

The seekers of Stars of
**THE
MICHELIN
GUIDE**



2019 Press kit



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Introduction

Who would have thought that a little book first produced in 1900 to encourage tyre sales by giving practical advice to motorists on French roads, would one day become THE reference guide for global gastronomy?

The MICHELIN guide has experienced many twists and turns over a period of more than a century. From its creation in the early 20th century to its increasingly international position, it has continued to develop in order to showcase the world's best establishments.

Internationally scrutinized, the awards of the stars in each country in which the guide operates are always events that spotlight the best talents in the restaurant sector.

Originally dedicated to France, the MICHELIN guide has developed internationally over the decades with a constant desire to respect local regions, know-how and gourmet traditions, and promote the work of passionate people. Thanks to the universal nature of the criteria used by our inspectors to decide whether to award one or more stars, the MICHELIN guide helps expand

the influence of the world's gastronomic traditions and increase tourism.

This gastronomy and hotel guide, which serves gourmets worldwide, owes its continued success to the MICHELIN inspectors. Former hospitality industry professionals, they work exclusively for the MICHELIN guide and every year their independence and anonymity guarantee solid and authentic selections. Passionate about their job and eager to find today's best talents, the inspectors are constantly looking for the world's best restaurants – ranging from palatial restaurants to village inns and street-food establishments.

Backed by this heritage, a new and dynamic gastronomic landscape, and the work of its inspectors, today's MICHELIN guide is still the reference among international hotel and gastronomic guides.

We therefore now take you behind the scenes of this legendary guide, focusing on the main protagonists of the guide – the inspectors.

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MICHELIN Guide inspectors

The main protagonists of the MICHELIN guide since 1933, the inspectors are part of the guide's DNA. No selection as authentic and complete as those found in the MICHELIN guides could be made without them. For the MICHELIN guides, the inspectors are therefore a major point of difference, a hallmark, and given their reputation and expertise, a considerable asset.

A profession that is sometimes criticized, fantasized about and often envied, the life of a MICHELIN guide inspector is not easy! The men and women in the teams of inspectors, all former hospitality industry professionals, are true explorers with a deep rooted passion for gastronomy. In fact, on average every year (for European countries) they travel more than 30,000 kilometres in search of THE restaurant – the one they know the readers will love.

Hotels, inns, guest houses, large restaurants and small bistros, a MICHELIN guide inspector eats around 250 anonymous meals a

year (known internally as table tests), spends 160 nights in hotels, makes 600 visits, and writes more than 1,000 reports to create a new selection every year.

Far from the image of severe and austere inspectors scribbling in notebooks about the dish they have just tasted, inspectors – all employees of the Michelin Group – behave like normal customers to ensure readers will eventually enjoy the same experience. Anonymity and independence are therefore the inspectors' most useful weapons! Inspectors book, order, eat and pay all their bills in the same way as any other customer. If they would like more information, it is only after the inspection, and if necessary, that they reveal their identity.

Inspectors are hard to find, as the job requires real expertise combined with a large number of other skills! In addition to solid experience in the hospitality industry, inspectors must have an extremely fine palate and be able to ignore any personal tastes ►

A profession that is sometimes criticized, fantasized about and often envied, the life of a MICHELIN guide inspector is not easy!

MICHELIN Guide inspectors

► that would make the table test subjective. They have to be able to put themselves in the shoes of the customer and make an evaluation that is as objective as possible. A solid knowledge of produce, regions and culinary cultures is also necessary since the quality of the produce is one of the five criteria used during a table test. Lastly, inspectors must be able to use their five senses simultaneously... and at any time! Analyse the cooking, take into account the texture of a dish, details of the presentation, harmony of flavours, and perception of the emotion the chef aims to convey are some of the essential criteria that inspectors have to evaluate, and write about in their reports.

In France, MICHELIN inspectors have a review with the editor-in-chief to discuss his or her three weeks of inspections, and then they submit these reports to the editors. The editors are then asked to write the comments that will accompany each restaurant or establishment's entry in the MICHELIN guide. In total, this represents tens of thousands of comments, all editions combined!

During this week in Boulogne-Billancourt near Paris, the inspector also takes the opportunity to organize the schedule of his or her subsequent visits – reserving the tables in restaurants or rooms in the hotels which will be visited.

