

THE EFFECT OF THE MICHELIN GUIDE ON ATTRACTING TOURISTS

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Abstrak: Berdasarkan penelitian sebelumnya, panduan restoran ditemukan dapat mempengaruhi keputusan seseorang untuk makan. Penelitian ini bertujuan untuk menganalisa apakah Michelin Guide dapat menarik wisatawan untuk makan di restoran yang terdaftar di dalamnya dan datang ke tujuan di mana restoran tersebut berada. Kuesioner dibagikan kepada responden dari Asia Tenggara. Hasil penelitian menemukan bahwa Michelin Guide dapat menarik minat orang untuk makan, meskipun kurang berpengaruh dalam menarik turis untuk mengunjungi sebuah destinasi wisata. Selain itu, ulasan dalam Michelin Guide berkontribusi paling besar dalam memengaruhi turis untuk makan.

Kata Kunci: Michelin Guide, Proses Pengambilan Keputusan Konsumen, Panduan Restoran

Abstract: *Based on previous research, restaurant guides were found to influence dining decision. This study aims to analyze whether the Michelin Guide could attract tourists to dine in a restaurant listed in it and come to the destination where the restaurant is located. Questionnaires were distributed to Southeast Asian respondents. The results discovered that the Michelin Guide could attract people to dine out, although it is less influential on attracting tourists to visit a travel destination. Moreover, the reviews within the Michelin Guide contribute the most in influencing tourists to dine out.*

Key words: *Michelin Guide, Consumer Decision-Making Process, Restaurant Guide*

INTRODUCTION

There are a lot of key elements that attract tourists to come to a destination, such as activities, physical settings, social/cultural attributes, catering, shopping, accessibility, tourist information, attractions, facilities, infrastructure, hospitality, available packages, cost, travel opportunities, travel arrangements (Jansen-Verbeke, 1986; Buhalis, 2000; Ritchie and Crouch, 2003). Combinations of these elements can be the drivers towards consumer selection of a destination (Almquist et al., 2016). In making decision, consumer must choose between several solutions of a problem, which in tourism, this means tourists must follow a funneling process of choices among different destinations (Al-Tarawneh, 2012; Seyidov and Adomaitiené, 2016). This statement aligns with Djeri et al. (2007) study, which said that decision-making process imply making choices between the available options. In addition, the process of decision-making in selecting a destination can change depending on the tourists' aim and desire (Petrick et al., 2007).

Based on Kotler et al. (2014), consumer purchasing processes are influenced by social, cultural, personal, and psychological factors. The framework by these authors is one of the most used consumer decision-making process is the five stages process, which starts from problem recognition, alternative information search, alternative evaluation and selection, selection and purchase, then post-purchase where people will recognize if they are satisfied with what they are getting or not. A consumer decision model by Blackwell et al. (2006) divided consumer decision-making process into 4 main stages: input, information process, decision process, and variables influencing decision process. This model is mainly influenced by two factors, memories of previous experiences, and external drivers such as environmental influences. By analyzing consumer decision-making process in culinary tourism, factors of what drives tourists to come to a destination and whether the Michelin Guide effects their decision or not could be found.

A research conducted in Córdoba, Spain, showed that 66 out of 206 tourists stated culinary as great importance to their trip and more than 200,000 visitors may have visit the city to enjoy gastronomy as their main reason (Sánchez-Cañizares and López-Guzmán, 2012). There are many motivations that encourage tourists to experience culinary tourism, specifically food establishments that serves high quality cuisine. Food and beverage establishments consumers often make dining decisions by evaluating some criteria like food quality, service, price, promotions, restaurant characteristics, recommendations, including reputation and source of information (Harrington et al., 2011). One of the most important sources of information in dining decisions is restaurant ratings. There are a lot of restaurant ratings around the world and each rating has its own ranking system. The examples are Michelin Guide, Gault Millau, Harden's, The World's 50 Best Restaurants, and many more. These restaurant ratings evaluate and rate restaurants in a specific area or all over the world and the restaurants will get symbols or numbers as their rating. Restaurants may be examined based on their food quality, the chef's cuisine characteristic, value, food consistency, menu sequences, timing, or other aspects (Michelin, no date; Stierand et al., 2014). Qualified restaurants will be given notations like stars or other symbols.

