



CATÓLICA  
LISBON  
BUSINESS & ECONOMICS

# Online Reviews at the Table: The influence of online reviews on Michelin Restaurants

Catarina Reis

Dissertation written under the supervision of Prof. Helena Rodrigues.

Dissertation submitted in partial fulfillment of requirements for the MSc in Management with Specialization in Strategic Marketing at the Universidade Católica Portuguesa, January 2024.

## **ABSTRACT**

In recent years, the digital landscape has profoundly influenced consumer behavior and the high-end gastronomy was no exception. Hence, understanding the dynamics of online feedback has become crucial for esteemed culinary establishments.

Through a qualitative analysis of 2128 online reviews from Portugal, Spain and France, the research examines the influence of digital feedback on the perception of Michelin-starred restaurants. The results reveal 7 themes associated with the reviews of the three types of Michelin stars: “restaurant”, “menu”, “food”, “meal”, “recommend”, “bread”, and “hotel”. The identified themes were divided into three overarching groups, namely Exploring Culinary Marvels in Fine Dining Establishments: Restaurants and Menus, Bites and Delights: Food, Bread and Meals and Refined Choices: Recommendations and Prestigious Hotel Partnerships.

Positive reviews, praising culinary excellence, ambiance, and service, significantly elevates the restaurants' image, enhancing their conceptual allure. On the other hand, criticisms over wait times and not meeting the expected standards, directly impacts customer choices.

This dissertation seeks to contribute to the theoretical frameworks related to consumer behavior in luxury dining settings, while also offering practical insights for Michelin-starred establishments to enhance their service, menu presentation, and overall dining experience.

Keywords: Online Restaurant Reviews, Michelin-starred Restaurants, Consumer Decision-Making.

## **RESUMO**

Nos últimos anos, o panorama digital teve um grande impacto no comportamento do consumidor, afetando também a alta gastronomia. Por este motivo, torna-se importante entender como o *feedback* online afeta os restaurantes mais prestigiados.

Mediante uma análise qualitativa de 2128 comentários gerados pelos utilizadores online de restaurantes em Portugal, Espanha e França, o estudo investiga o impacto do *feedback* digital na perceção dos restaurantes com estrelas Michelin. Os resultados mostram sete temas recorrentes nas avaliações dos três níveis de estrelas Michelin: “restaurante”, “menu”,

“comida”, “refeição”, “recomendação”, “pão” e “hotel”. Estes temas foram agrupados em três categorias principais: Descoberta de Maravilhas Culinárias em Espaços de Alta Gastronomia: Restaurantes e Menus, Prazeres da Comida: Sabores, Pães e Refeições e A Arte de Escolher: Recomendações e Parcerias com Hotéis de Luxo.

As críticas positivas, que enaltecem a excelência culinária, o ambiente e o serviço, melhoram significativamente a imagem dos restaurantes. Em contrapartida, as críticas negativas, especialmente aquelas que apontam as longas esperas ou as que os restaurantes não correspondem aos padrões esperados, afetam negativamente as escolhas dos consumidores.

Este trabalho visa enriquecer o conhecimento teórico sobre o comportamento dos consumidores em ambientes de jantar sofisticados, e simultaneamente, fornecer orientações práticas para que restaurantes com estrelas Michelin possam melhorar o seu serviço, a apresentação dos seus menus e a experiência global de um jantar.

Palavras-chave: Avaliações de Restaurantes Online, Restaurantes com Estrelas Michelin, Processo de decisão do Consumidor

## **ACKNOWLEDGEMENTS**

I am filled with immense joy and a sense of accomplishment as I reach the conclusion of this journey.

First of all, I would like to extend my deepest gratitude to my advisor, Professora Helena Rodrigues, for her invaluable guidance and unwavering support during this research project. I am profoundly thankful for her consistent readiness to dedicate her time so generously.

I would also like to thank all my family - special mention to my dad and my brother, and friends for their constant support throughout this path.

The best is saved for last, a special thanks to my Mum, this dissertation is dedicated to you. I could not be more grateful to anyone. Thank you for your unconditional love and encouragement!

