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Chester's | PepsiCo Foods North America Foodservice We love our snacks as much as you do For the last decade, Richard Montaez has been telling the story of how he invented Flamin Hot Cheetos. The world has been eating it up.It goes like this: He was working as a janitor at Frito-Lays Rancho Cucamonga plant when he dreamed up a chile-covered Cheeto and believed in himself enough to call up the chief executive to pitch his spicy idea.Corporate backstabbers tried to sabotage Montaez for stepping out of line, but he out-hustled them, driven by a hunger to succeed. Flamin Hots became a runaway hit, and Montaez rose through the ranks and became an icon.Watching his many recorded speaking engagements, its easy to see why his story has taken off.Montaez is a charismatic speaker, and his tale of a Mexican American underdog whose ingenuity conquered the corporate world is a rags-to-riches fable baked into the origin of a wildly popular snack.With their spicy kick and neon-red flavor dust, Flamin Hot Cheetos have inspired viral rap videos, Instagram-worthy menu items and streetwear designs. Schools have banned the snack altogether over concerns about its popularity with children. Clear revenue numbers are hard to come by, but nearly every major Frito-Lay line, from Smartfood popcorn to Funyuns, now has a Flamin Hot variety on the market.Montaez has built a lucrative second career out of telling and selling this story, appearing at events for Target, Walmart, Harvard and USC, among others, and commanding fees of $10,000 to $50,000 per appearance.His second memoir, Flamin Hot: The Incredible True Story of One Mans Rise from Janitor to Top Executive, is out in June from an imprint of Penguin Random House.A biopic based on his life, to be directed by Eva Longoria and produced by Christian super-producer DeVon Franklin for Searchlight Pictures, is set to begin filming this summer. Both the book and the movie were sold after bidding wars Montaezs story is undeniably hot. Richard Montaez, shown at the 2013 opening of the Tamayo art gallery in East L.A., has found success on the speaking circuit. Theres just one problem: Montaez didnt invent Flamin Hot Cheetos, according to interviews with more than a dozen former Frito-Lay employees, the archival record and Frito-Lay itself.None of our records show that Richard was involved in any capacity in the Flamin Hot test market, Frito-Lay wrote in a statement to The Times, in response to questions about an internal investigation whose existence has not been previously disclosed. We have interviewed multiple personnel who were involved in the test market, and all of them indicate that Richard was not involved in any capacity in the test market.That doesnt mean we dont celebrate Richard, the statement continued, but the facts do not support the urban legend.Flamin Hots were created by a team of hotshot snack food professionals starting in 1989, in the corporate offices of Frito-Lays headquarters in Plano, Texas. The new product was designed to compete with spicy snacks sold in the inner-city mini-marts of the Midwest. A junior employee with a freshly minted MBA named Lynne Greenfeld got the assignment to develop the brand she came up with the Flamin Hot name and shepherded the line into existence. Montaez did live out a less Hollywood version of his story, ascending from a plant worker to a director focused on marketing. He also pitched new product initiatives, which may have changed the path of his career.But Montaez began taking public credit for inventing Flamin Hots in the late 2000s, nearly two decades after they were invented. First, he talked about it in speeches at local business and philanthropy award ceremonies. Then the online media, hungry for a feel-good story, took his claims viral.And nobody at Frito-Lay stopped him. Most of the original Flamin Hot team had retired by the 2000s, but the few who remained let the story spread unchecked.Greenfeld contacted Frito-Lay in 2018 after first seeing that Montaez was taking credit for Flamin Hot Cheetos, triggering a company investigation. That process unearthed evidence calling his account into question and led the company to the conclusion it shared with The Times: We value Richards many contributions to our company, especially his insights into Hispanic consumers, but we do not credit the creation of Flamin Hot Cheetos or any Flamin Hot products to him.The producers of his biopic, despite being informed of problems by Frito-Lay in 2019, announced a cast for the movie in early May.The producers of the film and the publisher of Montaezs latest book did not respond to requests for comment before publication of this article. The true origin story of Flamin Hot Cheetos, according to interviews with former Frito-Lay employees, records and the company itself, took place on mini-mart shelves and in corporate offices. The core of Montaezs story rested on the pitch meeting that he says changed his life, where he sold his idea of Flamin Hot Cheetos directly to the Frito-Lay elite. In his new memoir, he lays out a dramatic scene, with more than 100 people, most of them leading executives, assembled alongside the CEO in a conference room at the Rancho Cucamonga complex to witness his presentation.The Times spoke with 20 people who worked at the Frito-Lay divisions responsible for new product development 32 years ago, when Flamin Hot Cheetos were first extruded into existence. None recalls anything like the episode Montaez describes taking place.If that story existed, believe me, we would have heard about it, said Ken Lukaska, who worked as a product manager for the core Cheetos brand when Flamin Hots were rolling out nationally. This guy should run for office if hes that good at fooling everyone.The idea that grew into Flamin Hots didnt come from Rancho Cucamonga, or California, or even Frito-Lays home base in Texas.Six of the former employees remember inspiration coming from the corner stores of Chicago and Detroit. One of the earliest newspaper articles about the product corroborates that detail: A Frito-Lay spokesperson told the Dallas Morning News in March 1992 that our sales group in the northern United States asked for them.Fred Lindsay, a retired Frito-Lay salesman from the South Side of Chicago, feels that he can be more specific: Im the one that was responsible for getting us into Flamin Hot products.The late 80s were a cutthroat time in corporate foodstuffs, and PepsiCo Inc., Frito-Lays parent company, was fighting a marketing war on three fronts. In its restaurant division, Pizza Hut was clawing its way into delivery to fend off Dominos, and Taco Bell resorted to free soda refills to undercut the competition.Pepsis beverage business was locked in the decadelong Cola War, with its flashy CEO, Roger Enrico, pouring millions into ad deals with Michael Jackson and Madonna to peel people away from King Coke.Frito-Lays battle was quieter but just as brutal. The company had been the reigning champ of salty snacks for decades, ever since Frito Co. and H.W. Lay & Co. had first merged, but Anheuser-Busch had come out swinging with its national Eagle Snacks line, and Frito-Lay was losing ground. Lindsay for years worked the sales beat in Chicago and the Great Lakes region, where he witnessed spicy products from regional competitors just blow off the shelf at corner stores and gas stations. So he started beating the drum for the marketing department to gin up something. I was fighting mad to try and get hot stuff in the market, Lindsay said.By the time he got promoted to corporate headquarters in Plano, working for the UDS business shorthand for up and down the street, meaning any liquor store, sundry shop or mini-mart smaller than a grocery store his idea had been taken up by the marketing department.The funny thing is, I heard maybe a year ago that some guy from California was taking credit for developing hot Cheetos, which is crazy, Lindsay said. Im not trying to take credit; Im just trying to set the record straight.The assignment to create spicy competitor products landed in the inbox of Sharon Owens, a product manager in the Single Serve group at the time. Unlike the mainline brands Fritos, Doritos, Cheetos and Lays whose managers were expected to serve as custodians of just one product, Single Serve was organized around a format: individually wrapped products made for cramped mini-marts and customers with just a few quarters to spend.Owens recalls that she assigned the project to a new employee: Greenfeld. It is disappointing that 20 years later, someone who played no role in this project would begin to claim our experience as his own and then personally profit from it. Lynne Greenfeld, former Frito-Lay employee For the record:1:50 p.m. May 16, 2021An earlier version of this article said Lynne Greenfeld and Miguel Lecuona attended business school at Northwestern. The business school they attended was at the University of North Carolina at Chapel