

GASTRONOMY
TASTE - SENSES
WORLD WIDE CUISINE
BISTRONOMY
EXPERIENCE
LUNCH - HOTEL
GASTRONOMY
TASTE - SENSES
WORLD WIDE CUISINE
BISTRONOMY



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The MICHELIN Guide, the showcase of world gastronomy



In 2017, the MICHELIN Guide is present in 30 countries and selects more than 45,000 establishments all over the world: in Europe of course, but also in the United States, Asia, and Japan. Envied by many cities and countries, the MICHELIN Guide is now part of the culinary heritage of dozens of countries.

The MICHELIN Guide not only creates value for restaurants but also for the entire hotel and catering industry. The unveiling of its selections is subject to particularly intense media attention: eagerly awaited by hotel and restaurant professionals and the general public all over the world, every year the presentations of the new selections are relayed by thousands of journalists worldwide -and are shared and commented on right across the globe through social networks.

A true showcase of world gastronomy, every year its selection highlights the dynamism and culinary vitality of a country, the new trends, and tomorrow's talents. Curious about and respectful of local cuisines, traditions and national know-how, it helps spread gastronomies across the world, and adds to the attraction of the area for tourists.

Thanks to its rigorous method of selection and its historic knowledge of the hotel and restaurant sector, the MICHELIN Guide offers its customers unique expertise that enables it to offer a high quality digital and paper service.

Although the international spread of MICHELIN Guide has accelerated in recent years, its international development began in the last century. As early as 1904, only four years after its first publication in France, the international collection of MICHELIN guides was born with the launch of the MICHELIN Belgium Guide. A collection that year by year crosses more and more borders, it shares the same objective of serving motorists and is produced on the basis of the same requirements and with the same rigour.

Europe was quickly covered by the MICHELIN Guide, but it was not until 2005 that the MICHELIN Guide took its first steps in the United States with the launch of the MICHELIN Guide New York City, followed the following year by San Francisco. At the end of 2007, the MICHELIN Guide travelled to Asia, and in particular Japan. That same year, the first MICHELIN Guide Tokyo was released in November and was immediately very successful, with more than 120,000 copies sold in less than 24 hours! With the MICHELIN Guide Hong Kong Macau published in 2008, the People's Republic of China became the 23rd country to be covered.



In 2015, the MICHELIN Guide landed on the South American continent for the first time with the launch of the first edition of the MICHELIN Guide Rio & Sao Paulo. 2016 was marked by a strong acceleration in international selections, with the launch of four new guides in just a few months - Singapore, Shanghai, Washington and Seoul.



One, two, or three stars: a gastronomic experience



Annually, the stars awarded by the MICHELIN Guide inspectors recognize the best establishments in the world - those for which customers wouldn't hesitate to travel, sometimes even travelling great distances to enjoy a gourmet experience.

An important and very special moment in the life of a restaurant for the chef and the entire team, the award of one, two or three stars meets the strict rules applied by all MICHELIN inspectors in every Michelin Guide country in the world.

Strict rules apply to the evaluation of the restaurants: only the quality of the food is taken into account. The rest, be it the decor, service, or facilities offered, is not considered. To assess the quality of a restaurant, all MICHELIN Guide inspectors employ five criteria: the quality of the produce; the chef's mastery of cooking techniques and the harmony of flavours; the chef's culinary personality in the cuisine; value for money and finally consistency both over time and of the menu as a whole. These criteria guarantee a homogeneous selection: no matter where you may be, a star has the same value in Paris as it does in New York or Tokyo.



Stringent rules for awarding stars: as all the MICHELIN Guide decisions are collegial, the stars are awarded in working sessions known as «star sessions». Chaired by the International Director of MICHELIN guides, in each country these sessions bring together all the MICHELIN inspectors several times a year. They take place over a period of several weeks, with each restaurant being subject to a joint, unanimous decision about awarding or withdrawing stars. If there is any disagreement, the establishments are visited again and re-evaluated by a different inspector until the selection can be unanimously agreed.

The stars reward a restaurant for the work of its chef and team, whatever the style of cuisine may be. There are three classifications:

- ❁❁❁ **Exceptional cuisine, worth a special journey !**
- ❁❁ **Excellent cooking, worth a detour !**
- ❁ **High quality cooking, worth a stop !**



20 years of Bib Gourmand:
high quality restaurants at
affordable prices



Bib Gourmand celebrates its 20th anniversary in 2017: twenty years during which it has consistently spotlighted high quality restaurants with affordable prices!