Sparks et al. (2003) found that 60% of 459 respondents considered the importance of restaurants when selecting holiday destinations, and restaurant guides influenced 38.4% of the respondents. Furthermore, promotion of food establishments is one of the ways to strengthen a destination attractiveness (Gordin et al., 2016). This may indicate that

restaurants with ratings may contribute to tourists' destination choice. The Michelin Guide was chosen for this research because it is one of the most popular restaurant ratings and known worldwide. It has rated over 30,000 establishments in over 30 countries across 3 continents (Michelin, no date).

Although some research have some findings about the impact of the Michelin Guide, such as higher rating that is followed by higher menu price (Ehrmann et al., 2009), the influence of Michelin Guide on price changes, level of revenue, and the increased of chef's prestige and social position (Johnson et al., 2005), and the appearance of Gordon Ramsay in television after receiving three Michelin stars (Jones, 2009); no research focuses on its effect on culinary tourism. Through this research, the author wishes to analyze the importance of the restaurant guide, specifically the Michelin Guide, on whether it is affecting travellers' decision to visit a destination where a Michelin-starred restaurant located and dine in a restaurant listed in the guide. This study also provide insights on how the restaurant ratings can be used as a tool to market a tourist destination which thus increase culinary tourism growth and to encourage restaurants to achieve awards in restaurant ratings.

LITERATURE REVIEW

Consumer Decision-Making Process

The process of consumer decision-making is commonly divided into five-stage (refer to Figure 1).



Figure 1. 5-stage model of the consumer buying process

(Source: Kotler and Keller, 2016)

In the problem recognition stage, consumers start the process of decision-making by identifying their consumption or buying needs. After they recognize the needs, they will begin to search for information, which is divided into two levels. The first level is when they got more responsive to the information of the product or service that they needed. After that, they will move to the next level where they will actively search for information. The next stage takes a longer process, where there is another set of steps between the evaluation of alternatives to purchase decision stage. In the alternatives evaluation, they will learn about the brand choices they have and make a comparison. These choices will be split into three subsets. All of the choices are included in the awareness set. Amongst these choices, a few of them which fit into the customers' initial criteria will move into the consideration set. Then, move to the choice set, which consists only of the selected options after more consideration, where they may choose their most-preferred brand. After that, they proceed into the purchase decision stage. Post-purchase behaviour stage analyzed whether the consumers are satisfied with the products or service that they consumed (Kotler and Keller, 2016).