**TABLE OF CONTENTS**

**ABSTRACT ..... II**

**ACKNOWLEDGEMENTS.....IV**

**TABLE OF CONTENTS..... V**

**CHAPTER 1: INTRODUCTION ..... 1**

**1.1 BACKGROUND AND PROBLEM STATEMENT ..... 1**

**1.2 PROBLEM STATEMENT AND RELEVANCE ..... 2**

**1.3 DISSERTATION STRUCTURE ..... 2**

**CHAPTER 2: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK ..... 3**

**2.1 MICHELIN-STARRED RESTAURANTS ..... 3**

**2.2 ONLINE REVIEWS ..... 5**

**2.2.1 Online Restaurants Reviews ..... 6**

**2.3 CONSUMER DECISION-MAKING ..... 9**

**2.3.1 Consumer Decision Making in Michelin Restaurants ..... 9**

**CHAPTER 3: METHODOLOGY ..... 11**

**3.1 RESEARCH APPROACH ..... 11**

**3.2 LEXIMANCER..... 11**

**CHAPTER 4: RESULTS..... 12**

**4.1 RESULTS ..... 12**

**CHAPTER 5: DISCUSSION..... 14**

**5.1 EXPLORING CULINARY MARVELS IN FINE DINING ESTABLISHMENTS: RESTAURANTS AND MENUS ..... 15**

**5.2 BITES & DELIGHTS: FOOD, BREAD, MEALS ..... 19**

**5.3 REFINED CHOICES: RECOMMENDATIONS AND PRESTIGIOUS HOTEL PARTNERSHIPS 25**

**CHAPTER 6: CONCLUSIONS..... 29**

**6.1 CONCLUSIONS..... 29**

**6.2 THEORETICAL CONTRIBUTION ..... 30**

**6.3 PRACTICAL CONTRIBUTION..... 31**

**6.4 LIMITATIONS ..... 33**

**REFERENCE LIST ..... 34**

**APPENDICES ..... 47**

**APPENDIX 1 – EXAMPLES OF 1 STAR MICHELIN RESTAURANTS ONLINE REVIEWS..... 47**

**APPENDIX 2– EXAMPLE OF 2 STAR MICHELIN RESTAURANTS ONLINE REVIEWS ..... 48**

**APPENDIX 3– EXAMPLE OF 3 STAR MICHELIN RESTAURANTS ONLINE REVIEWS ..... 49**

## CHAPTER 1: INTRODUCTION

### 1.1 Background and problem statement

The Michelin Guide was established with the goal of promoting road travel, offering motorists valuable information such as maps, fueling stations, and lodging options (Michelin Guide, n.d.-a). Nowadays, the Michelin Guide ranks fine-dining establishments from one to three stars, being considered the arbiter of food and restaurants at the highest level (Han, 2018). Today, the Michelin Guide is not only a culinary guide, but also a dynamic force that enhances the culinary richness of tourist destinations (Castillo-Manzano & Zarzoso, 2023). Michelin-starred restaurants gain international acclaim for their culinary expertise, typically witnessing a significant surge in patronage following being awarded a star (Chiang et al., 2021).

For numerous decades, 'Word of Mouth' (WOM) has held greater significance than advertising in raising product awareness and persuading consumers to try a product (Sheth, 1971), but in recent years, media channels have emerged and gained prominence (Hennig-Thurau et al., 2010). Part of those, are online reviews that are changing the way consumers shop, and firms respond to consumer feedback (Watson et al., 2021); About 88% of consumers often check online reviews before buying products, underscoring the growing reliance of many customers on these online evaluations (Park et al., 2007).

Prospective customers in the hospitality industry often give additional weight to online reviews since many of its products and services, like tourism packages or restaurant services, cannot be evaluated until the point of consumption (Abubakar & Ilkan, 2016). Furthermore, it is known that high ratings and positive reviews on social and review platforms offer businesses opportunities to establish an online reputation and ultimately impact sales (Banerjee et al., 2017). Notably, in the context of high-end restaurants, e-WOM and review ratings play a significant role in shaping an individual's decision-making process (Harrington et al., 2013). Nevertheless, the specific influence of online reviews on the decisions by consumers while making choices about Michelin-starred establishments remains unclear.