Hill.Flamin Hot was Greenfelds first project at the company when she started in the summer of 1989, fresh out of the MBA program at the University of North Carolina at Chapel Hill. Business degrees were practically required to get in the door at PepsiCo in those days, with rare exceptions made for people with B.A.s from Babson College, Enricos alma mater.Miguel Lecuona, an MBA classmate of Greenfelds, joined the Single Serve team at the same time, working on beef sticks, sweet snacks and other odd products that would sit by a mini-mart register. I was on the cookie, Lecuona said, and Lynne Greenfeld was on the small-bag business.Wed go on a field marketing tour and bring home 50 different bags of chips that we had never seen in our lives theyd say were losing sales to this kind of product line right now, Lecuona said, and so Flamin Hot was actually, you could call it a flavor idea.Over the next few months, Greenfeld went on market tours of small stores in Chicago, Detroit and Houston to get a better feel for what consumers craved. She worked with Frito-Lays packaging and product design teams to come up with the right flavor mix and branding for the bags. She went with a chubby devil holding, a Cheeto, Frito or chip on a pitchfork, depending on the bags contents, she recalls, a memory independently corroborated by newspaper archives. The headquarters of Frito-Lay Inc., a subsidiary of PepsiCo, in Plano, Texas. By the summer of 1990, the product entered its test market. Frito-Lays trademark for the Flamin Hot name lists that August as the month the product made its debut.A trio of Flamin Hot snacks Fritos, Cheetos and Lays hit small stores in Chicago, Detroit, Cleveland and Houston, according to the Dallas Morning News article and newspaper ads for the new products in those regions.Frito-Lay corroborated many of the details of this account, writing that as early as 1989, there were regional competitive spicy products on the market, including a spicy, bright-red potato chip from the Chicago snack company Jays.In response, Frito-Lay launched a test market of spicy Lays, Cheetos, Fritos and Bakenets in Chicago, Detroit and Houston beginning in August 1990, the company wrote in a statement.Frito-Lay wrote that a product or flavor extension is the work of a number of people across functions as diverse as R&D, sales and marketing, all of whom are proud of the products they help create.An internal promotional video for the Cheetos brand from the first quarter of 1991 serves as further proof that Flamin Hots were already out in the world.The nearly nine-minute video, which Lukaska shared with The Times, is a Day-Glo green-and-pink time capsule, with Frito-Lay execs in fashionably baggy suits touting the latest and greatest snack aimed at kids, Cheetos Paws. At one point, two DDB Needham advertising executives perform a New Jack City-era rap about the coolness of Chester himself. Flamin Hots appear in the video for less than a second, in a rapid-fire slideshow set to MC Hammers U Cant Touch This, alongside two other minor brands of the day, Cheetos Curls and Cheetos Light.The test markets soon proved that Lindsays insight was right, and Greenfelds execution worked. Flamin Hot Cheetos and Lays rolled out across the country by early 1992 and would slowly grow to become a cult hit.Greenfeld, who now goes by her married name, Lemmel, said shes very proud of leading the team that put Flamin Hots into the world, and for coming up with the Flamin Hot brand name.It is disappointing that 20 years later, someone who played no role in this project would begin to claim our experience as his own and then personally profit from it, she added.Montaez did not respond to multiple requests for comment via email, phone, direct message, attempts to reach him through a publicity agent, and questions delivered to a family member at a home listed in Montaezs name.Hours after initial publication of this story, Montaez posted a video to his Instagram account, addressed to all you young leaders. I dont care what room youre in, theres always somebody in the room thats going to try to steal your destiny. They may even say you never existed, Montaez says to the camera. I want you to do this: Write down your history, because if you dont, somebody else will. Remember that. And also remember this, the best way to destroy a positive message is to destroy the messenger. Never allow that to happen to you. Im certainly not going to allow it to happen to me.The record of Flamin Hot Cheetos first entering the market in 1990 points to an impossibility at the heart of Montaezs story all along.In telling after telling, Montaez says he felt empowered to invent Flamin Hot Cheetos after watching a motivational video from Enrico, the CEO of the company, that encouraged all Frito-Lay workers to act like owners and take charge of the business.And time after time, he says that Enrico was the CEO whom he boldly called to pitch his idea and that Enrico flew out to Rancho Cucamonga weeks later to witness his pitch in person. In his new memoir, Montaez clearly restates this claim: Enricos name appears 60 times in the text.But Enrico did not work at Frito-Lay when Flamin Hot products were developed. His move to Frito-Lay was announced in December 1990, and he took over control at the beginning of 1991 nearly six months after Flamin Hots were already out in the test market.When the Flamin Hot line first entered test markets in the summer of 1990, Robert Beeby was leading Frito-Lay. Wayne Calloway was running the parent company, PepsiCo. Enrico was the president and CEO of PepsiCo Worldwide Beverages, the separate soft drink division of PepsiCo, leading the company in the Cola Wars. Enrico went on to lead PepsiCo as a whole by the end of the 90s, and the first media mention of his I Own the New Frito-Lay campaign came in a May 1992 feature in Ad Day. He retired in 2001, and he died while snorkeling in the Cayman Islands in 2016. The Times found no public comments from him on Flamin Hot Cheetos or any Flamin Hot product.Patti Rueff, who worked as Enricos secretary for decades as he moved from the beverage business to Frito-Lay and on to the top of the parent company, vividly recalls Montaez calling her office to speak with Enrico once he was already leading Frito-Lay, in 1992 or 1993, and after Flamin Hot products were already on shelves.One other Frito-Lay executive played a key role in Montaezs Flamin Hot story: Al Carey, a Frito-Lay lifer who worked at the company for nearly 40 years, rising through the executive suite to the top of the corporate pyramid. Al Carey, former CEO and president of Frito-Lay North America, played a key role in Richard Montaezs Flamin Hot Cheetos story. Carey appears to be the only Frito-Lay executive who worked at the company at the time of Flamin Hot development to publicly endorse Montaezs version of events over the years.In 1990 Carey was working as vice president of national sales out of the Plano offices. When Enrico came in, he promoted Carey to oversee a new vending machine and warehouse division in early 1992, and then to division president of Frito-Lay West, based in the Bay Area, at the end of that year.Carey became president and CEO of Frito-Lay North America in 2006. In 2007, Montaez began telling his story in public, and the pair have made joint appearances at a number of public events over the course of their careers.Montaez writes in his new memoir that he met Carey in the late 1980s, when the exec was taking a tour of the Cucamonga plant. When Montaez later called him for advice on pitching his idea for spicy Cheetos, he says, Carey encouraged him to call Enrico directly. Of course stories grow, and the longer we get away from the date the stories evolve. Ill bet Richards added a little flavor to it. Al Carey, former president and CEO of Frito-Lay North America In an interview, Carey, 69, initially said that he first met Montaez after becoming division president for Frito-Lay West in December 1992, and that Montaez pitched him a set of products targeted at the Latino market. When asked how that timeline fits with the 1990 Flamin Hot trademark and test market, Carey insisted that Montaez is the creator of Flamin Hot Cheetos.The product that we know today as Flamin Hot Cheetos was definitely not out in the market before his meeting with Montaez, Carey said. That product was developed by those guys in the plant.When asked to explain the news clippings and former employee accounts that place Flamin Hot Cheetos in the market two years earlier, Carey hedged his statement. This is such a long time ago, I bet there was a spicy Cheeto in the Chicago, L.A., maybe Houston market, too, Carey said.Of all the people who are in PepsiCo or around PepsiCo, I have the most experience, he continued. I can promise you for sure there was no brand development, no brand launched called Flamin Hot Cheetos, Carey said, adding that if there was a prior spicy product on the market, it was reformulated to match