The stars are awarded during the «star sessions» which bring together, twice a year, the guide's editor-in-chief, the inspectors concerned and the international director of MICHELIN guides. The decision whether or not to award one or more stars to a restaurant is made in a unanimous collegiate manner and if the inspectors disagree about the classification of a restaurant, new visits are organized.

In short, in addition to being professionals, the inspectors are particularly curious inveterate gourmets, who are passionate about fine dining and take real pleasure in finding the most talented chefs who serve dishes conveying pleasure, emotion and generosity, and sharing this information with our readers.

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The MICHELIN Stars

Supreme distinctions in the world of gastronomy attributed by the MICHELIN guide inspectors, each year the stars, first introduced in the 30s, reward the best restaurants in the world – those to which customers are happy to travel, sometimes coming from the other side of the world to experience exceptional cuisine.

The stars are an indication of the best establishments discovered by the MICHELIN guide inspectors on their travels, and these serve exceptional cuisine rich in flavour, imbued with the personality of a talented chef and that do not fail to arouse emotions that transcend the limits of taste alone. These starred restaurants are therefore the reflection of the expertise of our inspectors who passionately travel the world to guide our readers to places where a fine dining experience and strong emotions are assured.

Often thought of as the crowning glory of a career, the attribution of one, two or three stars is a special moment in both the life of a chef and for the restaurant team. In addition to rewarding the personality and talent of the chef, the stars reward the work of the entire team.

An international reference, the stars share the same value worldwide. Whether in Paris, Buenos Aires or Singapore, restaurants receive stars on the basis of five universal criteria: the quality of the produce, the cooking skills and the harmony of the flavours, the personality of the chef expressed in the cuisine, value for money, and finally consistency both over time and across the entire menu. Together, these criteria guarantee a uniform selection that ensures our readers enjoy an experience that has the same gastronomic intensity in every corner of the globe. And contrary to popular belief, when attributing the stars the inspectors' evaluations take into account only the food on the plates and not

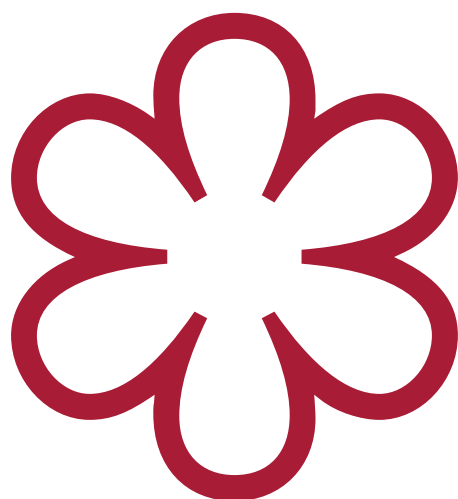
The stars are an indication of the best establishments discovered by the MICHELIN guide inspectors on their travels, and these serve exceptional cuisine rich in flavour, imbued with the personality of a talented chef and that do not fail to arouse emotions that transcend the limits of taste alone.

the decor, service, facilities or the comfort of the establishment! These aspects are shown in the MICHELIN guides using another pictogram: a “couvert”.

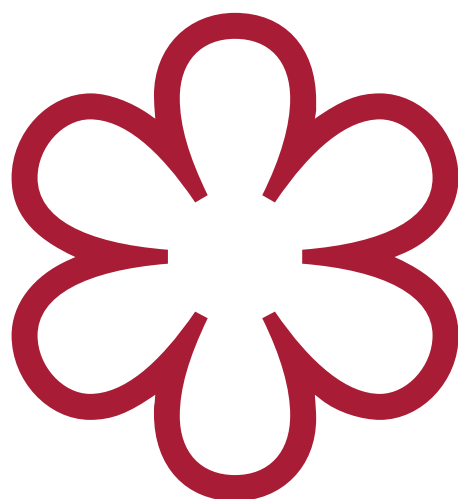
As a result, MICHELIN guides may therefore list restaurants with stars because they serve outstanding cuisine, but those same restaurants may only have one “couvert” («fairly comfortable establishment»); this is the case, for example, with a typical Thai street food restaurant in the Bangkok selection where guests can indulge in outstanding cuisine but sit on plastic stools. On the other hand, a five “couvert” restaurant («traditional luxury establishment») may not necessarily have any stars if the food doesn't deserve it. So investing in crystal glasses, silver cutlery or hiring a new server will only increase the comfort of the establishment and therefore the number of “couvert”, but not the number of stars!