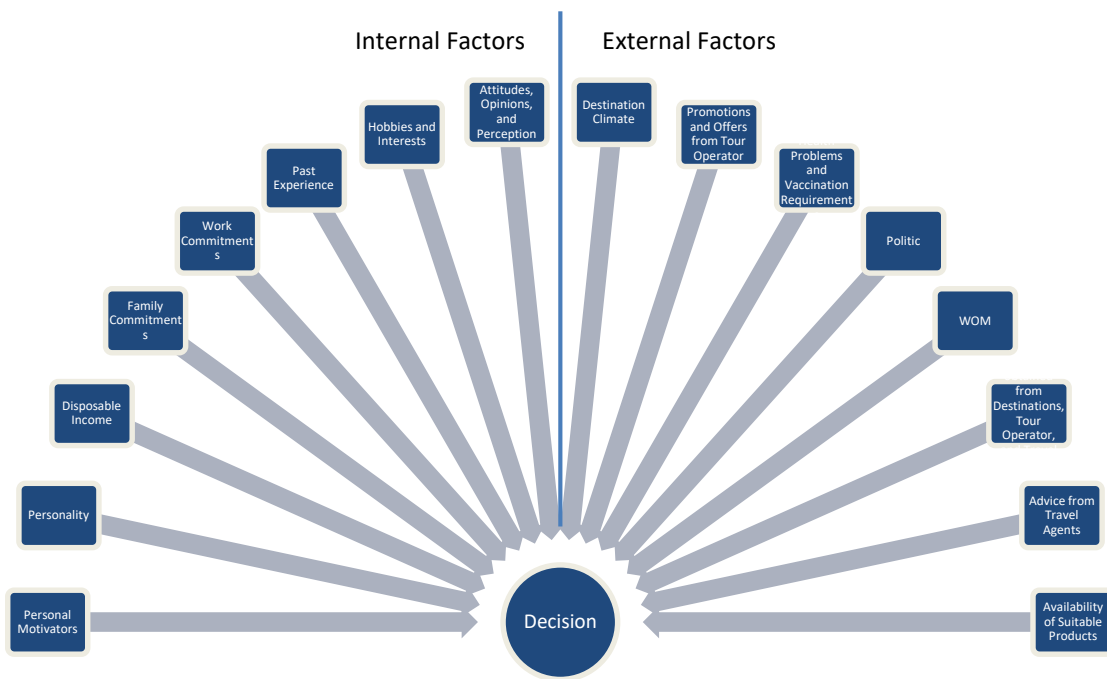


Figure 2. Internal and external factors towards tourist motivation
(Source: Horner and Swarbrooke, 2016)

Tourist motivations are divided into two groups: the ones which push tourists to go on a holiday, and the ones which push tourists to go to a specific holiday with a specific destination and time. Travelers are usually affected by a few numbers of factors, which can be grouped into personal and external factor (refer to Figure 2). Tourism motivation is very complex because it depends on the tourist's personality and lifestyle, tourist's experiences, their companion, demographic characteristics, and how long they planned the trip.

Dining Decision

According to Karim and Chi (2010), food was found to have a high influence on choosing a destination. Approved by Boyne et al. (2003), some tourists go to different countries specifically for food. Indeed, gastronomy plays a major role in tourism (Cooper, 2012; Karim and Chi, 2010). In the last few years, more activities related to food tourism appeared, together with more presence of Michelin-starred restaurants (Lane, 2010). A study conducted by Wansink and Sobal (2007) found that people made approximately 221 decisions about foods per day. These decisions produced a particular consumer behaviour, where it is possible that a visit to the restaurant could be affected by these decisions which include about what, when and where to eat (Harrington et al., 2013). It is necessary for a business owner to fully understand the concept of customer motivation, because it allows the person to create special offers or promotions for customers, as a link to customer satisfaction, and it can be used as an element to understand consumer decision-making process (Crompton and McKay, 1997).

When consumers decide to choose a restaurant, they will previously search for alternatives of choice before they make a decision (Pedraja and Yague, 2001). Cheung et al.

(2008) suggested that a person will integrate the information received from restaurant reviews into his or her decision-making if the information is trusted. In accordance with Harrington et al. (2011), who found that rating in food guides is the most important promotion mean. These show that restaurant guide plays an important role in dining decision. Gillespie (2001) divided restaurant guides into three categories. The first one is guides that categorized establishments and present information such as the opening hours, location, and the facilities, such as The Royal Automobile Club Guide & Handbook, and Tourist Board guides. Then there are guides that evaluate restaurants, such as the Michelin Guide, and The Good Food Guide. The last one is the guides with some marketing purpose, including Relais and Château, and Les Routiers. Restaurant guides and their rating system are consumers' trust-based (Kramer, 1999), therefore their information has to be relevant and reliable. Surlemont and Johnson (2005) added that restaurant guides also have to be accurate since it is necessary for the readers to fulfil their expectation.

The Michelin Guide

Amongst many existing restaurant guides, the Michelin Guide is considered as the most representative guide (Liu et al., 2014; Aubke, 2014; Harrington et al., 2013; Blank, 2007). The Michelin brothers started to recruit around 120 restaurant inspectors to visit and review restaurants anonymously. Most of them have high education in hospitality and have worked in various countries around the world. Since 1926, the Michelin Guide awarded stars for fine dining establishments. One star means that the establishment has high-quality cooking and worth a stop. Two stars means that the establishment has excellent cooking and worth a detour. While three stars means that the establishment has exceptional cuisine and worth a special journey. The assessment criteria are: quality of the products, mastery of flavor and cooking techniques, the personality of the chef in his cuisine, value for money, and consistency between visits. Right now, the Michelin Guide also has additional awards such as spoon and fork for quality and comfort aspect in restaurant, house for quality and comfort aspect in accommodation, the Michelin Bib Gourmand for good quality and good value cooking, the plate Michelin for restaurants that simply serve good food, and a few other symbols that only exists in certain countries. Because of their unique approach, the Michelin Guide became popular around the world and now they have rated over 30,000 establishments in over 30 countries across 3 continents (Michelin, no date).