Montaezs sample product. The ingredients, thats the magic of the product, Carey said.Frito-Lays statement contradicted its former CEO. According to our records, McCormick, Frito-Lays longtime seasoning supplier, developed the Flamin Hot seasoning and sent initial samples to Frito-Lay on Dec. 15, 1989, the statement said. This is essentially the same seasoning Frito-Lay uses today.Carey said he was unsure how to account for that contradiction. Im sure if you went back into the Frito-Lay history, OK, theres probably something in 1990 that was a test market on a spicy product, he said. Ill be surprised if it was this same ingredient, but it could have been, I guess.When asked about the pitch meeting central to Montaezs account, Carey said that Enrico was not in attendance.Of course stories grow, and the longer we get away from the date the stories evolve, Carey said. Ill bet Richards added a little flavor to it.He said that he suggested strongly that Montaez retire when he did, in 2019, if he wanted to pursue his career as a motivational speaker, memoirist and film subject.Youre theoretically not supposed to be giving a speech and being paid for it if youre still a part of the company, Carey said. I said this is a fun story; this shouldnt be a controversial story; your inclination to dramatize the story a little bit, youve got to keep away from that.But he repeated that Montaez was key to Flamin Hot Cheetos success. Lots of products have grown into hits, he said, only after a charismatic leader comes along. They may have not invented the ingredient, but they invented the energy that goes behind this thing and the positioning, and then it becomes successful, he said.Without Richard, this thing would not be out there, he concluded.Beneath Montaezs story about Flamin Hot Cheetos, visible through its inconsistencies and supported by the documented timeline of events, there is a real story of a man rising up the corporate ladder, from factory floor to marketing executive, pitching some products along the way.Montaez was born in Ontario to a Mexican American family that lived in the unincorporated community of Guasti, a cluster of buildings and shops centered on vineyards east of Los Angeles, where some of the men in his family picked grapes for a living.He dropped out of school but not, as he has claimed in past media appearances, after the fourth grade, or, as he claims in his new memoir, before the sixth. Montaez appears to have made it to at least the ninth grade he is listed in the freshman class section of the Chaffey High yearbook of 1972 but disappears from the areas yearbooks after that.Montaez got a job at the Frito-Lay plant in Rancho Cucamonga in the late 1970s. Although Montaez has at times said he was working as a janitor when he pitched Flamin Hot Cheetos, Frito-Lay said its records show he was promoted to machinist operator by October 1977, shortly after his hiring. In that role, he writes in his new memoir, he spearheaded a program to reduce waste along the assembly line.After Enrico moved to Frito-Lay and the motivational I Own the New Frito-Lay campaign rippled across the company, a single news clipping featuring Montaez provides a window into that moment in his career. Richard Montaez and his wife attend the 2014 Latinos De Hoy Awards presented by Hoy and the Los Angeles Times. The U.S. News and World Report article from December 1993 focuses on businesses finding success by empowering their employees. The section on Frito-Lay talks about the plant in Rancho Cucamonga, where manager Steve Smith had taken up Enricos initiative and gotten more front-line workers thinking about how to improve the business as a whole.Veteran machine operator Richard Montaez, 37, became so energized by Smiths new operating style that after listening to salesmen he developed a new ethnic-food concept aimed at the Hispanic market, the reporter writes. After testing recipes and outlining a marketing strategy, Montaez burst forth with a kernel of an idea: Flamin Hot Popcorn, which will soon make its debut.An industry news wire announced that Flamin Hot Popcorn did in fact hit shelves in March 1994, as an extension of the Flamin Hot line that Greenfeld and her colleagues had rolled out four years earlier.Around that time, Montaez began working on a line of products pitched specifically at the Latino market in the Los Angeles area: Sabrositas. Images that Montaez has posted to his Instagram account show that the Sabrositas line included Flamin Hot Popcorn, two types of Fritos Flamin Hot and Lime and Chile Corn Chips and a Doritos variety billed as buuelito-style tortilla chips.Roberto Siewczynski worked on the Sabrositas test market in 1994 as an outside consultant for Casanova, a Latino-focused wing of the ad agency McCann, and remembers Montaez being deeply involved in the process.Siewczynskis recollection of the Sabrositas marketing campaign aligns with what Montaez describes in his memoir though Montaez attaches his story to Flamin Hot products, not the Sabrositas launch.I did go to Rancho Cucamonga, Siewczynski said, where he was surprised to learn that the Sabrositas project was being led by production and distribution workers, not the marketing department, as a community-driven campaign focused on the Latino market in Los Angeles. It was, Hey, the plant really wants to do this; Richard really wants to do this, and they cut out a lot of the traditional management.He remembers Montaez as a colorful, engaging storyteller, well liked by all of his co-workers at the plant. And he remembers a creation story, but one that focused on Lime and Chile Fritos, not Flamin Hot Cheetos.Montaez told the whole story about how when he was a kid he would put lime and chile on his Fritos, and that was sort of the impetus for the product design, Siewczynski said. In his new memoir, Montaez writes that he tapped into the local network of women hosting Tupperware parties to get Flamin Hot Cheetos out to customers in Southern California as a way to bolster the struggling test market.Siewczynski recalls the same story for Sabrositas. The product was rolled out without any mass media or advertising, he said. We did a strategic partnership with Tupperware, where they would take the product to their parties, he added, recalling a mortifying presentation that he made as a 22-year-old ad man to a room of hundreds of Tupperware ladies, who ribbed him onstage for being so young and handsome.Frito-Lay records shared with The Times show that Montaez was promoted to a quality-control tech services specialist from 1998 to 2002, then left the plant and rose to a director-level position. He received a number of accolades from both community groups and PepsiCo CEOs along the way.Hes now retired in his early 60s, after a full career climbing the corporate ladder. Montaez made it, from rags to riches, from factory floor to corporate suite. He just didnt make Flamin Hot Cheetos.Flamin Hot Cheetos became a cultural phenomenon in the 2000s. As early as 2005, school administrators considered banning them in the classroom because of their distracting popularity with students; Pasadena schools eventually prohibited them in 2012. Their first meme moment came in that same year, in a 2012 viral rap video, Hot Cheetos and Takis, a song written and performed by a group of kids as part of an after-school program in north Minneapolis. The years since have seen pop-up restaurants and fashion lines, and countless Instagram-ready Flamin Hot Cheetos menu items at restaurants across the country.Montaezs story of the janitor who had invented Flamin Hot Cheetos picked up traction, serving as fodder for blog posts and online videos. Montaezs own Instagram account accumulated tens of thousands of followers, and his TikTok following now tops 100,000.But the people who had worked on the original Flamin Hot line werent watching viral videos or reading food blogs targeted at young audiences. Most of them had already left the company by the early 2000s. Most had already retired.Greenfeld, the Flamin Hot team leader, didnt see the story of the scrappy janitor who invented Flamin Hot Cheetos until the summer of 2018, when she happened upon a blog post on the Esquire website.Greenfeld was shocked to see someone taking credit for a product that she had worked on. She reached out to an acquaintance who was still working at Frito-Lay, according to emails viewed by The Times, asking if they had ever heard of the Montaez story, and if they knew anyone she could alert in the legal department that someone was claiming to have invented Flamin Hot Cheetos.Michele Thatcher, chief counsel in PepsiCos global human resources department, wrote that she and the legal team know Richard well, were aware of his book and movie projects, and were unsure what problem, if any, there might be with his story. Over the decades, the institutional memory had been lost.Further email correspondence shows that the company launched an investigation into the question of Flamin