As the MICHELIN guide also lists hotels and other accommodation, like the “couvert”, the building pictogram indicates the comfort of the hotels.

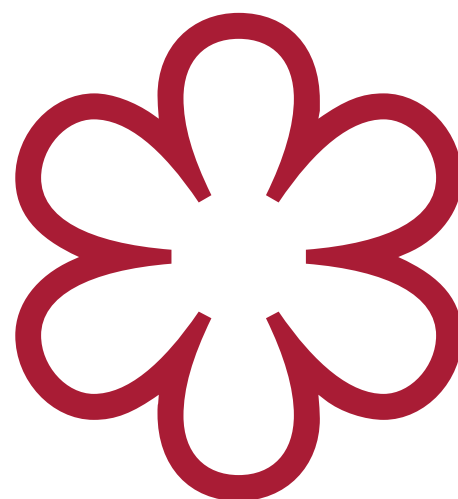




High quality cooking,
worth a stop!



Excellent cooking,
worth a detour!



Exceptional cuisine,
worth a special journey!

The Bib Gourmand

Since its creation in 1900, the MICHELIN guide was always a travelling companion for motorists. Gradually becoming exclusively dedicated to gastronomic restaurants and hotels, the guide has however always been linked to mobility, the raison d'être of the MICHELIN Group, good food, and journeys to please the taste buds. Today, the MICHELIN guide is above all a directory of the best establishments in a city or a country – the ones you go to in order to savour the best cuisine.

Created in 1997, the Bib Gourmand aims to extend and strengthen the link between mobility and gastronomy for everyone! This recent distinction, much appreciated by readers eager for good ideas, rewards good establishments – often hidden and only found during a detour on a trip – which serve high quality food at a reasonable price. The MICHELIN guide Bib Gourmand selection covers restaurants that offer a full menu of starter, main course and dessert up to a certain price limit dependent on location, thereby ensuring that everyone can access the pleasures of good restaurant food at a reasonable price.

A historical symbol of mobility and of the Michelin group, who better than the Michelin Man, otherwise known as Bibendum, to represent the spirit of the Bib Gourmand? This is why these establishments are indicated in the guides by the pictogram showing the head of Bibendum looking forward with pleasure to what he will eat.

Reconnecting travel with the simple pleasures of a very good restaurant, the Bib Gourmand award therefore delights both travellers and restaurateurs. Every year our inspectors take great pride in finding great little gems on their travels! In addition to the exceptional restaurants distinguished by the stars, Bib Gourmand establishments complete the MICHELIN guide selections by listing authentic, simple restaurants that are more widely accessible.

Illustrating the popularity of Bib Gourmand establishments, the distinction has been extended to all MICHELIN guides and even has its own guide in countries such as Belgium, France, Luxembourg, the Netherlands, Spain and Portugal, and more recently Germany.



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The MICHELIN Plate

The MICHELIN Plate or “Assiette” is the latest distinction to be included in the guide. Created in 2016, it is given to establishments serving good food: «simply a good meal».

The first level of entry to the MICHELIN guide, the MICHELIN Plate is awarded to restaurants whose cuisine meets the required quality level for inclusion. In addition, it recognises and highlights the work of these restaurants’ teams, which is crucial for their success. For restaurateurs, it is also the hallmark of belonging to the Michelin family.

To the delight of customers and restaurateurs alike, this distinction, which appeared for the first time in the French selection, has been gradually rolled out in the international MICHELIN guides.

Taken together, the stars, Bib Gourmands and Plates are a complete and diverse collection that reflects the expertise of our inspectors and their ability to address all types of cuisine.



«simply a good meal»





Pictograms: the inspectors' universal language making MICHELIN guide content accessible worldwide

Since 1900 the MICHELIN guide has used a universal language – symbols, known as «pictograms» – to guide customers in their choices. They have the advantage of being concise, saving space, giving objective and neutral information and, since they are pictorial, being understandable in all languages!

