

OVERVIEW MICHELIN STAR REPUTATION RESTAURANT IN HOSPITALITY INDUSTRY

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ABSTRACT

For most chefs and Restaurateur, having his restaurant being awarded one or more stars in the famous Michelin Guide Rouge represents a major achievement, recognition of their work, and also important publicity generating increased notoriety. In this specific industry, experts play a decisive role, and reputation of restaurants and chefs are basically established according to their opinions. The aim of this paper is to overview some of the Restaurants achieving the Michelin Star Reputation and able to sustain it for years. Moreover, how these reputations are made and to understand better the development of gaining such a high reputation.

Keywords: restaurant, Michelin Star

ABSTRAK

Bagi banyak koki dan Restaurateur, penghargaan untuk restoran mereka – satu bintang atau lebih Michelin Guide Rouge, menggambarkan penghargaan secara umum, pengakuan akan karya mereka, dan juga publikasi penting yang meningkatkan ketenaran. Pada industri yang spesifik ini, para ahli memainkan peran yang menentukan, dan reputasi restoran dan koki dibentuk dari pendapat mereka. Tujuan penelitian adalah untuk menggambarkan beberapa restoran yang mendapatkan Michelin Star Reputation dan mampu mempertahankannya bertahun-tahun. Lebih lanjut, bagaimana reputasi ini dibuat dan untuk memahami perkembangan dalam memperoleh reputasi tinggi tersebut.

Kata kunci: restoran, Michelin Star

INTRODUCTION

Restaurant, the word appeared in the 16th century and meant at first a food which "restores" (from restaurer, to restore), and was used more specifically for a rich, highly flavored soup thought capable of restoring lost strength. Until the late 18th century, the only places for ordinary people to eat out were inns and taverns. In about 1765, a Parisian "boullion-seller" named Boulanger wrote on his sign: Boulanger sells restoratives "fit for the gods". This was the first restaurant in the modern sense of the term. Boulanger was followed by Roze and Pontaille, who in 1766 opened a maison de sante (house of health). However, the first Parisian restaurant worthy of the name was the one founded by Beauvilliers in 1782 called the Grand Taverne de Londres. He introduced the novelty of listing the dishes available on a menu and served them at small individual tables during fixed hours. One beneficial effect of the Revolution was that the abolition of the guilds and their privileges made it easier to open a restaurant. The rest to take advantage of the situation were the cooks and servants from the great houses, whose aristocratic owners had fled. Moreover, the arrival in Paris of numerous provincials who had no family in the capital created a pool of faithful customers, augmented by the journalists and businessmen. *The general feeling of well-being under the Directory, following such a chaotic period, coupled with the chance of enjoying the delights of the table hit her to reserved for the rich, created an atmosphere in which restaurants became an established institution.*" (Food Timeline FAQs: restaurants, chefs, & foodservice, 2012)

Restaurant is not just a place that serving food and beverage to the public in order to gain profit, but Restaurant has developed itself as a place to socialize, a social exchange, satisfying the needs of people with a high needs for socialization. (Walker, 2010) People were not just looking for a good food, but they were also looking for a good experience. These types of people are willing to spend large amount of money just to be experiencing an extra ordinary food and beverages, extraordinary services and ambience, and because of that they are also willing to reserve a restaurant today for a Dine within weeks or even months.

Before the Michelin Rating even exists, the Chefs and restaurateur around the world have developed their skill and techniques to make the best recipes and dining experiences ever existed. Not just a matter of palate or wonderful taste on each bite of the meals but food presentation, Food Colors, the beautiful presentation as the creation of Chefs To invent ingenious and beautiful new cuisine, the chef is expected to have a basic knowledge and open-minded curiosity about the foods of all cultures. The successful chef needs to be a total professional, a person who enjoys learning about foods and cooking techniques from around the world and using that knowledge as a springboard to create unique and delicious dishes. (Morgan, 2006) and on the Front line, the Restaurant Manager and Staffs have to be knowledgeable and understanding about the concept that Chefs has created, the atmosphere, the music, the ambience, the tools and equipment, the lay out should represent experiences as a whole, a unity, a first class service that should be memorable to the customers and achieve their expectation.

Now, a professional rating quality of Restaurants known as the Michelin Star has become the rule of thumbs of each and every Restaurant in the whole worlds. Not just level of prestige but has become a symbols to customers in finding the best restaurant whenever they travel across the globe.