METHODOLOGY

This research uses a deductive approach by reviewing secondary literature such as books, journals, newspaper articles, and conference proceeding. Books, conference proceeding, and previous related research such as peer-reviewed academic journals are used to gain insight on detailed and constructively analysed the core literature that leads to designing research question needed for the topic (Saunders et al., 2016). This research uses quantitative method in collecting primary data by spreading online questionnaire to targeted samples. It assists in figuring out the impact in data that support the aim of this research (Saunders et al., 2016). The questionnaire was designed to examine the concept of consumer decision-making process of tourists in choosing a destination through the media of the Michelin Guide.

Research Instrument

The type of questionnaire used in this research is a self-completed questionnaire and was distributed via the internet using a hyperlink (web questionnaire). Before participating in the questionnaire, the respondents were asked first whether they agree to participate in the questionnaire or not. It was voluntary, anonymous, and the respondents can withdraw anytime if they want to. questionnaire is divided into three sections: six demographic questions, six consumer behavioral questions, and five consumer decision-making process questions. Demographic questions ask about personal details in the form of close-ended questions. These questions are required to identify the targeted samples and to discover the analysis needed for the research results. Consumer behavioral questions consist of questions regarding respondents' behavior in information searches and restaurant ratings, and knowledge of restaurant ratings. While the consumer decision-making process questions ask about how the respondents made a decision on choosing a restaurant and culinary destination using 5-point Likert scale questions, ranging from strongly disagree to strongly agree. Online questionnaires were distributed to the respondents via electronic communication channels through several kinds of social media platform, such as Facebook, WhatsApp, LINE, and Instagram.

Population and Sample

This study used snowball sampling which falls under the category of voluntary non-probability sampling. Based on the central limit theorem, it is proven when the sample is larger, the closer its distribution will be to the normal distribution and thus it will be stronger. It is shown that a minimum sample of 30 will usually lead to a normal distribution and the analysed data will provide a rule of thumb within the overall sample (Saunders et al., 2016; Tennent, 2013). Therefore, the minimum number of targeted samples is approximately 150 respondents from Southeast Asia. Southeast Asia is chosen because amongst 12 countries, only Singapore and Thailand have Michelin restaurants. It is a new market for the Michelin Guide since the Michelin Guide was more focused in Europe. Most of the countries in Southeast Asia are still developing and offer promising development. In addition, culture is found to has an influence on someone expectation towards fine-dining (Matilla, 2010; Lane, 2010). Besides, previous researches have studied other ethnic background, but not Southeast Asia. Therefore, the author wanted to know whether Southeast Asians are attracted to dine in a restaurant listed in the Michelin Guide or go to a tourist destination after they read the Michelin Guide.

RESULTS AND DISCUSSIONS

Table 1. Questionnaires respondents' demographic data

| Variables | | Frequency | Percentage |
|-----------|--------|-----------|------------|
| Gender | Male | 63 | 43.45% |
| | Female | 82 | 56.55% |

| | | | |
|------------------|-------------------|-----|--------|
| Age | 17-25 | 109 | 75.17% |
| | 26-36 | 22 | 15.17% |
| | 37-57 | 14 | 9.66% |
| Nationality | Indonesia | 80 | 55.17% |
| | Malaysia | 19 | 13.10% |
| | Singapore | 14 | 9.66% |
| | Vietnam | 11 | 7.59% |
| | India | 11 | 7.59% |
| | Thailand | 10 | 6.90% |
| Occupation | Student | 101 | 69.66% |
| | Part-time worker | 13 | 8.97% |
| | Full-time worker | 31 | 21.38% |
| Dining Frequency | Every day | 11 | 7.59% |
| | 2-3 times a week | 59 | 40.69% |
| | Once a week | 39 | 26.90% |
| | 2-3 times a month | 26 | 17.93% |
| | Once a month | 10 | 6.90% |
| Dining Expenses | Below \$50 | 121 | 83.45% |
| | \$50-100 | 21 | 14.48% |
| | \$100-200 | 3 | 2.07% |

As seen in Table 1, there are a total of 63 male and 82 female respondents. 75.17% of the respondents are from 17-25 years age group, which belongs to Generation Y (Strauss and Howe, 1997). According to the same authors, those who born in 1961-1981 are called Generation X, where almost 10% are included in the category. All of the respondents are from Southeast Asian countries, which includes mostly from Indonesia (55.17%), followed by Malaysia (13.10%), Singapore (9.66%), Vietnam and India (7.59%), and Thailand (6.9%). More than half of the respondents are students, while the rest are part-time and full-time worker. Their dining frequencies are quite varied, ranging from every day to once a month. 121 respondents spend less than \$50 on their dining experience, 14.48% of the respondents spend between \$50-100, and the rest (2.07%) answered \$100-200 on their dining expenses.

