locations, are near schools and near shop-populated areas. This has not been a flawless strategy; it happens many times that an area is overcrowded with McDonald's and as a result they end up competing with one another¹⁶⁰.

Furthermore, throughout the forthcoming 20 years, Management has planned a restaurant reformation; McDonald's restaurants will no more have that '80s look of white yellow and red. It is to be replaced by an earth-red brick and glass combination. For this purpose they have already started offering generous subsidies in many of the US restaurants. The rest of the world will follow. According architecture, we have already mentioned how McDonald's philosophy strives to create a pleasant environment for any type of client, especially concerning the main target groups, the family, the kid, the teenager and the busy businessman. It is a philosophy that is alive and keeps constantly improving as time and desires change. Since the '70s, many franchisees have tried to expand their restaurant's work hours. Nowadays this phenomena has come to the point where many restaurants go to lengths to keep their restaurants open 24/7, thus increasing convenience for their customers and profit for the coffer¹⁶¹.

Always trying to add and provide more value to the customer, McDonald's have taken great care of their value chain. Ronald's distribution channel is constantly efficient and able to provide products as fast and fresh as possible. Furthermore it is characterized by always updated equipment and improvement in service expectancy. Therefore, McDonald's has created a unique value chain. Almost everything is provided, produced and owned by McDonald's, the warehouses, the farms, the trucks, the restaurant real estate, thus making the interference of external agents almost totally unnecessary.

Warehouse placing is of major importance. Ronald's warehouses are located in convenient proximity to any store worldwide. This, including the fact that they own and run almost every warehouse (thus, the warehouses have the McD's restaurants as the one and only priority), are factors that can collaborate to meet restaurant needs in one

¹⁵⁹ <http://www.aboutmcdonalds.com/mcd/franchising/johnkujawa.html>

¹⁶⁰ http://www.associatedcontent.com/article/263943/mcdonalds_strategic_marketing_mix.html?singlepage=true&cat=4

¹⁶¹ http://www.businessweek.com/magazine/content/07_06/b4020001.htm?chan=top+news_top+news+index_top+story

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shipment, hence diminishing shipment costs and increasing shipment efficiency. Although there is still need for external suppliers in some cases, they are few and relatively insignificant to mention.

Ever since the several attacks especially in America, concerning obesity and unhealthy nourishment especially targeted to kids, McDonald's considers quality as one of their first priorities, therefore they have some of the highest quality standards among the fast food companies.

To sum up, owning lock and stock of their supply chain, the elimination of mediation that provides low costs and the high quality standards along with the restaurants' facilities aimed for the customer satisfaction, allows McDonald's to provide higher value for lower price¹⁶².

RCC PLACE

According To the table of page 8, there are approximately 8298 Dioceses in 7 Continents (we count North, Central and South America as three different continents), and approximately 272966 parishes.

However, the meaning of the church has not only a geographical aspect; therefore as Place, counts whatever takes place beyond the church facilities. Services like preaching, worship servicing etc. do take place within the actual church building. Other activities like education and various outreach programs take place in all kinds of places, including the community, or schools, hospitals and facilities that are under the RCC's jurisdiction. In a few words, as Place is considered whatever ground on where individuals are brought closer to god, through support, or social interaction, or just by simple encouragement¹⁶³.

On Marketing terms, we can say that the distribution method of the RCC can be defined as Direct and Exclusive. The RCC promotes different things on given occasions and so the method is possible to vary accordingly. For instance, in the case of promoting certain services (Mass), ideas (Preaching) and certain products, there is the Clergy and the actual Church building along with all the religious items that come with it. However though, every religious activity or institution (school, hospital etc.), has the church building as a center. There are some standards in constructing a church building. As a McDonald's restaurant, a church must be easily accessible to everyone. It also should include certain facilities, such as parking lots, for the convenience of the faithful.

¹⁶²http://www.associatedcontent.com/article/263943/mcdonalds_strategic_marketing_mix.html?singlepage=true&cat=4

¹⁶³ Marketing your Church – Concepts and Strategies, John J. Considine, Sheed & Ward(1995), p. 18 - 19

According to architecture there are some specific patterns to be followed, but always a church must be in harmony with the surrounding buildings and in good relationship with the neighboring areas. It definitely should include patterns and equipment for indoor and outdoor church activity and last but not least, a church should be Affordable.

The religious timetable usually strives to adapt to customer needs, so that as more as possible are able to attend the religious activities. However, in specific cases, it is possible that the services provided within the church are customized to fit the needs of a certain single person¹⁶⁴. For instance, in some situations of the appliance of the Anointing Of The Sick, it is possible that the person who is sick is in no condition of going to the church. In this case the cleric or deacon is obliged to go to the subject's place and perform the Sacrament there as many times as needed¹⁶⁵. In other situations it is possible that the certain church of the parish offers transportation to individuals who are either far away, or for certain reasons unable to attend due to any kind of handicap.

Another definition of place can include every church broadcasting method¹⁶⁶. It has been very common, especially in the second period of the 20th century and up to now, that churches and religions make use of mass telecommunication media, as the TV and radio. The RCC is one of the churches that make quite a good use of that media; it does not just occupy television or radio time, it actually owns many radio and television channels, which are bastions of Catholic faith and belief. The Catholic TV in the US has for years successfully covered many masses, reported the news, generally and specifically and launched faith-related programs¹⁶⁷. Or the EWTN global radio network, which even provides footage from the Pope himself in real-time¹⁶⁸. Furthermore, with the wide spreading of the Internet, the RCC has gained many more product-spreading antennas worldwide¹⁶⁹. Each Diocese or parish is likely to have its own website, and we should not forget to mention the website of the Holy See which comes straight from the Vatican, in a variety of languages and a wide range of information about Papal Activities, beliefs, scripture etc.¹⁷⁰ Last but not least, the parishioners themselves are beacons of Catholic belief¹⁷¹ and, as we stated earlier in the Guide of the Proper Catholic, the Catholics are expected by their faith to express, spread and evangelize belief.

¹⁶⁴ Journal for the Study of Religions and Ideologies, Alin Valentin Angheluță, Andreea Strâmbu-Dima, Răzvan Zaharia, Bucharest Academy of Economic Studies (Spring 2009), p. 188 - 189

¹⁶⁵ Sancta Missa, Rituale Romanum, Chapter III – Visit and Care of the Sick

¹⁶⁶ Journal for the Study of Religions and Ideologies, Alin Valentin Angheluță, Andreea Strâmbu-Dima, Răzvan Zaharia, Bucharest Academy of Economic Studies (Spring 2009), p. 188 - 189

¹⁶⁷ <http://www.catholicv.com/home.aspx>

¹⁶⁸ <http://www.ewtn.com/radio/index.asp>

¹⁶⁹ Journal for the Study of Religions and Ideologies, Alin Valentin Angheluță, Andreea Strâmbu-Dima, Răzvan Zaharia, Bucharest Academy of Economic Studies (Spring 2009), p. 188 - 189

¹⁷⁰ http://www.vatican.va/phome_en.htm

¹⁷¹ Journal for the Study of Religions and Ideologies, Alin Valentin Angheluță, Andreea Strâmbu-Dima, Răzvan Zaharia, Bucharest Academy of Economic Studies (Spring 2009), p. 188 - 189

PROMOTION

McDONALD'S MIX

Advertising

At times, occasions and markets, McDonald's has used a wide range of media for advertising. The TV, the radio, public poster stands, newspapers, magazines and now the internet have all been to different extents per situation used to advertise the fast-food dominator¹⁷². The annual expenditure for advertising can go up to 2 billion. This expenditure however has made the Golden Arches more recognizable than the core symbol of our other case, The Holy Cross. Since children are the main target for advertising¹⁷³, McDonald's has proceeded through the years to the invention of characters and situations that would be appealing to children. Therefore, Ronald McDonald, Mayor McCheese and all their friends along with the Magic McDonaldland, were created for the same reason: Children promotion.