RESEARCH METHOD

To obtain the data and information needed, the author used descriptive research with the aim to reveal the existing problems. Johnson (2010) stated that descriptive research concerns with how what is or what exist is related to some preceding event that has influenced or affected a present condition or event. It is to provide an accurate description or picture of the status or characteristics of a situation or phenomenon.

RESULTS AND DISCUSSION

Michelin Star Systems

In 1933 André Michelin and his brother Édouard Michelin introduced the first countrywide French restaurant listings and introduced the Michelin star system for ranking food, later extended to the rest of the world. The guide awards one to three stars to a small number of restaurants of outstanding quality. One star indicates a "very good cuisine in its category", a two-star ranking represents "excellent cuisine, worth a detour," and a rare three stars are awarded to restaurants offering "exceptional cuisine, worth a special journey". As of late 2009, there were 26 three-star restaurants in France, and a total of 81 in the world.

The Michelin Guide (French: *Guide Michelin* [gid miʃ.lɛ̃]) is a series of annual guide books published by Michelin for over a dozen countries. The term normally refers to the Michelin Red Guide, the oldest and best-known European hotel and restaurant guide, which awards the Michelin stars. Michelin also publishes Green Guides for travel and tourism, as well as several newer publications such as the *Guide Voyageur Pratique* (independent travel), *Guide Gourmand* (good-value eating-places), *Guide Escapade* (quick breaks) and *Guide Coup de Cœur* (favourite hotels).

André Michelin published the first edition of the guide in 1900 to help drivers maintain their cars, find decent lodging, and eat well while touring France. It included addresses of filling stations, mechanics, and tire dealers, along with local prices for fuel, tires, and auto repairs. The guide was distributed free from 1900 until 1920. It began recognizing outstanding restaurants in 1926 with a star; two and three stars were added in the early 1930s.

Gradually, additional guides were introduced for other European countries. By 2010, eight Red Guides were published for the countries of France, Germany, the Netherlands, Belgium/Luxembourg, Italy, Spain & Portugal, Switzerland, and Great Britain & Ireland.

Red Guides have historically listed many more restaurants than rivals, relying on an extensive system of symbols to describe each establishment in as little as two lines. Reviews of starred restaurants also include two to three culinary specialties. Recently, however, short summaries (2–3 lines) have been added to enhance descriptions of many establishments. These summaries are written in the language of the country for which the guide is published, but the symbols are the same throughout all editions. Red Guides are also published for selected major cities: Paris, London, Tokyo, Kyoto/Osaka, Hokkaido, Hong Kong & Macau, New York City, the San Francisco Bay Area & Wine Country, Los Angeles, Chicago, and Las Vegas. There is also a Red Guide encompassing the "Main Cities of Europe."

Michelin reviewers are known to be anonymous and independent; they do not identify themselves, and their meals and expenses are paid for by the company founded by the Michelin brothers, never by a restaurant being reviewed. The French chef Paul Bocuse, one of the pioneers of nouvelle cuisine in the 1960s, said, "Michelin is the only guide that counts." In France, each year, at the time the guide is published, it has been said to spark media frenzy similar to annual Academy Awards for movies. Media and people debate likely winners, speculation is rife, and TV and newspapers discuss which restaurant might lose, and who might gain, a Michelin star.

The MICHELIN Guide is much more than a listing or directory of restaurants. It is a professional rating of quality restaurants based on a unique, time-tested methodology that ensures that a Michelin star stands for the highest quality. They employ full-time professional inspectors who anonymously visit restaurants and hotels, and evaluate them on a range of criteria.

Their evaluation process has been honed over time to identify consistently high-quality establishments to suit a range of budgets and across a range of styles and cuisines. All evaluations involve anonymous test meals or overnight stays at each establishment to assess the quality and the reliability of the experience. If their inspectors are impressed by a restaurant or hotel, they visit the establishment again and again. It is this sort of obsessive research that makes the Michelin Guide such a reliable source of recommendations. Today, the Michelin Guide collection is comprised of 27 Red Guides that cover 23 countries and include 45,000 establishments.

Michelin Stars Criteria

The star symbols judge only what's on the plate, meaning the quality of products, the mastering of flavors, mastering of cooking, personality of the cuisine, value for the money and the consistency of what the restaurant offers to its customers both throughout the menu and the year.