Table 2. Information sources regarding restaurant choice

| Information sources on choosing a restaurant | Mean | Standard deviation | Rank |
|--|------|--------------------|------|
| Recommendation from family or friend (Word of Mouth) | 4.21 | 1.06 | 1 |
| Restaurant guides or restaurant ratings (via website/mobile application/printed media) | 3.34 | 1.32 | 2 |

| | | | |
|--|------|------|---|
| Food blogger | 3.06 | 1.11 | 3 |
| Independent restaurant review (via website/mobile application/printed media) | 2.25 | 1.22 | 4 |
| Advertisement | 2.14 | 1.26 | 5 |

Table 2 shows the rank of sources of information used when people choose a restaurant. The respondents were asked to rank them from the least influential to the most influential. Recommendation or word of mouth come out as the first considered information sources on choosing a restaurant, followed by restaurant guides or restaurant ratings, food blogger, independent restaurant review, and advertisement. The mean of the latter two only have a small gap in between and considered as the least influential information sources. These results indicate the same findings as the research conducted by Harrington et al. (2013), where recommendations from family or friends are the most important information source when choosing a Michelin-starred restaurant. In accordance with Kotler and Keller (2016), they explained that despite most of the information received by consumers are from advertisement, personal sources like recommendations from relatives, experiential sources such as experiencing the product itself, and public sources like social media are the most useful information. The results also supported that as a promotion mean, ratings in restaurant guides were more important than reviews in magazine or newspaper, and advertisement (Harrington et al., 2011). However, as an information source, it was found that ratings in restaurant guides were placed fourth out of five information sources (Harrington et al., 2013). One possible reason why a restaurant guide in general is not the first most influential source of information is the customers' perceived risk of the guide (Aubke, 2014). Furthermore, it is contrary to Sparks et al. (2003), who argued that independent reviews, especially those published in local newspapers, have more influence than reviews in food guides and food magazines. They even indicated that printed advertisements are the most dominant attributes of restaurant choices during a holiday. Yet, their study was conducted in 2003, when the internet did not hold as much influence as it does right now. Although it is not the main objective of this study, this might indicate how most people search for information regarding restaurant selection could change as time goes by, influenced by external and internal factors.