Accordingly, this work fills such a gap by focusing on influence of online reviews on decision-making procedure for selecting a Michelin star rated restaurant. In the context of understanding the impact of digital word-of-mouth and review ratings, the research seeks to provide an in-depth insight into the consumer behavior perspective as it relates to fine dining within a highly specialized setting. Particularly, this study intends to explore the effect of online reviews on

Michelin-starred restaurants in Europe, revealing insights into digital reputation and its ramifications on consumer choice.

## **1.2 Problem Statement and Relevance**

For the starred Michelin restaurants, it is imperative to comprehend the far-reaching effect that online reviews have on customers' decisions. The present work starts with two key research questions exploring how online reviews are impacted and influence in this unique gastronomy landscape.

### **RQ1: How do online reviews influence customer choice in Michelin-starred restaurants?**

In order to answer this question, we will closely inspect the online reviews using sophisticated NLP methods. A conceptual map built around star rating will explore subtleties by which online reviews influence consumer decision making through feelings and prevailing messages.

### **RQ2: How does the impact of online reviews vary depending on the type of Michelin restaurant?**

Using NLP in the classification of varied effects for different restaurant types among Michelin star establishments that cater for different food types, locations, and budgets. Also, a geographic conceptual diagram will be created to inform readers on the spatial extent of online review impact.

## **1.3 Dissertation Structure**

This dissertation is intricately woven into a narrative that unfolds through five key components. The first chapter is an introduction and represents a preface for the entire path. The problem under consideration is clearly and succinctly stated in this part of the work, laying the foundation for the subsequent journey of discovery. The Literature Review is a focal point in the subsequent section. In this case, a thorough analysis of prevalent knowledge is carried out, laying down the basis for theories and summarizing contemporary developments on the selected theme. In the third chapter (Methodology), it is presented the specific details related to the research design. In this part, we provide detailed information on data gathering strategies used, ensuring that the study procedure is open and trustworthy. The results and discussion part takes the center stage as the journey goes on and research outcomes are presented and scrutinized in

the crucible. In this regard, a critical examination of relevant findings is performed. Finally, the conclusion sums up the most relevant findings and discusses the weaknesses of this study.

## **CHAPTER 2: LITERATURE REVIEW AND CONCEPTUAL FRAMEWORK**

### **2.1 Michelin-starred restaurants**

The Michelin Guide was published for first time by the French tire company Michelin in 1900, that originally purposed a guide to provide useful information to motorists, including maps, hotel recommendations, and tips for repairing and changing tires (Daries et al., 2021). In 1926, Michelin Guide introduced restaurant ratings, using the star system, where one star meant a very good restaurant, two stars indicated a restaurant that was excellent, and three stars were reserved for establishments deemed exceptional (Michelin Guide, n.d.a). Over the years, the Michelin Guide has gone beyond its traditional boundaries, establishing new categories due to the diverse culinary preferences, which is a consequence of a shift in evaluation methods but also a visible embrace of creativity and uniqueness within the culinary field (Michelin, 2020). In its pursuit of culinary excellence, categories, such as the Bib Gourmand and the Plate symbol, have been introduced to acknowledge and celebrate varied dining experiences (Marquez Garat, 2022). These distinctions transcend the sphere of fine dining, recognizing establishments that offer quality and value in different culinary niches.

The Michelin guide's influence extends beyond a simple rating system, promoting a culture of culinary excellence and innovation (Bouty & Gomez, 2013; Ottenbacher & Harrington, 2008; Talukdar, 2022). The Michelin stars have a significant impact over a restaurant's financial landscape. In fact, according to Johnson et al. (2005), winning or losing a star can lead to a 50% increase or decrease in the profits of a restaurant. Another study conducted by Ottenbacher and Gnoth (2005) reported that German chefs with Michelin stars highlighted the challenge of cultivating a distinctive culinary style in an industry where dish replication is dominant. This activity, within an intensely competitive environment, frequently leads high-quality restaurants to prioritize culinary excellence over concerns about profitability or sales (Ottenbacher & Harrington, 2007).

