

Achieving Excellence in Istanbul's Fine Dining Restaurants

by

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The above shows the relevance of the work to the degree for which it is submitted.

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Abstract

This study develops a practical guideline and a further solution for the Istanbul's fine dining restaurants owners to achieve the Michelin star quality in their establishments. In today's world, the Michelin star system is the best-known restaurant quality indicator for the fine dining restaurants because it offers an excellent culinary experience for people. Chefs and restaurants gain significant reputation with these stars and prove their high quality standards. However, since the Michelin Company has not awarded the Turkish fine dining restaurants in its famous Guide yet, a question has arisen as to how close their quality to have a Michelin star. Therefore, we conducted semi-structured interviews with two executive chefs a manager in Turkey and, two English Michelin-starred chefs and a manager in the United Kingdom. We asked open-ended questions to the interviewees and collected our findings under nine main topics. At the end, while the Istanbul's fine dining restaurants facing with considerable amount of problems in comparison with the Michelin-starred restaurants, customer segment, limited qualified staff and chefs' lack of creativity stepped further as main barriers to achieve the Michelin star quality at short notice. Therefore, under the umbrella of The EFQM Excellence Model framework, we recommended a further solution to the restaurant owners to enable them achieving the Michelin star quality standards in the short term.

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Declaration

I have read and understood the rules on cheating, plagiarism and appropriate referencing as outlined in my handbook and I declare that the work contained in this assignment is my own, unless otherwise acknowledged.

No substantial part of the work submitted here has also been submitted by me in other assessments for this or previous degree courses, and I acknowledge that if this has been done an appropriate reduction in the mark I might otherwise have received will be made.

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My project relates to this definition in the following way: The project should relate to the development of excellence within organizations, industries or sectors or the development of individual's capability that would support progress towards organizational excellence.

This project enabled me to have deeper understanding about the fine dining restaurant industry and the Michelin star quality process in high quality restaurants. Based on this project's achievements, I tried to understand the Michelin star quality system and analyzed this system under the idea of excellence.

At the end, this study creates a suitable template for future studies in the world and especially in Turkey. The final solution of this work generates a new perspective for the restaurant owners to achieve high quality standards and also touch excellence in their establishments.

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Chapter 1

Introduction

This chapter explains the background information in order to help the reader to have basic knowledge about this research. Later, this chapter defines the main purpose of this research and its objectives one by one. Lastly, it shows the significances of this research and the structure of it.

1.1 Background

Until today, restaurants have always been one of the important meeting places of producers and consumers. Different customer expectations and needs have put them into different forms and this diversity has caused different types of restaurants in the world. However, apart for the fast food or family style restaurants, haute cuisine or fine dining restaurants have always distinguished themselves amongst others. After the French Revolution, the chefs from aristocracy laid the foundations of the fine dining restaurants. Their ambiance, décor, food and service quality have always been the main reasons to keep them one-step ahead of the other restaurant types, until today (Arora & Singer, 2006; Schehr & Weiss, 2001; Surlmont & Johnson, 2005). However, a famous small red guide created its own requirements and brought a new perspective for these high quality restaurants and their standards by awarding them with its famous stars.

When the Michelin Tire Company first published the Michelin Guide in France, nobody would estimate that it would be the most prestigious external source for chefs, restaurants and people. From the beginning of its first edition, the Guide has given a new meaning to the concept of excellence in fine dining restaurants and secured their positions in the restaurant industry. In the following years, although the Michelin Guide started to include different restaurant types and used different levels, the fine dining restaurants have always been the

main field of the Guide's interest. Thus, the Michelin stars and their quality levels have always come to the forefront in the food industry and brought reputation to the restaurants. Even though, the Michelin Guide was the oldest restaurant guide in the world, the main concept of this little red guide has been barely changed since Andre and Edouard Michelin developed and introduced it to the public in 1900. Basically, the Guide was published first as a practical handbook for drivers by including important technical information about cars, maps and also good quality restaurants to eat during their journeys. Today, it has still the same concept and every year the Guide puts the best restaurants by awarding them with one (*), two (**), and three (***) stars based on their high quality cuisines. Although this French-based guide first started to be published in France and then in other European countries afterwards, the company also expanded its star quality system in different continents. Over the last 10 years, the Michelin Guide was published in the United States, Asia as well. Today, the Michelin Company includes 23 countries with 27 Michelin Guides (Feldman, 2008; Johnson, Surlmont, Nicod & Revaz, 2005; Karpik, 2000; Michelin Guide, 2012; Snyder & Cotter, 1998; Surlmont & Johnson, 2005). Therefore, there are still many countries in the world that the Michelin Guide does not cover and Turkey is one of them.

Although Turkey has not been familiar with the fine dining restaurants and their cuisine style for many years, there has been an observable acceleration in the restaurant industry over the last 10 years based on new world food trends and restaurant styles (Turyid, 2012). Therefore, restaurant owners and chefs have tried to string along with these trends by opening new styles of restaurants, updating their menus and cooking different style of foods. In addition to this, new culinary schools have started to be opened and given professional courses about different areas in the restaurant and hospitality industry. Therefore, although the traditional casual Turkish food and fast food restaurants have a massive market in Turkey, haute cuisine and fine dining restaurants have started to generate considerable market share, and Istanbul distinguishes itself with its significant potential.

Basically, Istanbul has always known as a culinary center of different Turkish regional and local foods and it contains different types of restaurants. It also attracts people from different locations in the world. Based on increasing demand and new food trends, different fine dining restaurants have been located in popular places of the city and most of them have started to serve their dishes in fine dining style. However, although these restaurants are in the fine dining restaurant category, most of them have not been rated in any famous restaurant

guide with their high quality standard levels. Thus, at this point, a question has arisen how well they meet the main requirements of being a fine dining restaurant based on the most prestigious Michelin star quality system in the world.

1.2 Research Purpose

Since most of the Istanbul's fine dining restaurants have not proven track record of accomplishment for their high quality standards, this research focuses on the main differences between the Istanbul's fine dining and the Michelin-starred restaurants on the basis of the Michelin star quality requirements and possible additional factors. Besides, this research also recommends a solution package to the restaurant owners to level up their quality to the Michelin star quality level. Therefore, this research tries to create a true path for restaurant owners or chefs to achieve the Michelin star quality in Istanbul.

1.3 Research Objectives

These following objectives were created under the umbrella of research purpose.

1. To review the current knowledge of the Michelin Guide and its star system in the literature.
2. To identify the main Michelin star quality requirements and explain main important driving factors to achieve the quality in the Michelin-starred restaurants.
3. To examine the main differences between the Istanbul's fine dining restaurants and the one (*) Michelin-starred restaurant on the basis of the Michelin star quality.
4. To create a practical guideline and further solution for the Istanbul's fine dining restaurant owners by comparing one (*) Michelin-starred restaurants in the United Kingdom and the famous fine dining restaurants in Istanbul.

1.4 Significance of the Research

Until today, the fine dining restaurants have always protected their popularities by providing high quality foods, services and dining experiences for their customers. According to Johnson (1996), although most of them have a special customer segment in the restaurant industry, their customers and chefs are still giving shape to the new food trends and cooking techniques in the world. Therefore, since the main purpose of this study is to designating the main differences between the Michelin-starred restaurants and the non Michelin-starred restaurants, this research creates a useful template for restaurant owners or chefs to enable them to understand the main factors of achieving the Michelin star quality in their establishments.

Secondly, since the Turkish fine dining restaurants have not found a place in the Michelin Guide, yet, and Turkish people has just started to be familiar with these types of restaurants, there is a lack of awareness about the Michelin Guide and its importance for the restaurant industry. Thus, this research generates suitable knowledge for Turkey and will be the first academic research about the Michelin star quality in Turkey.

Finally, since there are barely number of studies about the Michelin star quality system and their basic quality requirements, this study shows deeper examination about this most prestigious restaurant rating system by considering different factors that affect to achieve the Michelin star quality in a restaurant.

1.5 Dissertation Structure

This dissertation consists of 10 chapters.

Chapter 1 is included to introduce the background information and justify the significance of this research. It also identifies the main purpose, objectives and the significance of this research. The next five chapters review the literature to attempt to answer some of the objectives of this research and create a suitable template for the discussion part.

Chapter 2 helps reader to have a deeper understanding about the Michelin Company, the Guide and its development process in the world. Thus, it creates an important template to create awareness about the Guide. **Chapter 3** points out the Michelin stars and also other quality levels that the Company developed. It also discusses the main quality requirements that the Company is looking for in the restaurants. **Chapter 4** attempts to identify how the Company is checking the restaurants and awarding them based on their quality levels. Therefore, this chapter explains the Michelin inspectors, their inspection process and the decision process afterwards, respectively. It also compares the two famous restaurant guides with the Michelin Guide and discusses their main differences based on quality requirements and inspection. **Chapter 5** and **Chapter 6** highlight the internal and external factors, which have directly impact to have a Michelin star. Therefore, these chapters focus on understanding the main factors as well as the Guide's main quality requirements that help restaurants to achieve excellence.

Chapter 7 illustrates the research methodology and its philosophy. Therefore, this chapter explains the process of individual interviews and which main parts that the author divided among his findings.

Chapter 8 provides qualitative findings from the personal interviews and presents to the reader. It also compares and analyses the qualitative data and the literature review together to complete circle of this study to create an implementation plan and a final solution for the fine dining restaurant owners in Istanbul. **Chapter 9** discusses how the author achieves his objectives by considering the whole research process. This chapter also states the author's implication from this research, limitations that he had during the research process, further research and the inconsistencies that he observed.

Finally, **Chapter 10** summarizes the research findings on the basis of 4 main objectives and the research purpose.

Chapter2

The Michelin Company and The Guide

The previous chapter identified the purpose of this research along with some background information about the Michelin Guide and its importance for the fine dining restaurants' high quality standards. This chapter explains the Company history and introduces a deeper understanding for the development process of the Michelin Guide.

2.1 The Company

Apart from its the oldest and most prestigious restaurant rating system in the world, the Michelin Company is the world number one tire company with 16.3% market share and availability in 170 countries, today. The Company is the key mobility enabler in most of the vehicle industries such as passenger car, truck, two-wheel, aircraft and agriculture machines in the world (Michelin Guide, 2011; Michelin Guide, 2012). However, being a world leader in tire manufacturing industry and a most-known tire company amongst its competitors was not a coincidence for the Michelin Company.

Two brothers, Andre and Edouard Michelin, established Michelin & Co. in Clermont-Ferrand, France on 28 May 1889. In those years, France had been affected by the Industrial Revolution and its existence was pressurizing manufacturers to develop new ideas and products. Although there were substantial tire manufacturers in the 1880's such as Dunlop and Goodyear, none of them had produced the removable tires until Andre and Edouard did in the early 1890's. During the huge impact of Industrial Revolution and gradual increase in transportation manufacturing, Andre and Edouard Michelin's new way of tire design became very popular and irresistible in Europe ("History behind the Michelin Guide", 2012; Lottman, 2003; Michelin Guide, 2012).

After this huge invention in tire manufacturing history, the Michelin Company started to produce removable tires on May 1891 and by this time, it has never stopped until today. However, although the Michelin brothers started to produce the first removable tire in the world, it is still so hard to understand how this revolutionary tire manufacturer brand started to be known as a most prestigious external source for the restaurant industry in the world.

2.2 The Reason of a Guide

In the last decade of the nineteenth century, advertising emerged as a new approach to sell new products. Its popularity was rising in Europe and promotional campaigns or races were important opportunities for tire manufacturers to introduce their tires to the public (Lottman, 2003). Afterwards, this new approach became a major supporting factor to sell new tires and it became the stepping-stone for the future of the Michelin Company.

Although the majority of manufacturers were not still aware of its potential in France, advertisement had always a special value for Andre Michelin and his future strategies. Instead of Edouard's interest in designing and developing new patents in the factory, Andre was focusing on new advertisement approaches to create new demands for the Company and its products. Thus, Bibendum was born in 1898 and it has always been the main symbol for the Company, until today ("A brief history", 2012). Although, it appeared as a symbol of white upper-class French man and physically embodied of being wealthy in France in the early years, it became a symbol of drivers afterwards (Feldman, 2008; Harp, 2001). Nevertheless, the truth is, this white tire man has affected the Michelin tires reputation positively for more than a century and created an important demand for the Company.

Even though, the Company started to follow a specific business strategy based on French identity and wealthy people in France, it also followed a tourism-based strategy (Feldman, 2008). In the early twentieth century, number of vehicles increased dramatically in France and introducing a special guide emerged as a good opportunity for Michelin brothers in order to create higher demand for their tires and also a useful resource for their customers (Harp, 2001). However, they would not have imagined that this entrepreneurialism would be the starting point of the most known and prestigious external source for the restaurant industry, afterwards.

2.3 The Development of the Guide

When the first Michelin Guide was published in 1900, it was including 3 main sections, which are technical information, list of cities with the names of hotels and practical information about France. Moreover, the company also started to build travel departments called Bureau d'Itinéraires in order to provide information to travellers about roads, gas stations and information for their cars ("A brief history", 2012; Harp, 2001). However, pre-war period and interwar years were the milestones of the Guide development and that period created the main template for the current Michelin Guide and its famous star system.

In the pre-war period, the improvements of roads triggered also the number of restaurants in France and, in the early 1920's; the Guide had already implemented the hotel rating system for hotels in Paris. By the way, Michelin brothers had already started to encourage people to travel in France province with their guide and it became a reputable guidance for people (Rowland, 1987). Therefore, after a while, since restaurants started to have clear growing population in France and people were eating in these restaurants, Andrea Michelin decided to include restaurants into to the Guide in 1923 ("A brief history", 2012; Harp, 2001). Then, in the early 1930's, the Company began to add restaurant maps into the Guide and showed the awarded Parisian and countryside restaurants together on the list.

During that period, Michelin brothers' new approach to the restaurant industry began to be very popular in France and in the following years, the Guide was published for French speaking regions such as Belgium, Luxemburg and southern Netherland. Also, the Guide's restaurant review pages started to be more and more every year because of increasing customer demand (Karpik, 2000). After a period of time, Michelin Brothers started to show their sensibility for the restaurants by just focusing their food quality rather than rating based on their high prices. Also, the Company did not take any advertisement into the Guide during the late 1930's. According to Harp (2001), the Company's pride on service to their customers was the main reason of this behavior and Andrea Michelin was always looking for their comments or feedbacks to correct the restaurant and hotel ratings. Basically, he wanted to build a strong connection with them and the Company is still paying attention to its customers and readers comments to award the restaurants and hotels (Lottman, 2003).

Conclusion

This chapter portrays a picture of information from the literature in order to create a clear understanding about the Company and development process of the Michelin Guide until today. First of all, the Company was examined in detail from its first years in France until the first published Michelin Guide. In the second part, the main reasons of the Michelin Guide were highlighted and this part gives a clear understanding about what the Michelin Guide means for the Company. Finally, the last chapter shows the steppingstones of the Michelin Guide development process until today.

The following chapter will explain the Michelin star levels and points out the other quality levels in the Guide apart from the stars. Then this chapter will also discuss the main star requirements that the Company is looking for in high quality restaurants.

Chapter 3

The Quality Levels and The Michelin Stars Requirements

The previous chapter identified the history and development process of the Michelin Company. It also explained the development process of the Michelin Guide and its reasons. This chapter attempts to explain and go further about the Michelin Company's star classifications, the star system and other quality awards for the restaurants. It also explains the main quality requirements and their importance for the Company.

3.1 The Quality Levels

Although the Company tried to use different number of stars for its restaurant rating system in the early 1930's, 3 stars quality system was implemented as a last accepted system for the Michelin Guide. During the development process of the Guide, the Company also created various quality levels for restaurants with different names but the Michelin star quality system has always been the primary restaurant rating system.

The Michelin star system contains 3 stars for different quality levels under the umbrella of a name called; the best cuisine. On the basis of this explanation, one star (*) means a very good cooking in its category, two stars (**) mean excellent cooking and three stars (***) mean exceptional cuisine. In addition to this, one star (*) always means a good place to stop during a journey, two stars (**) mean worth a detour and three stars (***) mean worth a special journey. Therefore, although the Guide represents the food quality in the restaurants, it is also still based on the Company's tourism-based strategy at the beginning of the 1900's (Christensen & Pedersen, 2011; Feldman, 2008; Harp, 2001; Michelin Guide, 2011; Michelin Guide, 2012; "What are the criteria", 2012).

However, over the past sixty years, the Company has not just introduced the Michelin star quality system for restaurants. The Company also developed some additional rating levels and introduced them for its clients and readers. Basically, the first reason of this approach

was to prevent criticism of other type of restaurants, which had not got any star level. Secondly, the company also wanted to introduce other features of restaurants under the umbrella of good food, good price and overall comfort (Karpi, 2000; Snyder & Cotter, 1998). Therefore, as it can be seen in the Figure 1., the Michelin Company developed Bib Gourmand and crossed forks and spoons symbols in order to rate other restaurants and also hotels.