Hots origin after Greenfelds initial email. Bags of Flamin Hot Cheetos at Touchdown Food Mart in Chicago. Several former Frito-Lay employees remember the inspiration for the snack coming from the areas mini-marts and corner stores in the 1980s. In a December 2018 message, Leanne Oliver, general counsel at Frito-Lay North America, wrote that she didnt think there was any question that the Flamin Hot test market predated the Cucamonga meeting where Montaez pitched some kind of product.In a later email, another Frito-Lay lawyer, Susan Chao, wrote, We know you and the Law Dept worked together to trademark Flamin Hot but asked Greenfeld if she remembered who had invented the name. I came up with the Flamin Hot name on my own, Greenfeld replied.The investigation soon came to an effective dead end. Montaez retired in March 2019. Carey, his corporate mentor, retired that same month.The next month, Oliver wrote in an email that Frito-Lay will continue to take the position that Flamin Hot Cheetos was created by a team of people and, as with all of our products, we do not credit one person with a product invention or flavor extension.Carey and Montaez appeared together soon after, at a June 2019 ceremony where Carey accepted a lifetime achievement award from the East Los Angeles Community Union. In a video created for the event, Montaez shifts his story, saying that it was Carey, and not Enrico, who created the motivational video that inspired him to create Flamin Hot Cheetos in the first place, though he has since returned to his version of the story featuring Enrico.Carey currently sits on the board of the Home Depot, serves as executive chairman of the North Carolina textiles company Unifi and is on the board of a blank-check vehicle, Omnichannel Acquisition Corp.Indra Nooyi, who was chairman and CEO of PepsiCo while Carey was running Frito-Lay and the Pepsi beverage business, has blurbed Montaezs new memoir, calling it a tour de force. (Nooyi also retired in 2019.) Tom Greco, who took over at Frito-Lay once Carey moved to Pepsi, has also blurbed the book. Nooyi joined PepsiCo in 1994, and Greco worked in Frito-Lays Canadian division until the early 2000s.Montaez has spent much of his time since retirement working the speaker circuit, according to his social media accounts, delivering keynotes at in-person and virtual events for organizations such as Prudential Financial, the Philadelphia Eagles, recruitment tech company Indeed, call center technology company Genesys, and at Pestworld 2019, the annual conference of the National Pest Management Assn.After the investigation and his retirement, Montaez has also repeatedly posted to his social media accounts photographs of what he claims are original design materials for Flamin Hot Cheetos. Many have recently been deleted.One photograph, posted to Instagram in October 2019 but now deleted, shows four pieces of lined notebook paper, labeled mild, reg, hot and extra hot, with Cheetos piled on top of each. At the bottom of one, Montaez signed his name and wrote the date 1988.In another post, now deleted, he wrote that he worked on the Doritos Salsa Rio flavor in 1998 a product that first hit test markets in 1987, according to Advertising Age articles from that year.In public statements since conducting its internal investigation, Frito-Lay has struck a cautious tone.In an August 2019 interview with Fast Company about Montaezs biopic, Frito-Lay Chief Marketing Officer Jennifer Saenz said that the company helped the films producers piece together the historical information that exists on Flamin Hot Cheetos.Saenz then substantially repeated the statement that the company had sent to Lynne some months earlier: At Frito-Lay, and PepsiCo, a product or flavor extension is the work of a number of people across functions as diverse as R&D, sales and marketing, all of whom are proud of the products they help create. Eva Longoria, pictured at a Hollywood Foreign Press Assn. banquet in 2019, is set to direct a biopic based on the life of Richard Montaez. In April 2020, a new chief marketing officer, Rachel Ferdinando, appears in a CNBC video feature about Flamin Hot products. She stops short of calling Montaez the inventor of the product.But she does name Montaez, saying that Richards insights into the Hispanic consumer really helped us shape and think about how we should talk to that consumer, adding that his thinking insight was something we relied on very heavily.The filmmakers behind Montaezs biopic were informed of potential problems with his story two years ago. In April 2019, Frito-Lays legal team forwarded a letter that Greenfeld wrote outlining her version of events to Franklin, whose production company, Franklin Entertainment, is co-producing Montaezs biopic along with Searchlight Pictures.Its unclear whether the producers ever informed Longoria, whos set to direct the film. And like many Hollywood projects, the movie could use Montaezs story as a jumping-off point for a fictional story.In early May, Longoria announced that she had chosen the actors to play Montaez and his wife, and that the film would begin shooting this summer in New Mexico.She told Variety that it has been her biggest priority to make sure we are telling Richard Montaezs story authentically.

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No warranties are given. The license may not give you all of the permissions necessary for your intended use. For example, other rights such as publicity, privacy, or moral rights may limit how you use the material. Share copy and redistribute the material in any medium or format for any purpose, even commercially. Adapt remix, transform, and build upon the material for any purpose, even commercially. The licensor cannot revoke these freedoms as long as you follow the license terms. Attribution You must give appropriate credit , provide a link to the license, and indicate if changes were made . You may do so in any reasonable manner, but not in any way that suggests the licensor endorses you or your use. ShareAlike If you remix, transform, or build upon the material, you must distribute your contributions under the same license as the original. No additional restrictions You may not apply legal terms or technological measures that legally restrict others from doing anything the license permits. You do not have to comply with the license for elements of the material in the public domain or where your use is permitted by an applicable exception or limitation . No warranties are given. The license may not give you all of the permissions necessary for your intended use. For example, other rights such as publicity, privacy, or moral rights may limit how you use the material. Are Chesters Hot Fries Discontinued?Chesters Hot Fries are a popular snack food in the United States. They are made from potato sticks that are flavored with a spicy blend of seasonings, including cheddar cheese, paprika, and onion powder.The snack is known for its distinct orange-red color and its hot and spicy flavor. The brand is owned by the parent company, Frito-Lay, which is a division of PepsiCo.Chesters Hot Fries are available in various sizes, from small individual bags to larger party-sized bags. They are sold in many grocery stores, convenience stores, and gas stations throughout the United States. The snack has a loyal fan base and is often considered a nostalgic treat by many who grew up enjoying them.For many years, Americans have been enjoying Chesters Hot Fries as their favorite snack. Even with the presence of other competing snack brands, Chesters has remained the unbeatable choice.Its unique flavor, made with potatoes, cheddar cheese, and canola oil, is highly valued by customers and is often associated with fond childhood and adult memories. Fans of Chesters Hot Fries tend to grab a bag whenever they visit a grocery store or petrol station.Despite being difficult to find due to their popularity and limited supply, Chesters Hot Fries are not being discontinued. Frito-Lay has reassured fans of the snack that it is still being produced, and there are no plans to discontinue it.Chesters Hot Fries have gained a dedicated following for their unique and bold flavor. The blend of seasonings, including cheddar cheese, paprika, and onion powder, gives them a spicy kick that many snack lovers enjoy.While they may be challenging to find in some areas, they remain a beloved snack that can often be found in many grocery stores, convenience stores, and gas stations across the United States. Whether youre a longtime fan or a newcomer to the snack, Chesters Hot Fries are worth seeking out for a flavorful and satisfying snacking experience.Chesters hot friesChesters popular hot fries are no longer available for sale at any physical stores or online retailers, which has left some people searching for alternative ways to satisfy their cravings. Its not uncommon for fans of the snack to search online to find out if they can still buy them.However, the good