Since the job of MICHELIN guide inspector first appeared in 1933, pictograms have become their preferred means of expression, concisely translating the contents of their reports and therefore the fruit of their work.

Over the years and as society has evolved, pictograms have become witnesses of their time: some have disappeared while new ones have been created. For example, in 1930, the MICHELIN guide showed hotels still lit by oil or candles, and in 1955 it was hotels offering private shower rooms. In 2004, the editors of the MICHELIN guides introduced a 'Grape' pictogram to indicate to readers the establishments that stand out due to their particularly interesting wine list, food-wine pairings etc.

Although originally there were just 20 symbols, today there are more than 100 that everyone, all around the world, can understand. These pictograms give very precise information, for example about the services offered, as well as more general information which makes it possible to classify the selected establishments on the basis of their level of comfort or the quality of the cuisine.

In addition, with the international expansion of the guide, now with 32 editions in 30 countries, the pictograms are essential in overcoming the language barrier and make the entire contents of all the MICHELIN guides accessible to all our readers.

While continuing to use the sign language that greatly contributed to forging the guide's identity, comments appeared in the MICHELIN guide for the first time in 2000. These short texts describe each establishment, give details about the style of cooking and the atmosphere. Above all, they enhance and translate the inspectors' findings and their experiences when visiting a restaurant or hotel.

For example, in 1930, the MICHELIN guide showed hotels still lit by oil or candles, and in 1955 it was hotels offering private shower rooms. In 2018, the editors of the MICHELIN guides introduced a 'Grape' pictogram to indicate to readers the establishments that stand out due to their particularly interesting wine list, food-wine pairings etc.





An inspector speaks...

How did you become an inspector?

Like all my colleagues, I began my career in the hotel and restaurant industry – more specifically in dining room and serving activities. Having worked in a number of Michelin starred establishments during my studies, I was lucky enough to meet some MICHELIN guide inspectors. Very early on it reinforced my desire to work on the other side! I then sent in a speculative application, and having successfully completed the recruitment process, I joined the MICHELIN guide team at the age of 30!

Was working as a MICHELIN guide inspector an ambition, a childhood dream?

Yes!! From my early years of training in a 2 star restaurant I knew that one day I would like to be an inspector! The MICHELIN guide was an absolute legend, and I convinced myself that one day I would be part of it. And then, as the guide was being internationalized when I was still a student, I knew that this job could reconcile my thirst for discovery and travel, along with my passion for cooking.

Is it true that you only eat in the best starred restaurants?

At the risk of disappointing you, it's not always the case! You know, in 2018 there are fewer than 30 3-star restaurants in France and we don't spend our days just trying these establishments. The job means we eat in all types of restaurants, from village inns to restaurants in the top luxury hotels, looking for the best places in each of our price and quality categories! So a pleasant surprise can be anywhere and sometimes, to find an excellent restaurant

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we have to eat in less good establishments. Nevertheless, I recognize that I take great pleasure in trying new establishments on a daily basis and in re-evaluating those that are already in the selection.

What is an inspector's typical day like?

In general it consists of two restaurant tests – lunchtime and evening – and we write a report on each. In the evening, we sleep in a hotel or bed and breakfast that we also evaluate. In the afternoon, we may make a visit to a restaurant or hotel and have a conversation with chefs and owners during the visit. We also do a lot of research in the area because our work also consists of keeping an active watch on what's happening in the industry, and we spend a significant amount of time prospecting. Finally, when we are back in our offices in Paris, we talk to other inspectors and the editorial teams to debrief about our weeks on the road and also prepare for future trips. Personally, I use a lot of social

An inspector speaks...

- networks, especially Instagram, to find new addresses and assist me during my tour.

Isn't it a lonely job?

Indeed, the weeks on the road are often solitary. When I travel around France I'm on my own in my car and when I go to a hotel or a restaurant I mostly stay there alone. But sometimes it can happen that in some places there are several inspectors together so we can share a meal and our thoughts. But although inspectors are mostly alone, they are never isolated! All the selections in the guide are the result of collegiate decisions and so a great deal of discussion goes on. Finally, on a daily basis, we also talk to chefs and hotel managers! To sum up, the strength of an individual approach – and it's partly thanks to that that we're able to remain anonymous – serves the collective achievement!