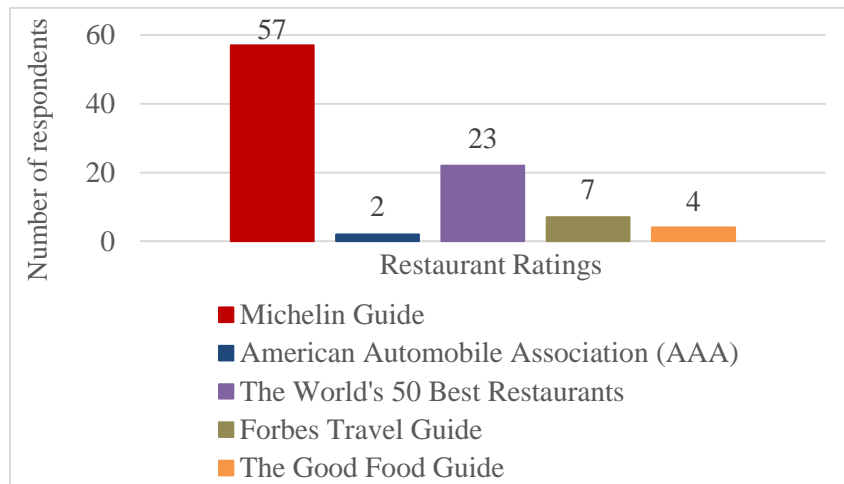


Figure 3. The most used restaurant rating

In the questionnaire, eight selected well-known restaurant ratings were listed, namely the Michelin Guide, American Automobile Association (AAA), The World's 50 Best Restaurants, Forbes Travel Guide, Gault Millau, Gambero Rosso, The Good Food Guide, and La Liste. The respondents were asked which of these restaurant ratings that they have ever used and which one that they used the most. The results are portrayed in Figure 3, where the Michelin Guide dominates as the most used restaurant ratings (61.3%). Harrington et al. (2013) also found the Michelin Guide as the most referred restaurant guides amongst other studied food guides. The World's 50 Best Restaurants appears as the second most used restaurant ratings (23.65%), followed by Forbes Travel Guide, The Good Food Guide, and American Automobile Association (AAA) respectively. However, Gault Millau, Gambero Rosso, and La Liste, are not seen as one of the most used restaurant ratings according to the responses. This suggests that the Michelin Guide is the most representative restaurant guide in the world (Liu et al., 2014), since it is also available in more than 30 countries (Michelin, no date). On the contrary, 52 respondents (35.86%) have never read these restaurant ratings.

As seen before in Figure 3, only five out of eight listed restaurant ratings in the questionnaires are chosen as the most used restaurant ratings. Amongst these five restaurant ratings, the main reason of why the respondents read each of them are illustrated in Figure 4. For the Michelin Guide, the major factor that determines people to read it is because of its popularity. Where one of the reasons that make the Michelin Guide popular is because of their rating system that has been well-established and the wide availability of restaurants that they reviewed (Surlmont and Johnson, 2005). The second most important factor that determined people to read the Michelin Guide is to find information about restaurants and other food establishments, that signifies the guide functions as it is supposed to. While the other factors did not have much influence on the reason of using the guide. Though, this is not the case for the other restaurant ratings. The major factor that made the respondents read the other most used restaurant ratings is to get information regarding restaurants.

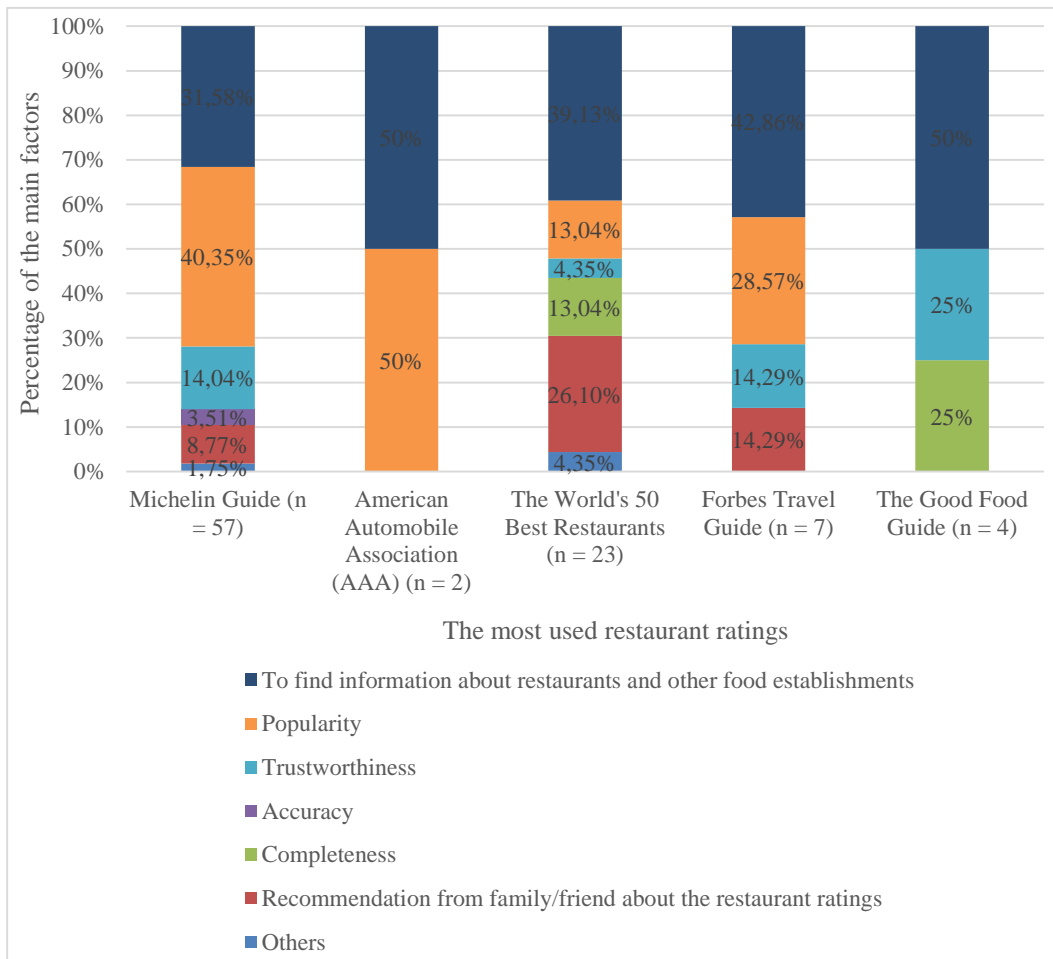


Figure 4. Comparison of the main factors of reading the most used restaurant rating