news is that Frito-Lay, the company that owns the Chester brand, has stated that the reports claiming that Flamin Chester has been discontinued are untrue.While some stores that used to carry the product have replaced it with alternatives like Sabritones or Doritos Spicy Sweet Chili, others that still offer it have implemented purchase limits due to the high demand.The company has also taken to social media to reassure customers that the brand is not going anywhere, but there is a current shortage of Chester hot fries due to supply chain issues and growing demand. It may take some time before the product is back on store shelves.Currently, its challenging to locate certain snacks in grocery stores. After conducting some research, our team of experts has compiled a list of Frito Lay snacks that are no longer in production, including :Tostitos Black BeanGarlic, Lays Classic MixTostitos Baked ScoopsCheetos MacnCheese,Cheez-It GroovesPringles Ketchup.Chesters Hot Fries and Cheetos are both popular snacks made by Frito-Lay, but they do have some differences in terms of their taste, texture, and ingredients.Firstly, Chesters Hot Fries are thin, crispy sticks made from corn and potato starch, with a spicy and savory flavor. Cheetos, on the other hand, are puffed cornmeal snacks with a cheesy taste and a crunchy texture.Secondly, the ingredients in these snacks also vary. Chesters Hot Fries contain cornmeal, vegetable oil, whey protein concentrate, and spices, including paprika and onion powder. Cheetos, on the other hand, contain cornmeal, vegetable oil, cheese seasoning, and salt.Lastly, while both of these snacks are crunchy, they have a different type of crunch. Chesters Hot Fries have a more brittle and firm texture, while Cheetos have a lighter and airier crunch.In summary, Chesters Hot Fries are spicy and savory corn and potato sticks with a crispy texture, while Cheetos are cheesy, puffed cornmeal snacks with a crunchy texture.Chesters Hot Fries are a popular snack made by Frito-Lay. The ingredients in Chesters Hot Fries typically include:CornmealVegetable oil (corn, canola, and/or sunflower oil)Enriched wheat flour (flour, niacin, reduced iron, thiamin mononitrate, riboflavin, folic acid)Whey protein concentrateSaltMaltodextrin (made from corn)SugarMonosodium glutamate (MSG)Hydrolyzed corn proteinOnion powderPaprikaGarlic powderNatural flavorRed 40 Lake (color additive)Citric acidIts important to note that the exact ingredients in Chesters Hot Fries may vary slightly depending on the specific recipe or flavor, as well as the region in which they are produced.Are Hot Fries good for you?Chesters Hot Fries, like most snack foods, are not considered to be a health food. While they may be tasty and convenient, they are not particularly nutritious and are high in calories, fat, sodium, and other additives.One serving (21 pieces, or about 28 grams) of Chesters Hot Fries contains approximately 150 calories, 10 grams of fat, 14 grams of carbohydrates, 1 gram of fiber, 1 gram of sugar, and 2 grams of protein.In addition, one serving also contains 320 milligrams of sodium, which is a significant amount considering the American Heart Association recommends that adults consume no more than 2,300 milligrams of sodium per day, with an ideal limit of no more than 1,500 milligrams per day for most adults.While Chesters Hot Fries can be enjoyed in moderation as a snack, they should not be considered a healthy food and should be consumed as part of a balanced diet that includes a variety of nutrient-dense foods such as fruits, vegetables, whole grains, lean proteins, and healthy fats.ConclusionChesters Hot Fries are currently hard to find, leaving many fans eagerly anticipating their return. Unfortunately, it may be some time before Chesters Hot Fries are back in stock due to high demand and limited supply.However, with a little patience and some luck, fans may soon be able to browse their local grocery stores once again to find their favorite snack.American restaurant chainChester'sIndustryQSR franchiseFoundedOctober1965; 59years ago(1965-10) in Montgomery, Alabama, United StatesFounderW.O. GilesHeadquartersBirmingham, Alabama, United StatesWebsitewww.chesterschicken.comChester's International, known as Chester's or Chester's Chicken, is a fried chicken quick-service restaurant chain based in Birmingham, Alabama, United States.[1] W.O. Giles founded Chester's in October 1965 and adopted Chester the Chicken as the emerging foodservice company's mascot,[2] named for the Chester Goode character on Gunsmoke, a favorite TV show of Giles'. In late 2012, the company moved its headquarters to the Birmingham suburb of Mountain Brook, Alabama.[3]The company began franchising its concept in July 2004 and has grown to in-line locations in shopping plazas and mall food courts. According to Entrepreneur, As of November2022[update], the chain has more than 1,098 locations worldwide.[where?][4]Monmouth County, NJ[5]Downtown Memphis, TN[6]Chester's Chicken counterPilot truck stop with Chester's ChickenBanners advertising Chester's ChickenA Love's travel stop with a Subway and a Chester's Chicken restaurantList of chicken restaurants^ "Chester's International Expansion Plans Come Home to Roost". QSR. October 18, 2005. Retrieved December 14, 2012.^ "Beloved Chester the Chicken Turns 40 and Invites Everyone to the Celebration with a Birthday Party and 40 Cent Chicken Tenders" (Press release). Franchise Bison. September 23, 2005. Archived from the original on January 20, 2013. Retrieved December 14, 2012.^ Poe, Ryan (May 25, 2012). "Family-owned Chester's moves HQ to spot in Mountain Brook". Birmingham Business Journal. Retrieved December 14, 2012.^ "Chester's Franchise Information". Entrepreneur. Retrieved December 6, 2022.^ Ryan, Matt (April 23, 2021). "Cluck This is Good News! A Yummy and Rare New Food Chain is Opening at the Jersey Shore". 94.3 The Point. Retrieved June 7, 2021.^ Chandler, Jennifer. "Chester's Chicken To Go opens location in Downtown Memphis". The Commercial Appeal. Retrieved June 7, 2021.Wikimedia Commons has media related to Chester's.Chester's InternationalThis US-based restaurant or restaurant chain article is a stub. You can help Wikipedia by expanding it.vteRetrieved from " of restaurantA fast-food restaurant in the port of Malinska, CroatiaA Hesburger fast-food restaurant in Tapiola, Espoo, FinlandA McDonald's restaurant in New York CityA Caf de Coral restaurant in Hong KongA fish and chip shop in Broadstairs, Kent, EnglandA fast-food restaurant, also known as a quick-service restaurant (QSR) within the industry, is a specific type of restaurant that serves fast-food cuisine and has minimal table service. The food served in fast-food restaurants is typically part of a "meat-sweet diet", offered from a limited menu, cooked in bulk in advance and kept hot, finished and packaged to order, and usually available for take away, though seating may be provided. Fast-food restaurants are typically part of a restaurant chain or franchise operation that provides standardized ingredients and/or partially prepared foods and supplies to each restaurant through controlled supply channels. The term "fast food" was recognized in a dictionary by MerriamWebster in 1951.[1]While the first fast-food restaurant in the United States was a White Castle in 1921,[2] fast-food restaurants had been operating elsewhere much earlier, such as the Japanese fast food company Yoshinoya, started in Tokyo in 1899.[3] Today, American-founded fast-food chains such as McDonald's (est. 1940) and KFC (est. 1952)[4][5][6][7] are multinational corporations with outlets across the globe.Variations on the fast-food restaurant concept include fast-casual restaurants and catering trucks. Fast-casual restaurants have higher sit-in ratios, offering a hybrid between counter-service typical at fast-food restaurants and a traditional table service restaurant. Catering trucks (also called food trucks) often park just outside worksites and are popular with factory workers.[citation needed]See also: History of the hamburger, White Castle (restaurant), and History of McDonald'sThe examples and perspective in this article deal primarily with the United States and do not represent a worldwide view of the subject. You may improve this article, discuss the issue on the talk page, or create a new article, as appropriate. (April 2012) (Learn how and when to remove this message)In 1896, the first self-service restaurant (the "Stollwerck-Automatenrestaurant") opened in Berlin's Leipziger Strae.[8]The Big Mac hamburger made its debut in 1967.The Burger King Whopper sandwich made its debut in 1957.Some trace the modern history of fast food in the United States to 7 July 1912, with the opening of a fast-food restaurant called the Automat in New York. The Automat was a cafeteria with its prepared foods behind small glass windows and coin-operated slots. Joseph Horn and Frank Hardart had already opened the first Horn & Hardart Automat in Philadelphia in 1902, but their "Automat" at Broadway and 13th Street, in New York City, created a sensation. Numerous Automat restaurants were built around the country to deal with the demand. Automats remained extremely popular throughout the 1920s and 1930s. The company also popularized the notion of "take-out" food, with their slogan "Less work for Mother".Most historians agree that the American company White Castle was the first fast-food outlet, starting in Wichita, Kansas in 1916 with food stands and founding in 1921, selling hamburgers for five cents apiece from its inception and spawning numerous competitors and emulators. What is certain, however, is that White Castle made the first significant effort to standardize the food production in, look of, and operation of fast-