What do you like most about your job?

Above all I would say it's the richness of the contacts, as well as the diversity and discoveries that make up my everyday life. And then, being an inspector means that every day you rub shoulders with people in the hospitality industry that are passionate about their jobs – the ones we used to do before joining the MICHELIN guide. As an indefatigable traveller, what I also like about the job is that I am fulfilled every day without feeling the burden of routine. I also enjoy the deeply human side of our job: we are looking for talented artisans, all passionate about what they do. You know, I don't think there's greater joy for an inspector than finding the right restaurant at the right time – that's what

makes it all so exciting. Last but not least, I take great pleasure in savouring the cuisine of all the establishments I evaluate. I realize that as an inspector I'm lucky to be able to stay in all kinds of hotels and taste the dishes in a diverse range of restaurants. And although the job requires some family and personal sacrifices, it is a vocation that allows me to combine my experience in the hospitality industry with my thirst for discovery and the pleasure of eating well.

Do you bring back souvenirs from your trips?

Yes! I often say the trunk of my car is a second fridge! I like to bring back produce that reflects the regions I have visited. Meeting small-scale artisans, winemakers, confectioners or passionate cheese makers are opportunities to fill my car with gourmet souvenirs! And then it allows me to share my trips by proxy with my family.

And then, being an inspector means that every day you rub shoulders with people in the hospitality industry that are passionate about their jobs – the ones we used to do before joining the MICHELIN guide.





Gwendal Poullennec, International Director of the MICHELIN Guides

A graduate of ESSEC, Gwendal POULLENNEC joined the MICHELIN guide in 2003, and in 2006, the International Development team. In the space of a year, he became the main architect of the deployment of the guide internationally by inaugurating in 2007 the edition of the MICHELIN guide in Tokyo. Following this new guide dedicated to the Japanese capital, some 12 new editions were launched, and the development of these was driven by Gwendal, who always ensured that the selections highlighted local gastronomic cultures and valued the work of passionate chefs.

Fully aware of the precision and know-how necessary to succeed in the culinary world, Gwendal POULLENNEC understands the realities of being a professional chef, where the gestures of the hands are responsible for the creation of taste, excellence and emotion.

In September 2018, Gwendal was appointed International Director of the MICHELIN Guides. In this position, he controls the various teams of inspectors and is the guarantor of the quality of the 32 international editions of the MICHELIN guide.

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A guide, a History

The MICHELIN guide adventure began in 1900. Dreamed up by the MICHELIN tyre factory founders André and Edouard Michelin, the guide, already with its red cover, aimed to «*give drivers travelling in France useful practical information about refuelling and repairing the car, finding accommodation and eating, sending correspondence by post or telegraph, and telephoning*». Before gradually becoming the international gold standard for gastronomic guides, the MICHELIN guide was a 400-page advertising book given to motorists free of charge when they purchased tyres.

With a print run of 35,000 copies at a time when France had only 3,000 motorists, the MICHELIN guide illustrates the gamble taken by the Michelin brothers: focus on developing the use of automobiles and therefore promote the Michelin group by improving the mobility of motorists.

At a time when travel was an adventure – the roads were often poorly indicated or even dangerous, journeys were long and vehicles sometimes lacked basic comforts – the goal of the

MICHELIN guide was to accompany drivers and make their journeys easier. With a list of mechanics and doctors, road maps and town maps and some tourist information about local attractions, the content of the first guide was extremely practical since it gathered together a lot of useful information in one place: how to change a tyre or refuel, how to maintain the vehicle...

Initially «*given to drivers for free*» a charge was introduced for the 1920 MICHELIN guide. The story goes that André Michelin, indignant when he found out that a tyre distributor was using the guides to wedge the feet of a workbench, decided the following year to price the guide at seven Francs since «*people only really respect what they pay for*». In the same year, the advertising disappeared from the guide and restaurants and hotels appeared accompanied by a classification system, including the first list of Paris hotels. The adventure of the MICHELIN guide as we now almost know it, had begun!