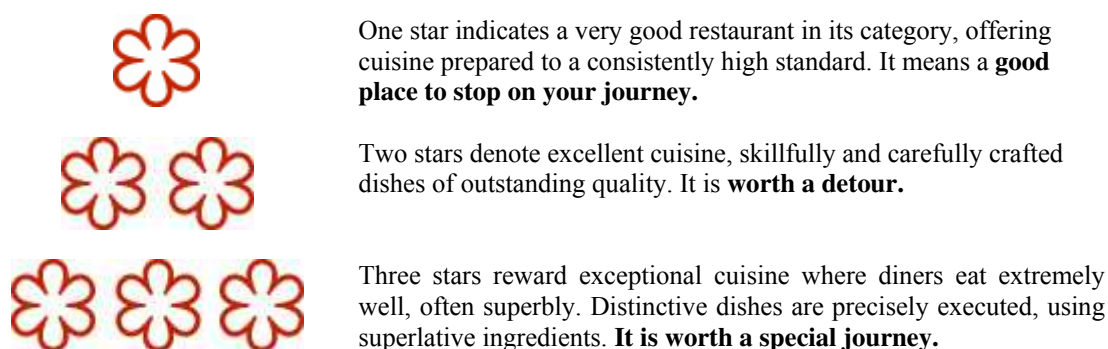


Figure 1 Michelin Stars Criteria

In addition to the awarding of stars, the Michelin Guide provides a written description of each locale and a variety of other symbols to give readers further insight into an establishment's ambiance, type of cuisine and specialties, and wine list, among other factors. In addition, the guide provides a comfort rating represented by the use of one to five forks and spoons for restaurants and one to five pavilions for hotels. These symbols take into consideration the decor, service, cleanliness and upkeep of the surroundings (Michelin Travel, 2012).

The Michelin Stars Reputation Restaurants

There are so many Michelin Stars Restaurant throughout 23 Countries all over the world, varies from 1 Star to 3 stars Restaurant. However, in this research the author are only getting some samples from Chefs or Restaurateur who own not just one restaurant but few Restaurant who also gain the Title of Michelin Stars Rank, while some Chef or Restaurateur are well known for his breakthrough in creating sophisticated Food. Here is some of the list.

Alain Ducasse at The Dorchester (3 Michelin Star)

Alain Ducasse at The Dorchester offers contemporary French cuisine in a modern and elegant environment along with a professional, bespoke and friendly service orchestrated by Restaurant Director Nicolas Defremont and his energetic team. Executive Chef, Jocelyn Herland, interprets Alain Ducasse's cuisine with a refined approach, consistently championing and enhancing current seasonal produce, much of which is sourced from British and French suppliers. A perfect place for a savvy lunch, the restaurant offers a 3-course set menu including wine, water and coffee. Private dining is also a must-try experience. Three Alain Ducasse restaurants now hold three Michelin stars: Le Louis XV – Alain Ducasse in Monaco, Alain Ducasse au Plaza Athénée in Paris and Alain Ducasse at The Dorchester in London.

Opening Hours Alain Ducasse at The Dorchester's opening hours:

Lunch	
Tuesday - Friday	12:00pm - 2:00pm

Dinner	
Tuesday - Saturday	6:30pm - 10:00 pm

There are three private dining options in Alain Ducasse at The Dorchester. The first is the stunning **Table Lumière** where guests can create their bespoke dining experience by choosing from specially selected sets of china by Hermès; for up to 6 guests. The second is **Salon Park Lane** which is an elegant and welcoming room offering splendid views over Hyde Park; for up to 28 guests. Then the third is **Salon Privé** a cosy private alcove; for up to 10 guests.

A unique combination of exquisite contemporary French cuisine, bespoke friendly service and a modern elegant design, Alain Ducasse at The Dorchester is a delicious taste of France in the heart of London.

A La Carte Menu
Seasonal Tasting Menu
Private Dining Menu
Table Lumière Menu
Lunch Hour Menu
Ladies' Lunch 'Rendez-Vous'
(Alain Ducasse at The Dorchester, 2012)

Ducasse was born in Orthez, but educated on a farm in Castel-Sarrazin in southwestern France. In 1972, when he was sixteen, Ducasse began an apprenticeship at the Pavillon Landais restaurant in Soustons and at the Bordeaux hotel school. After this apprenticeship, he began work at Michel Guérard's restaurant in Eugénie-les-Bains while also working for Gaston Lenôte during the summer months. In 1977, Ducasse started working as an assistant at Moulin de Mougins under legendary chef Roger Vergé, creator of Cuisine du Soleil, and learned the Provençal cooking methods for which he was later known.