Another thing about the McDonald's advertising philosophy, is that it has never been just product oriented; McDonald's advertisements are made to communicate the whole McDonald's Experience. This has been helped through the establishments of many slogans through the years. Slogans like *Have you had your Break today?*, or *We do it all for you*, or even the latest one (since 2003) *I'm Lovin' It*, have been very successful¹⁷⁴.

McDonald's advertising is not a simple and single-aspect activity. McDonald's has a wide variety of ad campaigns. Though all of them strive to impart the same company image, the use of different personas and different mediation in different countries show us that the McDonald's advertisers follow localized advertisement methods to promote a standardized Brand Name, in other words they "Brand globally, advertise locally"¹⁷⁵.

The McDonald's advertisements have many times been innovative, characterized by out-of-the-box thinking¹⁷⁶. One of the most characteristic campaigns has been the one in Canada for the spring of 2009. To promote the coffee character of the restaurants, McDonald's was giving out small cups of coffee for free. To advertise, they reformed a

¹⁷² http://www.mcdonalds.co.uk/static/pdf/aboutus/education/mcd_marketing.pdf

¹⁷³ <http://www.mcspotlight.org/issues/advertising/index.html>

¹⁷⁴ http://www.mcdonalds.ca/en/aboutus/marketing_themes.aspx

¹⁷⁵ McDonald's: "Think global, act local" – The Marketing Mix, Claudio Vignali, Manchester Metropolitan University, p. 104 - 105

¹⁷⁶ <http://www.toxel.com/inspiration/2010/01/06/clever-and-creative-mcdonalds-advertising/>

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lamppost near the Vancouver 6th Avenue. Wrapped in brown, with a giant coffee pot attached to the top, the lamppost resembled coffee being poured from the sky. Again in the city of Vancouver, a bus stop was turned into a big hourglass filled with coffee beans, something that would represent the short period of the campaign¹⁷⁷.

To never run out of creative ideas, McDonald's has summed up some of the most important and successful advertising companies. It is of course a given fact that these companies are usually involved in throat-grabbing competition. However, under the unifying power of a customer like McDonald's, they collaborate to provide the best results. In the whole non-discriminating philosophy and glocalisation philosophy of McDonald's, there is a place for ethnic Advertising groups. To better meet the views of Ray Kroc, that he "always puts money in talent", a worthwhile ethnic ad group is probable to contribute even in a global advertising campaign¹⁷⁸.

Sales Promotion

From time to time and especially when there is a need to promote a new product or to regain lost ground, McDonald's will make some offers or campaigns to push it to the market. The aforementioned coffee campaign in Vancouver was one of them. London as well had its share; in 2008 through some newspapers, McDonald's was offering voucher coupons for a free Big Mac with every Big Mac purchased, or a Big Mac or a McChicken sandwich with fries for approximately 2 pounds¹⁷⁹.

The biggest Sales Promotion move that McDonald's has ever pulled though, and is still pulling it, is the Happy Meal itself. A simple box with a burger and fries has been offering free toys to children since its birth. Although it begun with simple stencils or drawing items, it has been filled with designer products of many Giant toy brands, such as Barbie, Hot Wheels and Disney throughout time. Some of them have been so rare ever since that now they are considered as collector's items¹⁸⁰.

Personal Selling

Since McDonald's is mostly a self service chain, little selling is done. When a customer walks into a McDonald's he is almost certain to buy something. No one needs to talk him into it. Therefore, Personal Selling is not one of the prior ways for McDonald's to promote, since it does not go further than a very simple product suggestion

¹⁷⁷ <http://www.ibelieveinadv.com/2009/09/mcdonalds-free-coffee-pole/>

¹⁷⁸ http://adage.com/article?article_id=143498

¹⁷⁹ <http://www.brandrepublic.com/InDepth/Features/789518/McDonalds-Burger-King-newspaper-voucher-promotions-short-lived/>

¹⁸⁰ <http://wikibin.org/articles/list-of-happy-meal-toys.html>

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summed in the phrase “Would like fries with that?”. However, through this simple way, still millions are made¹⁸¹.

Direct Marketing

Although McDonald’s was not used in this type of promoting its brand, it is never late to start. In Britain, in light of the new way of campaigning launching, the spokeswoman Amanda Pierce, stated that

“McDonald’s has changed and we want a new way to tell that to people”

The new campaign was about promoting the McDonald’s salad movement by sending out booklets with offer vouchers to homes in rural or city areas within close proximity to McDonald’s¹⁸².

Also, in some regions in the US, McDonald’s has started sending online newsletters, targeted to moms. In there lie tips and information about good parenting, nutrition and women’s health¹⁸³, while in Hong Kong via the Windows Live Messenger this time, it applied direct marketing as a second phase of a grand campaign to promote the new 24 hours delivery service¹⁸⁴.

Public Relations

Ray Kroc himself some decades ago had established McDonald’s as a corporation that would like to give back to the community. But McDonald’s public relations are not only about its Social Responsibility. McDonald’s is an organizer of many public events, competitions and anniversaries that enhance its public image. Furthermore, the Public Relations department has confronted many crises throughout the years; come they from lawsuits or public awareness about environmental and health issues, McDonald’s has always been in the spotlight of accusation, since it is the leading company in its field.

A strong indicator of McDonald’s Public Relations activity is its history, a history full of celebrated anniversaries and welfare activity. For instance, supporting the US Olympic team in Grenoble, or creating the McDonald’s First All-American High School Basketball Team in 1977 were some of them, or even later, in 1984 when the institution was the only financier for the Olympic Swim Stadium in Los Angeles¹⁸⁵. All in all, McDonald’s would like to think themselves as Socially Responsible. One of the activities that establish them as such is the Ronald McDonald House Charities. Founded

¹⁸¹ http://www.usatoday.com/money/economy/2009-04-09-upsell-extra-sales_N.htm

¹⁸² http://news.bbc.co.uk/2/hi/uk_news/magazine/3752956.stm

¹⁸³ http://promomagazine.com/coupons/marketing_mcdonalds_targets_moms/

¹⁸⁴ <http://www.marketing-interactive.com/news/13339>

¹⁸⁵ See History of McDonald’s

in 1974, the RMHC provide shelter to families with kids in hospitals far away from home. Nowadays there are 271 Houses in more than 30 countries¹⁸⁶.

Again in Public Relations, McDonald's act "glocally". They follow different strategies according to different markets (for instance in Beijing they focus on personal relations with customers, therefore they have personnel that communicates with the customers, while in the UK people don't appreciate being bothered), but there are times of global methods. One of the greatest has been the ten-year agreement with Walt Disney in 1997. The two giants agreed upon sharing exclusive and mutual marketing rights to everything from films and series to food. Since Disney is as well a globally recognized brand, there is no need for a local strategy. Another case during the Disney period was the Millennium Dreamer's Global Children's campaign, a program which would give children all over the world the opportunity to express their ideas and dreams. The whole campaign came through with a McDonald's, Disney and UNESCO collaboration¹⁸⁷.