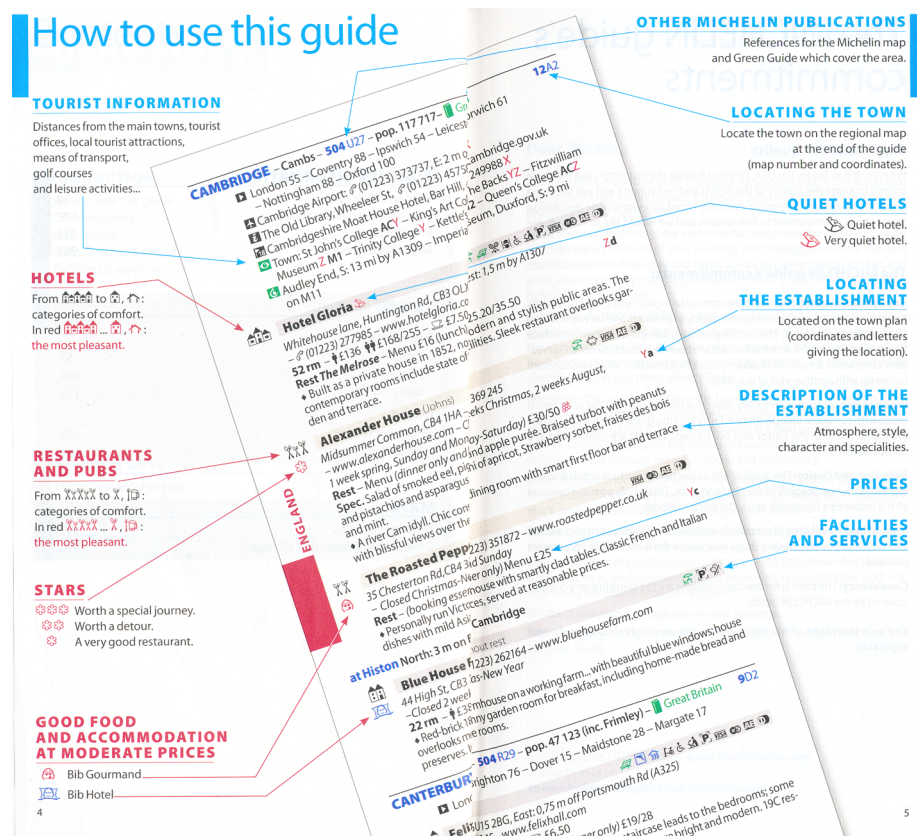


Figure 1. The Michelin Stars, Bib Gourmand and Crossed Forks and Spoons (Michelin Guide 2011; Michelin Guide 2012)

Bib Gourmand was introduced to rate good quality cuisines at moderate price for gourmets, who are careful with money (Christensen & Pedersen, 2011; Harp, 2000; Michelin Guide, 2011; Michelin's Guide 2012; Snyder & Cotter, 1998). It is shown by a symbol of Bibendum near the rated restaurants. This category tries to keep the meals price between specified levels. Therefore, the Michelin-starred restaurants menu prices are more than Bib Gourmand restaurants. Besides, crossed forks and spoons symbol was started to be used in the Guide in order to reflect the overall comfort, quality and pleasantness of restaurants and

also hotels (Michelin Guide, 2011; Michelin Guide, 2012; Snyder & Cotter, 1998). The main reason of this symbol is to check important factor in the restaurant or hotel such as décor, ambiance or even tablecloth. Basically, crossed forks and spoons rating system is showed by a symbol in five categories in black or red colors according to the establishments overall comfort or pleasantness (Christensen & Pedersen, 2011; Snyder & Cotter, 1998).

3.2 The Quality Requirements of The Michelin Stars

Although the Company explains the main requirements of its famous star system in the Guides every year, not so many studies have pointed out a deeper understanding about them, until today. However, all these requirements still play significant roles for the Company in order to maintain its stars reputation amongst chefs, restaurateurs, gourmets, experts and especially its customers.

Over the past sixty years, despite mentioning them in the Guide every year, the Michelin star quality requirements have been criticized by some studies and some requirements have been explained that the Company is possibly looking for in the restaurants. For instance, according to Edelheim, Lee, Lee & Caldicat (2011), appropriate real estate, trained staff, fresh and seasonal ingredients, and a sizeable wine collection are known as the main requirements for the fine dining restaurants. In fact, they also mentioned that a restaurant should have these four requirements even to be considered by the Michelin Company and its inspectors. However, some studies state that the Company is looking for more than these requirements. For example, Ottenbacher & Harrington (2007a) imply that the Company might look more specific requirements in order to rate the restaurants for star category and they state five specific requirements, which are product quality, flavors and cooking techniques, cuisine personality, value for money and sustainable quality. However, though these authors' comments have a similarity about the quality of ingredients, the most reliable information for the star category still exists in the Michelin Guide for the star category. According to the Guide, quality of ingredients, the skill in their preparation, the combination of flavors, the levels of creativity, value for money and consistency are the main requirements that inspectors are judging when they are sitting on a chair in a restaurant (Michelin Guide, 2011; Michelin Guide, 2012).

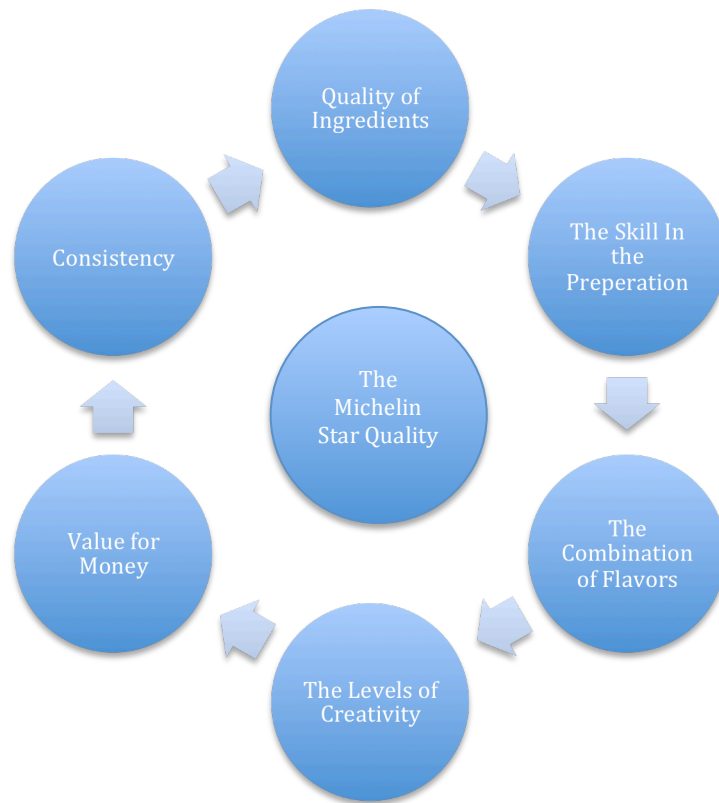


Figure 2. The Main Requirements of the Michelin Star Quality (Michelin Guide, 2011)

As it can be seen in Figure 2, while the Company highlights six main requirements for the Michelin star quality, it also pays more attention to some of them to provide sustainable quality and customer satisfaction. Therefore, chefs' own skill, consistency and value for money steps, a little further on the overall quality of a restaurant. Since the food plays an important role, the Company is always expecting creativity and distinctness from chefs in order to rate their restaurants in the Guide. Therefore, the Company does not prefer to rate copied meals in the Guide (Ottenbacher & Harrington, 2007a). Actually, to prevent copied meals, the Company advises chefs to check the Michelin-starred restaurants to be inspired. Secondly, expecting the restaurants in the same quality is another important issue that the Company is looking for. Therefore, chefs should not only be creative and have a personality on their dishes but also have to cook at the same quality every day to have or save their stars (Christensen & Pedersen, 2011; Ottenbacher & Harrington, 2007a). Finally, the Company also checks the balance of food quality and the value of it in the bill. Therefore, value for money is really important issue that the Company is checking very critically during the inspection process. For this reason, only luxury in a restaurant does not mean a Michelin star unless there is no balance between the food quality and the bill (Mesplede, 1998).

However, although the Company and its editor point out all these requirements, the Guide is still criticized because of its rating system. For instance, according to some authors, the Company does not rate restaurants in star category, which are out of the Guide's fixed cuisine criteria based on French cuisine and its cooking techniques. In some cases, the Guide is also criticized because the inspectors are checking even the restaurants' tablecloths, waiters, door service and rest rooms (Christensen & Pedersen, 2011; Johnson, Surlmont, Nicod & Revaz, 2005; Lane, 2011). In contrast to these criticisms, the Guide's current editor does not accept these comments and highlights that the Guide is just looking for good food regardless of its cuisine or other factors ("Michelin's Jean-Luc Naret", 2010).

Conclusion

This chapter portrays a picture of information about the Michelin star categories and other additional quality levels. Then it explains the main quality requirements that the Company is looking for in the restaurants. Finally, it also discusses different criticisms about the Guide's current rating system.

In the light of information in this chapter, it can be concluded that the Company has different quality levels for the restaurants but just star category is judging the high quality standards in the restaurants. Secondly, although there are different comments about the Guide's quality requirements, the most trustful information still exist in the Guide itself and six quality requirements are the main measurements that the Company uses. Then it can be also concluded that chefs' cuisine personality, consistent quality and value for money are important factors for the Company and affect the decision of a star even the food quality is superb. However, although the Company itself is controlling the whole structure of the Guide, inspectors are the people, who are responsible for checking the restaurants and tasting the foods.

Therefore, the next chapter will attempt to identify, who the Michelin inspectors are, how they check restaurants and how the restaurants are rated each year on the basis of their feedbacks to the Company. Besides, the following chapter will also compare and contrast the Guide with two different popular restaurant guides in order to clarify the main

differences based on their different quality requirements and inspection processes.

Chapter 4

Inspection and The Other Restaurant Guides

The previous chapter showed the quality levels of the Michelin star system and its main requirements that the Company is looking for in the restaurants. This chapter attempts to explain and enlighten the details about the inspectors, their inspection process and the decision period. It also points out two different famous restaurant guides in the world and their rating systems in order to compare with the Michelin star quality system.

4.1 Inspectors

There is a common belief that the inspection mystery of the Company is the main reason that has increased the Guide's popularity and reputation day by day. This old inspection system has never brought to light clearly by the Company and inspectors have protected their secrecy until today.

The Michelin Guide current editor indicates that the Michelin inspectors are ordinary people of the public, who are looking for foods, ambiance and atmosphere in an open mind ("Jean-Luc Naret", 2010). In fact, although they are coming to the restaurants as an ordinary people, having a good background from the cuisine field is a compulsory requirement for them. Hence, each inspector has to work in the restaurant or hotel industry more than 5 years or they have to have experiences in culinary schools.

Apart from their experiences or backgrounds in culinary, when an inspector work for the Company, he or she needs to check restaurants 9 times a week and two hundred days a year (Snyder & Cotter, 1998). However, how many inspectors are working for the Company is still a secret and the Company has not still mentioned the exact number of them in the world. Nevertheless, the anonymous inspection system is still known as the key success of the Company and its famous Guide (Christensen & Pedersen; Harp, 2000; "Jean-Luc Naret", 2012; Michelin Guide, 2011; Michelin Guide, 2012).

4.2 The Inspection Process

Even though, the Company does not prefer to explain any detail information about its inspectors, the inspection process plays the most significant part for the restaurants future positions in the Guides. Therefore, the inspectors' decisions are the main indicators to put a restaurant into the most famous and prestigious restaurant list or not.

Inspectors usually come as an ordinary customer and generally; they prefer to use different nicknames to reserve a table. However, if they want, they might introduce themselves by giving their cards and also ask additional information about the establishments. Basically, they inspect 3 courses of meals by criticizing them in every aspect of six main requirements that the Company mentions in the Guide. However, all notes are taken outside after finishing the meals and they create a detail report for each restaurant (Harp, 2001; Karpik, 2000; "Michelin's Jean-Luc Naret", 2010; Michelin Guide, 2012; Snyder & Cotter, 1998).

Moreover, although the Company trusts their inspectors, it prefers to use different inspectors in different time for the same restaurants to get proper results about foods (Christensen & Pedersen, 2011). Also, the Company sends its inspectors again for specific restaurants, if they receive unusual number of letters from their readers for them. Therefore, readers' comments and feedbacks play significant role for the Guide as it was in the past (Michelin Guide, 2011; Michelin Guide, 2012; Snyder & Cotter, 1998).

4.3 The Decision Period

Between the mid of September and October, the Michelin Guide is released and approximately 1.2 million copies are published in 23 countries every year. Therefore, before these periods, chefs, restaurateurs, gourmets and experts make many assumptions about the stars. However, nobody knows, who will be awarded and who will lose the stars until the Guide released. Therefore, the decision period is a huge stress for chefs and their restaurants.

Every region holds meeting for two months before October in order to discuss new candidates and the existing Michelin-starred restaurants' performances. Basically, decision period starts from analyzing the inspectors' reports for every single restaurant. Each regions' editors discuss with inspectors and finally, these results are discussed with editor-in-chief to create the final list of the year (Christensen & Pedersen, 2011; "MICHELIN Guide", 2009;

Michelin Guide, 2012).

During the awarding period, inspectors and editors discuss about the restaurants to raise or drop their star levels. However, the Company does not award a restaurant, if they think it is too early. Therefore, it waits for the next year in order to rate the restaurants' food quality again. The basic purpose of this approach is to check consistency of the restaurants (Christensen & Pedersen, 2011). For this reason, to be awarded as a 3 (***) Michelin stars takes almost ten years for a restaurant or a chef, who is already holding 2 (**) Michelin stars. In addition, inspectors and editors are usually rating 3 courses of meals and if there is a split in opinions about the quality between two inspectors, the Company tries to investigate these restaurants again and again (Snyder & Cotter, 1998).

4.4 The Michelin Guide and The Other Restaurant Guides

In the following years, the Company developed the Guide regularly and it is covering 23 countries in the world now. However, since the restaurants and restaurant industry became very popular in the world, different restaurant guides also emerged. In today's world, ZAGAT and the UK Restaurant Magazine list are the famous restaurant guides as the Michelin Guide and their rating system are affecting the restaurants reputation and people's choices, as well.

First of all, ZAGAT was first published in 1979 and it was started by surveys and reviews by a group of people in the United States. Today, ZAGAT is still based on surveys and people's own ratings about the restaurants they visit to eat. Therefore, ZAGAT's inspectors are customers themselves and they are making decisions about the quality of restaurants. In contrast to the Michelin Guide, ZAGAT surveys and ratings are based on four main requirements, which are food, décor, service and cost (ZAGAT, 2012). According to ZAGAT (2012), collective opinions of consumers are more effective than a person.

On the other hand, ZAGAT has also different rating system for the restaurants and these restaurants are rated on a 30-point of scale on the basis of food, décor and service. In this rating system, ZAGAT is determining the restaurants' quality levels as poor, fair, good, very good, excellent, extraordinary and perfection. Thus, in contrast to the Michelin Guide's three different quality levels, ZAGAT has seven levels for restaurants.

Secondly, the UK Restaurant Magazine list is also another important global restaurant rating system and its popularity is increasing day by day in the world. The first list was announced in 2002 and the Magazine is announcing the World's 50 best restaurants awards every year. However, in contrast to the Michelin Guide, this list does not accept any specific explicit requirements from restaurants except their novelty and innovation (Christensen & Pedersen, 2011). Therefore, the restaurants do not need to be based on any criteria but newness is important for the list. Besides, as the Michelin Guide' inspection system, the Restaurant Magazine award system is based on group of gastronomy experts' decisions in 27 separate regions in the world. All these regional experts are called as The World's 50 Best Restaurants Academy and each of them vote different restaurants with their region chairpersons. However, 3 votes out 4 must be out of their regions and at the end, the World's 50 Best Restaurant list is created and announced (Christensen & Pedersen, 2011).

Since this list is the first rating system, which determines the best restaurants in the world, it is very popular in these days. However, it is also criticized because of its informal criteria and changeable list every year. Besides, although the list announces some restaurants as the best restaurants in the world, they might have only 2 (**) stars from the Michelin Guide. Therefore, their different criteria are also affecting the results of these two popular restaurant guides.

Conclusion

This chapter portrays a picture of information about the Guide's inspection process by identifying the Michelin inspectors and how they are checking the restaurants. Then it also compares the Michelin Guide with two popular restaurant guides in the world by considering their quality requirements and the inspection processes.

First of all, it identified, who the Michelin inspectors are and how they check the restaurants. Then it explained the decision period of the Michelin stars for the restaurants and the Company's sensibility for this process. Finally, this chapter also compared two important restaurant guides with the Michelin Guide by considering their quality requirements and the inspection processes.

In the light of information in this chapter, it can be concluded that apart from its fixed quality requirements, inspectors and the Company's seriousness about this process are also

important driving factors for the Guide's success and trustfulness in the world. Besides, apart from ZAGAT, the UK Restaurant Magazine's list and the Michelin Guide have real inspectors to rate the restaurants. However, the inspectors' requirements of the Michelin Guide and their secrecy show that the Guide steps further with its professionalism in rating the quality of the restaurants.

However, although the Michelin Guide steps further with its better structure and uses fixed six requirements for the restaurants' quality, there are also additional factors and requirements that directly affect restaurants to complete the circle of excellence based on the Michelin star quality. Therefore, the next two chapters will attempt to identify the main internal and external factors that affect the restaurants' quality.

Chapter 5

The Internal Factors

The previous chapter identified the Michelin inspectors, the inspection process and the decision period of stars each year. It also explained the main differences between the Michelin Guide and other two famous restaurant guides in the world. This chapter will attempt to point out the internal factors that affect restaurants to achieve the Michelin star quality and it also gives detail information about these factors based on literature about the Michelin-starred chefs and restaurants.

5.1 The Chef

Until today, most of the celebrity chefs have always been important figures of societies. Their meals and popularities have been an obvious effect on food trends and the restaurant industries. Since the foundations of haute cuisine and fine dining was laid after the French Revolution, current chef figure emerged and these artisan people moved into other cities and countries to cook and earn some money as a chef or as an owner their restaurants. Besides, the development and popularization of fine dining culture made step further the importance of chefs and public has started to wonder their lives. However, until today, apart from the biographies of the celebrity and the Michelin-starred chefs, only barely number of studies has showed deeper understanding about the qualifications of being a Michelin-starred chef and their career paths.

Generally, training is the main step of chefs' careers. Past experiences or their apprenticeships in the kitchens play important roles for them to understand the basic cooking techniques and how to prepare a dish. Training in the kitchens is the beginning step for them and every part of this process is based on apprenticeships until reaching the professional level in their careers. These experiences make significant differences and also accelerate their success in the restaurant industry (Pratten, 2003a). Generally, an apprenticeship starts from the bottom level and it takes several years to reach the top level in the hierarchical kitchen environment. Basically, different brigade levels generate this hierarchical

environment and new apprentices complete these levels according to their gained experiences and skills in the kitchens (Cerea & Rurale, 2012; Gergaud, Smeets & Warzynski, 2012; Pratten, 2003a).