Michelin-starred restaurants face the dual challenge of fostering creativity in the kitchen while managing a viable business. This dynamic makes chefs to continuously innovate, differentiating themselves from counterparts to achieve long-term competitive advantages. In fact, top

restaurants' kitchens become laboratories of authenticity, where traditional cuisine undergoes transformations guided by techniques from chemistry and physics (Wan, 2023). While innovation is crucial for differentiation, it comes with its own set of challenges (Presenza & Messeni Petruzzelli, 2019). Chefs at Michelin-starred restaurants often neglect business analysis during the innovation process. The highly differentiated nature of their menus, the simultaneity of production and consumption, and the importance of the human factor in service production contribute to this oversight (Vargas-Sánchez & López-Guzmán, 2018). Innovation undoubtedly helps restaurants stand out, but it requires substantial resources, investment, and often incurs debt, as emphasized by scholars such as Chou et al. (2020) and Presenza and Messeni Petruzzelli (2019). In 2005, a study conducted by (Johnson et al., 2005) revealed key success factors of chefs with two or three Michelin stars across France, Belgium, the United Kingdom, and Switzerland. These factors include significant investment, different funding sources, a solid pursuit of excellence, mastery of culinary craft, and a keen understanding of the socio-economic and demographic characteristics of the restaurant's surrounding environment.

Several studies have highlighted that younger chefs are making their mark in the Michelin-starred realm (Crossman, 2018; Daries et al., 2021; Farrer, 2021; hates Michelin, 2019). The once-established perception of seasoned chefs dominating the scene has given way to a new generation bringing fresh perspectives and innovative approaches to the table. While classical French cuisine once uniformly influenced the early Michelin-starred restaurants, today's young chefs are embracing innovative and deconstructive techniques (Daries et al., 2021). Drawing inspiration from chemistry, they experiment with new textures and flavors, pushing the boundaries of traditional gastronomy (Daries et al., 2018). Despite the changing trends, one constant remains - the passion that drives Michelin-starred chefs. Practicing their craft by vocation, these culinary maestros find joy in cooking and bask in the prestige that comes with culinary excellence (Notaker, 2022). Contrary to conventional business priorities, turning a profit takes a back seat to the sheer love for the culinary art (Ehrmann et al., 2009; Johnson et al., 2005). In the contemporary culinary landscape, Michelin-starred chefs have transcended their roles to become media superstars. Leveraging their fame, some chefs align themselves with large hotel groups, turning their establishments into hubs for creativity (Daries et al., 2021). Others attract sponsorships from companies in the food and beverage industry or kitchen equipment manufacturers. While media prominence offers chefs new opportunities, it comes with challenges (Daries et al., 2021). Ehrmann et al. (2009) point out that top-ranked chefs are

dedicated to their craft, leaving little time for diversification. The difficulty lies in combining media-based work with the innovation necessary to maintain a high-quality restaurant.

Michelin Star chefs are emerging as influential figures beyond the gastronomic field. Among them, José Andrés stands out in TIME 100's ranking of the world's most influential people. Notably, he is already involved in prestigious awards, such as the United States National Endowment for Humanities and the Princess of Asturias Award. As food TV programs gain more popularity (Adema, 2000), celebrity chefs are now not just gastronomic experts but have evolved into influential figures in social media (Clarke et al., 2016; McDonald, 2015). This transformation implies a shift from the traditional image of chefs working behind the scenes in steamy kitchens to becoming entertainment figures who endorse their branded products and restaurants. In fact, this shift has prompted academic investigations, as seen in recent studies by Clarke et al. (2016), Lane and Fisher (2015), Lewis and Huber (2015), and Villani et al. (2015).

According to Meneguel et al. (2019), Michelin-starred restaurants are promoting economic and social synergies that extend far beyond the gastronomic experience. They represent a stand-in for local excellence, namely for hospitality industry, regional food, culinary traditions, agribusiness, and tourism. According to Castillo-Manzano et al. (2021), Michelin-starred restaurants drive growth in the agribusiness sector and serve as magnets for tourism. Loda et al. (2020) introduced "foodification" concept, which consists in the capacity of gastronomy promote a place. In this context, gastronomy is the dominant element, frequently overshadowing other key destination features (Castillo-Manzano & Zarzoso, 2023). The extensive influence highlighted by academic literature and industry authorities provides a solid rationale for the widespread impact of the Michelin Guide and its iconic Michelin Stars (Castillo-Manzano & Zarzoso, 2023).