to the Japanese menu.[20] The choice to introduce a shrimp burger was no coincidence, as a 1989 study stated that world consumption of shrimp was "led by Japan."[21]In March 2010, Taco Bell opened their first restaurant in India. Because non-consumption of beef is a cultural norm in light of India's Dharmic beliefs, Taco Bell had to tailor its menu to the dietary distinctions of Indian culture by replacing all of the beef with chicken. By the same token, completely meatless options were introduced to the menu due to the prevalence of vegetarianism throughout the country.[22]People queuing to Burger King along the Mannerheimintie street in Helsinki, FinlandMultinational corporations typically modify their menus to cater to local tastes, and most overseas outlets are owned by native franchisees. McDonald's in India, for example, uses chicken and paneer rather than beef and pork in their burgers because Hinduism traditionally forbids eating beef. In Israel some McDonald's restaurants are kosher and respect the Jewish Shabbat; there is also a kosher McDonald's in Argentina. In Egypt, Indonesia, Morocco, Saudi Arabia, Malaysia, Pakistan, and Singapore, all menu items are halal.Animal fries from In-N-Out Burger's secret menuMany fast-food operations have more local and regional roots, such as White Castle in the Midwest United States, along with Hardee's (owned by CKE Restaurants, which also owns Carl's Jr., whose locations are primarily on the United States West Coast); Krystal, Bojangles' Famous Chicken 'n Biscuits, Cook Out, and Zaxby's restaurants in the American Southeast; Raising Cane's in Louisiana and other mostly Southern states; Hot 'n Now in Michigan and Wisconsin; In-N-Out Burger (in California, Arizona, Nevada, Utah, and Texas, with a few locations in Oregon) and Original Tommy's chains in Southern California; Dick's Drive-In in Seattle, Washington and Arctic Circle in Utah and other western states; Halo Burger around Flint, Michigan and Burgerville in the Portland, Oregon area. Also, Whataburger is a popular burger chain in the American South, and Jack in the Box is located in the West and South. Canada pizza chains Topper's Pizza and Pizza Pizza are primarily located in Ontario. Coffee chain Country Style operates only in Ontario, and competes with the famous coffee and donut chain Tim Hortons. Maid-Rite restaurant is one of the oldest chain fast-food restaurants in the United States. Founded in 1926, their specialty is a loose meat hamburger. Maid-Rites can be found in the midwest - mainly Iowa, Minnesota, Illinois, and Missouri.International brands dominant in North America include McDonald's, Burger King and Wendy's, the number three burger chain in the USA; Dunkin' Donuts, a New Englandbased chain; automobile oriented Sonic Drive-In's from Oklahoma City; Starbucks, Seattle-born coffee-based fast-food beverage corporation; KFC and Taco Bell, which are both part of the largest restaurant conglomerate in the world, Yum! Brands; and Domino's Pizza, a pizza chain known for popularizing home delivery of fast food.Subway is known for their sub sandwiches and are the largest restaurant chain to serve such food items.[23] Quiznos, a Denver-based sub shop, is another fast-growing sub chain, yet with over 6,000 locations it is still far behind Subway's 34,000 locations. Other smaller sub shops include Blimpie, Jersey Mike's Subs, Mr. Goodcents, Jimmy John's, Potbelly Sandwich Shop, Penn Station, and Firehouse.A&W Restaurants was originally a United States and Canada fast-food brand, but it is currently an International fast-food corporation in several countries.In Canada the majority of fast-food chains are American owned or were originally American owned but have since set up a Canadian management/headquarters locations such as Panera Bread, Chipotle Mexican Grill, Five Guys, and Carl's Jr. Although the case is usually American fast-food chains expanding into Canada, Canadian chains such as Tim Hortons have expanded into 22 states in the United States, but are more prominent in border states such as New York and Michigan. Tim Hortons has started to expand to other countries outside of North America. The Pita Pit franchise originated in Canada and has expanded to the United States and other Countries. The Canadian Extreme Pita franchise sells low fat and salt pita sandwiches with stores in the larger Canadian cities. Other Canadian fast-food chains such as Manchu Wok serve North American style Asian foods; this company is located mainly in Canada and the US, with other outlets on US military bases on other continents. Harvey's is a Canadian-only burger restaurant chain, present in every province.Australia's fast-food market began in the late 1960s and early 1970s, with the opening of several American franchises including KFC (1967),Pizza Hut (1970), and McDonald's (1971),[24][25] followed by Burger King. However, the Burger King market found that this name was already a registered trademark to a takeaway food shop in Adelaide.[26] Thus, the Burger King Australian market was forced to pick another name, selecting the Hungry Jack's brand name. Prior to this, the Australian fast-food market consisted primarily of privately owned take-away shops.In New Zealand, the fast-food market began in the 1970s with KFC (opened 1971), Pizza Hut (1974), and McDonald's (1976),[27] and all three remain popular today. Burger King and Domino's entered the market later in the 1990s. Australian pizza chains Eagle Boys and Pizza Haven also entered the market in the 1990s, but their New Zealand operations were later sold to Pizza Hut and Domino's.A few fast-food chains have been founded in New Zealand, including Burger Fuel (founded 1995), Georgie Pie (founded 1977, but closed 1998 after falling into financial trouble and being bought out by McDonald's) and Hell Pizza (founded 1996).Neighboring fast-food restaurants in Hattingen, GermanyThe United Kingdom's signature type of fast-food restaurant is a fish and chip shop, which specializes in fish and chips and also other foods such as kebabs and burgers. Fish and chip shops are usually owned independently.Burger brands like Wimpy remain,[28] although the majority of branches became Burger King in 1989.FEBO in Amsterdam, Netherlands with automatsIn the Netherlands, walk-up fast-food restaurants with automatiek, a typical Dutch vending machine, are found throughout the country, most notably in Amsterdam. In this automatic format, a counter is available for purchasing French fries, beverages, krokets, frikandellen, kaassouffls and hamburgers and other snacks can be bought from the automats. FEBO is one of the largest of such types of fast-food restaurants with automats.[29]In addition to home-grown chains such as Supermac's, numerous American chains such as McDonald's and Burger King have also established a presence in Ireland. In 2015, a study developed by Treated.com was published in the Irish Times, which named Swords in County Dublin as Ireland's 'fast-food capital'.[30]Bageterie Boulevard is a Czech fast food chain, headquartered in Prague, which began in 2003 with the opening of its first location in the Dejvice district. Today, the brand operates numerous restaurants in both the Czech Republic and Slovakia.American chains such as Domino's Pizza, McDonald's, Pizza Hut, and KFC have a big presence in Japan, but local gyudon chains such as Sukiya, Matsuya and Yoshinoya also blanket the country. Japan has its own burger chains including MOS Burger, Lotteria and Freshness Burger.Ready-made food at a Haldiram's restaurant in Delhi for quick serviceNotable Taiwanese fast-food restaurants include 85C Bakery Cafe, TKK Fried Chicken, and Bafang Dumpling.