While starting a new career, being an apprentice from their early ages is a primary approach for chefs. However, last 10 years, formal culinary education have also emerged as an alternative way for chef candidates. Hence, having a formal education in culinary schools has also become a secondary way for them to learn the basic skills. These candidates learn the basic cooking techniques with their supervisors by training in the kitchens and then start their apprenticeships in different high quality restaurants to improve their knowledge and skills (Gergaud, Smeets & Warzynski, 2010).

As we can see above, to a great extent, apprenticeship is always an important part for informal and formal educated chefs' careers. At this point, good quality and an effective apprenticeship distinguish chefs and this difference put them one step further from their colleagues. (Gergaud et al., 2012). Basically, this difference also generates the careers of the Michelin-starred chefs. According to Gergaud et al. (2012), principally, after a formal culinary education or during the early age apprenticeship period, working in the Michelin-starred restaurants with the Michelin-starred chefs creates a suitable template for candidates to be a Michelin-starred chef in the future. As a matter of fact, most of the current 1 (*) star, 2 (**) stars and 3 (***) stars Michelin-starred chefs' past experiences also validates this approach and after they work in these high quality restaurants for many years, they are awarded as a Michelin-starred chef in the following years (Abend, 2011; Simpson, 2006; Wright, 2006).

5.2 Culinary Innovation Process

Food and its quality is one of the fundamental concern for restaurant owners and generally, its quality is the major indicator for the customer satisfaction and their loyalty. Until today, famous chefs and their different cooking techniques have affected the world culinary trends. A French legendary chef, Auguste Escoffier has always been known as a father of cooking and; the following chefs have used his cooking techniques after his death. In fact, if we examine most of the famous and Michelin-starred chefs' culinary approaches, they have continued and improved Escoffier's cooking techniques for many years. However, understanding all techniques does not make any sense without using any definite and

structural process for food creation. Therefore, a suitable culinary process becomes more crucial in high quality restaurants.

Since just two academic authors researched the culinary innovation process, their seven main steps are accepted for this important process based on the Michelin star quality (Ottenbacher & Harrington, 2007a; Ottenbacher & Harrington, 2007b, Ottenbacher & Harrington, 2009). First of all, the whole process starts from an idea and it causes chef to embody this idea as a dish. Basically, this is the starting point of a new dish and at this point, three main factors directly affect the idea generation process of a chef. The first factor is raw material and the idea comes from it. However, the main drawback is the availability and the quality of products. According to Ottenbacher & Harrington (2007a), finding and using rare ingredients is one of the main competitive advantages for the Michelin-starred chefs. However, since this process is so challenging on the basis of money and time, good and long term relationship with suppliers play an important role for a chef and restaurant supply these products. Besides, chef's know how and his inspiration process is the second and third important driving factors, respectively, for idea generation process (Ottenbacher & Harrington, 2007a).

Secondly, after a new idea generation, chef should screen important factors that might affect the creation of this idea. Generally, these factors are mostly customers and the restaurant itself. Therefore, chefs need to consider customer and restaurant expectations together to create a suitable dish. At this point, quality and the financial value of a dish make differences during the screening process and the chef needs to balance these two aspects precisely (Ottenbacher & Harrington, 2007a, Ottenbacher & Harrington, 2009).

Thirdly, after considering customer and service provider expectations, chef implements the trial and error method and he starts to cook the dish until he finds the perfect taste. Fourthly, after the perfect taste is found, chef creates his recipe and writes it down. Fifthly, chef starts to consider the presentation of his dish on the plate and test different wines with it to find the suitable combination of taste. Then, chef trains his staff in the kitchen for cooking the dish and makes them familiar with it and finally, commercialization leads chef and restaurateurs to serve the dish as a final product in menu (Ottenbacher & Harrington, 2007a; Ottenbacher & Harrington, 2007b, Ottenbacher & Harrington, 2009). After these seven steps, chef creates a high quality dish to his customers by considering the combination of the internal and external factors in the restaurant.

Basically, these 7 steps show us what chefs are doing before they put a new dish in to their menus. However, one study explains this process from different angle and in some cases the culinary innovation process might be affected by different factors and these factors allow chefs to be free. For instance, according to Stierand & Lynch (2008), culinary innovation process might be personal because of different environmental factors such as chefs' different thinking and customers expectations. Therefore, they state that chefs can have their own culinary innovation process in their kitchens rather than an accepted common innovation process.

5.3 People

Nowadays, people have been one of the fundamental assets of the organizations and their performances have always played an important role for the main achievements of these organizations. However, in specific industries, performance of individuals becomes more significant and its downfall trend can be observed easily by the decreased customer satisfaction and loyalty. Since the low employee performances have a measurable sudden effect on some organizations, restaurants step further because of their direct relation with their customers. Hence, people performances create an effective driving power for restaurants' achievements about quality and people's qualifications become crucial for kitchen and restaurant departments (Firnstahl, 1989; Tam, 2004).

In today's world, human resource departments are implementing different kinds of recruitment processes into the organizations on the basis of different businesses. Although these processes show varieties in different kinds of organizations, the basic purpose is hiring the most suitable candidate into the organization. Likewise, recruitment process shows similarity in the restaurant industry and chefs or owners wish to work with people, who can create a competitive advantage for their establishments. Therefore, although there are some important people specifications during the recruitment process such as physical make-up or personality (Lashley, 2000), experienced and trained people usually step further in the restaurant industry. But, these two requirements are still major problems for restaurants to have sustainable quality (Ozturk & Gorkem, 2011; Pratten, 2003c; Pratten, 2004).

However, the Michelin-starred restaurants exempt themselves from other restaurants by indicating different requirements for their employees in the kitchen and restaurant department to protect their reputations. Hence, these requirements make more sharp edges in

their recruitment processes in order to provide sustainable high quality.

5.3.1 Kitchen

On the basis of the Michelin-starred restaurants quality, individuals' performances in the kitchen come first and they directly affect the quality of food. Therefore, chef co-workers' qualifications make differences for these restaurants. In the recent days, although formal educated chefs have stepped further in the restaurant industry, traditional full apprentice chefs are still dominant in the Michelin-starred restaurants. Therefore, traditional apprenticeships from the early ages are still important for the Michelin-starred chefs' careers and this makes them looking from different angles to their recruitment processes in their own kitchens.

Although good past experience and training are still important requirements for the Michelin-starred chefs, passion for food steps further and it is still significant requirement that the Michelin-starred chefs are expecting from their people (Balazs, 2001; Palmer, Cooper & Burns, 2010). However, at this point, passion does not only mean love to cook a dish, it also means hard working and being perfectionist in the kitchen. Basically, these two values always exist for the Michelin-starred chefs from their early age apprenticeships. Therefore, most of them want to see how well their coworkers' qualifications similar as they have (Abend, 2011; Ramsay, 2007; Simpson, 2006).

5.3.2 Restaurant

As well as the kitchen department, the recruitment process is almost same in the Michelin-starred restaurant departments. Chefs or restaurant owners prefer to employ people, who desire to work in a restaurant for a long-term as a future career apart from their good personal experiences and trainings. In addition to this, their personality, sex, age and appearance become additional crucial requirements in order to create a suitable and perfect environment for customers during their dining experiences in the restaurant (Christensen & Pedersen, 2011; Ottenbacher & Harrington, 2009; Pratten, 2003b).

However, since the Michelin-starred restaurants have these specific requirements and expect high willingness from their candidates to work full time, the restaurants usually face many problems with hiring and keeping new candidates for long term (Hemmington & Watson,

2003; Pratten, 2003b).

5.4 Control and Coordination in the Restaurant

Although restaurants seem to be controlled by one center, kitchen and restaurant department appear as two different mechanisms and they generate the whole organization. The effective coordination and connection between these two departments provide a sustainable success for the establishment (Marshall, 1986; Øgaard, Larsen & Marnburg, 2005; Woods, 1989). However, these control mechanisms show differences because of their different responsibilities.

5.4.1 Kitchen

If a restaurant department is considered as a product line, kitchen covers the most of the process by preparing dishes for customers. Therefore, a suitable control and coordination between individuals becomes crucial for having a consistent success on food quality and its preparation process. Basically, different ranking levels generate kitchens and the brigade system is used to distinguish people and their responsibilities in the kitchen (Gillespie, 2001). This system distinguishes individuals' positions under different names and the chef is always on the top of this environment. Respectively, chef, sous-chef, chef de partie, demi-chefs de partie, commis and apprentice are the main rankings in the kitchens, and these ranks have different responsibilities during the cooking process of each dish. This system is also valid for the Michelin-starred restaurants and each rank has a connection to the top of the ranking system. Chefs' different leadership styles help them to provide controlling, inspiring and pressurizing on their lower rank co-workers in the kitchen (Balazs, 2001; Balazs, 2002; Ottenbacher & Harrington, 2009). Basically, the pressure becomes harsher when the quality increases and consistent, and in some circumstances, some Michelin-starred restaurants might have much more people in their kitchens (Abend, 2011). Therefore, chefs' individual abilities become more important to control this tough environment to provide high performance and quality.

Moreover, although a chef has his own leadership style in his kitchen, only this personal ability does not help him to achieve high quality standards in the kitchen. He also needs a highest level of support and performance from his coworkers in his kitchen. Therefore, although there is a top down management processes, team working also emerges as an

important factor to achieve long term and consistent high quality standard in the Michelin-starred restaurants' kitchens (Balazs, 2001; Balazs, 2002; Jessen, E., 2011; Ottenbacher & Harrington, 2007a; Palmer et al., 2010; Peters, 2012; Whyte, 1948).

5.4.2 Restaurant

Apart from kitchen, control of the restaurant department also plays an important role and completes the whole culture in the restaurant. Generally, restaurant department is formed by service operation and, service quality and customer satisfaction are main indicators for the high quality standard. Therefore, these two basic purposes exist in most of the restaurants and basically depend on the restaurant owners or the manager.

In today's world, although some of the Michelin-starred restaurants have started to be controlled as chain restaurants, their control and management system still depends on their chefs' styles. Therefore, in contrast to the typical restaurants, most of the Michelin-starred chefs were also responsible for controlling the operation in their restaurants as well as their kitchens. However, most of them face some difficulties and their lack of academic background creates important problems. Although they place their culinary techniques in the high quality standard level during their apprenticeships, their human resource management and people relations become a main problem for them in their restaurant departments. In addition to this, this problem also occurs in their kitchens (Balazs, 2001; Johnson et al., 2005). In contrast, culinary school educated Michelin-starred chefs shows more familiar interaction with their restaurants businesses, kitchen control and also human relations. The main reason is their basic educations about business and restaurant management in the culinary schools (Johnson et al., 2005).

Conclusion

This chapter first explained the main steps of being a Michelin-starred chef. Then, it talked about the culinary innovation process that a chef implements to create a new high quality dish by considering internal and external factors in the restaurant. Thirdly, it gave some insight about the recruitment process in the restaurants and the different requirements that the Michelin-starred restaurants are looking for. Finally, this chapter portrayed a picture of information about the controls and coordination mechanisms in the kitchen and restaurant departments.

Under the umbrella of this chapter, it can be concluded that, there are some important issues that distinguish the Michelin-starred chefs, restaurants and their coworkers from other restaurants in the world. Since they have high quality standards in their kitchen and restaurant department, their internal factors also need to be at the same high quality level to achieve the sustainable success in the establishment

However, despite having an understanding just about the internal necessities in the Michelin-starred restaurants, external factors and, their impacts should also be focused. Therefore, the next chapter will attempt to explain the effect of customers and suppliers to the Michelin-starred restaurants.

Chapter 6

The External Factors

The previous chapter identified the internal factors that affect the restaurants on the basis of reaching the Michelin star high quality standards in the kitchen and restaurant departments. This chapter examines the external factors, which have considerable affect on the path to the Michelin star quality.

6.1 Customers

Although there are many crucial factors that affect businesses in the restaurant industry, regardless of these factors, the basic purpose of a restaurant is always to satisfy its customers with its foods. Therefore, restaurants are usually depending on customers and their loyalties to their establishments. On the basis of food quality, a negative impact on customers can be recognized easily and its effect can cause serious problem for restaurant businesses. Hence, getting deeper understanding about their customers and their loyalty become important factor for chefs or restaurant owners.

In today's world, customers' value variety mostly affects their pre and post purchase behaviors and although there are many restaurant styles and cuisine types, food quality has always been the most important factor that customers are looking for (Kwun & Oh, 2004; Lewis, 1981; Wright, Nancarrow & Brace, 2000). However, different findings can be also observed in other studies under the umbrella of different contexts. For instance, according to June & Smith (1987) and Tse (2001), conjoint analyses can give different results about the customer values for restaurants and they highlight that price or service become more important rather than quality in different type of dining such as business lunch, family dinner and fast-food restaurants. Therefore, these different values are changed or influenced by several external factors such as life styles, demographics feature, consumption patterns and dining habits (Bahn & Granzin, 1985).

On the other hand, on the basis of the Michelin-starred restaurants, quality and service are

the main requirements for customers instead of price. However, although their customer segment is much smaller from the other restaurants, they are effective enough for these restaurants to designate new cooking and food trends in the world (Johnson, 1996). Therefore, the Michelin-starred restaurant's customer expectations show important differences and high quality standard always become the most significant factor that they are looking for (Eliwa, 1993; Hanefors & Moosberg, 2003).

However, customer high quality expectation forces the Michelin-starred restaurants to standardize their operations same quality to create and protect their customer loyalty. For this reason, customer segmentation should be much more precise in order to individualize service to the customers and rise the quality regularly and hold it same level (Steirand & Sandt, 2007). Basically, this is the main reason why most of the Michelin-starred restaurants are serving their dishes to less cover in their dining areas. Therefore, they can generate sustainable quality by being responsible less people.

Furthermore, Steirand & Sandt (2007) also mention that keeping the customer in a certain level create a positive interaction between customers and help restaurant owners to provide stable process. However, to provide this environment might be very difficult for the fine dining restaurants because of their complex and different customer qualifications. Therefore, novice or unsuitable customers are the main concerns for the Michelin-starred restaurants and their judgments about meal prices rather than the dining experience and the food quality affects the desired customer expectation in these high quality restaurants (Kwun & Oh, 2006).

6.2 Supply Chain

In today's world, supply chain process has become a significant driving factor for different businesses and this process continues until the customer gets the final product. Likewise, the same process works for restaurants and consistency in the supply chain plays an important role to satisfy customers, restaurant owners and chefs in terms of food and its ingredients.

Despite having high culinary skills and being a good craftsman in cooking, if raw materials do not exist or they are in low quality, chefs and restaurant owners have important difficulties to satisfy their customers. Therefore, the major part of cooking is formed by the availability of ingredients and its supply process to the restaurants. For this reason, chefs

usually want to be confident with the quality of their products. However, the Michelin-starred chefs show more obsessions about them and do not want to face any problem during their supply process (Murphy & Smith, 2009). Therefore, relationships with suppliers play an important role for the Michelin-starred chefs to have a long-term product quality and availability into their kitchens. In some cases, some chefs are also travelling to find the most suitable farmers to supply high quality product and they are very careful on making a close relationship with these suppliers (Balazs, 2002; Ottenbacher & Harrington, 2007a).

On the basis of the quality, locations of products also make differences for chefs and restaurant owners. Although, creating a menu from nonlocal ingredients is not a new trend for the Michelin-starred chefs to have a competitive advantage (Ottenbacher & Harrington, 2007a), using local ingredients has now new popularity. In addition to this, supplying local ingredients are also helping to reduce transportation, energy consumption and also increase the freshness of foods (Strohbehn & Gregoire, 2003).

Conclusion

In attempt to address the external factors for the Michelin-starred restaurants, this chapter reviewed some significant studies to explain the importance of customers and the supply chain process in the restaurant industry. Then, it also discussed these factors by considering the Michelin-starred restaurant requirements.

On the basis of this chapter, it can be concluded that since their customer segment is much more specific, the Michelin-starred restaurants are more dependent on their customers and their purchase behaviors. Similarly, this dependency is also same for their suppliers and getting the high quality products on time is a significant factor to achieve a Michelin star quality in the restaurant.

However, since there is not much study about the comparison between the Michelin-starred and non-Michelin starred restaurants and there is not any research about the fine dining restaurants in Turkey, a further investigation is needed to identify the main differences between the Michelin-starred and the Istanbul's fine dining restaurants. Therefore, this research will try to understand these restaurants in real life by conducting individual interviews with the Turkish and English chefs and restaurant managers. The next chapter will describe the research methodology and the author's interview conducting process.

Chapter 7

Research Methodology

The previous chapter pointed out the external factors in the restaurant industry on the basis of the Michelin-starred restaurants. This chapter attempts to identify the author's research methodology approach in accordance with the reason of methodology, research strategy, data collection and framework for data analysis.

7.1 Introduction

On the basis of the current literature, this study has attempted to identify the related topics in different chapters until the research methodology. Apart from the Introduction Chapter, Chapter 2 portrayed a picture of the Michelin Company, the Michelin Guide and its star system. Chapter 3 identified the quality levels of the guide and its requirements that need to be exist in a Michelin-starred restaurant. Chapter 4 pointed out the inspection process, the following decision process and other restaurant guides. Finally, Chapter 5 and Chapter 6 clarified the main internal and external factors that have significant impact on the Michelin-starred restaurants and their high quality standards.

However, a further investigation was needed since the author realized two important factors during this study. First of all, although the author explained the literature review chapters based on different studies, current qualitative and quantitative findings were not enough to support author's basic study purpose. Secondly, despite having barely number of studies about the Michelin-starred restaurants in the world, there was a lack of literature about the fine dining restaurants in Turkey. Therefore, since these reasons exist, a new methodology became as an essential approach for the author to make an effective comparison between the Istanbul's fine dining restaurants and the Michelin-starred restaurants.

7.2 Research Strategy

In order to implement this research methodology, the author used case study approach. Focusing on particular restaurants and collecting data from these establishments are the main reasons for using case study approach in the research methodology (Biggam, 2009). Besides, since this study was based on in depth analyses and answering the why questions by making interpretation (Biggam, 2009, Denzin & Lincoln, 1994), a qualitative research was the most suitable approach for the author.