Another example of glocalisation is the company's activity in Sports Sponsorships. Thus, McDonald's is a sponsor in the Olympic Games, a global activity and in the World Football Cup. Albeit the company had to pay \$20 million to get to use the World Cup's Logo, projection through this event would reach over 2 billion viewers. Whereas in America it is a chief sponsor of NBA and NASCAR, two sports activities only popular in the US of A¹⁸⁸.

Apart from sports, McDonald's is active in two other socially related matters: Health and Environment, and Community Relations and Causes. In an attempt to "Green the Golden Arches", McDonald's is focused on three targets: Efficient Energy alternatives, package and waste sustainability and Green Restaurant designing.

The first one is fulfilled by attempts to turn used vegetable oil into biodiesel. Some trucks in countries like England or Austria already run on bio-fuel. To prove that McDonald's is all-the-way green, has taken the responsibility of reforming its own oil and reusing it in its own trucks¹⁸⁹. Concerning the second part, McDonald's is increasingly applying recycled material use, with the 37% of the Big Mac and Quarter Pounder containers made of recycled paper, thus saving 161000 trees yearly. Furthermore, in 2007 Ronald decided collaboration with HAVI Global Solutions. This resulted in 80% of packaging items being made out of renewable sources. The Company has committed to make it 100% by the end of 2010. Canada also replaced napkins and bags with brown paper, while in September of 2009, Mexico launched the Green Paper

¹⁸⁶ <http://rmhc.org/>

¹⁸⁷ McDonald's: "Think global, act local" – The Marketing Mix, Claudio Vignali, Manchester Metropolitan University, p. 106

¹⁸⁸ McDonald's: "Think global, act local" – The Marketing Mix, Claudio Vignali, Manchester Metropolitan University, p. 106 - 107

¹⁸⁹ http://www.aboutmcdonalds.com/mcd/students/mcdonalds_does_good/oil_opportunity.html

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campaign¹⁹⁰. And for the green buildings, McDonald's has spread some around the world, the first one being in Vejle, Denmark, according to the History.

Charitably and community-wise, McDonald's has taken several actions; this is why Ronald has several awards concerning social responsibility matters. The "Mighty Me, Mighty Us" program in Australia for instance, donates a part of Happy Meal revenue to a charitable cause. This charitable cause is voted upon by the children that consume the Happy Meal¹⁹¹. Of course the RMHC foundation is a great movement in charity, and it keeps enhancing its services; nowadays the RMHC offers University scholarships to students who cannot afford university fees¹⁹². And last but not least, they have launched the concept of the Ronald McDonald Care Mobiles. They are fully equipped trucks that provide professional medical care to children who need it in six countries. This charity movement is due to expand through the next few years¹⁹³.

The McDonald's image has many times been threatened, either by actual lawsuits, or increased awareness on health and obesity matters. Once again Public Relations have to protect and strengthen the corporal image; the recent Shrek campaign was aimed to indicate that McDonald's uses advertising beneficially for kids and to encourage kids to consume more fruits, vegetables and dairy¹⁹⁴. To prove that McDonald's have the highest of quality standards, they invite groups of normal mothers throughout the US to visit and check several quality stages throughout the corporation's production and then they ask from them to write down opinions, dislikes, thoughts and perceptions. This team of moms is called Mom's Quality Correspondence and it works for McDonald's in a twofold way: it supports the high-quality products concept and it provides a source of strong testimonial evidence¹⁹⁵.

Finally, McDonald's are ready to answer even the slightest unsupported rumor against the company, as proven by their answer to the slandering chain e-mail concerning the McDonald's beef quality¹⁹⁶.

¹⁹⁰ http://www.aboutmcdonalds.com/mcd/students/mcdonalds_does_good/sustainable_packaging_makes_sense.html

¹⁹¹ http://www.aboutmcdonalds.com/mcd/students/mcdonalds_does_good/the-values-we-bring-to-the-table.html

¹⁹² <http://rmhc.org/what-we-do/rmhc-u-s-scholarships>

¹⁹³ http://www.aboutmcdonalds.com/mcd/students/mcdonalds_does_good/legacy-on-wheels.html

¹⁹⁴ http://www.aboutmcdonalds.com/mcd/media_center/recent_news/corporate/Press_Release_McDonalds_Launches_Shrek_Themed_Happy_Meal_to_Motivate_Kids_to_Eat_More_Fruits_Vegetables_and_Dairy.html

¹⁹⁵ http://www.aboutmcdonalds.com/mcd/students/did_you_know/family_matters.html

¹⁹⁶ See Appendix 5

EVANGELISM

The RCC has always followed ways of Promotion ever since the Biblical times. It has a rich history in activities that identify as Personal Sales, as Direct Marketing, as Public Relations and, nowadays, pure advertising. The Vatican however does not have an apparent activity or strategy that would reveal a marketing strategy, as of course happens in almost every fragment of the Mix. At least, this applies to the most aspects of the promotion mix. The parishes or dioceses however, are free to promote their product and many of them have indeed taken according actions. The parishioners themselves should not be cast aside; many of the faithful herd have taken their task to evangelize most seriously and they even launch entire advertising campaigns. All we can say is that, as we will see, the RCC makes perfect use of promotion channels, either personal or non personal, either run by the higher management (Vatican), or powered by faithful individual initiative.

Advertising

Usually advertising campaigns are run by parishioners or religious communities (parishes, dioceses, archdioceses). One integrated and very interesting example is the Catholics Come Home Inc. CCH is an independent catholic apostolate that has not profit as its interest; in accordance with the Magisterium, through creative, compassionate and by all means effective media communication and broadcasting, tries firstly to inspire and encourage actively practicing Catholics, secondly re-educate and reach stray and inactive Catholics and thirdly evangelize to non-Catholics. A core belief of CCH Inc. is the opinion of Pope John Paul II that the RCC needs new ways in these changed times to evangelize and spread the truth of the Gospel. Therefore, through the media and through correct and legitimate messaging, the CCH aims to illustrate the benefits of Catholicism.

CCH's main two ways of reaching the audience, is TV commercials and interactive websiting. Their message is coming through in a friendly and accepting way; there is no sense of pressure or obligation. It just friendly and openly invites everyone to learn and try the truth of the Roman Catholic Church¹⁹⁷.

The crew of CCH Inc. does not come from a certain sect; it constitutes of bishops, theologians, simple parishioners and catholic business leaders. Tom Peterson, former advertising agent, is the founder and leader of CCH¹⁹⁸. Campaigns of the CCH began airing in light of the 2000 Jubilee, on 1998. But CCH is most famous for its two award winning campaigns, "Epic" and "Movie". One does not need to be experienced in advertising to realize that both campaigns have had some serious planning and serious

¹⁹⁷ <http://www.catholicscomehome.org/about-our-mission.php>

¹⁹⁸ <http://www.catholicscomehome.org/about-our-team.php>

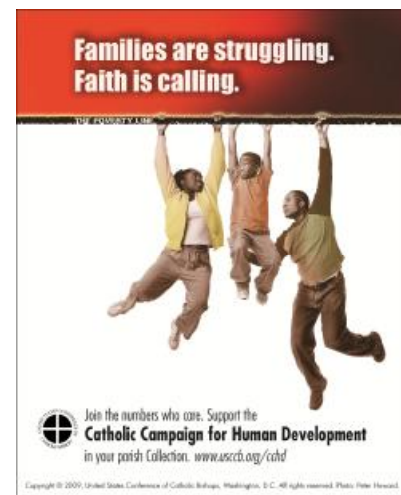
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time and money invested. The concept of the “Epic” focused on the history of the RCC, its accomplishments in hospital and school raising, the idea of acceptance to everyone (“*Our family is made up of every race; we are young and old, rich and poor, men and women, sinners and saints*”) and of course it advocates several beliefs of the RCC (“...*We defend the Dignity of ALL human life...*”). The “Movie” campaign shows images of several “everyday” people sitting on a chair and watching a film that depicts good and bad moments in their life; it promotes the idea of repentance saying that “*Thankfully, you still can ask God to help you edit your life’s story and create the ideal ending*”¹⁹⁹.