Ducasse's first position as chef came in 1980 when he took over the kitchens at L'amandier in Mougins. One year later, he assumed the position of head chef at La Terrasse in the Hôtel Juana in Juan-les-Pins. In 1984, he was awarded two stars in the Michelin Red Guide. In that same year, Ducasse was the only survivor of a Learjet crash that nearly took his life.

Alain Ducasse (center) at the Congresso italiano di cucina d'autore; In 1986, Ducasse was offered the Chef position at the Hotel de Paris in Monte Carlo, with management including the hotel's Le Louis XV. After assuring himself that the Hotel's other restaurant operations were operating well, Ducasse continued to run management.

In 1988, Ducasse expanded beyond the restaurant industry and opened La Bastide de Moustiers, a twelve-bedroom country inn in Provence and he began attaining financial interests in other Provence hotels. On 12 August 1996, the Alain Ducasse restaurant opened in Le Parc – Sofitel Demeure Hôtels in the 16th arrondissement of Paris. The Red Guide awarded the restaurant three stars just eight months after opening.

Ducasse came to the United States and in June 2000 opened the Alain Ducasse restaurant in New York City's Essex House hotel at 160 Central Park South, receiving the Red Guide's three stars in December 2005, in the first Red Guide for NYC. That restaurant closed in 2007 when Ducasse chose to open a restaurant in Las Vegas named Mix, which later went on to earn one star in the Michelin Red

Guide. In early 2008, Ducasse opened Adour, at the St. Regis Hotel on 16th and K Street in Washington, DC, and has also opened a more casual Bistro Benoit New York, at 60 West 55th Street (Wikipedia, 2013).

Ducasse became the first chef to own restaurants carrying three Michelin Stars in three cities. The New York restaurant was dropped from the 2007 Michelin Guide because the restaurant was scheduled to close. Ducasse has become known through his writing and influences. Ducasse is also the only chef to hold 19 Michelin stars throughout his career.

Restaurant Gordon Ramsay (3 Michelin Stars)

In 1998 at the age of 31, Gordon set up his first wholly owned restaurant, *Gordon Ramsay*, in Chelsea. Combining an intimate ambience and exquisite cuisine by 2001 the restaurant had gained three Michelin stars which it retains today. Head Chef Clare Smyth, who was appointed to the position in January 2007, remains the only female chef in the UK to hold this accolade. This intimate restaurant seats 45 guests surrounded by the stylish interiors designed by the acclaimed designer David Collins. Combining contemporary elegance and unparalleled service, *Restaurant Gordon Ramsay* has the hallmark of true excellence.

Scottish by birth, Gordon was brought up in Stratford-upon-Avon, England, from the age of five. With an injury prematurely putting an end to any hopes of a promising career in football, he went back to college to complete a course in hotel management.

Gordon's first years in the kitchen were spent training under culinary luminaries such as Marco Pierre White and Albert Roux in London, after which he moved to France to work in the kitchens of Guy Savoy and Joël Robuchon for three years, where he was able to enhance his expertise in classic French cooking. In 1993 Gordon became chef of the newly opened *Aubergine* and within three years the restaurant was awarded two Michelin stars.

In 1998, at the age of 31, Gordon set up his first wholly owned restaurant, *Gordon Ramsay*, in Chelsea which was awarded three Michelin stars within three years of its launch. Over the next five years Gordon and his team launched some of London's most high profile restaurants including *Gordon Ramsay at Claridge's*, *Pétrus* and *The Savoy Grill*.

In 2003 it was seen the launch of Gordon's first international restaurant, *Verre*, located in the Dubai Hilton Creek Hotel. Gordon Ramsay Holdings now operate a number of restaurants across the globe in New York, LA, Tokyo, Dublin, Doha, Paris, Tuscany, Sardinia and Melbourne.

Between 2004 and 2010 Gordon Ramsay Holdings launched a number of successful restaurants in London including *maze* and *maze Grill*, *Plane Food at Heathrow T5*, *York & Albany* and two pubs, *The Narrow* in Limehouse and *The Warrington* in Maida Vale.