Moreover, on the basis of this study, the author used two different sampling approaches to collect data from two different countries. First of all, in accordance with choosing the one (*) Michelin-starred restaurants in the United Kingdom, the author used the Michelin Guide-Great Britain & Ireland's last edition to find proper restaurants in West Midlands. Three Michelin-starred restaurants were chosen from Birmingham and the Warwickshire. Therefore, the author chose the convenient sampling method to choose the Michelin-starred restaurants in the United Kingdom (Biggam, 2009). The main reason of choosing one (*) Michelin-starred restaurants was to compare the Istanbul's fine dining restaurants quality level with the Guide's lowest quality level.

Secondly, since there is not a current fine dining restaurant list in Turkey, the author used random sampling method in order to choose 3 fine dining restaurants in Istanbul (Biggam, 2009). The author chose these restaurants according to their popularities in the newspapers and the leisure industry guides in Istanbul.

Finally, chefs and managers were chosen as interviewees. Two chefs and one manager were chosen from Turkey and two Michelin-starred chefs and one manager were chosen also in the United Kingdom. The main reason of choosing chefs and managers is to ask different questions about the kitchen and restaurant departments.

7.3 Data Collection

Under the umbrella of qualitative research method and the main focus of this study, the author conducted individual interviews. The basic purpose of this approach is to have clear and first hand information from the interviewees. During these recorded face-to-face individual interviews, open-ended questions are asked to the interviewees. The main reason

of asking these type of questions is not to made interviews on just based on limited questions and allow them to explain their personal opinions about the author's questions.

The author collected interviewees responses under nine main parts.

These parts are:

1. Restaurant Information
2. Past Experiences and Personal Attitudes
3. Cuisine Type
4. Inspiration and Menu
5. Supplier and Problem
6. People
7. Customer
8. The Michelin Guide and Other Restaurant Guides / The Inspection Process
9. Barriers / Recommendations for a Michelin star

Basically, the inspection process was just asked to English interviewees to get deeper understanding about this process since Turkish interviewees have not inspected by the Michelin inspectors, yet. Besides, barriers and recommendations for a Michelin star part was created because of Turkish and English interviewees responses and recommendations about having a Michelin star. Moreover, the author also used restaurants' official websites to have more information about the interviewees' restaurants. Therefore, this information was used as appendices in this study as well as the their interview data.

7.4 Ethical Issues

Throughout this study, the author also considers the ethical issues and has respect for his interviewees' secrecy. Before conducting the semi-structured interviews, the author asks for permission from all interviewees to record all interview. Besides, the author has respect for restaurants and interviewees' privacy. Therefore, he uses letter codes rather than stating

restaurants and interviewees' original names. On the basis of the letter codes, letter *T* is used for the fine dining restaurants and interviewees in Turkey, letter *M* is used for the Michelin-starred restaurants and interviewees in the United Kingdom.

*T*₁: The Turkish Chef Interviewee

*T*₂: The Turkish Chef Interviewee

*T*₃: The Turkish Manager Interviewee

*M*₁: The English Michelin-starred Chef Interviewee

*M*₂: The English Michelin-starred Chef Interviewee

*M*₃: The English Michelin-starred Restaurant Manager Interviewee

7.5 Framework for data analysis

After getting the Turkish and the English interviewees' responses, first of all, the author explains the raw data of the interviews under the umbrella of nine main parts. Therefore, the author states everything in that part what the Turkish and the English interviewees explain during the individual interviews. Then, the author compares these findings with each other and tries to see the main differences on the basis of nine main parts. Finally, he analyzes these findings by using the literature review and writes his own implications afterwards. Thus, findings and analyze chapters combines together in this study and the author writes his findings and analyzes for each nine part. At the end, he creates a suitable template for the discussion part.

Chapter 8

Findings and Analyses

The previous chapter pointed out the author's research methodology approach and its structure. This chapter attempts to explain the author's individual interview findings and comparison of them with each other. It also combines these findings with the literature review to create a practical guideline and a further solution for the Istanbul's fine dining restaurant owners.

8.1 Restaurant Information

According to the Turkish and the English interviewees responses, their official websites information (see Appendices G and H) and the author's personal observations in the restaurants, the author gained useful information about all restaurants. The main reason of this approach is to have basic understanding about all establishments and compare them with each other on the basis of 5 main parts, which are location, opening days, dining type, number of covers and the restaurant owner.

8.1.1 Findings

The Turkish interviewees T_1 , T_2 and T_3 's restaurants are same on the basis of location, opening days, dining type, numbers of cover and the owner of a restaurant. According to their responses and websites information (see Appendix G), each restaurant is located in the city center, they are open everyday, serving just lunch and dinner, and the chefs or the manager is not the owner of these restaurants. Also, all Turkish interviewees have more than 90 cover in their dining areas.

On the other hand, according to the English interviewees M_1 , M_2 and M_3 responses, restaurants official web sites (see Appendix H) and the author's personal observation, different results were gained. For instance, interviewees M_1 and M_2 's Michelin-starred

restaurants are located in the countryside but interviewee M_3 's restaurant is located in the city center. Secondly, although interviewee M_1 and M_2 's Michelin-starred restaurants are open everyday, interviewee M_3 's Michelin-starred restaurant is not open everyday and it is also closed on Sundays and Mondays. Thirdly, similar to the Turkish interviewees T_1 , T_2 and T_3 's restaurants, both of the English interviewees restaurants are serving just lunch and dinner. Then, on the basis of the author's observation and some interviewees' explanations, all of the Michelin-starred restaurants dining areas include less than 50 cover for their customers. Finally, unlike the Turkish interviewees, the English chef interviewee M_1 is the owner of his restaurant. Besides, although the English interviewee M_3 is the manager of the restaurant, restaurant's Michelin-starred chef is the owner. Therefore, two Michelin-starred chefs are also the owners of their restaurants.

8.1.2 Analyze

On the basis of all interviewees' responses, their official websites information (see Appendices G and H) and the author's observations, this comparison was used to understand the basic differences between the Istanbul's fine dining restaurants and the Michelin-starred restaurants in the United Kingdom. First of all, it can be observed that there are similar results for the all Istanbul's fine dining restaurants locations, opening days, opening times, dining types, numbers of covers and the restaurant owners. Likewise, the Michelin-starred restaurants have also similar results except their location and the number of cover in the dining area. Basically, in contrast to the Istanbul's fine dining restaurants, it might be assumed that the high quality restaurants might be located outside the city centers in the United Kingdom. However, this finding do not proof that the Istanbul or Turkey's fine dining restaurants cannot be located outside the city centers. Secondly, it might be assumed that the Michelin-starred restaurants are more customer-focused restaurants because of their less cover in the dining area. Basically, referring to the literature review, it can be assumed that the Michelin-starred restaurants are more precise about their customer segmentation and they are trying to create a special dining experience with less cover in their dining areas (Steirand & Sandt, 2007). Therefore, in contrast to the Istanbul's fine dining restaurants, it is deducible that the Michelin-starred restaurants are also creating better environments to keep their qualities at higher standards.

8.2 The Past Experiences and The Personal Attitudes

During the individual interviews, both of the Turkish and the English interviewees gave clear information about their past experiences in the restaurant industry and also about their personal attitudes in the kitchens. Although the Turkish interviewee T_3 and the English interviewee M_3 are not chefs and they are working as managers, they were also asked about their personal information and experiences in the restaurant industry. The authors' main reason of asking these questions was to understand their experiences or educational differences.

8.2.1 Past Experiences

8.2.1.1 Findings

According to the Turkish interviewees, chef interviewee T_2 and manager interviewee T_3 have culinary art and hospitality education out of Turkey. They worked as a chef, and food and beverage director in different hotels and restaurants in the world. However, chef interviewee T_1 did not mention any formal culinary education during his career and he pointed out his short-term experiences in different restaurants and the Michelin-starred restaurants.

On the other hand, according to the English interviewees responses, the English chefs and a manager did not have any formal culinary or hospitality education during their careers. All of them emphasized their different experiences and long-term apprenticeships in their family restaurant businesses, high quality restaurants and several Michelin-starred restaurants.

8.2.1.2 Analyze

The replies from the Turkish and the English interviewees show that the Turkish interviewees are more familiar to the formal culinary and hospitality education. In contrast, most of the English interviewees started their careers in their early ages by working in their family restaurant businesses. Therefore, none of the English interviewees have formal culinary educations. However, all of them started to work as an apprentice or they had good long-term experiences in high quality restaurants for many years. Moreover, both of the English chef interviewees M_1 and M_2 also underlined their long-term apprenticeships and working periods in various Michelin-starred restaurants. In contrast, although all the Turkish

chef interviewees had worked in professional kitchens and restaurants for many years, just interviewee T_1 stated his experiences in different Michelin-starred restaurants. However, his experiences were not long term as the English interviewees had.

Referring to the literature review, according to most of the Turkish and the English interviewees' responses, starting as an apprentice without any formal culinary education is still an accepted career planning for chefs (Cerea & Rurale, 2010; Gergaud et al., 2012; Pratten, 2003a). In addition to this, according to the responses of the two English Michelin-starred chefs, they had long-term apprenticeships in various Michelin-starred restaurants. Therefore, being an apprentice and having long-term experiences still play an important role for being a Michelin-starred chef in the future (Gergaud et al., 2012). Moreover, although there is not any study about the Michelin-starred restaurant or fine dining restaurant managers, according to the Turkish and the English interviewees' responses, it can be assumed that an experience in Michelin-starred restaurant also play an important role for being a manager in these high quality restaurants.

8.2.2 Personal Attitude

Since the Turkish and the English manager interviewees are not responsible for the kitchens, just the Turkish and the English chef interviewees stated their personal behaviors to the author. The main reason of this question was to understand their personal attitudes and compare them between the chefs in Turkey and the United Kingdom.

8.2.2.1 Findings

According to the Turkish chefs' responses, the author got two different answers. Interviewee T_1 mentioned that he is friendly in his kitchen and he has no harsh attitude in the kitchen. In contrast, interviewee T_2 stated that he has harsh attitudes in his kitchen. On the other hand, none of the English interviewees mentioned any harsh and tough behavioral attitude in their kitchens.

8.2.2.2 Analyze

Referring to the literature review, although the Michelin-starred chefs are repressive and harsh personalities in their kitchens (Balazs, 2001; Johnson et al., 2005), the English chef

interviewees' responses show that they are not so strict and pressurize on their co-workers. However, one Turkish chef interviewee T_2 mentioned his pressurize behavior in his kitchen. Therefore, it can be assumed that harsh environments still exist in the Istanbul's fine dining restaurants.

Moreover, as it can be seen in the literature review, formal educated chefs are more familiar with the human relation issue and they have fewer relation problems with their co-workers (Johnson et al., 2005). However, although the Turkish interviewee T_2 had a formal culinary education, he emphasized his pressurize and tough personal attitude in his kitchen. Therefore, it can be assumed that chefs' characteristic features might be more effective to have a good relationship in the kitchen rather than having a formal or informal culinary education.

8.3 Cuisine Type

According to the Turkish and the English chef and manager interviewees' responses and their official web sites information (see Appendices G and H), the author got important information about their cuisine types. The author's main reason for getting this information was to make a comparison between restaurants and find out the main differences on the basis of their cuisines and dishes.

8.3.1 Findings

According to the Turkish and the English chef and manager interviewees' responses, they are cooking and also serving their meals in different cuisines. According to the Turkish interviewees responses, there are different types of cuisines in their restaurants. First of all, interviewee T_1 stated his mixture of traditional Ottoman and Turkish cuisines in his kitchen. Besides, interviewee T_2 stated his 3 different cuisines in his kitchen. These are avant-garde, the Turkish cuisine and the Japanese Cuisine. Finally, the interviewee T_3 pointed out the Japanese cuisine in his restaurant.

On the other hand, the English interviewees' cuisines are showing similarities. Although they had apprenticeships based on French cuisine and its cooking techniques, all of them are trying to cook their dishes based on traditional and modern British cuisine.

8.3.2 Analyze

The replies from the Turkish interviewees show that there is no fixed cuisine approach between the three Istanbul's fine dining restaurants, and the only interviewee T_1 underlined his traditional Turkish cuisine in his kitchen. However, according to the English interviewees' responses, although they have basic French cuisine knowledge, they are trying to serve new dishes based on the British cuisine.

According to the literature review, it can be observed that there is a still disagreement about the cuisine type, which the Michelin Company is expecting from chefs. The literature review highlighted that the Michelin Guide is still strictly based on the French cuisine and do not pay any attention to the other cuisines and their cooking techniques (Christensen & Pedersen, 2011; Johnson et al., 2005; Lane, 2011). In contrast, current editor of the Guide does not confirm these concerns and just underlines the importance of food rather than its cuisine ("Michelin's Jean-Luc Naret", 2010). Under the umbrella of these different comments in the literature review, if we refer to the English interviewees responses, there is not hegemony of the French cuisine in the Michelin-starred restaurants. Therefore, it can be assumed that the Guide is just looking for a food quality rather than its cuisine.

Moreover, the other point is all the English Michelin-starred restaurants are serving their dishes on the basis of the British cuisine. Therefore, it is deducible that although some the English Michelin-starred chefs got apprenticeship on different cuisine types, they prefer to cook their dishes mostly based on their homeland cuisines. At this point, their customer expectations and needs might affect their cuisine approaches and also cooking types directly. In addition to this, since both of the Michelin-starred restaurants have same cuisine types, this finding might also shows that they have precise customer segmentation in their restaurants. In contrast to the Michelin-starred restaurants, the Istanbul's fine dining restaurants are not following a fixed cuisine approach and showing many differences. Basically, it might be assumed that poor customer segmentation is generating different customer expectations and needs in the restaurants and creating different cuisine types (Ottenbacher & Harrington, 2007a; Ottenbacher & Harrington, 2009; Steirand & Sandt, 2007).

8.4 Inspiration and Menu

8.4.1 Inspiration

Since the two Turkish and English manager interviewees are not responsible for the kitchen, all 4 Turkish and English chef interviewees expressed the important factors that inspire them. The main reason of asking this question was to find out the main differences in their inspiration processes before they create a new dish. Since the managers are not responsible for the kitchens, they did not mention any inspiration.

8.4.1.1 Findings

According to the 4 Turkish and English chefs, dining in different restaurants is a common and primary inspiration process that they usually use. Also, all of them prefer to visit the Michelin-starred restaurants in different locations and try their dishes. Besides, some chefs emphasized additional inspiration approaches for their new dishes. For instance, the Turkish interviewee T_2 stated that cooking books inspires him as well as travelling for the Michelin-starred restaurants. In addition, the English interviewees M_1 and M_2 also underlined the importance of know how and its usefulness when they need to be inspired.

8.4.1.2 Analyze

Referring to the literature review, according to the Michelin-starred chefs and the Guide's recommendation to the chefs (Ottenbacher & Harrington, 2007a), visiting different restaurants and dining in them is still a common and popular approach for the Michelin-starred chefs. Also of interest is that whereas the Turkish chef interviewees T_1 and T_2 are not Michelin-starred chefs, they prefer to check the Michelin-starred restaurants as the Michelin-starred chefs do. Therefore, it can be assumed that the Istanbul's fine dining restaurant chefs are also willing to extend and develop their knowledge about different restaurants and dishes. Furthermore, although there is not enough study about the importance of the know how for inspiration of chefs in the literature review, two English Michelin-starred chef interviewees underlined know-how as an another important tool for inspiration.

8.4.2 Menu

8.4.2.1 Findings

In order to get detail information about the Turkish and the English interviewees' menu and its contents, interviewees *T* and *M*'s responses and their restaurants' official websites information (see Appendices G and H) were used in order to get proper result for this study. Basically, since this part is significant and long, interviewees' responses divided into 4 italic parts, which are menu type, seasonal changes, culinary innovation process and, the affect of customer expectation and the Michelin Guide. Therefore, after all findings were mentioned according to the interviewees responses, the author analyzed them one by one in the analyze part.

Menu Type

First of all, the author tried to gather information about their menus and menu types. According to the Turkish interviewees *T*₁, *T*₃ and the English interviewees *M*₁, *M*₃'s responses and their official websites (see Appendices G and H), apart from their a la carte menus, a tasting menu also exist in their restaurants. However, the Turkish interviewee *T*₂ and the English interviewee *M*₂ do not have a tasting menu. In addition to this, *T*₂ also stated that although he had tried to put a tasting menu for his customers, he had to remove it since they did not prefer to choose dishes from it.

Seasonal Changes

Secondly, according to the Turkish chef interviewees and the English chef interviewees' responses, seasonal changes are affecting both of their menus. All interviewees are using seasonal ingredients to cook good quality dishes. In addition to this, sometimes some interviewees prefer to change their menus daily. For example, the English chef interviewee *M*₂ mentioned that he is changing some dishes according to picked daily products from his garden to increase his dish quality.

Culinary Innovation Process

Thirdly, although all the Turkish and the English chefs are considering seasonal products for their menus, the author also asked them their culinary innovation process in their kitchens. According to their responses, the Turkish interviewees T_1 and T_2 mentioned that they are implementing trial and error method when they create their menus. Besides, the English manager interviewee M_3 also pointed out his chef's trial and error method in the kitchen.

The Affect of Customer Expectation and The Michelin Guide

Finally, apart from the importance of their ingredient seasonality and similar dish creativity approaches, the 2 Turkish chef interviewees T_1 and T_2 and the all the English interviewees explained the importance of customer expectation in their restaurants. According to the Turkish chef interviewees T_1 , T_2 and the English chef and a manager interviewees M_1 , M_2 , M_3 's responses, they are creating their menus according to their customer expectations and needs. Also, the Turkish interviewees T_1 and T_2 stressed that since they are cooking the same kind of dishes for a long time, a low performance and lack of individuality becomes main problem for them.

In contrast, the English chefs did not mention any concern about being full dependency to their customer expectations and they stated that they also care about their dish quality as well as the customer expectation. Moreover, all the English interviewees mentioned that they are not cooking for the Michelin Guide and interviewees M_1 and M_2 also underlined that if they think about the Guide, the quality decreases.

8.4.2.2 Analyze

Menu Type

Basically, there is no special study just about the a la carte or tasting menus in the high quality restaurants or the Michelin-starred restaurants. According to the interviewees' responses, both of the restaurants have a la carte menus. On the other hand, not all of them have tasting menu in their restaurants. A chef creates this special menu on the basis of his signature dishes in the restaurant. However, there is not enough study to proof that the tasting menu shows the quality of the restaurant or the skills of the chef. Also, interview

findings show that even the Michelin-starred restaurants do not use tasting menu for their customers. Therefore, using tasting menu depends on chef's decision.