The results of the campaigns have been overwhelming. Many Catholics “returned home” raising church attendance drastically and due to the whole success, CCH Inc. plans to expand even internationally in the future²⁰⁰.

As we said, advertisement may vary from place to place; in Australia for instance, a very famous campaign featuring Oceania’s first saint, Mary McKillop, spread nationwide through newspapers²⁰¹. As an example of parish-led advertising, there is the Archdiocese of Seattle. In a campaign that lasted four weeks and covered radio and TV time throughout the Western Washington territory, the Archdiocese illustrates images and processes of the Catholic life, from a Baptism to a Holy Mass, in an attempt to re-encourage inactive Catholics. The campaign cost \$500000 and it was paid by the parishioners’ donations. The one in Seattle is the last of approximately twelve Archdioceses in the US to have done the same²⁰².

But Catholic Advertising is not only about bringing prodigal Catholic sons back or promoting the church experience; they can also be used to advocate core beliefs of the church; a bright example is the campaign against abortion featuring current US President Barack Obama. With the slogan “*Life – Imagine the Potential*”, catholicvote.com has launched a campaign which illustrates an embryo. Meanwhile, written messages come through saying “*This child’s future is a broken home. He will be abandoned by his father; his single mother will struggle to raise him. Despite the hardships he will endure, this child will become the First African American President. Life. Imagine the potential*”. Catholicvote.com has many ads of the sort²⁰³.



¹⁹⁹ <http://www.catholiccomehome.org/about-our-tv-commercials.php>

²⁰⁰ <http://www.catholiccomehome.org/about-future-plans.php>

²⁰¹ <http://www.cam.org.au/news/new-catholic-enquiry-centre-ads-feature-australia-s-first-saint.html>

²⁰² http://seattletimes.nwsourc.com/html/localnews/201111136_catholicads18m.html

²⁰³ <http://www.catholicvote.org/index.php?/site/homepage/#>

Finally, in the US, the Conference of Catholic Bishops runs the *Catholic Campaign of Human Development*. Through use of posters, web banners and ClipArt, they communicate messages of social and family matters under the slogan “*Families are struggling, Faith is calling*”²⁰⁴.

Personal Selling

From Kotler and Armstrong we know that as Personal Selling qualifies every presentation by a corporal agent (especially, but not necessarily, coming from the Sales department), with the purpose of promoting the company’s product and in the end convincing the customer into a positive for the company action²⁰⁵.

Evangelism is the practice of informing groups or individuals about a certain code of belief to which they are not familiar. The agent is a member of this certain belief (corporal agent) and he as well attempts to encourage the non-believing individuals or groups into positive action. The scriptures like to refer to it as “Spreading the Gospel”²⁰⁶. When comparing theories, meanings are approximately the same; the only thing changing is the terminology.

The whole concept goes back to Jesus and the Apostles, when Jesus himself assigned to the eleven remaining Apostles (It was after the Resurrection and Judas’ suicide) the Great Commission. As in Matthew 28:16 – 20:

“¹⁶Then the eleven disciples went to Galilee, to the mountain where Jesus had told them to go. ¹⁷When they saw him, they worshiped him; but some doubted. ¹⁸Then Jesus came to them and said, “All authority in heaven and on earth has been given to me. ¹⁹Therefore go and make disciples of all nations, baptizing them in the name of the Father and of the Son and of the Holy Spirit, ²⁰and teaching them to obey everything I have commanded you. And surely I am with you always, to the very end of the age.”²⁰⁷

This has been the beginning of 2000 years of apostolic work. It might include everything that has to do with evangelism, from preaching to a small church to missions in the depths of Africa. It has taken many forms in different places and time periods, for instance, with the discovery and exploration of “new markets” (New Worlds), Jesuit missions thrived in the Americas and Asia (see History of the RCC)²⁰⁸. All the ways of direct evangelizing though could be considered as some kind of “Personal Selling”.

²⁰⁴ <http://www.usccb.org/cchd/resources/index.shtml>

²⁰⁵ Principles of Marketing, P. Kotler – Gary Armstrong, 12th Edition, Prentice Hall (2008) p. 396 - 397

²⁰⁶ <http://en.wikipedia.org/wiki/Evangelism>

²⁰⁷ The New Testament, New International Edition

²⁰⁸ http://en.wikipedia.org/wiki/Missionary#Catholic_missions

Direct Marketing

Probably the reason why religions in general tend to be so successful is that they usually take with their side people that play a major part in everyone's lives. Probably the best example is the one of parents. According to Richard Dawkins, children's brains are quite susceptible and for a good reason. They are pre-programmed by nature to believe good information given to them by their parents. Therefore, a parent who conceives his religion as good information will pass it on to his child, which in turn is most likely to keep, until at least some certain point in his life²⁰⁹. Combined with the idea that a Good Catholic should baptize and educate his children catholically, introducing it into the Catholic faith at an early age²¹⁰, the concept provides us with a pretty good Word of Mouth method. The Catholic Church has also taken care of the cases when there is no parent; the RCC is the founder and coordinator of thousands of orphanages worldwide.

Another way of approaching children is through catholic education. The teaching of the Creationism theory in school alongside that of Darwin's Evolutionism and the contradiction on prayer in public schools, have been a wild controversy matter for decades. In 2009 in the US alone, there were 3080838 elementary school students and 722599 high school students who had been receiving Christian education in public schools²¹¹. Furthermore, the RCC claims to be running the most educational centers (schools, universities etc) than any other religious movement or scholarly institution²¹².

Another aspect of personal communication in marketing that religions have endorsed for ages, is that of the opinion leader. Many important figures throughout history, coming from all kinds of fields, like politics, science, mass media etc. have been beacons of catholic faith, either by actively supporting the catholic doctrine, or by supporting some catholic belief. We will take two examples, one of the past and one of the present.

It has been one of the arguments supporting the existence of God, therefore supporting the Catholic belief²¹³. The talk is about Blaise Pascal and his famous Wager

*"...If you gain, you gain all; if you lose, you lose nothing. Wager then without hesitation that he is."*²¹⁴

Although Pascal belonged to the denomination of Jansenism²¹⁵, he supported through his wager a core Christian and Catholic belief: not only is it in our interest to have faith

²⁰⁹ <http://www.pbs.org/faithandreason/transcript/dawk-frame.html>

²¹⁰ http://www.therealpresence.org/archives/Family/Family_029.htm

²¹¹ <http://www.usccb.org/comm/catholic-church-statistics.shtml>

²¹² See: "Epic" advertising campaign, <http://www.catholicscomehome.org/about-our-tv-commercials.php>

²¹³ *The God Delusion*, R. Dawkins, Houghton-Mifflin (2006) p. 105

²¹⁴ *Pascal's Pensées*, Blaise Pascal, E. P. Dutton & Co. (1958), p. 67, paragraph 233

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in God, we should rationally do so²¹⁶. Pascal's Wager has been in the armory of Catholic reason for centuries.

The example of our current times is the Catholic television host of "*The O'Reilly Factor*". Bill O'Reilly. Through his political commentary program on Fox News, O'Reilly propagates his conservative opinions. He himself says that he is a traditionalist and he has many times turned "against" the "unaffiliated crowd of America"²¹⁷. An example is when he strongly and actively opposed to the permit the governor of Washington gave the Freedom From Religion Foundation to raise a statement of its beliefs next to a Christian nativity set on Christmas²¹⁸.