In 2010 was proved to be another busy year with *Pétrus* reopening in Knightsbridge, and the launch of its first restaurants in Australia, with *maze* and *maze Grill* opening at the Crown Entertainment Complex, Melbourne. November 2010 saw the long awaited re-launch of the iconic *Savoy Grill*, following a refurbishment of the entire hotel. Gordon has also become a star of the small screen both in the UK and internationally with shows such as *Ramsay's Kitchen Nightmares*, *The F Word* and *Hell's Kitchen USA*. 2010 saw the broadcast of three exciting new television programmes; *Masterchef* in America and *Ramsay's Best Restaurants* and *Christmas with Gordon* in the UK. Gordon has also published a number of hugely successful books including his autobiography, *Humble Pie*, which became a bestseller. His most recent recipe books, *Ramsay's Best Menus* and *Christmas with Gordon*, were published by Quadrille in September and November 2010 respectively. (Gordon Ramsay, 2012)

The Fat Duck Restaurant (3 Michelin Stars)

The Fat Duck is a restaurant run by chef Heston Blumenthal in Bray, Berkshire, England. The restaurant is known for its menu of unusual dishes, created following the principles of molecular gastronomy (although Blumenthal dislikes the term) examples include: "snail porridge", "sardine on toast sorbet", "bacon and egg ice cream", and "salmon poached with liquorice".

At The Fat Duck, Blumenthal exploits psychology, experimenting with the diners' perception. Among the starters in the restaurant's tasting menu there used to be a "jelly of orange and beetroot", a serving of two separate jellies, where the red has been made using blood oranges, and the orange from paprika beetroots.

The restaurant was opened in 1995 and is one of only four in the United Kingdom and Ireland that hold a three-star Michelin Guide rating; this has been the case since 2004. In 2005, it was named as the best restaurant in the world by *Restaurant* magazine^[1] and Best Restaurant in the UK in 2008, 2009 and 2010, 2011, and 2012 scoring a maximum 10 out of 10 in the Good Food Guide. Here is the history rewards of the Fat Duck Restaurant.

- Third Best Restaurant in the World – San Pellegrino Worlds 50 Best Restaurant Awards 2010
- Second Best Restaurant in the World – San Pellegrino Worlds 50 Best Restaurant Awards 2009,2008,2007,2006
- Best Restaurant in the UK and 10/10 score – Good Food Guide 2008, 2009,2010,2011, 2012
- Conde Nast Traveller Innovation Award for “Chocolate Wine” – 2008
- Best Overall Service – Restaurant Magazine Front of House Awards 2007
- Best Restaurant in the UK – Good Food Guide 2007
- Grand Prix de L’Art de la Cuisine – International Academy of Gastronomy 2007
- Gault Millau, 19/20 rating -Gault Millau Guide January 2005
- 3 Michelin Stars – Michelin Travel Publications 2004
- Square Meal/BMW Best out of Town Restaurant – Square Meal Magazine, BMW Awards 2004
- Tatler Magazine Best Out of Town Restaurant – Tatler Magazine Awards 2004
- Catey Awards Chef of the Year – Catering & Hotelkeeper Magazine 2004
- Second Best restaurant in the World Award – Restaurant Magazine Worlds 50 Best Restaurant awards 2004
- Restaurant Magazine Best European Restaurant Award – Worlds 50 Best Restaurants Awards 2004
- Restaurant Magazine highest New Entry Award – Worlds Best 50 Restaurants Awards 2004
- Best Restaurant Award – Observer Food Monthly Awards 2004
- Good Food Guide accreditation 9/10 – 2004
- 2 Michelin Stars – Michelin Travel Publications 2001
- 5 AA rosettes – AA Publications 2001, 2002, 2003, 2004
- AA wine list of the year – AA Publications 2002
- AA Sherry List of the year – AA Sherry Publications 2002
- AA Restaurant of Year Award – AA Publications 2001
- Best of the year in Modern European category – Hotel and Restaurant Magazine, 2000
- 1 Michelin Star – Michelin Travel Publications 1998

In 1982, when Heston was sixteen, he and his family went to a three-star restaurant situated beneath towering cliffs in Provence. None of them had experienced anything like it before-not just the extraordinary food but the beauty of the surroundings, the delightful smell of lavender in the air, the sounds of chirruping cicadas and splashing fountains, and the sheer theatre of waiters carving lamb at the table or pouring lobster sauce unto soufflés. At that moment, Heston fell in love with cooking and the idea of being a chef.

It took more than a decade to realize this dream. By day he worked in a variety of jobs – photocopier salesman, debt collector, credit controller – while at night he worked his way through the classical repertoire of French cuisine, cooking the same dishes over and over, perfecting the techniques and seeking out the best ways to harness flavour. Every summer he spent two weeks crisscrossing France, visiting restaurants, suppliers and wine estates, learning about every aspect of gastronomy and banking flavour memories for the future. This formed Heston's culinary apprenticeship. Apart from three weeks in a couple of professional kitchens, he is entirely self-taught.