Seasonal Changes

According to the literature review, the importance of product quality for the Michelin-starred restaurants are highlighted and basically using seasonal or fresh ingredient is one of the compulsory requirements that the Michelin Guide wants to see on the plate (Edelheim et al., 2011; Michelin Guide, 2011; Michelin Guide 2012; Ottenbacher & Harrington, 2007a). Thus, it can be easily assumed that apart from the Michelin Guide's compulsory requirement about the ingredient quality, all chefs are paying attention to the freshness and the quality of ingredients in their kitchens. Basically, the English interviewee M_2 's some picked up daily products from his personal garden proves that some of them pay more attention to the product quality. However, this opportunity depends on restaurants' opportunity to have a garden.

Culinary Innovation Process

As it can be seen in the findings, none of the chefs explained their culinary innovation process steps by steps in detail as the literature review did (Harrington, 2004; Ottenbacher & Harrington, 2007a; Ottenbacher & Harrington, 2007b; Ottenbacher & Harrington, 2009). However, most of them mentioned their trial and error methods during their innovation process in the restaurants. Therefore, there is not an obvious difference about culinary innovation process between the Michelin-starred restaurants and the Istanbul's fine dining restaurants.

The Affect of Customer Expectation and The Michelin Guide

According to the Turkish and the English interviewees' responses, although customers' expectations are important for both interviewees, the Turkish customers and their preferences are creating negative impacts on chefs such as low performance and lack of individuality in their kitchens. However, the English interviewees are not full dependent on their customers' expectations and they mentioned that they also care about their dish quality as well as their customers' expectations.

As it can be seen in the literature review, the Michelin-starred restaurant customers in the United Kingdom might allow the English chefs to cook more freely in their kitchens (Eliwa, 1993; Hanefors & Moosberg, 2003; Johnson, 1996). Therefore, it can be assumed that most of the Turkish customers are directly affecting the range and individuality of Turkish chefs' dishes because of their limited and not broader expectations. Correspondingly, this behavior might be also limiting creativity of the chefs and making lower the performance of them. Thus, it can be deducible that a deeper understanding of customer segmentation becomes an important factor for the Istanbul's fine dining restaurant owners on the basis of different customer values (Bahn & Granzin, 1985).

8.5 Supplying and Problems

On the basis of both Turkish and English interviewees' responses and their additional comments about the suppliers and supply process of ingredients, the author got different information from the chefs and managers. The basic purpose of this part is to understand the main differences about their products suppliers and supply chain processes.

8.5.1 Supplying

8.5.1.1 Findings

Although both of the Turkish and the English chef and manager interviewees are commonly using the local products and suppliers, the Turkish interviewees T_1 , T_2 and T_3 mentioned that they also depend on nonlocal and rare products for their restaurants. In contrast, the English interviewees M_1 , M_2 and M_3 did not mention any high demand for nonlocal products.

8.5.1.2 Analyze

According to the replies of the Turkish and the English interviewees, all restaurants are mostly depending on local suppliers and local products. However, just the Turkish interviewees T_1 , T_2 and T_3 underlined their dependency on nonlocal and rare products for their restaurants. In contrast, most of the English interviewees underlined their willingness to depend on local and regional products and suppliers.

8.5.2 Problems

Apart from the their suppliers and locations of their products, some interviewees also mentioned about their problems during their supply process.

8.5.2.1 Findings

According to the Turkish and the English interviewees responses, the supplier problems were observed just for the Turkish interviewees. Basically, the Turkish interviewees' common problem is having difficulties to supply nonlocal and power seller products to their restaurants. In addition to this, they underlined the quota limit and strict rules of customs. For instance, the Turkish interviewee T_2 explained that customs testing process is decreasing the ingredient quality. Also, the same interviewee underlined the lack of consistency of supplier deliveries every week and month. Moreover, the Turkish manager interviewee T_3 mentioned that sometimes he cannot not supply even the local products for his restaurant. He indicated that despite researching and finding of ingredients' growing place in Turkey himself, suppliers cannot supply it for him.

In contrast, the English interviewees did not declare any customs or quota limitation for their ingredients. The English interviewees M_1 and M_3 stated that sometimes they are using non-local products because of unsuitable climate in the United Kingdom; however, they did not mention any serious problem during the supply process of these products.

8.5.2.2 Analyze

According to the replies of the Turkish and the English interviewees, the Turkish interviewees are mostly facing supplier problems for their products. Generally, the Turkish interviewees depend on local, nonlocal and rare products for their restaurants. Apart from their supplier problems, there are also some governmental limitations for their supply processes and these limitations are decreasing their product quality. In contrast, the English interviewees did not mention any problem during their supply process and they did not

mention any governmental limitation or customs problem during the supply process when they need nonlocal or rare products for their menus.

As it can be seen in the literature review, the Michelin-starred chefs are obsessive about their ingredients' quality (Murphy & Smith, 2009); therefore, corresponding to the literature review, choosing local suppliers and local products might be the main reason for the English interviewees to have fresh and high quality products for their restaurants. Besides, since one of the English chef interviewee M_1 is using same local and regional suppliers for a long time. It can be also deduced that they are considering long-term relationship with their good product suppliers (Balazs, 2002; Ottenbacher & Harrington, 2007a). At this point, using nonlocal ingredient disadvantages should also be considered for the Turkish interviewees (Strohbehn & Gregoire, 2003). On the basis of the their responses, it can be assumed that the Istanbul's fine dining restaurants are paying much more money for the nonlocal and low quality products because of government and supplier limitations. For this reason, this issue might also make difficulty for the Turkish interviewees to balance their costs and cook their dishes with the same quality. Therefore, they might not meet two main quality requirements of the Michelin Guide, which are quality of ingredients and consistency (Michelin Guide, 2011; Michelin Guide, 2012).

8.6 People

In order to gain detail information about the Turkish and the English interviewees recruitment processes, the author asked them their staff availability, how they find their staff and the main requirements that they are looking for their coworkers.

8.6.1 Kitchen

First of all, the author asked the kitchen recruitment process to the Turkish and the English chef interviewees. Therefore, the Turkish and the English manager interviewees did not answer this question.

8.6.1.1 Findings

Basically, although an English Michelin-starred chef interviewee M_1 did not make any comment about the staff availability, the Turkish and the English chef interviewees T_1, T_2 and M_2 underlined the lack of staff availability in the fine dining restaurant industry.

Secondly, the author asked to the Turkish and the English chef interviewees about their staff finding processes. Interviewees T_1, T_2 and M_1, M_2 declared how they find their staff and especially the Turkish chef interviewees T_1 and T_2 explained similar approaches. For instance, although interviewee T_2 is hiring some of his staff from the culinary schools, both of them highlighted that they are hiring new staff according to other chefs' recommendations.

On the other hand, on the basis of the English chef interviewees' responses, just one English chef interviewee M_2 mentioned his recruitment process and other chef interviewee M_1 did not mention anything about it. According to interviewee M_2 , his recruitment process is based on local colleges to find suitable staff for his kitchen.

Thirdly, apart from the availability of staff and how they recruit them, some of the Turkish and the English chef interviewees pointed out what they are looking for as a requirement when they hire them. According to the Turkish chef interviewees T_1 and T_2 , team working and passion are the main requirements, respectively, that they are looking for. On the other hand, according to the English chef interviewees M_1 and M_2 , being a good craftsman and being easily fit into the team are the main requirements, respectively, that they are looking for.

8.6.1.2 Analyze

First of all, according to the Turkish and the English chef interviewees' responses, most of them have the same concerns about the availability of staff and they are facing same problems.

Secondly, they mentioned the way that they follow to find suitable staff for their kitchens. According to the Turkish chefs, this process is based on their colleagues' recommendations

and sometimes, culinary schools. However, the English Michelin-starred chef interviewees did not mention anything about their colleagues' recommendations and just one of them, M_2 , pointed out that he is checking local colleges to find suitable candidates.

Finally, the Turkish and the English chef interviewees mentioned their staff requirements. Basically, the Turkish chef interviewee T_1 and the English chef interviewee M_1 mentioned about the importance of team and team working, respectively. On the other hand, Turkish chef interviewee T_2 and English chef interviewee M_2 underlined the importance of being a good craftsman and passion, respectively.

Regarding to the literature review, lack of training and experience are major problems in the restaurant industry (Ozturk & Gorkem, 2011; Pratten, 2003c; Pratten, 2004), and it can be assumed that these two problems still exist for the Turkish and the English chefs. Therefore, quality staff availability is not an obvious competitive advantage for both countries and their restaurants. However, since the Turkish chef interviewees are mostly depending on their colleagues' recommendations for their kitchen staff, it can be assumed that the Turkish chef interviewees are facing more difficulties on the basis limited staff availability. Also, it can be seen that since the Turkish chef interviewee T_2 and the Michelin-starred chef interviewee M_2 are recruiting some of their staff from culinary colleges or schools, the availability of formal educated staff was increasing in both countries (Gergaud et al., 2010).

On the other hand, as it can be seen in the literature review, although the Michelin-starred chefs are generally looking for more specific requirements from their candidates such as passion for food (Abend, 2011; Balazs, 2001; Burns et al., 2010; Ramsay, 2007; Simpson, 2006), the English Michelin-starred chef interviewees did not mention any passion as a recruitment requirement. However, as it can be seen from the Turkish and the English chef interviewees' responses, there are also additional requirements that they are looking for such as being a good team member and a craftsman. Therefore, these findings might indicate that having good cooking skill and capability of being a good team member is the important factors for candidates in their kitchens.

8.6.2 Restaurant

Apart from kitchen, the author also asked to the Turkish and the English interviewees about the restaurant recruitment process. Basically, the Turkish and the English manager interviewees T_3 and M_3 and an English Michelin-starred chef/owner interviewee M_1 gave responses to the author's question. In contrast, since the Turkish and the English interviewees T_1 , T_2 and M_2 are not responsible for their restaurant staff and also they are not involving into the restaurant recruitment process, they did not give any response.

8.6.2.1 Findings

Although the Michelin-starred chef interviewee M_1 did not make any deeper comment about the availability of restaurant staff, managers T_3 and M_3 made different comments in accordance with the availability of staff in the restaurant industry. For instance, the Turkish manager interviewee T_3 explained that finding high quality staff is really hard for his restaurant department and he mentioned that it had taken two years for him to standard staff quality in his restaurant.

However, the English Michelin-starred manager interviewee M_3 did not mention any problem about the staff availability and their qualifications. In addition to this, he pointed out that some of his restaurant staff has been working with him for 3 years and he is also recruiting part time staff.

8.6.2.2 Analyze

The replies from the Turkish and the English interviewees suggest that most of the chefs are not involving in the recruitment process of their restaurant staff. However, since the English interviewee M_1 is also the owner of his restaurant, he stated that he is responsible to recruit restaurant staff as well as the kitchen staff. Basically, two Turkish and English manager interviewees T_3 and M_3 made clear comments about the restaurant department recruitment process. However, just the Turkish manager interviewee T_3 is facing problems during his

restaurant staff recruitment process. To demonstrate, although the English manager interviewee M_3 did not mention any problem about his staff qualifications or the lack of availability, the Turkish manager interviewee T_3 emphasized that he is struggling to find the good quality staff for his restaurant and he had tried to seek the suitable staff for two years. In contrast, the English interviewee M_3 explained that he has been working with some of his current staff for 3 years. Thus, this finding brings out that the Michelin-starred restaurants in the United Kingdom do not face difficulties to find suitable staff for their restaurants departments.

Regarding to the literature review, on the basis of the Turkish manager interviewee responses, lack of training and experiences are also major problems for the Istanbul's fine dining restaurants (Ozturk & Gorkem, 2011; Pratten, 2003c; Pratten, 2004). Therefore, lack of qualified restaurant staff availability is also a major problem for the Istanbul's fine dining restaurants as well as the kitchen staff. On the other hand, although part time staff is a major problem for the restaurants according to the literature review (Hemmington & Watson, 2003; Pratten, 2003b), the English manager interviewee M_3 mentioned that he is also hiring the part time staff for his restaurant department. Therefore, it might be deduced that the part time staff qualifications in the United Kingdom might be much better than Turkey.

8.7 Customer

According to the general responses and comments of the Turkish and the English interviewees, the author got important findings about their customers. The main reason of getting this information is to understand the main differences of their customer qualifications.

8.7.1 Findings

On the basis of the interviewees' responses, in contrast to the English interviewees, just the Turkish interviewees declared problems about their customers. All Turkish interviewees highlighted the thin layer of customer segment for their restaurants. For instance, interviewees T_2 and T_3 stated that just 10% or 15% population of people can be seen as a suitable customer for their restaurants. This point also supported by interviewee T_1 but he

did not give any exact percentage as the other Turkish interviewees did. Additionally, he expressed that this thin layer of customer segment is just coming once a month to his restaurant.

Apart from similar concerns about customer segment, the Turkish chef interviewees T_1 and T_2 also underlined the lack of understanding of customers about their dishes. Basically, they underlined the most of the customers' lack of vision for taste and lack of willingness to know different country dishes or different dining experiences. In addition, the Turkish chef and manager interviewee T_2 and T_3 emphasized the impolite customers' behaviors to the restaurant staff in the restaurant.

In contrast, the English Michelin-starred restaurants chefs and a manager did not mention any negative impact and most of them did not express any lack of customer segment, lack of vision and impoliteness in their restaurants. For example, interviewee M_1 mentioned that he has customers, who have knowledge about food. Also, interviewee M_3 stated that his restaurant has many customers from different parts of the country and some of them are regular customers in his restaurant.

8.7.2 Analyze

The replies from the Turkish and the English interviewees suggest that, the Istanbul's fine dining restaurant chefs and a manager are facing serious problems with their customers. Lack of good customer availability, lack of knowledge, lack of vision and impoliteness are the main problems for the Turkish chefs and a manager. In contrast, most of the English interviewees did not mention any problem on the basis of these issues. Also, interviewee M_1 and M_3 indicated that they knowledgeable and regularly coming customers.

Referring to the literature review, it might be assumed that the Istanbul's fine dining restaurants have difficulties with the lack of customer segmentation on the basis of consumption patterns, life styles or demographic diversity and this segmentation creates serious problems for chefs or restaurant owners (Bahn & Granzin, 1985). Moreover, as it can be seen in the Turkish interviewees' responses, there is a thin layer of premium customer percentage in Istanbul and there is an obvious demand for them from the Istanbul's

fine dining restaurants. Therefore, the mixture of 10% or 15% premium customer segment and 80% or 85% other customer segment might cause different expectation and needs in the Istanbul's fine dining restaurants. Also, as it can be seen in the literature review, low customer interaction might also create crucial problems for the fine dining restaurants owners in Istanbul and affect their current customer loyalty negatively (Steirand & Sandt, 2007). Some of the customers' bad and impolite attitude is good examples for poor interactions between the customers. Therefore, as Kwun & Oh (2006) mentioned in the literature review, the Istanbul's fine dining restaurants might be facing problems with unsuitable customers in their restaurants.

On the other hand, it can be deduced that the Michelin-starred restaurant customers are not in low percentage in the United Kingdom and they are enough to maintain the English interviewees' businesses and high customer interaction (Steirand & Sandt, 2007). However, having less cover and serving dishes to fewer customers might affect the English interviewees responses. As it is mentioned in the restaurant information part, since the English interviewees restaurants have less covers and smaller for their customers (see also appendix B), they might not realize the lack of premium customer segment population in their restaurants. Therefore, the percentage of premium customer level in the United Kingdom might be same as the Istanbul's fine dining restaurants have.

8.8 The Michelin Guide, The Other Guides and The Inspection Process

In order to gather important information and measure their knowledge about the Michelin Guide, the author asked to the Turkish and the English interviewees about the Michelin Guide. Then, the UK Restaurant Magazine's "The World's 50 Best Restaurant" list and ZAGAT were also asked to all interviewees in order to compare their opinions about the 3 best known restaurant guides in the world. Finally, apart from the Michelin Guide, and the other restaurant guides, the author also gathered important information about the inspection process. Since the Michelin Guide inspectors inspected the only the English interviewees restaurants so far, the author got this information just from the English interviewees. Therefore, this section is divided into 3 parts and findings were analyzed in the end.

8.8.1 The Michelin Guide

8.8.1.1 Findings

Although the Turkish restaurant manager T_3 did not make any comment about the Michelin Guide, the Turkish chef interviewees T_1 and T_2 made different comments about it. For instance, although T_1 underlined the importance and reputation of the Michelin Guide in the world, T_2 stated that the Guide lost its reputation and started to be commercial for the company. In contrast, all the English interviewees highlighted that the Michelin Guide is still the best and the most trustful restaurant guide in the world.

8.8.2 The Other Guides

8.8.2.1 Findings

According to the Turkish interviewees responses, chefs T_1 and T_2 did not make any comment about ZAGAT. However, they made opposite comments about the UK Restaurant Magazine's list. According to interviewee T_1 , the UK Restaurant Magazine's list is not trustful. In contrast, T_2 mentioned that it is better than the Michelin Guide.

On the other hand, the English interviewees made some comments about ZAGAT's list and most of them do not believe it. Interestingly, most of them also do not believe the UK Restaurant Magazine's list and they stated that its list is biased and political.

8.8.3 The Inspection Process

8.8.3.1 Findings

Apart from the English interviewees opinions about the Michelin Guide and the other two famous restaurant guides, the English interviewees were also asked about the inspection process of the guide to get deeper information this secret process. Although just interviewee M_3 indicated that inspectors might introduce themselves once a year, most of the English interviewees mentioned that they already know, who the Michelin inspector is. In addition,

the English interviewees M_1 and M_2 also mentioned that there is a possibility to talk with them before they introduce themselves.

On the other hand, although interviewee M_3 did not point out talking with the Michelin inspectors, he underlined the number of inspections of his restaurant in a year. According to him, inspectors are coming 4 or 6 times to check his restaurant and he also emphasized that when the restaurant is ready to be awarded for more stars, inspectors are coming more frequent.