Last but not least, there is a pile of Catholic controlled media. Apart from the Vatican team, Catholic transmission and press are active in other places of the world as well. Especially in the United States; the Catholic Press Association of US and Canada²¹⁹, the Catholic Media Coalition which claims to be in line with church, on-line with the world²²⁰, Catholic TV (America's Catholic Television Network), which is also home to a re-launching of Archbishop Sheen's '50s program²²¹ and so on.

Public Relations

As McDonald's, the Vatican follows a glocal strategy on Public Relations. The RCC has been one of the most charitably active institutions in the world. However, charity needs differ from place to place.

The question here might be, whether the RCC actually follows Public Relations. In the first year of his Pontificate, 2005 Anno Domini, Pope Benedict XVI issued an Encyclical Letter with the title *Deus Caritas Est*. Therein, among others, he included the relationship of Church and Charity. In a few words he states that the RCC sees charity as one of its major Social Responsibilities, including it in the group of the three Major Responsibilities of the Catholic Church. He also projects the idea that albeit Charity does not qualify as proselytism in the eyes of the church, but it does aim to raise awareness for the benefit of God and Jesus Christ²²².

This exactly is one of the main differences between Advertising and Public Relations; in the first one a company will try to sell something through paid space or time in the

²¹⁵ <http://www.newadvent.org/cathen/11511a.htm>

²¹⁶ <http://www.philosophyofreligion.info/theistic-proofs/pascals-wager/>

²¹⁷ http://en.wikipedia.org/wiki/Bill_O%27Reilly_%28political_commentator%29#Political_views_and_public_perception

²¹⁸ <http://paganwiccan.about.com/b/2008/12/04/bill-oreilly-throws-tantrum-over-atheist-sign.htm>

²¹⁹ <http://www.catholicadnet.org/>

²²⁰ <http://www.catholicmediacoalition.org/>

²²¹ <http://www.catholictv.com/shows/default.aspx?seriesID=151>

²²² http://www.vatican.va/holy_father/benedict_xvi/encyclicals/documents/hf_ben-xvi_enc_20051225_deus-caritas-est_en.html

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media, while in public relations it will try to build beneficial awareness, so that later on the potential customer will take positive action towards the company²²³. So, the fact that, according to the Pope himself, the RCC follows charity in order to raise positive awareness about Jesus and his teachings, is pretty much Public Relations.

As previously said, the church as well acts globally when it comes to Charity. Therefore, we have charity movements that come straight from the Vatican, like Peter's Pence and charity activity from different parishes and missions according to the situation.

Peter's Pence is the fund where the financial support of the faithful to the Vatican goes. Part of that fund is disposed to relieving people in need and for humanity causes. The rest of it goes to Vatican funding.²²⁴ Furthermore, however independently might the institutions related to the Vatican work, they are still subject to the Pope and he can address them whenever he sees right. Something like that happened recently with the disaster of Haiti; Pope Benedict XVI ordered immediate activation of the giant global church's charity network towards Haiti's relief. The Pope requested generosity towards the suffering brothers of Haiti, who happen to be by 80% Catholic²²⁵.

As mentioned before, there is not only the Vatican coordinated Charity. According to country or continent situations change. According to the United States Association of Catholic Bishops, in 2009 in the US there have been three general fields of charitable and public relations activity that the RCC prevails in: Education, Health Care and General Catholic Charity. About education, the RCC has spread in all three levels of the American system, running 6133 elementary schools, 1341 high schools and 234 college institutions and universities, not including the Schools for the Handicapped which count as 66. Concerning healthcare, the RCC is the proud owner of 562 hospitals, 373 miscellaneous health care centers, 1643 specialized homes and 403 child care locations.

In Social Services, over 1688 Catholic institutions had been providing help to over 8.5 million people in 2004. In social servicing of course there is no discrimination of faith; not only Catholics in need are being helped. Services of the sort may vary from counseling and mental health care to housing and feeding. The numbers are vast and there is no need to note them all; they can be found though in:

<http://www.usccb.org/comm/catholic-church-statistics.shtml>

Accordingly, in Africa the needs are different. The missionary units there are faced with other problems. AIDS is an everyday reality and although the RCC is a blood-fiend to condoms, the RCC's missionary provides support and treatment fervently. Some bishops of Africa even apply to the Pope's greatness to reconsider the Vatican stance

²²³ Principles of Marketing, P. Kotler – Gary Armstrong, 12th Edition, Prentice Hall (2008) p. 396 - 397

²²⁴ http://www.vatican.va/roman_curia/secretariat_state/obolo_spietro/documents/actual_en.html

²²⁵ <http://in.reuters.com/article/worldNews/idINIndia-45364720100113>

against condoms at least in issues of public health. In Africa, the issues of famine are even greater than anyone else and when combined with water shortage things get really dramatic. The Roman Catholic mission deals with it as well. Furthermore, many places in Africa lack social infrastructure and safety architecture measures and therefore they are vulnerable to natural disaster. The RCC missions help with the relief of the victims. Last but not least, the RCC does one of the things that it knows best; helping children through educational facilities and orphanages²²⁶.

Like McDonald's, the RCC's image suffers by scandals from time to time. They can be embezzlement scandals, like the one in 2007, when 85% of the RCC Dioceses reported embezzlement issues²²⁷. However serious might that be, it is overshadowed by one of the biggest scandal in RCC history, Child Abuse. News of sexual abuse to children by members of the catholic clergy has widely crushed trust in the RCC, its doctrines and beliefs and of course its practitioners themselves. The whole case has caused Pope Benedict XVI himself to intervene several times²²⁸ and issue a number of letters and press releases, either towards the victims, either towards the general herd²²⁹. All of them apply brightly some of the core rules in Public Relations science.

Concluding, two other ways for the RCC to publicly relate, are its numerous celebrations and Holy Days²³⁰; most of them get their own event and lastly, many members of the clergy from time to time make appearances in television shows or interviews and other means of telecommunication, not to preach, but to simply state opinions or events in the light of some given situation. The interview of Father Frank Pavone with the motive of church and state relations on Fox News was one of these occasions²³¹.

Another way of non-personal communication is the Atmosphere the institution provides. This is the reason why the RCC buildings and arts are created as such; to inspire and communicate the messages the Catholic Church is about. This is why the RC encouraged the Baroque artistic style, because it was characterized by emotion and strong dynamic movement that were able to create graceful emotions. It had been decided at the Council of Trent that RCC should encourage art and that art should be communicating religious messages with the aim to create the appropriate emotions²³².

²²⁶ <http://www.missionariesofafrica.org/about/history.htm>

²²⁷ See Appendix 7

²²⁸ See Appendix 6

²²⁹ http://www.vatican.va/resources/index_en.htm#

²³⁰ http://www.vatican.va/liturgical_year/liturgico_en/liturgico_en.html

²³¹ <http://video.foxnews.com/v/4136918/the-catholic-church-today/>

²³² http://en.wikipedia.org/wiki/Baroque#Baroque_architecture

PEOPLE

McJOBS

McDonald's occupies more than one million people. The amount is expected to double throughout the next few years. Before entering a country for the first time, McDonald's managers are inspecting the local work environment. Of significant importance is the legislation on labor. Because of the nature of the job and because of the fact that McDonald's is always seeking to expand the work hours as we have already mentioned before, it is crucial to know whether there is space for part-time jobs, flexible work schedules and how many hours is an employee allowed to work daily and weekly.