As early as 1954, the MICHELIN Guide gave details of restaurants offering «good meals at moderate prices», and a symbol was introduced in the MICHELIN Guide in 1970 to help readers easily identify these restaurants. But it wasn't until 1997 that the Bib Gourmand distinction appeared for the first time. Since then its symbol - Bibendum (better known as Michelin Man in English speaking countries) licking his lips - has become the ambassador for these restaurants which offer a gourmet experience at the reasonable price of a maximum of 32 euros for a full menu of starter, main course and dessert (36 euros in Paris). This distinction is the pride of the MICHELIN Guide inspectors, who for the last two decades have been crisscrossing France, taste buds at the ready, to uncover these rare pearls.

Year by year, Bib Gourmand has met with even more success, not only among the public who are eager for these great tips, but also with restaurateurs, who have taken over the niche. Proving this enthusiasm, in recent years the inspectors have noticed that more and more restaurateurs are anxious to promote high quality cuisine at a moderate prices, combining simplicity, conviviality, and sincerity in their cuisine with sensible prices. Given its enormous success, the Bib Gourmand is awarded in all the MICHELIN Guide's international selections. It even has its own guide in countries like France, Belgium, Luxembourg, the Netherlands, Spain and Portugal, and more recently Germany.



The MICHELIN «Assiette» quite simply a good meal!

In 2016, alongside the stars and Bib Gourmands, a new distinction was included in the MICHELIN Guide: the MICHELIN Assiette. This symbol tells customers which restaurants offer good food, «quite simply a good meal». Awarded to all the restaurants in the MICHELIN Guide with neither a Bib Gourmand nor a star, the MICHELIN Assiette is a reminder that merely being selected by the MICHELIN Guide inspectors is a guarantee of quality.

And for the restaurateurs, it shows they belong to the MICHELIN family! This distinction, which first appeared in the French selection, is being progressively deployed in the international MICHELIN Guide selections – to the delight of customers and restaurant owners alike!



Pictograms: making the contents of the MICHELIN Guide clear and accessible for everyone



To help customers make their choices, the MICHELIN Guide has, since 1900, used a universal language of symbols known as pictograms. They have the advantage of being concise, saving space, giving objective, neutral information and being understandable in every language - because they aren't exclusive!

As society has evolved over the years, so the pictograms have reflected their era: some have disappeared and others have replaced them. For example, in 1930 the MICHELIN Guide showed hotels still lit by oil and candles, in 1955 it was hotels with private showers, between 1962 and 1966 a ban on transistor radios in restaurants, in 1972 television in the rooms, and in 1978 those accepting credit cards.

Originally there were around twenty symbols, but there are now more than a hundred that are understood by everyone, worldwide. These pictograms give precise information, for example about the services offered, but also more general information classifying selected establishments according to the level of comfort or the quality of the cuisine.

It was only in 2000 that, without turning its back on the sign language which greatly contributed to forging the Guide's identity, comments first appeared in the MICHELIN Guide. These short texts describe each establishment, give details about the cooking style, the atmosphere, but above all they reflect MICHELIN inspectors' view of the evolution of a generation.



THE MICHELIN GUIDE, OVER A HUNDRED YEARS OF HISTORY SERVING A UNIQUE MOBILITY EXPERIENCE

The MICHELIN Guide has been accompanying the development of mobility since 1900. First produced in the earliest years of the automobile, it was the idea of André and Edouard Michelin, who two years earlier had founded the group of the same name. It was 1900 and there were fewer than 3000 motorists travelling the roads in France. Travelling often meant a long journey because the routes were complicated, the roads poorly marked and sometimes even dangerous. Nevertheless, the Michelin brothers were convinced that the automobile had a future.



André & Édouard MICHELIN

To help its development, and at the same time that of the Michelin Group, they decided to distribute a little 400 page red guide free of charge to motorists. It was full of practical information - how to change a tyre, where to refuel, where to eat and sleep...

20 years later, a charge was made for the Guide. One anecdote recounts that when visiting a tyre distributor, André Michelin indignantly saw that his guides were being used to prop up a workbench. Because «people only really respect what they pay for», the Guide was then sold for 7 francs. The same year, restaurants made their entry into the Guide with their own classification. In addition, advertising disappeared and, for the first time, there was a list of hotels in Paris. The MICHELIN Guide adventure had begun!