[31]The major fast-food chains in India that serve American fast food are KFC, McDonald's, Starbucks, Burger King, Subway, Pizza Hut, and Dominos. Most of these have had to make a lot of changes to their standard menus to cater to Indian food habits and taste preferences. Some emerging Indian food chains include Wow! Momo, Haldiram's, Faaso's and Caf Coffee Day.Food habits vary widely across states within India. While typical idli and dosa is fast food in Southern India, in Maharashtra it is misal-pav, pav-bhaji, and poha. Further north in Punjab and Haryana, chole-bhature are very popular and in Bihar and Jharkhand litti-chokha is their staple fast food.Fast food In Pakistan varies. There are many international chains serving fast food, including Nandos, Burger King, KFC, McDonald's, Domino's Pizza, Fatburger, Dunkin' Donuts, Subway, Pizza Hut, Hardee's, Telepizza, Steak Escape and Gloria Jean's Coffees. In addition to the international chains, in local cuisine people in Pakistan like to have biryani, bun kebabs, Nihari, kebab rolls etc. as fast food.Two pieces of Chicken Joy from Jollibee, the chain's core product, along with a serving of riceIn the Philippines, fast-food is the same as in the US. However, the only difference is that they serve Filipino dishes and a few American products being served Filipino-style. Jollibee is the leading fast-food chain in the country with 1,000 stores nationwide.Most international fast-food chains like Subway, McDonald's, Burger King etc. are represented in major Russian cities. There are also local chains like Teremok specializing in Russian cuisine or having elements of it added into their menu.A franchise of Albaik in MedinaSaudi Arabia has many international fast-food chains including KFC, Burger King, McDonald's and many others. However, the most popular fast-food restaurant of Saudi Arabia is Albaik.[32] Saudis regard Albaik as better than KFC.[32]A Caf de Coral branch in AdmiraltyIn Hong Kong, although McDonald's and KFC are quite popular, three major local fast-food chains provide Hong Kong-style fast food, namely Caf de Coral, Fairwood, and Maxim MX. Caf de Coral alone serves more than 300,000 customers daily.[33] Unlike western fast-food chains, these restaurants offer four different menus at different times of the day, namely breakfast, lunch, afternoon tea, and dinner. Siu mei is offered throughout the day.Dai pai dong and traditional Hong Kong street food may be considered close relatives of the conventional fast-food outlet.In Israel, local burger chain Burger Ranch is popular as are McDonald's and Burger King. Domino's Pizza is also a popular fast-food restaurant. Chains like McDonald's offer kosher branches. Intrinsically non-kosher foods such as cheeseburgers are rare in Israeli fast-food chains, even in non-kosher branches. There are many small local fast-food chains that serve pizza, hamburgers, sushi and local foods such as hummus, falafel and shawarma.In Nigeria, Mr. Bigg's, Chicken Republic, Tantalizers, and Tastee Fried Chicken are the predominant fast-food chains. KFC and Domino's Pizza have recently entered the country.KFC is the most popular fast-food chain in South Africa according to a 2010 Sunday Times survey.[34] Chicken Licken, Wimpy and Ocean Basket along with Nando's, Steers and Hungry Lion are examples of homegrown franchises that are highly popular within the country. McDonald's, Subway and Pizza Hut have a significant presence within South Africa.Some of the large fast-food chains are beginning to incorporate healthier alternatives in their menu, e.g., white meat, snack wraps, salads, and fresh fruit. However, some people see these moves as a tokenistic and commercial measure, rather than an appropriate reaction to ethical concerns about the world ecology and people's health. McDonald's announced that in March 2006, the chain would include nutritional information on the packaging of all of its products.[35]In September and October 2000, during the Starlink corn recalls, up to $50 million worth of corn-based foods were recalled from restaurants as well as supermarkets. The products contained Starlink genetically modified corn that was not approved for human consumption.[36] It was the first-ever recall of a genetically modified food.[37][38] The environmental group Friends of the Earth that had first detected the contaminated shells was critical of the FDA for not doing its own job.Fast food is commonly blamed for the obesity epidemic in the United States today.[39] 60% of Americans today are either overweight or obese.[40] With obesity especially being seen among children, places like McDonald's and other fast-food restaurants take the majority of the blame.[39] 34% of children and adolescents consume fast food on any given day, while 80% of children claim that McDonald's is their favorite place to eat at.[40] The number of children and adolescents as well as adults eating out every day is only seen to progress and rise.[40] Research concludes that children and adolescents ranging from twelve to nineteen years old consume twice as many calories from fast-food restaurants than children ranging from two to eleven years old.[40]The FDA found that trans fats raises the amount of cholesterol in blood, which raises the chance of developing heart disease which is known as one of the leading causes of death in the U.S.[40] In a recent study, it was found that 11 out of 25 restaurants failed after tests on the use of antibiotics as well.[40] Antibiotic-resistant infections affect at least 2 million Americans each year, which will leave at least 23,000 of those people to die.[40]The interior of a fast-food restaurant in Sheung Wan, Hong KongFast-food outlets have become popular with consumers for several reasons. One is that through economies of scale in purchasing and producing food, these companies can deliver food to consumers at a very low cost. In addition, although some people dislike fast food for its predictability, it can be reassuring to a hungry person in a hurry or far from home.[41] At the same time, standardized service processes ensure a consistent experience across locations, which is attractive to consumers.In the post-World War II period in the United States, fast-food chains like McDonald's rapidly gained a reputation for their cleanliness, fast service, and a child-friendly atmosphere where families on the road could grab a quick meal.[citation needed] Prior to the rise of the fast-food chain restaurant, people generally had a choice between diners where the quality of the food was often questionable and service lacking, or high-end restaurants that were expensive and impractical for families with children.[citation needed] The modern, stream-lined convenience of the fast-food restaurant provided a new alternative and appealed to Americans' instinct for ideas and products associated with progress, technology, and innovation.[citation needed] Fast-food restaurants rapidly became the eatery "everyone could agree on", with many featuring child-size menu combos, play areas, and whimsical branding campaigns, like the iconic Ronald McDonald, designed to appeal to younger customers. Parents could have a few minutes of peace while children played or amused themselves with the toys included in their Happy Meal. There is a long history of fast-food advertising campaigns, many of which are directed at children.Fast-food marketing largely focuses on children and teenagers. Popular methods of advertising include television, product placement in toys, games, educational materials, songs, and movies, character licensing and celebrity endorsements, and websites.[42] Advertisements targeting children mainly focus on free toys, movie tie-ins and other giveaways.[43] Fast-food restaurants use kid's meals with toys, kid friendly mascots, vibrant colors, and play areas to draw children toward their products. . Children's power over their parents' purchases is estimated to total $300 to $500 billion every year.[44] Fast food has become a part of American culture as a reward for children. To deny a child "desirable things" such as the advertised fast-food restaurant can cause stigmatization of parents as the "mean parent" when it is common among other parents to comply with their child's desires.[44]The major focus on children by the fast-food industry has created controversy due to the rising issue of child obesity in America.[45] As a result of this focus, in 2008 a coalition was created and run by the Council of Better Business Bureaus called Children's Food and Beverage Advertising Initiative(CFBAI), to stop ads aimed at children or to promote only what the council dubs "better-for- you" products in ads directed towards children.[46] However, it was not until 2011 that Congress requested guidelines be put in place by the CFBAI, FDA, Agriculture Department, and Centers for Disease Control. There are two basic requirements identified in the guidelines for foods that are advertised for children: (1) The food has to include healthful ingredients; (2) The food can't contain unhealthful amounts of sugar, Saturated fat, Trans fat, and salt. The guidelines are voluntary but companies experience heavy pressure to comply. Once a company complies they have 510 years to comply with the guidelines.[45] Many fast-food industries have started to comply with the guidelines. Although many companies have ways to go. In 2012 the fast-food industry spent $4.6 billion to advertise unhealthy products to children and teens according to a report by the Yale Rudd Center for Food Policy & Obesity.