After four years of reading, cooking and researching, however, he bought a book that made him look at cooking in a completely different way. During a discussion of meat's physical properties, it declared:

“We do know for a fact that searing does not seal...”

The book was *On Food and Cooking* by Harold McGee. It encouraged Heston's natural curiosity, showing him the benefits of taking nothing for granted and using a scientific approach to cooking. For if the notion that searing = sealing was untrue, despite being presented as fact in countless cookbooks and TV shows, then how many other 'rules' of the kitchen could be bent, broken or ignored? From then on, the precise questioning and testing of culinary ideas became a key part of his approach, alongside the more traditional kitchen skills.

In 1995, after more than two years of searching, Heston bought a 450-year-old pub in Bray. Small, with an impossibly cramped kitchen, only one door, no view, an outside toilet and a reputation as the hotspot for every drinker banned from other pubs in the area, it was hardly the ideal choice for a restaurant, but it was all he could afford.

At this stage, there was no thought of Michelin stars. With its beams sandblasted and a U-shaped copper bar installed, The Fat Duck opened as a simple bistro serving French classics such as petit salé of duck, steak and chips, sauce à la moelle and tarte tatin. On the second day the oven exploded and Heston spent the rest of service with a bag of frozen peas strapped to his head. Inexperience and limited funds meant he was spending twenty hours a day in the kitchen, occasionally snatching fifteen minutes' sleep curled up on a pile of dirty tea towels.

Despite the chaos, the restaurant started to get good reviews. And even the kitchen's drawbacks were turned to advantage. The gas pipes were domestic rather than commercial and provided insufficient heat to bring a large pot of water to the boil. Green beans had to be blanched in batches of eight! Trying to find ways round the problem brought Heston into contact with a physicist at Bristol University, Dr Peter Barham, who introduced him to Professor Tony Blake, and these two became the first of a loose network of scientists and academics that have played a part in the restaurant's development, including several from the flavor and fragrance company Firmenich, which, with its shelves full of stoppered bottles containing every aroma imaginable, has proved an invaluable source of inspiration ever since.

At about the same time, The Fat Duck received its first Michelin star. Heston's cooking had long since moved on from bistro classics, and it became essential for the restaurant to be redesigned to cope with the increasing demands put on it. In 2000 the place was refurbished and re-opened with its first multi-course tasting menu.

The tasting menu offered the opportunity to present all kinds of dishes that didn't fit easily into a more conventional format. All sorts of ideas that Heston was exploring, and all manner of techniques he had developed, could be presented in the right gastronomic setting. Water baths were used to cook with exceptional precision and consistency. In two years, the newfound freedom to explore and create resulted in Heston's second Michelin star. And, two years after that, he received a third.

Among other things, that third star gave Heston even greater freedom to explore the interests that have become a central part of his approach to cooking: multisensory perception and how the brain influences our appreciation of food. Increasingly this meant seeking out new ways to harmoniously stimulate all of the senses during the eating experience -orchestrating a succession of bursts of flavor in a dish or using smell to generate emotion or headphones to introduce the dimension of sound.

Since the late 1990s', when he discovered that diners actually tasted crab ice cream differently depending on what it was called, Heston has been fascinated by how we perceive flavor, and by how subjective it is. This has led to an exploration of how nostalgia triggers, learned preferences and reward mechanisms can enhance the enjoyment of a dish. Some of the fruits of that research have already found their way into unique dishes on the menu, such as Sound of the Sea and Flaming Sorbet. (The Fat Duck Restaurant, 2012)

CONCLUSION

Michelin Stars was developed in 1933 and until now has become the Brand image of what a good restaurant should be. Every year Michelin has published Michelin Guide consisting of the best restaurant in 23 countries where every customer can choose where to dine in each and every place they went to. It has become the global trade mark that Restaurant holding the Michelin Star rank is definitely a restaurant they don't want to miss and willing to experience.

However, on the contrary it is not easy for the Chefs or Restaurateurs who run Michelin Stars Restaurant especially those who have more than one restaurant in different places and different countries. The Restaurant inspector from Michelin Star has been working endlessly to check their stability in maintaining or even if they want to upgrade their rank for example from one star to two stars or two stars to three Michelin Stars, some of the restaurant unfortunately have been downgraded or even closed because they were having difficulties in maintaining the high standard of Michelin stars. While on the other hands, to have one restaurant holding the Michelin star rank has been a privilege, a prestige that every chefs and restaurateurs hope for, whether they want to achieve it, maintain it, it is up to every individuals in how they are able to set them up to achieve the high standard.

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