## **2.2 Online Reviews**

The online reviews are shaping consumer decisions, impacting a substantial portion (approximately 20–50%) of online purchase choices (Mathwick & Mosteller, 2017). Potential consumers increasingly rely on reviews from other consumers who have purchased and used the products they are interested in. In fact, these reviews provide valuable insights into the purchasing and routine experiences of fellow users, considered more trustworthy than advertisements promoted by sellers (Bickart & Schindler, 2001; Godes & Mayzlin, 2004).

Platforms like Amazon.com have become key targets for shoppers who specifically seek out reviews as part of their product evaluation process (Bughin et al., 2010; Simonson & Rosen, 2014). The online reviewers provide information, shaping how customers navigate before, during, and after making a purchase (Ostrom et al., 2015). These reviews play an important role in influencing consumers' choices, spanning products, services, and retailers, thus significantly impacting businesses operating in multi-sided platforms like online marketplaces. The act of posting online reviews goes beyond a transactional role, customers derive social value within their community by sharing their opinions (Balasubramanian & Mahajan, 2001). Notably, the reviewing is increasingly recognized as a powerful expression of customer engagement (Mathwick & Mosteller, 2017).

Customer engagement, defined as a psychological state leading to frequent interactions with a particular entity (e.g., a brand or a medium), involves both emotional and functional motivations, resulting in a long-term relationship. In the online and social business environments, customer engagement has emerged as a significant construct (Brodie et al., 2013; Hollebeck et al., 2014).

As researchers explore the drivers of online reviews, satisfaction plays a central role, with a strong body of literature suggesting that high satisfaction levels contribute to customer loyalty, expressed through repurchases, referrals, and positive word of mouth (A. Anaza & Zhao, 2013; Shankar et al., 2003). In the sphere of online media, satisfaction has a substantial impact on the propensity to post reviews (Maxham & Netemeyer, 2002; Ranaweera & Prabhu, 2003). Another closely related factor is trust in the brand or firm, which notably influences the likelihood of customers staying with the firm and providing positive reviews (Harris & Goode, 2004; Kim et al., 2009). While satisfaction and trust have been well-explored in motivating online reviews, there is a growing interest in the under-explored role of customer engagement (Kim et al., 2013; Rossmann et al., 2016). Engaged customers, who frequently visit retailers' websites beyond immediate purchase needs, are more emotionally invested and likely to respond positively to requests for writing reviews about their purchases.

### **2.2.1 Online Restaurants Reviews**

In the domain of consumer expression and critique, the predominant avenue is the online review, where consumers find voice, sentiments unfurl, contentment is articulated, and appraisals are assigned to establishments, services, or lodgings. Within the domain of

managerial contemplation, online reviews emerge as the optimal conduit for gleaned supplementary insights into service provision, quality, and customers' preferences. Particularly, the discernment extracted from adverse evaluations bearing low ratings proves more indicative of authentic challenges. The procurement and scrutiny of this invaluable data significantly contribute to the refinement endeavors of managers (Pantelidis, 2010).

For an establishment, be it a hotel or a dining establishment, cognizance of customer discontent assumes critical importance. The linguistic nuances within content heralding high satisfaction diverge starkly from those embedded in dissatisfactory expressions. Favorable appraisals gravitate towards specific lexical combinations like "staff," "cleanliness," and "breakfast," while negative reviews feature recurrent mentions of "uncleanliness," "bedding," and "bathroom" (Levy et al., 2013; O'Connor, 2010; Stringam & Gerdes, 2010). Empirical revelations unveil the disproportionate impact of pricing on perceived satisfaction, particularly in the context of upscale luxury hotels in comparison to their lower-tier counterparts (Hui et al., 2009; Ye et al., 2014). The statement by Jeong and Mindy Jeon (2008) emphasizes the pivotal role of value as a precursor to guest contentment, transcending geographical and class distinctions. Noteworthy is the efficacy of providing complimentary Wi-Fi in significantly elevating guest satisfaction levels (Bulchand-Gidumal et al., 2011).