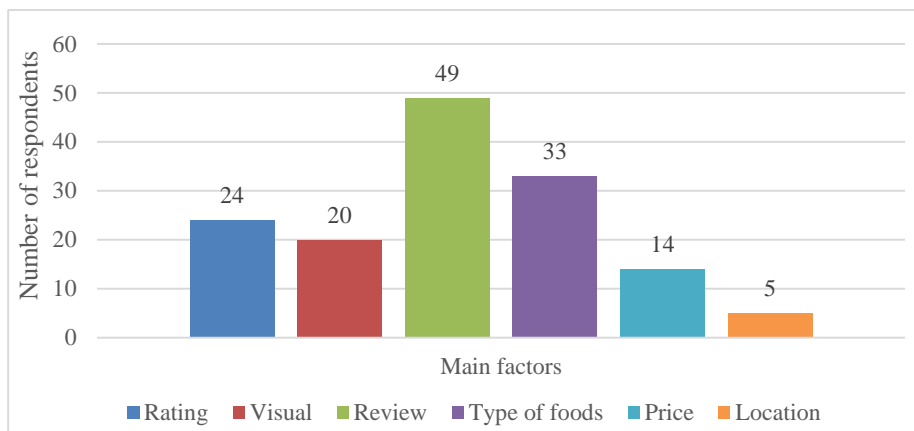


Figure 5 Main factor in dining in a restaurant listed in restaurant ratings

In Figure 5, the main factor that determined the respondents to eat in the restaurants listed in restaurant ratings are illustrated. There are six answers provided which consists of the rating received by the restaurant, visual which includes the restaurant pictures or photos

displayed in the restaurant guides, review, the type of foods offered in the restaurant, price, and the location of the restaurant. As much as 33.8% of the respondents stated that the review of the restaurant is their main factor to dine in the listed restaurant. More than 22% decided to dine in the restaurant because of the type of food. This depends on the preference of each person, which would be different for some people. The restaurant's rating came out as the third main factor that influenced the decision of the respondents when choosing a restaurant. Despite not being the first reason of why people decided to dine out, it shows that the rating plays a slightly intermediate role of the consumer decision-making process. This implies that restaurant ratings have some effect on attracting customers to dine in the restaurant listed in it. On the other hand, the visual aspect in restaurant ratings also has some influenced towards restaurant choice. Besides that, only 9.66% considered price as the most important aspect in their decision-making, and less than 4% of 145 respondents saw location as their main reason.

Table 3. Likert scale questions by average and gender

| Variables | Standard deviation (Average) | Mean (Average) | Mean (Male) | Mean (Female) |
|--|------------------------------|----------------|-------------|---------------|
| The Michelin Guide is interesting | 0.85 | 4.23 | 4.27 | 4.21 |
| The Michelin Guide is persuasive | 0.93 | 3.89 | 3.81 | 3.95 |
| I trust the accuracy of the information provided by the Michelin Guide | 0.9 | 3.97 | 3.84 | 4.07 |
| When I see the overall restaurants listed in the Michelin Guide, they attracted me to dine in one (or more) of the restaurants | 0.88 | 4.01 | 4 | 4.02 |
| When I see the overall restaurants listed in the Michelin Guide, they attracted me to visit one (or more) of the countries where the restaurants are located | 1.03 | 3.75 | 3.76 | 3.74 |