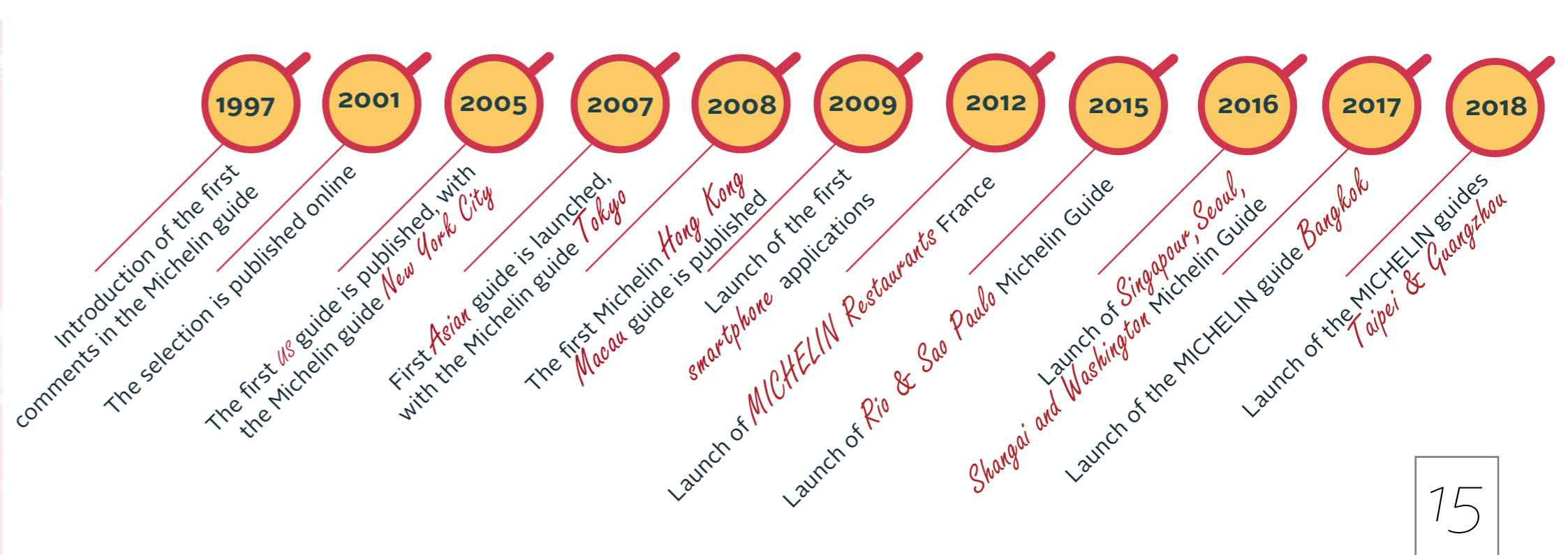
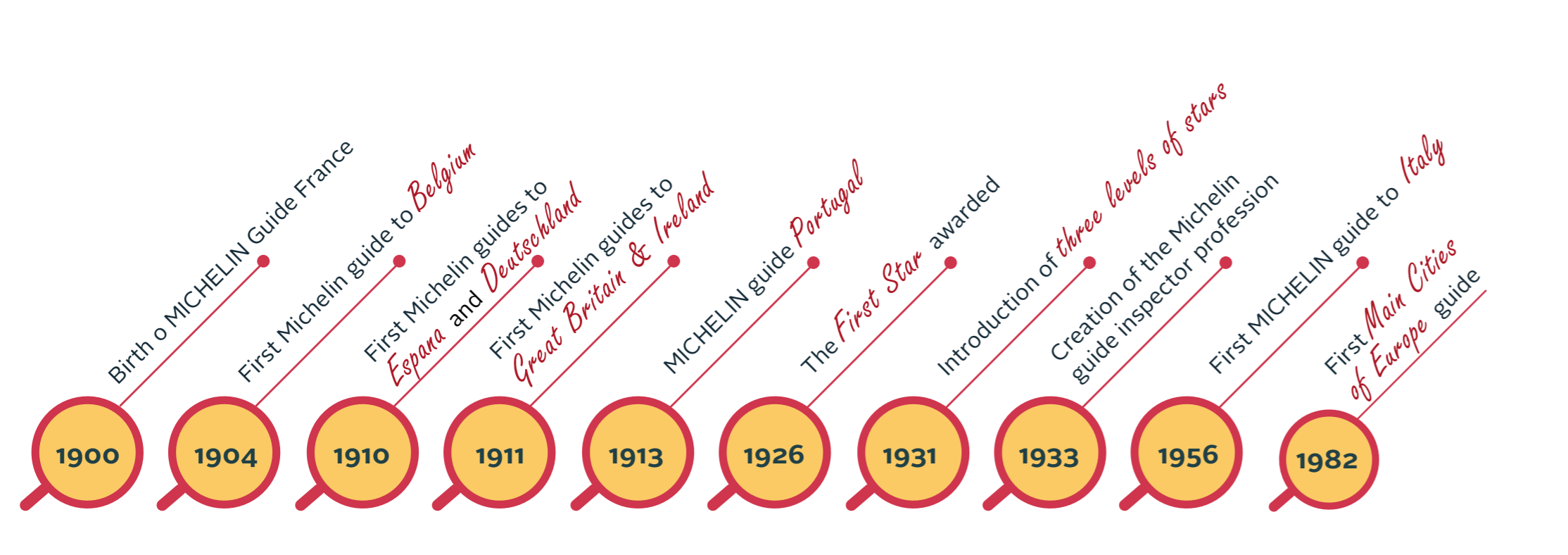
Over the years, backed by a team of anonymous inspectors travelling all over the world, the MICHELIN Guide gives the general public an ever greater selection of the best establishments, hotels and restaurants in each comfort and price category. More than a century later, the MICHELIN Guide has established itself as the global benchmark for gastronomic guides - among both professionals and gourmets.