Again, through adaptation to each country's rules, McDonald's proves its glocal character. Another indicator is that it is committed to employ locally, satisfying both, local and corporal cultures. The key to be a part of the McDonald's crew is not technical knowledge and capability; it is how well one communicates and interacts with costumers, since the higher goal of McDonald's is every customer's satisfaction at all time. It is a philosophy that is strongly promoted in employment advertising and however glocal tings might be, Ronald applies the same philosophy everywhere²³³.

Concerning professional training, we have already mentioned the Hamburger University. Nowadays, it attracts more than 5000 students yearly. The goal is to develop the talents of these people who are ready to commit to the principles of Quality, Service, Cleanliness and Value. McDonald's as we already said, is the first of the restaurant companies to have created a global training center. The Hamburger University has always been recognized on terms of excellence concerning training, even by the American Council of Education²³⁴.

Today the Campus runs 22 branches in the US and has expanded in five more countries. In training as well McD's have a glocal approach; even though the training material and method are supposed to have the same importance and purpose, they adapt to local languages and cultures²³⁵. The degree of Hamburgerology is intended for managers, assistant managers and future restaurant owners and franchisees. The training is available in 22 languages and after graduation, the managers pass on the knowledge to the staff.

The training of a business manager takes place in two parts

²³³ McDonald's: "Think global, act local" – The Marketing Mix, Claudio Vignali, Manchester Metropolitan University, p. 107 - 108

²³⁴ http://www.aboutmcdonalds.com/mcd/careers/hamburger_university.html

²³⁵ http://www.aboutmcdonalds.com/mcd/careers/hamburger_university/our_facility.html

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1. The manager is put into a training course which takes him through the elementaries and basics of restaurant management and operation
2. A barrage of training courses follow; these are supposed to enforce and back up the skills the manager learnt in the area of the business and therefore develop his skills in leadership, management and communication.

Every manager is obligated to take the course, which, as we said, adapts each time to any occasion²³⁶.

McDonald's is a company that takes human resources seriously. They follow the philosophy that better staff is the key to better business. Therefore, McDonald's takes a lot care of its employees well being and their efficiency by many ways. One of McDonald's keenest is motivation. It is not a coincidence that they take pride in the fact that many of the presidents and CEOs have made their start in McDonald's. the corporation highlights the fact that it provides opportunity for improvement and a better life for the employees and their families²³⁷. McDonald's claims that more than 50% of the restaurant operators and more than the 75% of the managers started with a low profile job at the company²³⁸. To provide further motivation to its managers, each year 1% of the global manager population is chosen, based on certain standards, and is presented with the Ray Kroc Prestigious Award²³⁹.

Apart from providing jobs that can turn into potentially satisfying careers, the company try to provide the best workplace possible; flexible working hours and schedules²⁴⁰, competitive wages, health insurance and prescription drug coverage, vacation and free or discounted meals, guarantee a place worth working for²⁴¹.

McDonald's provides lifelong training. It always seeks to improve the quality of its human resources rather than neglecting them after the basic initiation²⁴². But they do not only encourage learning only or work matters or on work ground; they have been teaching life skills that may vary from language courses to practical mathematics theories²⁴³. It is very common that many people of the low-ranked posts happen to be students. With the understanding that it is very difficult for one to work and study simultaneously, McDonald's provides educational assistance to student employees. Apart from that, motivation comes into the game once more; the company rewards accomplishment in school. It also awards students who excel in work, school and

²³⁶ McDonald's: "Think global, act local" – The Marketing Mix, Claudio Vignali, Manchester Metropolitan University, p. 107 - 108

²³⁷ http://www.mcdonalds.com/us/en/careers/our_people.html

²³⁸ http://www.mcdonalds.com/us/en/careers/working_here.html

²³⁹ <http://www1.mcdonalds.com/mediaroom/>

²⁴⁰ <http://www.mcdonalds.com/us/en/careers.html>

²⁴¹ <http://www.mcdonalds.com/us/en/careers/benefits.html>

²⁴² http://www.mcdonalds.com/us/en/careers/working_here.html

²⁴³ http://www.aboutmcdonalds.com/mcd/students/mcdonalds_does_good/the-values-we-bring-to-the-table.html

community service at the same time with the “McScholar of the Year” prize, which is actually a \$5000 scholarship.

Concluding, McDonald’s encourages team spirit and offers its employees recreational and communication opportunities. It also promotes the talents and hobbies of its employees. A bright example is the “Voice of McDonald’s”, a global signing contest, in which only McDonald’s employees can take part. The first prize winner receives an amount of \$25000 dollars and gets to record a demo that McDonald’s will promote²⁴⁴

THE CLERGY

Only men are allowed in the clergy. To become a priest, one needs to start with appropriate education at an early age. It can go all the way back to the first year of high school, or it can initiate later on at college level or after graduation in theological institutes. There are nine seminary programs concerning high school. For those who will take interest later, there are 42 priesthood formation regimes that are available either through catholic colleges or college seminaries. Latin may be required, but modern languages are as well encouraged during priesthood initiation. In the course of preparation, a candidate is required to study, among others, philosophy, prayer and miscellaneous religious studies. Most of the candidates receive a four year degree from a designated university or college and afterwards they have to follow one of the 46 (34 for Diocesan priests, 12 for Religious) theologates (theological seminaries) to receive the Master of Arts or Divinity. The theological education focuses on some main courses which are: Church History, Liturgy (study of the Sacraments), the Canon Law, Sacred Scripture, Dogmatic, Pastoral and Moral Teachings and Homiletics, the art of Preaching. Along with the theory, some experience on the field is as well required.

In case a candidate is poor, the RCC will treat him with scholarships and loans, therefore lack of funds is not a liability. After graduation, the RCC encourages the priest to perpetuate his education, especially in the sciences of Sociology and Psychology, which will help him to communicate with his parishioners better and to have extra qualification in helping with their problems. However, the Catholic Church does not provide such opportunity; the priest has to do it on his own. So, no matter how strongly the Church suggests life-long learning, it does not provide it.

To become a member of the clergy, one has to fulfill certain potential; apart from education it is also a matter of talent. Hence, a candidate should be by his nature caring and empathetic to the fellow man, to have a sense of Divine calling and connection,

²⁴⁴ <http://vom.mcdonalds.com/Rules/tabid/61/language/en-US/Default.aspx>

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strong moral values and the strength to lead the monastic life of the priest. Furthermore, he should be able to fulfill more potential, so that he could help more efficiently his parishioners. A priest must be excellent listener and communicator, strong enough to provide courage to a parishioner who suffers during a bad situation and of course the ability to relate biblical events to the parishioners' lives.

There are two kinds of Catholic priests, the Diocesan and the Religious. Both of them have taken the same priesthood education and they are both ordained by a bishop. What is more, both have dominant positions in seminaries, schools and colleges, either by teaching, or by administering. However

Diocesan:

- ✓ Diocesans are the common priests
- ✓ They serve a parish or a diocese and the people that constitute the herd. He occasionally might work in the local catholic school or hospital etc.
- ✓ The Diocesan has to swear vows of celibacy and total obedience
- ✓ Is at the disposal of the parishioners to fulfill their moral, educational and pastoral needs
- ✓ His days and business are almost totally guided by the current needs. His day might begin with a prayer and mass and end with private counseling or visiting a home to encourage a sick person's family.