Evidence derived from over 600 authentic observations, meticulously curated from the perspectives of restaurant owners, conveying their responses to customers' critiques, posits that lauding these appraisals with genuine appreciation markedly heightens consumer contentment (Simão et al., 2019). This elevation, more precisely, augments their virtual standing, particularly when expressions of thankfulness are directed towards favorable assessments (Simão et al., 2019). Online responsiveness for showing professionalism helps a restaurant increase competitiveness and create pleasant customer encounters. Responding promptly and courteously instill faith and patronage towards the pub; enhancing its image (Kim & Velthuis, 2021).

In this milieu, the management of online responses assumes heightened significance. Skillful navigation of comments on electronic platforms enables the transformation of discontented clients into devoted adherents (Pantelidis, 2010). Shrewd and clever rejoinders for instance in response to unfavorable review were able to shape future streams of revenue. Concurrently, in terms of marketing management, e-WOM rises to be the foremost source of information for a person when making a buying decision (Litvin et al., 2008). However, achieving desirable

results in curation or responding to online reviews is never simple. Research findings support this contention that while online retorts sustain customer satisfaction despite dissatisfaction, no online response leads to lower customer satisfaction (Gu & Ye, 2014).

It is hard to determine whether online reviews offer facts regarding heightened satisfaction since good reviews could be a mere reflection of positive feedback. For instance, there are some evaluators that prefer giving positive appraisals to avoid unnecessary difficulties despite a bad experience. According to Racherla et al. (2013), the relationship between overall appraisal and each attribute rating was very thin; hence the numbers could not be used as determinant factors for perceptions that informed the quality and satisfaction with a service. Moreover, quantifying or measuring the performance of review management and corresponding benefits is a major hurdle faced (Schuckert et al., 2015). Amplified sales maybe as an effect of seasonal variations, surrounding influences of a place or hidden elements. Therefore, it is essential to determine if addressing all reviews results in higher satisfaction rather than only reply or not to reply (Aureliano-Silva et al., 2021).

In 2021, the TripAdvisor platform has incorporated distinctions from the Michelin Guide, specifically, Stars, Bib Gourmand, and Michelin Plate (Molinillo et al., 2016). This assimilation accentuates the unparalleled prominence of Michelin accolades within the hospitality domain, hiding any alternative national or international comments, which solidifies itself as a pivotal fount of information for tourists.

The ramifications of Michelin commendations transcend the gastronomic encounter, precipitating a media fervor and metamorphosing chefs and their establishments into cultural phenomena (Giousmpasoglou et al., 2020). Annually, with the unveiling of the new Michelin Guide edition, the occasion garners extensive coverage from local, national, and even international media, evoking reminiscences of grand cinematic or televised awards galas. The ceremonial presentations, often opulent events staged in conference venues or historical theaters, evolve into highly anticipated affairs, with diverse nations vying to host this esteemed ceremony (Poullennec, 2011).

The global influence of the Michelin Guide is conspicuous in its integration into platforms like TripAdvisor, underscoring its unparalleled authority in the culinary realm. The attention commanded by Michelin-starred chefs and the media spectacle encircling the guide's release

emphasize its enduring impact on the hospitality sector and its continual pertinence as an indispensable reservoir for tourists (Castillo-Manzano & Zarzoso, 2023).

### **2.3 Consumer Decision-Making**

The consumer decision-making is frequently influenced by peer recommendations (Libai et al., 2010; van Doorn et al., 2010). In contemporary times, propelled by the pervasive influence of the Internet and social media platforms (Hennig-Thurau et al., 2010), consumers no longer tether their purchase choices solely to the viewpoints of acquaintances. Instead, they repose their faith in a broader collective, a consortium of individuals who have previously engaged with the product or service. This behavioral shift has magnified the pull of online reviews in steering consumer decisions, emerging as the contemporary manifestation of word-of-mouth. Customers, in turn, accord these digital testimonials a heightened level of reliability (Banerjee et al., 2017).

In congruence with this paradigm, elevated ratings and laudatory reviews on online social platforms or review forums confer distinct advantages to enterprises. They serve as pillars for the construction of a robust online reputation, ultimately exerting a tangible influence on sales trajectories (Banerjee et al., 2017). Notably, within the echelons of upscale gastronomy, traditional yet enduringly relevant, word-of-mouth and review assessments play a pivotal role in shaping individual decision matrices (Harrington et al., 2013). In a parallel, the Michelin Guide assumes venerable status, acknowledged as an authoritative touchstone for consumers contemplating a sojourn in an haute-cuisine establishment.