Although the international spread of MICHELIN Guide has accelerated in recent years, its international development began in the last century. As early as 1904, only four years after its first publication in France, the international collection of MICHELIN guides was born with the launch of the MICHELIN Belgium Guide. A collection that year by year crosses more and more borders, it shares the same objective of serving motorists and is produced on the basis of the same requirements and with the same rigour.

Now, in every category of comfort and price and meeting every desire and budget - from the most welcoming hotels to the most typical small inns, from large exceptional restaurants to small bistros – the MICHELIN Guide offers a very wide selection of establishments all rigorously tested by MICHELIN inspectors. Although the stars are the most widely publicized, they represent only 10% of the selections in the guides! And to ensure the information is reliable, every year all the practical information, classifications and distinctions are reviewed and updated.

Aware of expectations in terms of quality and budget, the MICHELIN Guide is now multi-modal and more accessible than ever: digital platform, mobile applications, embedded navigation, and of course the paper version... every day MICHELIN guides continue to help millions of travellers on their journeys by ensuring they are always pleasurable and safe. The mission of the Guide, which is the same as when it first appeared in 1900, is also that of the Michelin Group: to offer «a better way forward.»





They make the MICHELIN Guide

The MICHELIN Guide inspectors:

Male or female, young or not so young, blonde or dark haired, thin or more rounded, gourmet and passionate: a Michelin Inspector is a customer like any other. As Michelin employees, often trained hotel and restaurant specialists, they travel an average of 30,000 km every year, eat some 250 meals and sleep in more than 160 hotels in order to select the best hotels and restaurants in all comfort and price categories. Anonymous, the inspectors behave like normal customers. They book, order, eat, never take notes while eating, and pay their bills in full. This anonymity is the strength of the MICHELIN Guide. There is no preferential treatment; the inspectors have the same food on their plates as the other customers - no more, no less. Only after paying the bill, and when necessary, an inspector may come forward and ask for additional information.

What makes a good MICHELIN inspector? A well-developed palate and an ability to ignore their personal tastes which would make the restaurant experience subjective. An ability to use their eyes, a good sense of smell and taste to analyse the ingredients and how they are cooked, an ability to decipher textures and the harmony of flavours and understand the emotion the chef aims to convey in the dish. Curiosity, and inevitably a sense of adventure: being a MICHELIN inspector can mean travelling great distances to reach sometimes very remote places!



Customers:

Making a very valuable contribution to the MICHELIN guides, customers have always been an important source of information. Since 1929, Michelin has asked for their opinions through the customer satisfaction questionnaire included in the Guide.

Annually, some 45,000 letters and e-mails are received which help guide the inspectors in their visits and further improve the quality of the selections. A means of dialogue, with compliments or criticisms, they are a barometer of the mutual trust that binds the MICHELIN Guide and its readers. In some respects, whenever a customer stops at a restaurant or hotel, they are an inspector too!



Hotel and catering professionals:

Guaranteeing quality on a daily basis, they are the ones who, through their professionalism, their quest for excellence and their desire to satisfy their customers, allow the MICHELIN Guide selection to exist, and be renewed every year. The MICHELIN Guide does not set the culinary trends of the future: it merely notes those of today and reflects the dynamism of a sector that is in a state of constant movement.