Furthermore, apart from the inspectors and possibility of recognize them in the restaurants, the English interviewees were also asked about the inspection process. Except interviewee M_1 , interviewees M_2 and M_3 made different comments about the inspection process. For example, interviewee M_3 mentioned that inspectors are checking and looking for everything as well as the food. He also mentioned that the inspectors already know everything about a restaurant before they come to check. However, interviewee M_2 highlighted that inspectors do not check everything in the restaurant and he also stated that they just check three courses of meals.

8.8.4 Analyze

First of all, under the umbrella of comparison 3 different restaurant guides, the Michelin Guide has still the most validity in the restaurant industry among the Turkish and the English interviewees. On the other hand, although just the Turkish interviewee T_2 mentioned his positive opinions about the UK Restaurant Magazine's list, most of the Turkish and the English interviewees had negative opinions about the other restaurant guides lists and their results. Generally, the basic reason of their negative opinions for ZAGAT and the UK Restaurant Magazine's list is their political and also customer based inspection processes rather than real inspectors as the Michelin Guide has.

Secondly, the most hidden part of the Michelin Guide was asked to only the English interviewees because their restaurants exist in the Michelin Guide. According to the replies of the English interviewees, most of them know when an inspector is dining in their restaurants. Also, interviewees M_1 and M_2 pointed out the possibility to talk with them. Therefore, instead of being secret (Christensen & Pedersen, 2011; Snyder & Cotter, 1998),

inspection process seems to be done confessedly in today's world. Therefore, these findings might cut down the Michelin Guide's current secret inspection process in the literature review. Furthermore, interviewee M_3 's explanation about the increasing number of inspections proves that the Michelin Guide is sending more inspectors to rate restaurants for the upper level in the star list (Christensen & Pedersen, 2011).

Finally, according to interviewees M_2 and M_3 's responses, apart from the lack of secrecy during the inspection process, there is also a question on the basis of what the inspectors are looking for in the restaurants. Basically, although two English interviewees comments have differences, regarding to the literature review, the only common comment of them is the importance of food on the plate (Harp, 2001; Karpik, 2000; "Michelin's Jean-Luc Naret", 2010; Michelin Guide, 2012; Snyder & Cotter, 1998).

8.9 Barriers and Recommendations for a Michelin Star Quality

Finally, the author collected both of the Turkish and the English chef and manager interviewees' additional comments and responses under the one part to complete and also compare his finding. Basically, these responses and comments were chosen during the interviews and put them as a final part into the interview transcript by the author.

The Turkish interviewees comments and responses are based on barriers that the fine dining restaurants are facing to reach high quality standards or the Michelin star quality level in Istanbul. On the other hand, the English interviewees comments and responses are based on their recommendations how to have a Michelin star quality in a restaurant.

According to the Turkish chef and manager interviewees, lack of customer and high product costs are the common barriers. Basically, regarding to the author's findings and analyzes in the customer and supplying part above, these barriers are matching with each other. In addition to this, the Turkish chef and manager interviewees T_2 and T_3 underlined supplier, customs and availability of staff problems again as they mentioned before during the interviews. Apart from the Turkish customs problems, interviewees T_1 and T_2 also emphasized the lack of government financial support for the restaurant industry. Therefore, this problem might be also acceptable as an additional problem for the Istanbul's fine dining

restaurants as well as the customs problems. Moreover, interviewee T_1 underlined the impossibility of opening a fine dining restaurant out of Istanbul city center because of non-available customer segment in Turkey. At this point, it might be assumed that the availability of customer are much more in the United Kingdom since two of the English interviewees restaurants are located the country side.

On the other hand, the author also got important comments from the English chef and manager interviewees on the basis of their recommendations about how to have a Michelin star quality in a restaurant. Commonly, all the English interviewees mentioned the importance of three main factors, which are quality of ingredients, consistency and chef creativity. Basically, if we compare these 3 factors, we can easily match them with the author's findings and analyzes above. For instance, both of the Turkish interviewees are facing problems with supplying their products and they have quality problems about their products. Therefore, this situation is generating lack of consistency for chefs. Another example, as it can be seen in the findings part, the interviewees T_1 and T_2 are facing problems with cooking the same dishes because of the same customer expectations and this problem might cause lack of chef creativity on dishes. Therefore, it can be assumed that all 3 significant factors are still problems in the Istanbul's fine dining restaurants. Finally, the English interviewees M_1 and M_2 also mentioned the importance of chef past experiences. Therefore, it can be assumed that the Turkish interviewees' poor experiences in the Michelin-starred restaurants might be an important barrier for the Turkish chefs.

All in all, after the author wrote all the interviews findings in 9 parts and analyzed them by comparing and combining with each other and also with the literature review, he provided a framework as a recommendation for the Istanbul's fine dining restaurants by considering their organizational structure, process and interactions with customers. Therefore, the following part shows the author's implementation plan for the Istanbul's fine dining restaurants.

8.10. The Implementation Plan

The numbers of stars awarded different Michelin-starred restaurants around the world have reached their current high quality or also excellence level by putting different elements in the kitchen and restaurant departments all together. Despite having a great chef is an ultimate driving factor, he cannot be the only solution to reach the Michelin star quality level in a restaurant. Hence, as it can be seen in the Figure 3, the author created an implementation plan for the Istanbul’s fine dining restaurants by considering all factors in findings.

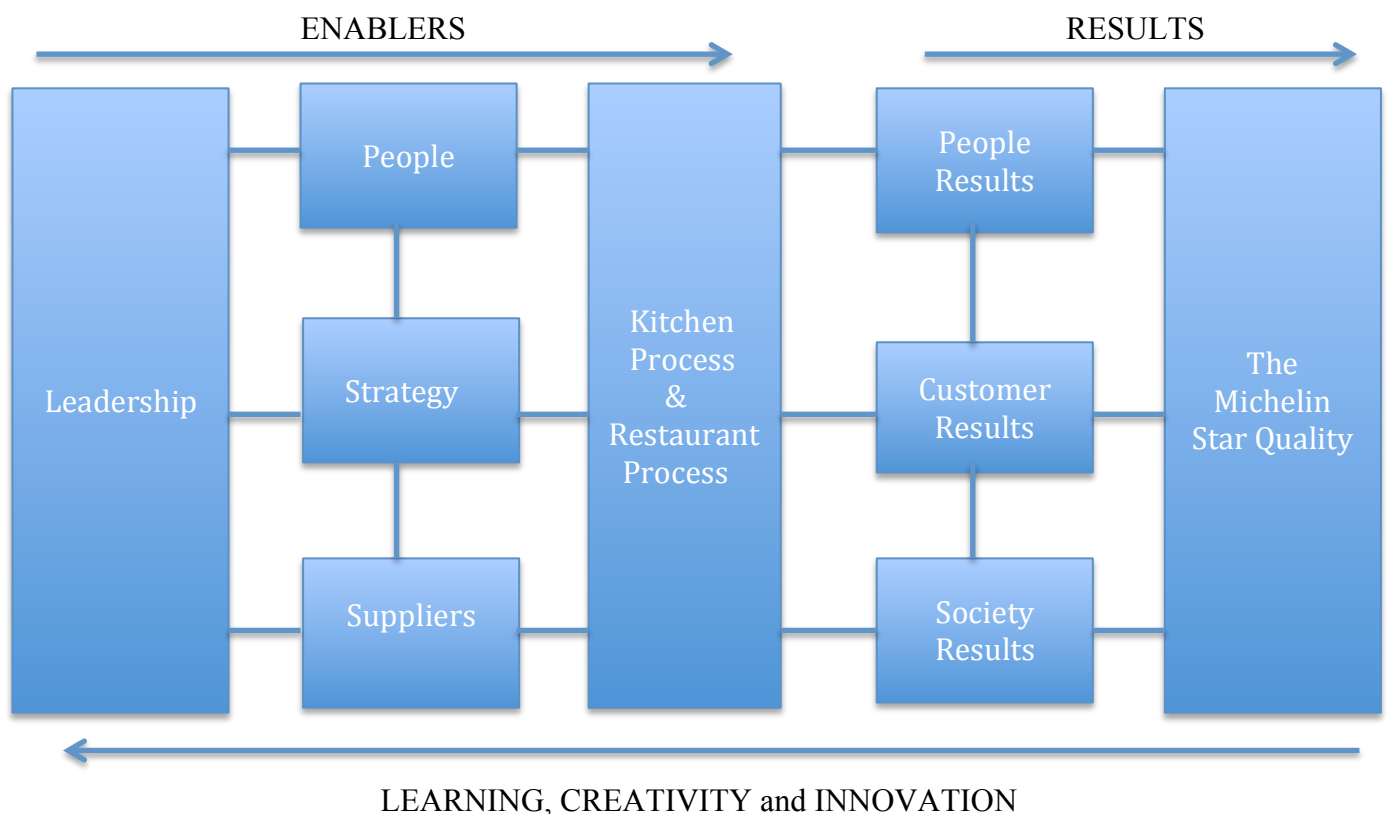


Figure 3. The EFQM Excellence Model (EFQM, 2010)

This implementation plan is based on five enablers and their four results. The author put enablers and results into a framework and showed them with different nine connected boxes.

Basically, The European Foundation of Quality Management Excellence Model (The EFQM Excellence Model) generates the author's framework. The EFQM Excellence Model is based on non-prescriptive methods and also, it can be shaped by the specific needs of an organization while activating structural thinking with the self-assessment approach (EFQM, 2010; Hardjono, Have & Have, 1996). This is why the author used this excellence model for the Istanbul's fine dining restaurants rather than the other models.

In this model, the author is considering five basic management subjects. Basically, these subjects are leadership, people, strategy, partnership and resources and, finally process, products and services (EFQM, 2010; Hardjono, Have & Have, 1996). They were chosen as the main elements for a restaurant. However, as it can be seen in the Figure 3, the author put suppliers into the framework instead of partnership and resources and he also put culinary and kitchen process instead of process, products and services.

On the other hand, gained results are measured by four elements in order to analyze past actions for reaching the Michelin star quality level. According to EFQM (2010), these results divided into people results, customer results, society results and finally key results. However, as it can be seen in Figure 3, the author put the Michelin star quality into the framework as key results of this framework.

Finally, learning, creativity and innovation complete whole circle in the framework and allow the restaurant owners to understand their improving points based on their results. Therefore, the circle continues until the restaurant owners reach their desired excellence performance based on the Michelin star quality.

9.1 Enablers

In order to clarify the main elements of enabler part, the author explained five enabler criteria and their important points one by one.

9.1.1 Leadership

For an organization to become outstanding the founder determines the main values and norms of his organization and the people are affected by these norms and values day by day.

Therefore, the founder becomes a role leader, who directly develops and reinforces the whole culture of the organization in a positive way (EFQM, 2006; EFQM, 2010). Under the umbrella of this explanation, it can be easily assumed that the restaurant owner's effective and constructive norm, value, mission and vision directly affect the quality level in the whole restaurant. Also, the owner should cascade down his norms, vision and mission to the chef and restaurant manager. Therefore, chef and manager behave as additional role leaders in the restaurant and kitchen departments together, and they are engaged with each other to achieve excellence and its necessities. On the basis of this behavior, first of all, leadership should be spread from the owner to chef, manager and individuals in the restaurant to provide a sustainable success and strong base for the Michelin star quality.

9.1.2 People

Regardless of different types of organizations, people are the most important assets that provide a driving force for organizations to get beneficial achievements (EFQM, 2006, EFQM, 2010). Therefore, it can be assumed that apart from an effective leadership model, restaurant owners, chefs and also restaurant managers need to be supported from their people in the front of house and the back of house in their restaurants. People need to be involved into the vision, mission and strategy to achieve goals and success in the restaurant on the basis of the Michelin star quality. However, leaders also need to develop their people knowledge and capabilities in the restaurants by trainings.

9.1.3 Strategy

An organization should create its mission and vision by considering organization's objectives, customer expectations and needs. Therefore, this customer focused strategy helps organization to satisfy its customer and external stakeholders in an effective way (EFQM, 2010). Under the umbrella of this definition, the Istanbul's fine dining restaurants should define their customer needs and expectations in detail and create a new strategy on the basis of these two significant indicators. The interviews revealed that the Michelin-starred restaurants and the Istanbul's fine dining restaurants are developing different customer based strategy. The Turkish interviewees need to classify their customers' different needs and expectations precisely and compare them with their internal performances and capabilities.

Therefore, they can see the whole picture of restaurant and take important steps in order to reach the excellence level.

9.1.4 Suppliers

As well as managing the internal environment, excellent organizations should have a capability to manage and plan their external environment in order to create a sustainable success (EFQM, 2010). Therefore, suppliers become the most significant external supporters for the restaurant owners and their strategies. Basically, this relationship directly affects the quality of food and customer expectation in the restaurant industry. Also, it might affect the customer loyalty, and their pre and post purchase behaviors. As it can be seen in the Turkish interviewees responses, since they are dependent on nonlocal and rare products for their menus, poor supply chain and low quality nonlocal products becomes as one of the main drawbacks. Hence, the restaurant owners are gaining non-sustainable benefit from their suppliers to achieve excellence. Besides, although the suppliers are capable to supply these products, customs problem and governmental limitations are making harder to manage the supply process for the restaurant in a sustainable way. Therefore, focusing on local and fresh ingredients might create a sustainable benefit and allow the restaurant owners to manage their supply chain operations in an effective way to reach the Michelin star quality.

9.1.5 Kitchen and Restaurant Process

An excellent organization generates value for its customers by providing sustainable inside and outside processes, products and services on the basis of their expectations and needs (EFQM, 2006; EFQM, 2010). A restaurant creates this success with an effective restaurant and kitchen process together by providing high service and food quality. This flow of process provides an optimum value and also creates an effective dining experience for customers as the Michelin-starred restaurants are trying to do. Therefore, the Turkish restaurant owners should managed and plan this process in an effective way by considering their external partners in order to reach the Michelin star quality.

9.2 Results

Apart from the enablers, the author also explained the four results criteria and their significance.

9.2.1 Customer Results

On the basis of five enablers, customer results become the most important feedback to analyze the performance of the organization on the basis of their customer needs and expectations (EFQM, 2010). As a service industry, restaurants are one of the main environments to see the customer satisfaction in a short period of time. Therefore, restaurant owners close interaction with their customers might give a clear feedback about their satisfaction level and this process might allow them to develop their processes on the basis of their current vision, mission and strategy. Furthermore, the restaurants owners might observe their customers dining experiences and behaviors from the time they come to the restaurant until they leave. Therefore, the restaurant owners might analyze their performance level during this period of time.

9.2.2 People Results

Apart from the customers, an excellent organization should also focus on their people results to review the improvement points that the organization needs and the organization should develop them for a better performance (EFQM, 2010). Therefore, restaurant owners should examine their front of house and back of house operations and clearly understand the main reasons of low satisfaction, involvement and engagement of people. Furthermore, closer interaction might enable restaurant owners, chefs and managers to observe their management styles on people and this interaction might help them to identify the main problems that people are facing in the working environment (EFQM, 2010). Hence, this might give an opportunity for the restaurant owners, chefs and managers to see main barriers to create an excellent organization.

9.2.3 Society Results

Society results give excellent organizations to see the whole picture of organization in the public. Similarly, these results become important indicators for the Istanbul's fine dining restaurants to observe their image and reputation in the society in accordance with their new strategy, mission and vision (EFQM, 2006; EFQM, 2010).

9.2.4 Key Results

At the end, an excellent organization should criticize final financial and non-financial results by considering its new strategy, vision and mission and their customer expectations (EFQM, 2010). In this part, organizations can see the over all picture and have a chance to measure their performance. Therefore, the restaurant owners might observe their improving points and successful deployments while trying to develop the Michelin star quality in their restaurant. At this point, the restaurant owners understand their weak points in the framework and try to solve them while they are implementing the author's framework again until they get their desired quality level. Therefore, the author's framework circle completes itself from left to right.

9.3 The Final Solution

As it can be seen in the author's framework Figure 3, there is a continuing circle for the restaurant owners to develop their quality until the excellence level. However, although the author's model is a suitable approach to develop a restaurant quality, the current 10%-15% premium customer segment, lack of qualified people in the restaurants and the cooking dishes with low quality and expensive nonlocal products cause important barriers to have short term and sustainable success. Therefore, on the basis of these 3 major factors, the author creates a final solution for the Istanbul's fine dining restaurant owners to achieve the Michelin star quality in their restaurants.