#### **2.3.1 Consumer Decision Making in Michelin Restaurants**

Berry et al. (2006) posited that the gastronomic encounter is a multifaceted construct encompassing three pivotal facets: mechanic, humane, and functional. Mechanic facets revolve around the "what," influencing customers' cognitive perceptions, entailing the physical milieu such as ambiance and surroundings; humane and functional facets concentrate on the "how," shaping customers' affective perceptions, where the former pertains to service providers and their conduct, while the latter emanates from the culinary and service aspects deemed as the nucleus of a dining establishment (Berry et al., 2006; Garg & Amelia, 2016). Alcoba et al. (2020) noticed that experiential elements, especially treatment, hold paramount value for consumers in Michelin-starred restaurants. Additionally, Kiatkawsin and Sutherland (2020) asserted that the dining experience in such establishments transcends mere culinary offerings,

with luxury clientele seeking experiential excellence, encompassing interaction and service excellence throughout their repast. Simultaneously, contemporary scholars advocate for an innovative and creative business model as indispensable for Michelin-starred restaurants' success, aiming to furnish patrons with distinctive gastronomic escapades (Madeira et al., 2022; Vargas-Sánchez & López-Guzmán, 2020).

Michelin star restaurant consumers' attitude is influenced by their perception of Michelin's guide (Chiang & Guo, 2021). To consumers, Michelin-starred restaurants usually come across as prestigious and luxurious brands providing special and luxury values which justify a higher price (Kiatkawsin & Han, 2019; Liu et al., 2022). Despite this, the luxury services like dining at a Michelin-starred restaurant leads to increasing uncertainty which is attributed to its unobservable nature as well as the high cost (Chen & Peng, 2018). As such, perception of luxury dining may influence consumer's purchasing choices due to perceived financial risks associated with it (Yang & Mattila, 2016). However, plenty of information about luxury restaurants can mitigate consumers' perceived risk and thus make their viewpoint favorable (Chiang & Guo, 2021; Garg & Amelia, 2016).

Attitude towards consumer represents the overall appraisal of a product or service by an individual (Hwang & Ok, 2013). Understanding what consumers think about Michelin stars is critical; after all, this will affect their willingness to buy (Chiang & Guo, 2021). The consumer attitude is multi-dimensional but may be assessed through a few elements — hedonic (fun, excitement, surprise, etc.) and utilitarian (convenience, value for money, service, etc) (Voss et al., 2003). According to Hwang and Ok (2013), customers at such restaurants are concerned about “hedonism”, rather than simply wanting to fill empty stomachs. At the same time, service excellence can foster utilitarianism and create such an atmosphere. Additionally, a distinct perception of such types of restaurants may exist among different consumers with various needs. For example, Lee and Hwang (2011) asserted that people with consumerist motives (hedonism) or uniqueness (possession) are likely to have positive and negative opinions about luxurious diners and restaurants, respectively. Therefore, it is essential that Michelin-starred restaurants and such businesses understand and respond to these subtle attitudes as they directly affect consumer readiness to interact with them (Lee & Hwang, 2011).

The present dissertation aims to delve into the specific dynamics within the European context, focusing on restaurants distinguished with one, two, and three Michelin stars. Particularly, this work seeks to unravel the intricate interplay between these culinary establishments, online reviews, and the decision-making processes of discerning consumers.

## **CHAPTER 3: METHODOLOGY**

### **3.1 Research Approach**

The research problem addressed in this study is to understand the impact of online reviews on Michelin-starred restaurants. The data was sourced from reviews on TripAdvisor, encompassing a range of restaurants from Portugal, Spain, and France that hold one, two, or three Michelin stars. For this study, the reviews were selected at random; however, they were all uniformly in the English language.

TripAdvisor is the world's largest travel guidance platform, having more than 460 million visitors per month and more than 1 billion reviews (TripAdvisor, 2023). It helps travelers from 43 markets in 22 different languages (TripAdvisor, 2023) by spreading eWOM and helping customers when planning a trip.