A few years later, in 1926, the first «good restaurant» star came into being, then in 1931 was completed with the second and third stars ►

With the introduction of the professional inspectors in 1933, the MICHELIN guide truly excelled in its expertise in the hotel and restaurant industry.

A guide, a History

- in the provinces, and in Paris in 1933: the MICHELIN guide finally had its historical classification. The definitions «worth a stop» for the first star, «worth a detour» for the second and «worth a special journey» for the third were themselves devised in the following years and illustrate the Michelin group's desire to continue to develop mobility and support travellers on their journeys.

With the introduction of the professional inspectors in 1933, the MICHELIN guide truly excelled in its expertise in the hotel and restaurant industry. Travelling around the world every year looking for the best establishments, MICHELIN inspectors – employed by the Group – are keen to offer a new selection organized into comfort and price categories, and updated and enriched with their most amazing discoveries. Typical inns or luxurious hotels, small bistros or exceptional restaurants, the establishments included in the guide constitute a directory that can satisfy every desire and adapt to the most demanding budgets. Our inspectors'

expertise, independence with regard to the establishments they visit and their anonymity, have over time become the hallmark of MICHELIN guides and make it different from other hotel and restaurant guides.

Always looking to offer «a better way forward», the MICHELIN guide has also gradually diversified access. Website, a mobile application and embedded navigation systems, while of course still keeping the paper format, the MICHELIN guide has adapted to its time by offering new means of communication. It continues to be today and tomorrow's gastronomic benchmark and accompanies millions of travellers every day on their journeys. More than one hundred years after its birth and far exceeding the prediction of André Michelin who in the 1900 guide preface wrote «*This book appears with the new century, it will last as long*», the MICHELIN guide remains an essential guide for travellers and gourmets all over the world.

Our inspectors' expertise, independence with regard to the establishments they visit and their anonymity, have over time become the hallmark of MICHELIN guides and make it different from other hotel and restaurant guides.





Inspectors searching for the world's best establishments

Created in 1900, the MICHELIN guide was quick to cross France's borders. As early as 1904 the guide moved into Belgium before gradually spreading across Europe.

As a faithful companion to travellers and a gastronomic bible for gourmets, the international expansion of the MICHELIN guide met a real need: to provide the best possible assistance to motorists and tourists from all over the world during their travels. Very quickly, the expansion of the MICHELIN guide was a success and thanks to the work of the MICHELIN inspectors the guide became the hotel and restaurant industry gold standard right across the continent.

Although the inspectors were soon present in 21 European countries, it wasn't until 2005 that they left Europe and crossed the Atlantic for New York. A year later, a new edition of the MICHELIN guide was launched in San Francisco. In 2007, inspectors began touring Asia, first and foremost in Japan, culminating in the publication of the first MICHELIN guide Tokyo in November. It was an immediate success with no less than 120,000 copies bought in the first 24 hours! The following year, the People's Republic of China became the 23rd country to be covered, with the addition of the MICHELIN guide Hong Kong-Macau.

In 2015, the MICHELIN guide arrived on its fourth continent with the first edition of the MICHELIN guide Rio de Janeiro & São Paulo. International expansion went further in 2016 when four new cities joined the collection: Singapore, Washington, Shanghai and Seoul. In 2017 and 2018, Bangkok, Taipei and Guangzhou saw the arrival of the MICHELIN guide. In total, more than 20,000 restaurants, all editions combined, are listed in the MICHELIN guides.

While this international expansion has gained momentum in recent years, it has been done with the utmost respect for the MICHELIN guide's convictions and methodology. With more than a century's expertise, the MICHELIN guide does not go just anywhere. The creation of a new edition requires a colossal amount of work upstream by our teams in order to identify a country's gastronomic potential. The quality of the produce used, the consistency of the establishments, and the existence of a pool of promising chefs are just some examples of the conditions the guide's teams insist on before introducing a new edition. Moreover, as the work of the inspectors is fundamental in producing a MICHELIN guide, our teams ensure they have in-depth knowledge of the local cuisine they will be tasting, in addition to respecting the MICHELIN guide criteria for attributing stars, Bib Gourmands and MICHELIN plates. For this reason, many of the inspectors have lived in the country they work in. This internationalisation has therefore given rise to new exchanges between inspectors who meet regularly for international training assignments. If many of them come to learn the basics of the trade in France, the French inspectors also take pleasure in going to discover the gastronomies of other countries in order to experience new techniques, or even new flavours.