Religious:

- ✓ The Religious belong to certain orders, like the Dominicans, or Jesuits etc
- ✓ Along with the vows of celibacy and obedience, they take the oath of Poverty
- ✓ His life and days are guided by the will of the superiors in his Order
- ✓ Most of them have a specialty; some in education and teaching, others in missionary work. This is the reason why the religious ones do the most of the missionary work.

The task of the priest can be difficult; it means inflexible work hours and a schedule that might actually be far larger than the normal average of work days. Albeit it might be mostly a work based on intelligence by nature, a priest might be called in at the most inappropriate of times and on very short notice, to visit the sick or bless the dying etc. last but not least, it is very usual to work on evenings, early mornings and holidays.

Some duties of the priest might include administrative issues for his parish or diocese, officiating weddings and funerals, Delivering the Sacraments, lead the parish in its worshipping activity through leading the mass and of course, probably the hardest of all, counsel and support the parishioners.

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Salaries and work benefits are bound to vary from diocese to diocese. If a priest is lucky, his parish will provide a car, a room, health insurance and some kind of retirement plan²⁴⁵.

Apart from the simple priests, the clergy consists of other two major sects.

The Bishop

The bishop is the person to whom the care of a local church is entrusted. A bishop is one of the few who can perform the sacrament of the Holy Order, something that a priest cannot do of course. He usually does not have to do with the parishioners; he is mostly concerned with matters that concern the priests and his role is to supervise them, listen to them and counsel with them. The population of the bishops is called the College of the Bishops. Although they are of equal power, the Bishop of Rome, the Pope, is considered the first among equals. The College of Bishops is said to be the successor to Christ's 12 Apostles. This is the reason why the Pope is considered as one step higher; his See is successor to Peter, the foundation of Christ's Holy Church²⁴⁶.

The Cardinal:

The Cardinal is a member of the clergy that has been chosen by the Pope to serve in the College of Cardinals. A Cardinal does not have to be a bishop. He could be a priest. But since the cardinals are the candidates for the next Papal See, a priest must really deserve it. Last but not least, since they are the Pope's advisors, they hold a strong position of authority in the Roman Catholic Church²⁴⁷.

PROCESS

“MADE FOR YOU”

Another characteristic of McDonald's globalization is the fact that the procedure of food making is almost everywhere the same. The company's standards are to be strictly applied all over the world, something that makes suppliers sweat to Ronald's demands.

Although the same kitchen philosophy is followed everywhere, it is possible that several changes should be made for certain markets that have imposed the need for local products. But one of the ingredients of McDonalds' global success is the ability to adapt in different cultures. The point of purchase also follows the same identical philosophy

²⁴⁵ <http://www.worldwidelearn.com/career-planning-education/social-science/roman-catholic-priest.htm#job-description>

²⁴⁶ http://en.wikipedia.org/wiki/Bishop_%28Catholic_Church%29#Duties

²⁴⁷ http://en.wikipedia.org/wiki/Bishop_%28Catholic_Church%29#Duties

everywhere. When a problem of language translation rose, McDonald's quickly set things straight by installing pictographs. In the same time, the company installed the proper software as well and the cashier could just link the order with price and total quantity²⁴⁸.

We have seen many times through this essay how McDonald's always try to add value for its customers. Through Process, McDonald's creates more value for its Core Product: Time. In the period 1998 – 2000, the company launched the "Made For You" campaign, meaning that it would automatize the process of treating and completing an order. This movement has been a drastic departure from the method of make-to-stock philosophy.

With a cost of \$25000 - \$85000 per store, and with the new equipment of the steamer, the computerizing ordering system and the flash toasters, McDonald's attempted to improve service times, improve quality, improve freshness, by controlling the temperature of the burger, freshness of the lettuce and the condition of the bun, and of course provide the opportunity of customized ordering.

The kitchen positions had now changed; there were four persons in the line; one cooking the patties (banch), one commencing the burger assembly (Initiator), one completing (Assembler) and a last one who is responsible for the fries. The numbers usually double during the rush hours. When a customer placed an order, the counter employee would type the order and through the computer it would hit the Assembly Monitor. The burger assembly initiates and terminates; now it is placed on the heated zone where it stays warm until the counter employee gives it to the costumer.

"Made For You" has been a big success ever since; it has greatly enhanced quality through revived standards, healthier food and more quality safety requirements. It has reduced costs but in the same time has improved customer satisfaction and sales and it has made food process more efficient²⁴⁹.

THE MASS

There are indeed many types of religious expression but the most common and standardized form of worship is the Mass. The ritual of the Mass is affected by many reasons. By the individual that celebrates, by the day, by the type of Mass (whether it is

²⁴⁸ McDonald's: "Think global, act local" – The Marketing Mix, Claudio Vignali, Manchester Metropolitan University, p. 108 - 109

²⁴⁹ <http://www.scribd.com/doc/24482849/Mcdonalds-Made-for-you>

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high or low) and by the special occasion the Mass is taking place on. However, the general scheme is the same.

To perform a Mass, a priest needs a blessed place or a church; a consecrated altar is crucial. Mass can be performed any given day except for the Good Friday and at any given time from dawn until midday. A priest is allowed to perform only one mass per day²⁵⁰. Since there are all kinds of Mass and celebration, it is reasonable that we provide a simple sample. We will present the basic scripture of the Mass.

It consists of four parts; two framing and two main. As framing we have the introductory rites and the concluding rite. As main, the Liturgy of the Word and the Liturgy of the Eucharist. All of them do not have absolutely standardized form; there are various alternatives which apply in any case.

Introductory

The Herd has assembled and as an opening song plays, and the priest with the deacons approach the altar usually using incense. After they sit to their chairs, the priest initiates the procedure with the Greeting, which begins with the prayer *“In the name of the Father, and the Son, and the Holy Ghost”* accompanied by the sign of the cross. The Process of the Mass is interactive. After the prayer all say *“Amen”*. The greeting prayer follows a blessing which varies per occasion. The Mass proceeds with the Rite of Blessing and Sprinkling Holy Water, or with the Penitential Rite, wither one to be followed by the hymns *“Kyrie”* and *“Gloria”*. And with a few moments of personal prayer, we move on to

The Liturgy Of The Word

The Lector performs the First Reading from the Bible. After the Responsorial Psalm, the Second Reading follows. Different passages are read every time. A passage from one of the four Gospels has turn and after that is over the priest or bishop, speaks to the audience in light of the day’s read passages or of the given celebration.

The Liturgy Of The Word terminates with the reciting of the Nicene Creed and the Prayer of the Faithful.

The Liturgy Of The Eucharist

The Altar is prepared to host the holy Sacrament and the Presentation of the Gifts take place. The Gifts being the wine and bread. The offer is as such

“Blessed are you, Lord, God of all creation. Through your goodness we have this bread to offer, which earth has given and human hands have made. I will become for us the bread of Life...Blessed are you, Lord, God of all creation. Through your goodness we

²⁵⁰ <http://www.newadvent.org/cathen/09790b.htm>

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have this wine to offer, fruit of the vine and work of human hands. It will become our spiritual drink.”

The priest and his ministry then pray over the gifts and afterwards recites one of the four most regular Eucharistic prayers.

The Communion Rite

The Communion Rite opens with Lord’s Prayer. In the guidance of the priest, all the people participate. The Sign of Peace is next, followed by the Breaking of the Bread and the begging for Mercy by Jesus, the Lamb Of God. Now it is time for the Sacrament of the Holy Communion. According to what tradition the parish might have, the priest gives the Communion to the parishioner along with a small dialogue:

“Priest: The Body of Christ

Communicant: Amen

Priest: The Blood Of Christ

Communicant: Amen”

After the communion song there is the period of silence and a prayer with a cleansed soul after the Communion. Closing the Communion Rite, the priest will make announce events, make eulogies, state reflections or say whatever else is worth mentioning as the Mass approaches to the end.