[43] There are points of progress that include healthier sides and beverages in most fast-food restaurant kids' meals.[43] The guidelines are interested in a healthier lifestyle for children and the growing problem of American obesity.While it may not be so obvious today, fast food is on its way to healthier foods and menus.[47] Some businesses have taken off and had success in this market with healthy foods and due to many health concerns and fast-food stereotypes, it is emerging as an expected thing.[47] According to Jason Daley, healthful fast-food takeoff is explained by the fact that it has "ceased to be a thing-now, it's simply expected."[47]In other parts of the world, American and American-style fast-food outlets have been popular for their quality, customer service, and novelty, even though they are often the targets of popular anger towards American foreign policy or globalization more generally[citation needed]. Many consumers nonetheless see them as symbols of the wealth, progress, and well-ordered openness of Western society and they therefore become trendy attractions in many cities around the world, particularly among younger people with more varied tastes. [citation needed]Over time, fast-food restaurants have been growing rapidly, especially in urban neighborhoods. According to US research, low-income and predominantly African-American neighborhoods have greater exposure to fast-food outlets than higher income and predominantly white areas.[48] This has put into question whether urbanized neighborhoods were targeted, which causes a more unhealthy group of people compared to people from a higher socioeconomic status. It has also been shown that there is a lower chance of finding a fast-food restaurant in a suburban neighborhood. In a study of selected US locations, Morland et al. (2002) found the number of fast-food restaurants and bars was inversely proportional to the wealth of the neighborhood, and that predominantly African-American residential areas were four times less likely to have a supermarket near them than predominantly white areas.[49]1872: Walter Scott of Providence, RI outfitted a horse-drawn lunch wagon with a simple kitchen, bringing hot dinners to workers[50]1916: Walter Anderson built the first White Castle in Wichita, KS in 1916, introducing the limited menu, high volume, low cost, high speed hamburger restaurant[50]1919: A&W Root Beer took its product out of the soda fountain and into a roadside stand[50]1921: A&W Root Beer began franchising its syrup[50]1930s: Howard Johnson's pioneered the concept of franchising restaurants, formally standardizing menus, signage, and advertising[50]1967: McDonald's opens its first restaurants outside the US.[51]The introduction of the halal option by some fast-food companies saw the expansion of fast-food chains into Muslim majority countries has resulted in a rise of restaurant options in non-western nations and has also increased revenue for some western restaurant chains.[52] Some outlets offering Halal options include KFC, Nando's, Pizza Express, and Subway. McDonald's carried out a trial but decided that the cost of operations would be too high.[53] There have also been court cases involving start-up businesses during attempts to alter the halal-certified method by machine killing, which is against the beliefs of some Muslims.[54] However, the trend towards halal has been unpopular in some communities which have at times resulted in internet petitions.[55]The fast-food industry is a popular target for critics, from anti-globalization activists like Jos Bov to vegetarian activist groups such as PETA as well as the workers themselves. A number of fast-food worker strikes occurred in the United States in the 2010s.In his best-selling 2001 book Fast Food Nation, investigative journalist Eric Schlosser leveled a broad, socioeconomic critique against the fast-food industry, documenting how fast food rose from small, family-run businesses (like the McDonald brothers' burger joint) into large, multinational corporate juggernauts whose economies of scale radically transformed agriculture, meat processing, and labor markets in the late twentieth century. Schlosser argues that while the innovations of the fast-food industry gave Americans more and cheaper dining options, it has come at the price of destroying the environment, economy, and small-town communities of rural America while shielding consumers from the real costs of their convenient meal, both in terms of health and the broader impact of large-scale food production and processing on workers, animals, and land.The fast-food industry is popular in the United States, the source of most of its innovation, and many major international chains are based there. Seen as symbols of US dominance and perceived cultural imperialism, American fast-food franchises have often been the target of Anti-globalization protests and demonstrations against the US government. In 2005, for example, rioters in Karachi, Pakistan, who were initially angered because of the bombing of a Shiite mosque, destroyed a KFC restaurant.[56]The examples and perspective in this section deal primarily with the United States and do not represent a worldwide view of the subject. You may improve this section, discuss the issue on the talk page, or create a new section, as appropriate. (May 2023) (Learn how and when to remove this message)In August 2002, a group of overweight children in New York City filed a class-action lawsuit against McDonald's Corporation seeking compensation for obesity-related health problems, improved nutritional labeling of McDonald's products, and funding for a program to educate consumers about the dangers of fast food. This provoked an intense, mostly negative response in the media with columnists calling this case a "cartoon of a lawsuit".This kind of litigation raises the important question of who, if anyone, ought to be held accountable for the economic and public health consequences of obesity.[57]In 2003, McDonald's was sued in a New York court by a family who claimed that the restaurant chain was responsible for their teenage daughter's obesity and attendant health problems. By manipulating food's taste, sugar and fat content, and directing their advertising to children, the suit argued that the company purposely misleads the public about the nutritional value of its product. A judge dismissed the case, but the fast-food industry disliked the publicity of its practices, particularly the way it targets children in its advertising.[58] Although further lawsuits have not materialized, the issue is kept alive in the media and political circles by those promoting the need for tort reform.[59]In response to this, the "Cheeseburger Bill" [60] was passed by the US House of Representatives in 2004; it later stalled in the US Senate. The law was reintroduced in 2005, only to meet the same fate. This law was claimed to "[ban] frivolous lawsuits against producers and sellers of food and non-alcoholic drinks arising from obesity claims."The bill arose because of an increase in lawsuits against fast-food chains by people who claimed that eating their products made them obese, disassociating themselves from any of the blame.[61]Companies portalFood portalBusiness and economics portalFast food advertisingHACCPList of fast food restaurant chainsList of hamburger restaurantsList of the largest fast food restaurant chainsRoadhouse (facility)Sanitation Standard Operating ProceduresFast casual restaurant^ "Jack In The Box Inc". Archived from the original on 23 July 2018. Retrieved 2 March 2017.^ "White Castle didn't just invent sliders. The Kansas chain created a playbook for American fast food". KMUW. 22 March 2023. Retrieved 27 November 2024.^ Bridge, Carla (3 May 2005). "Yoshinoya debuts in Sydney". Australasian Business Intelligence. Retrieved 27 November 2024.^ "Franchising". 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And Kroc was curious to see what kind of operation needed the capacity to churn forty milk shakes at one time.^ "Where White Tower (one of the original fast-food restaurants) had tied hamburgers to public transportation and the workingman...McDonald's tied hamburgers to the car, children, and the family." (Levinstein, p.228-229)^ a b Smith, Andrew F. (30 August 2006). Encyclopedia of junk food and fast food (1sted.). Greenwood Publishing Group. pp.2728. ISBN978-0-313-33527-3. Archived from the original on 23 April 2023. Retrieved 14 June 2009.^ Carlino, Bill (19 August 1996). "BK co-founder McLamore dead at 70". Nation's Restaurant News. Archived from the original on 16 November 2011. Retrieved 25 January 2010.^ John A. Jakle; Keith A. Sculle (27 March 2002). Fast Food (1sted.). JHU Press. pp.116119. ISBN978-0-8018-6920-4. Archived from the original on 13 March 2023. Retrieved 15 June 2009.^ "Will they buy it?". Chicago Tribune. 4 March 2004. 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