Every year, the enthusiasm generated by the international expansion of the MICHELIN guides demonstrates that the Michelin inspectors' methodology, which is based on universal criteria with respect and appreciation for local gastronomic traditions and customs, appeals to travellers worldwide. It also demonstrates our inspectors' solid understanding of the various gastronomic contexts, while looking for the best establishments in the world.

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1900

birth of the MICHELIN
Guide France

1904

first MICHELIN Guide
Belgium

1910

first MICHELIN guides
Spain and Germany

1911

first MICHELIN
Guide Great Britain
and Ireland

1913

first MICHELIN Guide
Portugal

1926

appearance of
the first “good
restaurant” star





1933

creation of the position
of MICHELIN guide
inspector

1956

first MICHELIN Guide
Italy

1982

first MICHELIN Guide
Main Cities of Europe

1931

appearance of the
three star system

1997

creation of
the Bib Gourmand

2000

first texts appear in
the MICHELIN guide



2007

first guide in Asia with
the MICHELIN Guide
Tokyo

2005

Launch of the MICHELIN
Guide New York City,
the first guide in the
United States

2009

first MICHELIN Guide
Hong Kong Macau

2009

launch of the first
smartphone application

2012

launch of MICHELIN
restaurants in France





2015

launch of the MICHELIN
Guide Rio de Janeiro &
Sao Paulo

2016

launch of MICHELIN
guides Singapore and
Washington

2018

arrival of the MICHELIN
guides in Taipei,
Guangzhou, Bangkok

2016

creation of The
MICHELIN plate

2017

launch of MICHELIN
guides Seoul, Shanghai



Pays et villes





An international presence

EUROPE

France
Belgium
Luxembourg
Spain
Portugal
Germany
Great-Britain
Ireland
Italy
Switzerland
Netherlands

Croatia
Iceland
Denmark
Finland
Sweden
Norway
Greece
Czech Republic
Hungary
Poland
Austria

ASIA

Tokyo
Kyoto-Osaka
Hong Kong - Macau
Shanghai
Guangzhou
Taipei
Singapor
Seoul
Bangkok

AMERICA

New York
Washington
San Francisco
Chicago
Rio de Janeiro
Sao Paulo







The MICHELIN guide and its readers

The MICHELIN guide has always had a very close relationship with its readers. Since it was first published in 1900, the guide's editors have invited readers to send in addresses of hotels or restaurants they would like to see included in the guide, and tell them about the evolution of establishments that have appeared in previous editions.

As the job of MICHELIN guide inspector only dates back to 1933, the role of readers was always essential in ensuring the addresses in the guide were up to date. Talking about its readers, the 1900 preface says «we can't do anything without them; with them we can do everything». Subsequent editions have always invited them to «send in their criticisms and corrections» (1902 edition). In 1929, a satisfaction questionnaire was included in the MICHELIN guide to enable readers to share their own assessments of establishments, or remarks and suggestions for future editions with the guide's teams. Since that date the

questionnaire has always been included in the various national and international editions.

Even today, our readers' opinions are very valuable to the guide's teams because they are an important source of information. Every year, more than 45,000 letters and emails are received by our teams and, taken together, guide the inspectors on their trips. In fact, although the inspectors decide for themselves which establishments they want to visit, they also take into account the opinions of the readers who may recommend an establishment not included in the selection, or express reservations about a currently listed establishment which may require another visit.

As communication has significantly evolved in recent decades, the MICHELIN guide has developed its own digital interfaces to ensure that it always maintains the link with its readers and users. Present on social networks and with a website and an application through which users can interact with our teams, the guide continues to cultivate this strong relationship whilst also giving our inspectors new opportunities to express their opinions.

Every year, more than 45,000 letters and emails are received by our teams and, taken together, guide the inspectors on their trips.

As tools for dialogue, with compliments or criticisms, these paper and digital exchanges are permanent barometers of the mutual and historical trust that binds the inspectors to MICHELIN guide readers.





THE MICHELIN GUIDE

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