Table 3 demonstrated the means and standard deviations of each Likert scale questions. 61 respondents (42.07%) gave a 4 (Agree) on the statement "The Michelin Guide is interesting", where the mean is 4.23. Yet, the mean of the statement "The Michelin Guide is persuasive" is only 3.89, which means although the Michelin Guide comes as an interesting restaurant rating, it may not be persuasive enough for some people. Although in Henderson (2017), it is stated that the guides made a persuasive advertisement. This is similar to the accuracy perception of the guide, where the mean is 3.97. Whereas accuracy is very important for the guide as it is seen as the main purpose for the readers to get what they expect to be true (Surlmont and Johnson, 2005). As seen on the means of two latest statements, people are more attracted to go to a restaurant listed in the Michelin Guide instead of the country only. This shows that as a restaurant guide, the Michelin Guide may function greatly as media promotion that influences decisions on eating out (Harrington et al., 2011; Surlmont and Johnson, 2005). Supported by Quek (2016), who discovered the increasing number of people visiting food establishments that have been advertised in the Michelin Guide. Nonetheless, the Michelin Guide is not quite persuasive in motivating tourists to go to the area where the restaurants are located.

If seen by gender, there are not any significant differences between male and female in their perception and consumer behavior towards the Michelin Guide. Female tends to be less interested in the Michelin Guide and they gave a lower score for the statement “When I see the overall restaurants listed in the Michelin Guide, they attracted me to visit one (or more) of the countries where the restaurants are located”. Yet, the differences are very slightly compared to male. Only their trustworthiness for the accuracy of the Michelin Guide has a slightly greater difference than the others, where the male average value is 3.84, and the female average value is 4.07. This demonstrates that male and female have similar perspective and attitude when they read the Michelin Guide. In contrary with a study by Harrington et al. (2011), who found that gender is one of the important factors towards the selection of fine-dining restaurants.

CONCLUSIONS AND RECOMMENDATIONS

From the results, it can be seen that the factor of reading the Michelin Guide is mainly influenced by its popularity. After reading the Michelin Guide, those who dine in the restaurant listed in it are primarily affected by the provided reviews. Also, it was found that the review in the Michelin Guide plays more role in determining tourists to dine in a restaurant listed in the guide. From the Likert-scale questions (refer to Table 3), it was discovered that the Michelin Guide is seen to be interesting and accurate, while the persuasion aspect got an average value of 3.89. Lastly, although the guide could attract tourists to dine in a restaurant listed in the Michelin Guide, it is less influential on attracting tourists to come to a destination.

Based on the findings and conclusions, there are some recommendations for restaurants and tourist destination, which are also supported by previous studies:

For restaurants:

- To fulfil the needs of their target market, it is better for managers to learn the attributes that influenced consumer buying decision and utilize them by providing the products and services that suit better with their needs (Harrington et al., 2011).
- It is recommended to get a deeper understanding of consumer behaviour towards the source of information. How the consumers get the information about the restaurant is important because the marketing team could use the knowledge as a tool to market the restaurant better and gain more consumers (Harrington et al., 2013).
- Restaurants or any food and beverage establishments should pay attention to any suggestion and critique, as well as the reviews left by consumers because both of them are important aspects that influence the decision when choosing a restaurant.

For tourist destination:

- To improve a destination, the host could develop and boost its food and beverage sector. As suggested by Fox (2007), an excellent gastronomic experience is an essential part of tourism to every successful destination.
- Tourism industry should gain a better insight on how tourists search and use information related to culinary tourism, whether they get the information from word-of-mouth, via

online, or other media. The right source of information could be utilized to maximize promotion and strengthen the destination (Gordin et al., 2016; Karim and Chi, 2010).

- A destination should promote some award-winning restaurants, food and beverage establishments, or accommodations in the area, especially the ones listed in prestigious restaurant ratings, to increase the value of the destination and attract tourists who have a special interest in gastronomy or hotels (Karim and Chi, 2010).

The author also suggests some recommendations for future research. Firstly, it is recommended to explore the possibilities of other effects that the Michelin Guide could bring in tourism or other industries. It is also necessary to reach more respondents and other sample populations, whether regarding nationalities, age, or income. To produce better results, the sample should be more specific. In addition, a qualitative method could be used as a different approach to get more detailed results. Since the Michelin Guide has reached small-scale restaurants and street food in recent years, future research could take a deeper understanding of the effect that the Michelin Guide brought towards them, instead of fine-dining restaurant only. Furthermore, the Michelin Guide has also awarded hotel, accommodation, and food and beverage products such as tapas, wine, sake, and cocktail. This opens a wider possibility for conducting research in those areas specifically. Finally, it is suggested to focus the study on one particular country or area only.

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