Concluding Rite

As in the beginning, the rite begins with a greeting, continues with a Blessing of the priest’s choice and closes with the Dismissal and the Closing Song²⁵¹.

PHYSICAL EVIDENCE

EVIDENCE OF A GOOD TIME

Every McDonald’s restaurant one can find in the whole world, communicate the same message: the message of a good time through a strong family environment. We will say probably for the last time that McDonald’s takes care of its quality standards worldwide especially in terms of food quality and cleanliness. Lest we forget the service that will

²⁵¹ <http://catholic-resources.org/ChurchDocs/Mass.htm>

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always greet you with a smile; in a few words, the whole McDonald's experience constitutes Physical Evidence²⁵².

But in general everything inside the building, the Playlands, the friendly environment, the visible cues that provide actual proof that the restaurant is popular everything from the building maintenance to the appearance of the building and its location and surroundings guarantee that McDonald's restaurants are a great place to eat²⁵³.

One of the characteristics that has established McDonald's through the years, is the transparency of its services. An action like that conveys that the company has nothing to hide and the fact that the service is speedy is not because of the fact that the product is stocked somewhere and waiting for you to come; it's just like that, McDonald's service is fast. One thinks that it is a fun place to work as well; McDonald's goes to great lengths to create a uniform that will on the one hand promote the company but it will indicate the employee's individuality on the other²⁵⁴.

Concluding, McDonald's manifests all of its being and its accomplishments through a very well organized website. The website is also a way to illustrate all the beneficial activity McDonald's has taken for the Environment and Society in general.

WHOSE EVIDENCE IS IT?

Whatever one believes, it is not possible to stand below the dome of the Capella Sistina without Awe. Everything that the Catholic Church and the Christian belief has inspired in terms of art, either in painting, or architecture, or sculpturing or music, are strong Physical Evidence; the giant Church buildings of the Baroque and Rococo periods provoke God loving and fearing feelings.

Apart from that, the logos and symbols of the RCC are as well overwhelming; everyone knows what he is dealing with when he sets eyes upon a cross. Or should we mention the Catholics' passion for Tradition? How more reassuring can that be? And of course the tons of Social Responsibility cases, schools, orphanages, charity, hospitals, homeless shelters, soup kitchens, all in alignment to convey the same message; you have standard results with the RCC.

For those that the aforementioned are not enough, Catholics Come Home Inc. in light of their campaigns they provide many videos with testimonials of people who were not

²⁵² McDonald's: "Think global, act local" – The Marketing Mix, Claudio Vignali, Manchester Metropolitan University, p. 109 - 110

²⁵³ <http://www.docstoc.com/docs/12163572/Marketing-Plan-of-Mcdonalds-7ps>

²⁵⁴ http://adage.com/article?article_id=46205

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Catholics and by deciding to make a leap of faith to Catholicism their lives got so much better. Or by people who grew up to be Catholics, but strayed from the flock somewhere along the way, and now they returned like the Prodigal Son to find once again peace in their lives²⁵⁵. And let's face it; more than one billion followers cannot be wrong.

But what is probably more interesting about the Roman Catholic Church, is the way it uses the Physical Evidence of competition and mainly the scientific findings about Evolution and the birth of the Universe. At first, theories like Big Bang and Evolution would spring a deep rooted animosity on behalf of the RCC. However, Pope John Paul II had the brilliant idea not only to accept them, but to adopt them as well²⁵⁶, therefore supporting them as Evidence that God exists in the way the RCC manifests.



18. The Creation of Adam, detail - Michelangelo. Fresco, 1511

²⁵⁵ <http://www.catholicscomehome.org/about-our-tv-commercials.php>

²⁵⁶ <http://www.law.umkc.edu/faculty/projects/ftrials/conlaw/vaticanview.html>

Conclusion

Compared to the Marketing activity of a big for-profit corporation like McDonald's, how safe it is to say that the RCC applies Marketing and acts alike?

With the belief that the reader understood a few things from this essay and with the hope that we encouraged perception to go one step further, we will now check our findings one by one. What we actually did in the essay was to try and identify Marketing activity of the Roman Catholic Church in each and every category of the Marketing Mix, taking McDonald's as a starting point. With the thought that a big for-profit corporation that blatantly and openly markets in every way possible would have nothing to do with the Greatest Story Ever Told, at least in terms of marketing, the assumptions were proven totally wrong. Not only do they have things in common, but it also seems that McDonald's has still a lot to learn and the Vatican is here to teach them!

Product: To what extent goes the idea of product strategy in religion is beyond contest. For 2000 years it has been constantly enhanced and augmented. The Product theories applied perfectly; not a single flaw, clear division between Core, Actual and Augmented with the last two subjects to constant alteration by human intervention.

Price: The "money, time and effort" explanation is no more – at least as it used to. The price to be a good catholic goes far beyond that and it is supported by guidance of the Vatican – a clear case of pricing strategy. The RCC does not only demand a little time, a little money and a little effort; it demands dignity, personal belief, reason and at some points even life

Place: Just to fill-in the marketing concept, we hope that we provided a more complete description of Place.

Promotion: Apart from success and activity to almost every aspect of the Promotion Mix, we can say that the highlight was probably the best use of Word of Mouth ever: Parents to children. Think of all the negative popularity McDonald's has gotten from advertising to children and the benefits it would have enjoyed if it successfully got the parents to bring the children on their own volition. Of course in advertising McDonald's is as well unmatched. But in Promotion terms, not even McDonald's is able to match the Roman Catholic Church.

People: Both our cases have presented a carefully chosen and strong team of Human Resources

Process: as in Place, it rightfully fills-in the Marketing Mix concept.

Physical Evidence: Not so much the RCC's Physical Evidence (which are anyway beyond compare), as its ability to block, deny and "steal" Physical Evidence from others

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to prove its own point. Imagine a Burger King campaign that would say “Burger King. It is ME who is lovin’ it!”

All in all, after setting two giants in their field side by side, we realized that they have a lot in common. Through the Marketing theory we saw how the Roman Catholic Church is not better than a giant corporal institution. It applies marketing at its greatest length, with almost no legislation to restrain it. It is true that the Roman Catholic Church is not considered as a big for-profit organisation, but if you consider for a minute the sense of profit, you will find that profit, as well as price has a relative meaning. Think of all the influence the Catholic Church has had in the world throughout history, politically, economically, socially etc and you might think that maybe it would be better if it was a big for-profit corporation. And all because of successful marketing strategy right from its beginning and foundation!

So, to sum up and give an answer to our problem: yes, compared to a big for-profit corporation like McDonald’s the Roman Catholic Church not only markets and acts alike, but McDonald’s would do right if it applied some of its methods!

We just hope that you enjoyed your reading and, without insulting anybody’s personality, we managed to raise reasonable thought on whether people should dedicate their lives and souls to something that is the End Product of an organisation that is no better than a hamburger company and we hope that we will make some people say at last “I am NOT lovin’ it!”.

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APPENDIX

1. Nine-Year-Old's Abortion Outrages Brazil's Catholic Church
2. Catholic Hospitals Refuse Patients' Contraception
3. Vatican: Condoms Don't Stop AIDS
4. Catholic Church Steps Up Fight Against Condoms
5. Dispelling Rumors About McDonald's Beef
6. Unhappy Birthday For Pope As Catholic Crisis Widens
7. Embezzlement Is Found In Many Catholic Dioceses