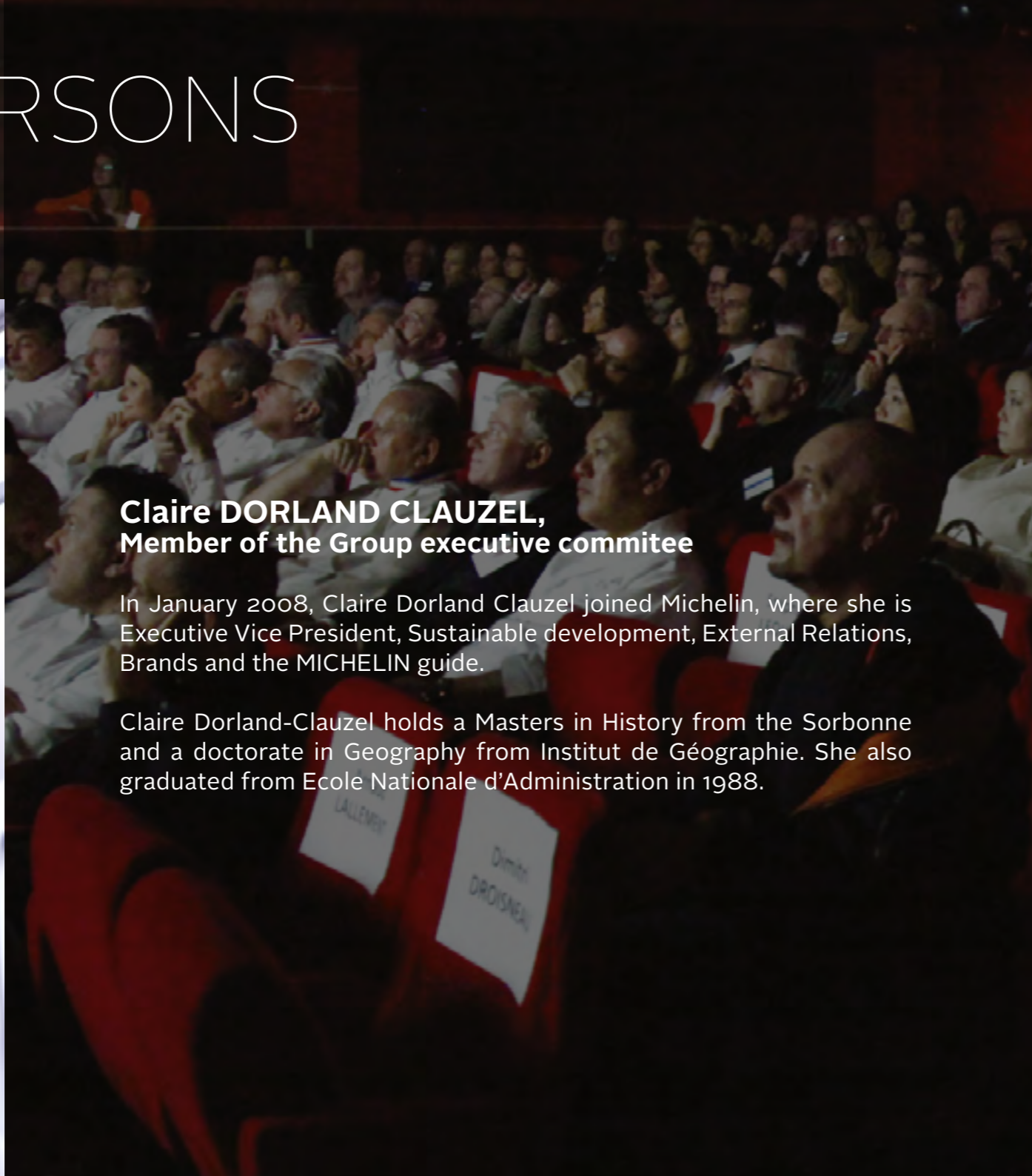
SPOKESPERSONS



Claire DORLAND CLAUZEL, **Member of the Group executive committee**

In January 2008, Claire Dorland Clauzel joined Michelin, where she is Executive Vice President, Sustainable development, External Relations, Brands and the MICHELIN guide.

Claire Dorland-Clauzel holds a Masters in History from the Sorbonne and a doctorate in Geography from Institut de Géographie. She also graduated from Ecole Nationale d'Administration in 1988.



Michael ELLIS, **International Director, Michelin Guides**

Born in New York, Michael Ellis – a Franco-American – was trained as a restaurateur in the United States and Europe. He then acquired international managerial experience in wines and spirits, as head of sales for International Distillers and Vintners from 1983 to 1986; in tourism, as head of Club Med's cruise division from 1995 à 1997; and in packaging. He joined the Michelin Group in 2007, as Vice President Marketing and Sales for the Two-Wheel Division. He was appointed International Director, Michelin guides in August 2011.

Michael Ellis, 53, holds a Masters in International Relations from Johns Hopkins University in Washington DC and an MBA from INSEAD (class of 1987). He speaks fluent English, French, Spanish, Italian and Portuguese.



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