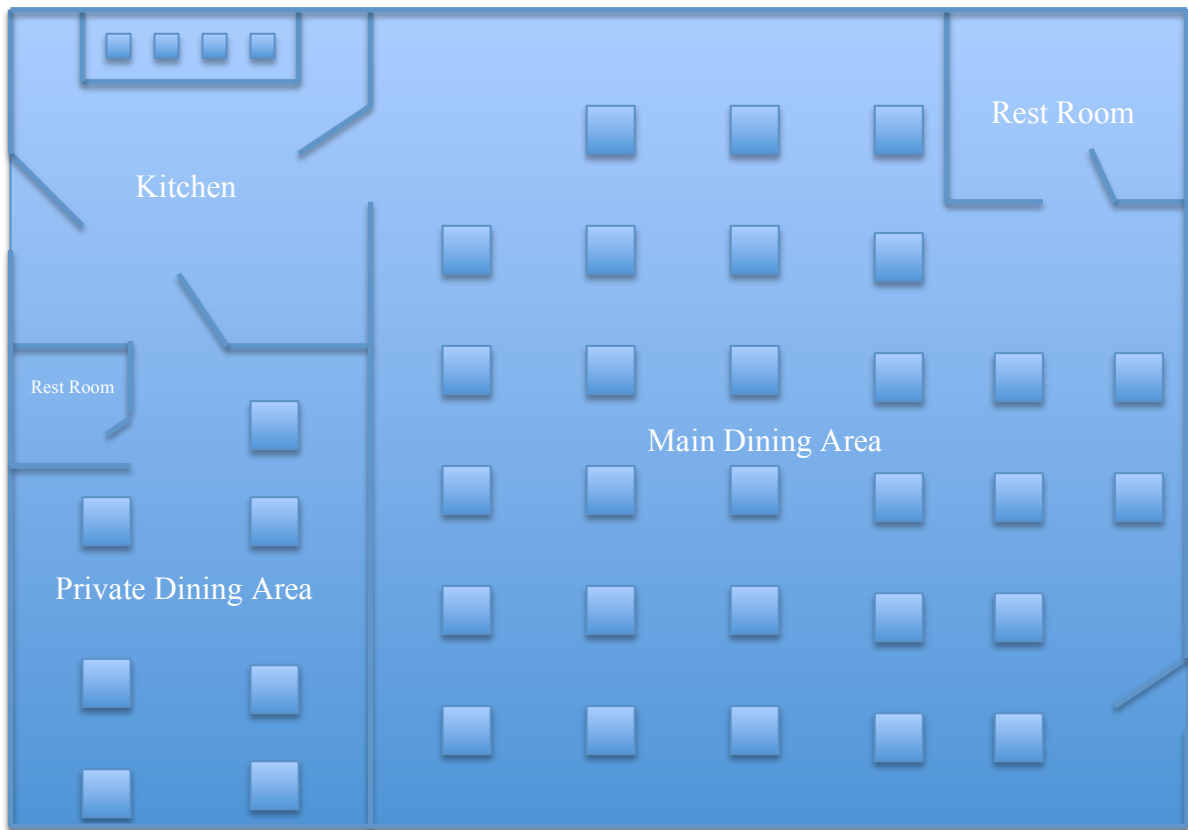


Figure 4. Recommended Final Solution for the Istanbul's Fine Dining Restaurants

As it can be seen in the Figure 4, the author creates a new private dining area for the restaurants owners. First of all, in order to provide a suitable environment for the current 10%-15% premium customer segment in Istanbul, this separated area allows restaurant owners to focus on just their high quality customers. Secondly, regarding to the Turkish interviewees responses, the current low number of qualified restaurant and kitchen staff work for this private dining room to cook and provide sustainable high quality dishes and services. Finally, since the Turkish chefs want to create new dishes rather than cooking the same ones, this private dining area allows them an opportunity to cook new different dishes based on Turkish cuisine by using their creativity and local high quality products.

Chapter 10

Discussion

The previous chapter explained the Turkish and the English interviewees responses and compared them with the current literature review in the study. It also emphasized a practical guideline and recommend a final solution to implement the Michelin star quality for the Istanbul's fine dining restaurant in short term. This chapter attempts to explain how the author achieved his objectives while explaining his significant findings, implications, further research and unexpected results in the study.

10.1 Summary of the Analysis

In this study, the author investigated the Michelin star quality system and its main requirements by reviewing the current Michelin Guide literature and studies about the Michelin-starred chefs and restaurants. However, since there is handful literature about the Michelin quality requirements and the fine dining industry in Turkey, the author conducted six individual interviews with two Michelin-starred chefs and one Michelin-starred restaurant manager in the United Kingdom and two executive chefs and one restaurant manager in Turkey. The basic purpose of these six individual interviews was to compare and contrast the different restaurants quality levels and qualifications. Then, after analyzed each of the Turkish and the English interviewees responses and compared them with the literature review, the author suggested a practical guideline for the Istanbul's fine dining restaurant owners to improve their quality to the Michelin star quality level. Figure 3 presents the stages of this guideline by containing five enablers and four results and, Figure 4 shows the author's recommended final solution for the Istanbul's fine dining restaurant owners.

10.2 The Achievements of Objectives

First of all, in contrast to two other popular restaurant guides, ZAGAT and the UK Restaurant Magazine, the Michelin Guide is still the most respected restaurant guide to determine the quality of food and a restaurant in the world. Basically, the individual interviews revealed that although ZAGAT and the UK Restaurant Magazine's list are also famous in the restaurant industry to have a reputation and increase the restaurant business, the Michelin Guide still protects its top position with its quality levels amongst its competitors. However, since the Michelin Guide is a business for the Company as well as reputation, it can be seen that the new commercial concerns are making pressure to expand the Guide in the mass market such as Asia and North America. But, although there are commercial concerns and the negative comments about the Guide, the Company's star system is still protected and have not changed, so far. Of course, being the oldest restaurant guide has been an important driving factor for the Michelin Company but protecting the Michelin star system for more than seventy years is an also important factor, how the Company has protected its reputation in the world.

Secondly, despite facing with many criticisms about its quality requirements and also its inspection process, the Michelin Guide itself is still a bible for chefs and restaurant owners to understand what they need as a requirement in order to achieve the Michelin star quality in their establishments. However, apart from the high product quality, value for money and consistency, some of the Michelin star quality requirements are mostly based on chef qualifications and his past experiences. Therefore, since the Guide is also looking for the skill in the preparation, the combination of flavors and the personality of cuisine, a chef's lack of cooking knowledge or inefficient experiences in the Michelin-starred restaurants can cause significant barriers for him on the path to achieve the Michelin star quality in the restaurant. Basically, the individual interviews also revealed that the English Michelin-starred chefs' good and long apprenticeships in various Michelin-starred restaurants are their main advantage and distinctness from the Turkish chefs in Istanbul.

However, the success of the restaurant is not only dependent on chefs cooking knowledge, product quality or the value for money. The ambiance, pleasantness and service should also be at high quality standard level to have a place in the Michelin-starred restaurant list. In this study, the individual interview observations showed that the Michelin-starred restaurants are

pleasant environments with their good quality cutlery, qualified staff and beautiful ambiance. Therefore, a Michelin inspector does not rate a restaurant as a Michelin-starred with its awkward staff or unsuitable environment; even its dishes are high quality. So, to achieve the excellence in a restaurant, restaurants are being considered as a whole as well as their high quality dishes.

Thirdly, since the main purpose of this study is to create a practical guideline and a recommended final solution for the Istanbul's fine dining restaurant owners, case study approaches had to be done in order to understand the current quality situation of the Istanbul's fine dining restaurants and also identify the main deficiencies between the Michelin-starred restaurants. Therefore, after analyzing these main deficiencies, the EFQM Excellence Model was recommended as a framework for the Istanbul's fine dining restaurant owners to help them to see their overall performance and allow them to develop the Michelin star quality in their establishments. However, although the EFQM Excellence model is a suitable approach for the restaurant owners, it does not help to have important results in a short term because three current important barriers, which are customer segment, limited qualified people and chefs' lack of creativity.

10.3 Three Main Problems

10.3.1 Customer Segment

As a first main barrier, Istanbul's fine dining restaurants different customer segments in dining areas is the most significant barrier for the restaurant owners and chefs. The individual interviews revealed that the current strategy of the Istanbul's fine dining restaurants is based on these different customer segments and their different expectations. Therefore, they are using into different cuisines and menu approaches to satisfy all types of customers in their restaurants. Also, one Turkish interviewee has three different cuisines in his restaurant. Moreover, current %80-85% unsuitable and not premium customer level is also making difference for restaurant owners and chefs to create a good customer interaction in the restaurant and to satisfy their 10%-15% premium customer level. In contrast to the Istanbul's fine dining restaurants, the Michelin-starred restaurants are just focusing on their own premium customer segment with their less cover in the their dining areas rather than

facing problems with different type of customer segments and their different expectations as the Turkish restaurant owners do. Besides, this one type of customer segmentation also allows them to be creative and individual in their cuisines rather than being divided with different cuisines for different customer expectations.

10.3.2 Limited Qualified People

Secondly, apart from the lack of premium customer and the mixture of different customer segments in the Istanbul's fine dining restaurants, limited number of qualified people in kitchen and restaurant departments is another important barrier for the restaurant owners. Basically, these low qualified people limit the process in the whole restaurant and make difference to ensure the same customer satisfaction. Therefore, restaurant owners cannot hold the customer satisfaction at the same level for long term. Also again, the Istanbul's fine dining restaurants more number of covers are making harder to control the whole process and satisfaction with their limited number of qualified people. In contrast to the Istanbul's fine dining restaurants, most of the Michelin-starred restaurants can still manage their kitchen and restaurant processes at the same quality level with their limited qualified people. Basically, these restaurants' limited number of cover in the dining area emerge as a supporting factor for their people because less cover makes easier for them to control limited number of customers in the restaurants.

10.3.3. Lack of creativity

Finally, as a last factor, since most of the customers have different expectations from restaurants, chefs' lack of opportunity to create new dishes is another important barrier for the Istanbul's fine dining restaurants. Basically, this behavior is limiting chefs' creativity and does not allow them to show their personality of their cooking. In addition to this, cooking different unfamiliar cuisines' dishes with nonlocal low quality products are also decreasing their creativity. Therefore, although they are good at their own homeland cuisine, they are limiting their creativity by cooking different cuisines' dishes with nonlocal products and limited implicit knowledge about them. In contrast to the Istanbul's fine dining restaurants, the Michelin-starred restaurants are individual in their cuisines but they are mostly based on the British cuisine and local fresh ingredients. Therefore, focusing on the

Turkish cuisine creates a better template for the Turkish chefs. This approach makes easier for them to create new and high quality dishes based on their already existing Turkish cuisine implicit knowledge. Moreover, this approach also allows them to use local fresh products to increase their food quality and meet the main expectation of the Guide from the restaurants, “good food on the plate” (“Michelin’s Jean-Luc Naret”, 2010).

10.4 The Final Solution

Since these three barriers are preventing to have the Michelin star quality at short notice, as it can be seen in the Figure 4, a final solution appears as a suitable approach for the restaurant owners to eliminate or decrease the negative effects of these barriers and create a suitable structure to achieve the Michelin star quality in a short term period.

First of all, this final solution suggests creating a new dining area inside the restaurants apart from their current main dining area. This area is constructed just for the 10%-15% premium customer population and as it can be seen in the Figure 4., there is less cover, different entrance from the kitchen and different rest room. Therefore, restaurant owners create a new special private dining area for their premium customers and offer a new dining experience without poor interaction with other restaurant customers. As the individual interviews revealed, this solution creates the same special dining area for the Istanbul’s fine dining restaurants as the Michelin-starred restaurants have. Moreover, this place also creates a suitable environment to satisfy the premium customers at high quality standard level and create a customer loyalty by individualizing the service (Eliwa, 1993; Hanefors & Moosberg, 2003; Steirand & Sandt, 2007).

Secondly, in this plan, restaurants’ limited qualified people work for this special dining area. Therefore, the restaurant owners, chefs and managers shape their current staff cadre in accordance with the new dining place and charge their best people to cook and serve food just for this area. Therefore, qualified people become an important supporting factor for chefs and restaurant managers to achieve the high quality standard on the way to achieve the Michelin star quality. As the individual interviews revealed, these people create a special team that the Turkish chefs and managers are looking for and eliminate one of the significant barriers they mentioned to achieve the Michelin star quality.

Finally, after created a private dining place and generated qualified people cadre for the premium customer segment, chef cooks his creative dishes based on the Turkish cuisine by using high quality local products instead of nonlocal low quality and expensive ones. Therefore, chef can create and cook his signature dishes to his premium customers by showing personality of his cuisine at high quality standards. Moreover, he can also cook his dishes in the same consistent quality without facing problems with supplying nonlocal products. As it can be seen in the literature review and the findings from the individual interviews, with this new approach, chefs meet important requirements that the Michelin Guide is looking for. They use high quality products with their own cuisine cooking techniques and they create their own personality with consistent high quality standards (Christensen & Pedersen, 2011; Michelin Guide, 2011; Michelin Guide, 2012; Ottenbacher & Harrington, 2007). Therefore, under the umbrella of these requirements, chefs serve their best food to their premium customer and meet the most of the Michelin star requirements in the Guide. Afterwards, the restaurant owners start to meet their customer expectations and might also affect positively other customer segments in the restaurants. This new dining area can attract new customers and increase the demand for high quality standards. Therefore, restaurant owners might affect the society positively as well.

10.5 Implications

From the results of this research, it is possible to draw some important implications about the Michelin star quality and its necessities. There are three key issues that the restaurant owners and the chefs should consider.

10.5.1 The Michelin Guide is a Reputation and a Pressure

Actually, in the past 100 years, the Michelin Guide has protected its reputation amongst the chefs and brought a reputation to them, as well. The Michelin stars became an important indicator for the quality of chefs and also these stars have created a chance for these artisan people to be popular in the public. More stars have caused more reputation and also more customers for the chefs and made their tables are fully reserved every day. On the other hand, this reputation has also caused a big pressure on chefs as well as the reputation and

forced them to make their dishes better and better to hold their stars number same or get new stars. Therefore, lost stars are causing a downfall trend in their businesses and also sometimes causing chefs committing a suicide (Chelminski, 2005). Therefore, as the Michelin Guide is providing an incredible reputation for the chefs, it is also causing important negative affects that affect their businesses and lives.

10.5.2 High Quality Product is An Obligation

The result of this study shows that restaurants owners or chefs have to have high quality products to get good results from their dishes on the basis of texture, flavor and taste. A good combination of them is a primary factor that pleases customers and affects their pre and post purchase behaviors about the restaurants. Besides, apart from the customers, restaurants should proof their quality to also the Michelin inspectors with their seasonal and fresh ingredients. Therefore, even some customers cannot distinguish the difference between good and high quality products; the inspectors detect this difference and low quality product directly affects the restaurant star level.

10.5.3 You Need a Premium Customer

As it can be seen in the results of the Turkish and English interviewees responses, although the Istanbul's fine dining restaurants have mixed customer segmentation, premiums customers are generating a considerable amount of their customer segmentation. Therefore, these customers are an important supporting factor for the fine dining restaurants to serve their quality or creative dishes. Basically, this process becomes more obvious in the Michelin-starred restaurants and they use less covers and a small dining place to focus on these premium customers. Thus, although the food quality is an important driving factor for a restaurant, having a premium and knowledgeable customers is another significant driving force to accelerate the overall quality in the restaurants.

10.6 Limitations

During the research process of this study, apart from the gained results and implications, the author also got some important limitations. First of all, since the author had individual

interviews with limited number of interviewees, the results of this study are based on their responses. Therefore, it is hard to generalize the interviews findings to the all Michelin-starred restaurants in the world. Secondly, since there is lack of literature about the Michelin Guide, the Michelin-starred restaurants and Turkey's fine dining restaurant industry, it was difficult to collect suitable resources and literature to support this study. Thirdly, although a final solution was suggested to the Turkish restaurant owners, a pilot test could not be done to analyze the solution's positive or negative results in a restaurant on the basis of achieving the Michelin star quality. Fourthly, since the author waited too long for some resource copies, studies and chef biography books too long and also the given 8 months to write this study caused a limitation. Finally, in contrast to the English interviewees, the author had some difficulties to contact with the Istanbul's fine dining restaurants chefs or their managers. 6 out of 10 Turkish chefs or managers did not also response to the author's interview letter and his supervisor's cover letter.

10.7 Further Research

This study has created a practical framework for the Istanbul's fine dining restaurants to show them the important elements that the restaurant owners need to consider to improve their current quality level to the Michelin star quality level. Furthermore, the author also suggested a final solution, which is corresponding to the framework and provides an easier and faster solution to the Istanbul's fine dining restaurant owners rather than taking risks to rebuild the whole restaurant. However, during this study, the author realized some important issues that need further studies.

First of all, as it can be seen in the individual interviews, the author focused two different dining cultures by making interviews with the Turkish and English interviewees and also tried to analyze their customer attitudes briefly. However, their dining cultures or behaviors are really important factors that generate customer segments for the high quality restaurants and also their future businesses. Therefore, a further research needs to be done to understand the main affects of the different dining cultures to the Michelin-starred restaurants or the Istanbul's fine dining restaurants.

Secondly, although this study explained the main requirements of the Michelin Guide and got important results about them after implementation of a final solution, the final requirement “value for money” (Michelin Guide, 2011; Michelin Guide, 2012), could not analyzed effectively. Therefore, a further research should be done to analyze the price strategies of the Istanbul’s fine dining restaurants and understand the balance between the quality of dish and the bill.

Finally, this study also touched on about the leadership style of individuals and their control mechanisms in their kitchens or restaurants. However, as it can be seen in the literature review and the author’s framework, an effective leader is a significant factor to spread the vision and mission in the restaurant (Balazs, 2001; Balazs, 2002; Ottenbacher & Harrington, 2009). Thus, being a leader and a leadership in the restaurant need to be researched to get deeper understanding about the necessary leadership norms and responsibilities in the Michelin-starred restaurants.

10.8 Inconsistency and Unexpected Result

Actually, there is one inconsistency and one unexpected result was observed in the literature review and the interviewees’ responses. First of all, as it revealed in the Michelin-starred restaurants interviews, the inspectors and the inspection process are not secret process as it is mentioned in the literature (Harp, 2000; “Jean-Luc Naret”, 2012; Michelin Guide, 2011; Michelin Guide, 2012). Most of the English interviewees are aware of the inspectors and the inspection process, when they come to the restaurants for dining. Secondly, in contrast to the English chefs and a manager, the Turkish chefs’ lack of deeper knowledge about the Michelin Guide itself and its quality requirements occurred as an unexpected result for the author.

Chapter 11

Conclusion

The previous chapter discussed the objectives of this study by analyzing the main issues in the literature review and the individual interview findings. It also explained the main implications, limitations, further research for this study and some notes that include inconsistency and unexpected result. This chapter attempts to provide an overall conclusion by considering the objectives and the basic purpose of this study.

11.1 Research Objectives

All in all, in this study, four objectives were explained under the umbrella of literature review and individual interview findings. As a final research objective, a practical guideline was created to help the Istanbul's fine dining restaurant owners to achieve the Michelin star quality with the author's final solution.

1. To review the current knowledge of the Michelin Guide and its star system in the literature.
2. To identify the main Michelin star quality requirements and explain main important driving factors to achieve the quality in the Michelin-starred restaurants.
3. To examine the main differences between the Istanbul's fine dining restaurants and the one (*) Michelin-starred restaurant on the basis of the Michelin star quality.
4. To create a practical guideline and further solution for the Istanbul's fine dining restaurant owners by comparing one (*) Michelin-starred restaurants in the United Kingdom and the famous fine dining restaurants in Istanbul.

11.2 Summary of Findings

Objective 1

After analyzed the current literature and biography books of famous Michelin-starred chefs in attempt to achieve the objective 1, it can be easily observed that the Michelin Guide has been the main indicator for the high quality restaurants until today and it is still the most powerful resource for people, who want to have special dining experience in a restaurant at high quality standards. Therefore, the Michelin Guide star system allow customers to understand the level of these high quality standards of these restaurants and correspondingly, more stars mean the restaurant is touching the excellence level under the umbrella of its cuisine.

Objective 2

Objective 2 was formulated in order to show the main quality requirements that the Michelin Company and its inspectors are looking for in the restaurants in order to award them as a Michelin-starred restaurant in the Michelin Guides. On the basis of the literature review and as it can be seen in the Figure 2, six main requirements are generating the quality of the Michelin-starred restaurants cuisines. However, apart from these significant requirements, some internal and external factors such as suppliers, customers and staff can also affect the success of restaurants on the path to achieve the Michelin star quality. Hence, although the Michelin Company states the compulsory Michelin star quality requirements, there are some underlying important factors that create a positive impact on way to reach the Michelin star quality.

Objective 3

Objective 3 focused on understanding the main differences between the Istanbul's famous fine dining restaurants and the Michelin-starred restaurants in the United Kingdom. The individual semi-structured interview findings were separated in 9 main parts and this approach allowed the author to identify the main deficiencies between the restaurants. After a long analysis process of these findings with the current literature review, some important

factors were analyzed. Basically, these factors were collected under the umbrella of achieving the Michelin star quality in a restaurant and they generated the main template for the author to create a Michelin star quality framework for the restaurant owners.

Objective 4

The main aim of this study was to create a practical guideline for the Istanbul's fine dining restaurant owners and generate a further solution for them to develop the Michelin star quality in their restaurants. On the basis of gained findings and their analysis process with the existing knowledge in the objective 3; the EFQM Excellence Model was developed for the restaurant owners as a practical guideline. Under the umbrella of this model, the author tried to provide a whole picture, which is to see the performance of the restaurant on the path to achieve the Michelin star quality. In simple terms, this framework is consisted of five main management elements, their four results and finally feedbacks for the improvement points. Therefore, restaurant owners can analyze their performance and take action to fix their problems at the end.

However, under the umbrella of findings and analysis, wrong customer segmentation with unsuitable environment, limited qualified people and chefs' lack of creativity do not allow the restaurant owners to have a short-term success by implementing the EFQM Excellence Model. Therefore a final solution was developed for the restaurant owners, which creates a new private dining area in the same establishment for the current premium customers. This area allows them to have better service and taste chefs' creative dishes at high quality standards. Therefore, this new design and its powerful outcomes enable the restaurant owners to bring up their quality to the Michelin star quality under the umbrella of The EFQM Excellence Model.

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13. Appendices

13.1 Appendix A

The Interview Transcript of T_1

Restaurant Name: T_1

Chef Interviewee: T_1

1. Restaurant Information

- It is located in the city center (see Appendix G).
- It is open everyday (see Appendix G).
- It is serving lunch and dinner (see Appendix G).
- The chef is not the owner of the restaurant.

2. The Past Experiences and The Personal Attitudes

- He has not got any formal culinary education but he has some significant short experiences in high quality and the Michelin-starred restaurants.
- He is friendly in the kitchen and there is no so tough environment in his kitchen.

3. Cuisine Type

- His cooking root is based on traditional Turkish and Ottoman cuisine techniques.

4. Inspirations and Menu

4.1 Inspiration

- He is travelling different Michelin-starred restaurants to be inspired.

4.2 Menu

- He has a la carte and tasting menu. (see Appendix G)
- He is changing menu according to seasons.
- He is using seasonal ingredients.
- He is implementing trial and error process to create new menu.
- He is keeping some some meals according to customer expectations but he does not want to cook the same meals.

5. Suppliers and Problems

5.1 Suppliers

- He is using local suppliers more often.
- He also using other suppliers to supply nonlocal and rare products.

5.2 Problems

- Supplying nonlocal and rare products are the main problems.

- He cannot supply everything from other countries because of customs and their quota limits.

6. People

6.1 Kitchen

- There is a lack of qualified staff and also chef in the restaurant industry.
- He is findings and also recruiting new staff by recommendations of other chefs.
- He is looking for team working from his candidates.

6.2 Restaurant

- Restaurant manager is responsible for recruitment of staff in restaurant department rather than chef.

7. Customer

- There is a thin layer of customer segment, who understand what the fine dining is.
- Customers are not aware of other countries' dishes.
- Customers are not coming regularly and it is not enough for the restaurants.

8. The Michelin Guide and The Other Guides

8.1 The Michelin Guide

- He believes that the Michelin Guide is the best restaurant rating system.

8.2 The Other Guides

- He does not trust the Restaurant Magazine's list.
- He did not make any comment about ZAGAT.

9. Barriers for a Michelin Star

- Customers are not ready.
- Products are expensive.
- There is no financial support to the restaurants from the Turkish government.
- It is impossible to open a fine dining in the countryside because there is not enough customer.

13.2 Appendix B

The Interview Transcript of T_2

Restaurant Name: T_2

Chef Interviewee: T_2

1. Restaurant Information:

- It is located in the city center (see Appendix G).
- It is open everyday (see Appendix G).
- It is serving just lunch and dinner (see Appendix G).
- The chef is not the owner of the restaurant.

2. Past Experiences and Personal Attitudes:

- He has a formal culinary education in a French culinary school.
- He has many experiences in different restaurants and hotel chains in the world.
- He has not got any apprenticeship or experience in a Michelin-starred restaurant.
- He has a tough personality in his kitchen.

3. Cuisine Type

- His cooking root is based on French cuisine cooking techniques but his cuisine is based on avant-garde, the Turkish cuisine and the Japanese cuisine.

4. Inspirations and Menu:

4.1 Inspiration

- He is travelling different countries to check different restaurants and also the Michelin-starred restaurants.
- He is buying cooking books.

4.2 Menu

- He has a la carte menu but there is no tasting menu because customers did not like it.
- He is changing menu according to seasons.
- He is implementing trial and error process for his menu.
- He has differences in his menu such as avant-garde, the Turkish dishes and Sushi because of different customer expectations.
- He does not want to cook the Turkish dishes but he is cooking according to customer expectations.

5. Supplier and Problems

5.1 Supplier

- He is using local suppliers but he is also supplying nonlocal and rare products from other countries.

5.2 Problems

- He cannot supply all ingredients.

- Customs and quota problems.
- The long customs testing process decreases the quality.
- There is no consistency in supplying.

6. People

6.1 Kitchen

- There is a lack of qualified staff in the restaurant industry.
- He is hiring recommended staff from other chefs.
- Culinary schools are not enough but some graduates are very good.
- They need to have passion.

6.2 Restaurant

- Restaurant manager is responsible for recruitment of staff in restaurant department rather than chef.

7. Customers

- 10% of population is a suitable customer segment.
- Customers do not know the meals, products and tastes of other meals.
- Some of the customers are impolite.

8. The Michelin Guide and The Other Guides

8.1 The Michelin Guide

- The Michelin star quality standard destroyed and it seems to be commercial.

8.2 Other Guides

- The UK Restaurant Magazine's list is better.
- He did not make any comment about ZAGAT.

9. Barriers for a Michelin Star

- Culture is a huge barrier.
- Products are expensive.
- There are supplier and customs problems.
- There is no qualified staff.

13.3 Appendix C

The Interview Transcript of T_3

Restaurant Name: T_3

Restaurant Manager Interviewee: T_3

1. Restaurant Information

- It is located in the city center (see Appendix G)
- It is open everyday (see Appendix G)
- It is just serving lunch and dinner (see Appendix G)
- Restaurant manager is not the owner of the restaurant.

2. Past Experiences and Personal Attitudes

- He is holding a degree and a masters degree in hospitality.
- He worked in famous boutique hotels, hotel chains and fine dining restaurants in US and Turkey for many years but he did not work in a Michelin-starred restaurant.

3. Cuisine Type

- Japanese Cuisine (see Appendix G)

4. Inspirations and Menu

4.1 Inspiration

- N/A

4.2 Menu

- He has a la carte and a tasting menu (see Appendix G).

5. Supplier and Problems

5.1 Supplier

- He is using local suppliers.
- He is also trying to supply nonlocal and rare products.

5.2 Problems

- He using local suppliers but he cannot nonlocal products because of customs.
- He cannot supply his power seller products.
- He cannot also supply some local ingredients even he research them in Turkey.

6. People

6.1 Kitchen

- N/A

6.2 Restaurant

- He is responsible for recruitment staff in the restaurant department.
- It is really hard to standard the quality in the restaurant and it had taken two years for him to standard the quality of staff.

7. Customers

- % 10 or %15 of the population is normal customer segment.
- Most of them have not got any vision about dining.
- Impolite customers exist.

8. The Michelin Guide and The Other Guides

8.1 The Michelin Guide

- He did not make any comment about the Michelin Guide.

8.2 Other Guides

- He did not make any comment about ZAGAT and the UK Restaurant Magazine's list.

9. Barriers for a Michelin Star

- Turkish customer is not aware of fine dining.
- There are high product costs and taxes.
- There are supplier and customs problems.
- There is no qualified staff for restaurant department of the fine dining restaurants.
- There is no governmental credit support for the restaurant industry.

13.4 Appendix D

The Interview Transcript of M_1

Restaurant Name: M_1

The Michelin-starred Chef Interviewee: M_1

1. Restaurant Information

- It is not located in city center (see Appendix H)
- It opens every day (see Appendix H)
- It serves lunch and dinner (see Appendix H)
- The chef is the owner of the restaurant.

2. Past Experiences and Personal Attitudes

- He does not have a formal culinary education.
- He has a good apprenticeship in different restaurants in Switzerland and Germany and also in Michelin-starred restaurants in UK.
- He does not have a harsh environment in the kitchen.

3. Cuisine Type

- Modern British Cuisine (see Appendix H).

4. Inspiration, and Menu

4.1 Inspiration

- He is travelling and checking other fine dining and the Michelin-starred restaurants in Europe.
- According to him, know how is very important to create a meal.

4.2 Menu

- He has a la carte and tasting menu. (see Appendix H)
- He is changing his dishes according to seasons.
- He is using fresh ingredients.
- He is cooking also for quality not only for customers.
- He mentioned that if he thinks about the Michelin Guide, the quality decreases because of stress.

5. Supplier and Problems

5.1 Supplier

- He is using local and regional suppliers mostly.
- He is using same local suppliers for many years (see Appendix H)

5.2 Problems

- He does not face many problems with his suppliers.
- Unsuitable climate in the United Kingdom for every vegetable and fruit.

6. People

6.1 Kitchen

- He did not mention any staff availability problem.
- Most of his chefs started work with him 10 years ago.
- Team is so important.
- He is looking for a good craftsmanship, not a good culinary education.

6.2 Restaurant

- He is also responsible for recruitment of staff in the restaurant department.

7. Customers:

- He has knowledgeable customers in his restaurant.

8. The Michelin Guide, The Other Guides and The Inspection Process:

8.1 The Michelin Guide

- The Michelin Guide is the best restaurant guide.
- The Michelin Guide is a business.

8.2 Other Guides

- He does not believe Zagat because customers are inspectors in ZAGAT.
- He did not make any comment about the UK Restaurant Magazine list.

8.3 The Inspection Process

- He knows the inspectors but it is hard to speak with them.

9. Recommendations for a Michelin Star

- Chef and restaurant should keep consistency.
- Chefs should not think about the Michelin Guide and they should have creativity in their meal.
- Fresh ingredients make the difference.
- Chefs need to work in the Michelin-starred restaurants to understand the quality.

13.5 Appendix E

The Interview Transcript of Interviewee M_2

Restaurant Name: M_2

The Michelin-starred Chef Interviewee: M_2

1. Restaurant Information

- It is not located in the city center (see Appendix H).
- It opens everyday (see Appendix H).
- It is serving lunch and dinner (see Appendix H).
- The chef is not the owner of the restaurant.

2. Past Experiences and Personal Attitudes

- He has not got a formal culinary education.
- He has just 3 years college education.
- He started restaurant industry as an apprenticeship.
- He worked in the Michelin-starred restaurants in the United Kingdom.
- He is not a tough chef in his kitchen.

3. Cuisine Type:

- Using French cooking techniques combining with the British cuisine (see Appendix H).

4. Inspiration and Menu

4.1 Inspiration

- He is checking other Michelin-starred restaurants even the el-Bulli restaurant in Spain before it is closed.
- He mentioned that know how is very important for inspiration.

4.2 Menu

- He has a la carte menu but not a tasting menu (see Appendix H).
- He is making seasonal and also daily changes in the menu.
- He is cooking for quality but also considering the customer expectations.
- He is not cooking for the Michelin Guide.

5. Suppliers and Problem

5.1 Suppliers

- He is using local and regional suppliers.

5.2 Problem

- There is no supplier problem.

6. People

6.1 Kitchen

- It is really hard to find the right staff.
- There is no qualified staff.
- He is trying to get staffs from local collages.
- They must fit with the team because they can destroy everything.

6.2 Restaurant

- He is not responsible for recruitment of staff in the restaurant department.

7. Customer

- He did not mention anything about his customers

8. The Michelin Guide, The Other Guides and The Inspection Process

8.1 The Michelin Guide

- N/A

8.2 The Other Guides

- The UK Restaurant Magazine's list is political.
- ZAGAT is not trustful.

8.3 The Inspection Process

- He can talk with inspectors but it is limited.
- Inspectors are checking three courses of meals.
- Inspectors do not inspect everything except meals.

9. Recommendations for a Michelin Star

- Chef and restaurant should keep consistency.
- The Michelin Guide is looking for creativity and individuality.
- Chef should use the quality products.
- The past experience of the chefs is really important.

13.6 Appendix F

The Interview Transcript of M_3

Restaurant Name: M_3

The Michelin-starred Restaurant Manager Interviewee: M_3

1. Restaurant Information

- It is located in the city center (see Appendix H).
- It serves lunch and dinner (see Appendix H).
- It is closed on Sundays and Mondays (see Appendix H)
- The chef is the owner of the restaurant (see Appendix H).

2. Past Experiences and Personal Attitudes

- He has not got any formal hospitality education.
- He had experiences in his family's restaurant.
- He is old friend of the Michelin-starred restaurant chef, Glenn Purnell and worked with him for many years.

3. Cuisine Type

- Based on traditional French cuisine and modern British Cuisine (see Appendix H).

4. Inspiration and Menu

4.1 Inspiration

- (N/A)

4.2 Menu

- They have a la Carte and tasting menu (see Appendix H).
- They change some dishes according to seasons.
- They are using trial and error method in the kitchen.
- They do not think and also they do not want to think about the Michelin Guide because they are doing everything and they do not want to feel pressure and stress.

5. Supplier and Problems

5.1 Supplier

- They are trying to use local suppliers and regional suppliers.

5.2 Problems

- They do not have any supplier problem.
- They want to use local suppliers.
- Also, they supply some ingredients from other countries because of unsuitable climate in the United Kingdom.

6. People

6.1 Kitchen

- N/A

6.2 Restaurant

- They have part time staff but most of them have been working in the restaurant at least for 3 years.

7. Customers:

- They have regular coming customers.
- They have customers from everywhere in the United Kingdom.

8. The Michelin Guide, The Other Guides and The Inspection Process

8.1 The Michelin Guide

- The Michelin Guide is the best.

8.2 The Other Guides

- He is biased on “The World’s 50 Best Restaurants” list because of its changing list every year.
- He did not make any comments about ZAGAT.

8.3 The Inspection Process

- He knows when the inspector is in the restaurant.
- Inspectors are coming many times, maybe 4 or 6 times a year. But once a year they introduce themselves by giving their cards.
- More inspectors are coming when the company wants to increase a restaurant's stars.
- They already know everything the restaurants before they come to check them.
- Inspectors are looking for everything includes the restroom.

9. Recommendations for a Michelin Star

- Restaurants should keep consistency.
- Chefs need to have an identity in your meals.
- Product quality has to be very good.

13.7 Appendix G

The Istanbul's Fine Dining Restaurants' Secondary Source

1. Restaurant T_1

Location: Gumussuyu/Istanbul

Opening days: Everyday

Dining Type: Lunch and Dinner

Menu: Normal Menu and Tasting Menu

Owner: Desert Group

Reference: topaz (2012). Retrieved July 9, 2012 from <http://www.topazistanbul.com/topazanadoluyugeziyor.asp>

2. Restaurant T_2

Location: Ulus/Istanbul

Opening days: Everyday

Dining Type: Lunch and Dinner

Menu: Normal Menu

Owner: Metin Fadillioglu

Reference: ulus29 (2012). Retrieved July 9, 2012 from <http://www.group-29.com>

3. Restaurant T_3

Location: Ortakoy/Istanbul

Opening days: Everyday

Dining Type: Lunch and Dinner

Menu: Normal Menu and Tasting Menu

Owner: Istanbul Doors Group

Reference: zuma Istanbul (2012). Retrieved July 13, 2012 from <http://www.zumarestaurant.com/zuma-landing/istanbul/en/welcome/>

13.8 Appendix H

The (*) Michelin-starred Restaurants' Secondary Source

1. Restaurant M_1

Location: Edgbaston/Birmingham

Opening days: Everyday

Dining Type: Lunch and Dinner

Menu: A La Carte Menu and Tasting Menu

Owner: The Chef

Reference: Simpsons (2012). Retrieved August 10, 2012 from <http://www.simpsonsrestaurant.co.uk>

2. Restaurant M_2

Location: Royal Leamington Spa

Opening days: Everyday

Dining Type: Lunch and Dinner

Menu: A La Carte

Owner: Sir Peter Rigby

Reference: Mallory court (2012). Retrieved August 13, 2012 from <http://www.mallory.co.uk>

3. Restaurant M_3

Location: Birmingham

Opening days: Tuesdays to Saturdays

Dining Type: Lunch and Dinner

Menu: A La Carte and Tasting Menu

Owner: The Chef

Reference: Purnell's (2012). Retrieved August 13, 2012 from <http://www.purnellsrestaurant.com>