To address this research question, more than 2,000 reviews were collected from customers of diverse nationalities. Once compiled, the data was subjected to analysis using Leximancer software. This analytic approach allowed for the examination of patterns and themes within the reviews, aiming to quantify and qualify the influence that these online testimonials have on the prestigious dining establishments they describe.

### **3.2 Leximancer**

The software used for the analysis was Leximancer. Leximancer is a text mining software to perform conceptual analysis in a largely language independent manner and to visually display the extracted information (Leximancer, 2023). The approach employed for mapping text concepts involves condensing groups of words into thesaurus concepts. These concepts are subsequently utilized to categorize text, typically at a granularity of several sentences. The concept tags obtained are indexed, creating a cluster map of concepts for users (Smith, 2003). The resulting map visually represents concept frequency, total connectedness, direct interconcept co-occurrence, and total interconcept co-occurrence (Smith & Humphreys, 2006). The clustering technique used by Leximancer creates topic vectors for documents and measures their weights in fitting into clusters.

The analysis was conducted using a dataset of 2,128 reviews, with a breakdown of 720 reviews from 1-Star Michelin Restaurants, 669 from 2-Star Michelin Restaurants, and 739 from 3-Star

Michelin Restaurants. The 1-Star reviews were sourced from restaurants in Portugal, Spain, and France, while the reviews for 2-Star and 3-Star restaurants were collected from Spain and France only. The reviews were systematically organized into an Excel spreadsheet for processing. Then, the analysis software utilized this data to create a concept map, highlighting the primary themes and concepts identified in the reviews, as illustrated in Figure 1.

## **CHAPTER 4: RESULTS**

### **4.1 Results**

The results of the analysis show 7 themes associated with the reviews of the three types of Michelin stars, represented in the concept map generated by Leximancer (see Figure 1). The concept map is composed of various themes, represented by colored circles, within which multiple concepts are denoted by small grey dots. The most important themes found by Leximancer that collectively represent the consumer's opinion are "restaurant" (4954 hits), "menu" (4494 hits), "food" (4436 hits), "meal" (2613 hits), "recommend" (734 hits), "bread" (354 hits), and "hotel" (116 hits).

The theme "Restaurant" emerged as the most prevalent, suggesting that patrons frequently discuss their overall impressions, encompassing factors such as ambiance, service, and the general atmosphere of the establishment. "Menu" stands out as a central theme, highlighting the significant role of the menu in patrons' discussions. This theme is intricately connected with terms like sommelier, waiter, delicious, different, courses, and flavors, emphasizing the pivotal role of the menu in shaping the culinary experience. "Food" reflects patrons' reflections on the dishes, flavors, and overall culinary offerings. It underscores the importance of gastronomic delights in influencing customer opinions. The theme "Meal" delves into the holistic dining experience, covering various courses and components of a meal. "Recommend" highlights instances where patrons explicitly express their endorsement or recommendation for the restaurant. "Bread" indicates the significance of bread in the dining experience, suggesting that the quality and presentation of bread contribute to patrons' overall perceptions. Finally, "Hotel" emerges prominently in reviews of 3 Michelin Star restaurants, indicating a consideration of the overall environment and, in some cases, the inclusion of luxury accommodation in the dining experience.

Figure 1 provides a visual representation of the thematic connections within the collected Michelin Star reviews. It indicates that reviews for 1 Michelin Star restaurants notably feature discussions centered around the "Menu" and "Food," suggesting these are pivotal factors in their ratings. Meanwhile, reviews of 2 Michelin Star establishments frequently mention "Bread" and "Meal," pointing to these as significant aspects of the dining experience at these higher-rated venues. In the case of 3 Michelin Star restaurants, the themes of "Restaurant" and "Hotel" are prevalent, indicating that the overall environment and the potential inclusion of luxury accommodation are key themes that reviewers associate with the most elite tier of culinary excellence.

These results underscore that patrons consider various elements beyond just the food when evaluating Michelin-starred restaurants. The thematic connections provide valuable insights into the intricate relationships between different aspects of the dining experience, offering meaningful implications for both restaurateurs and potential patrons.

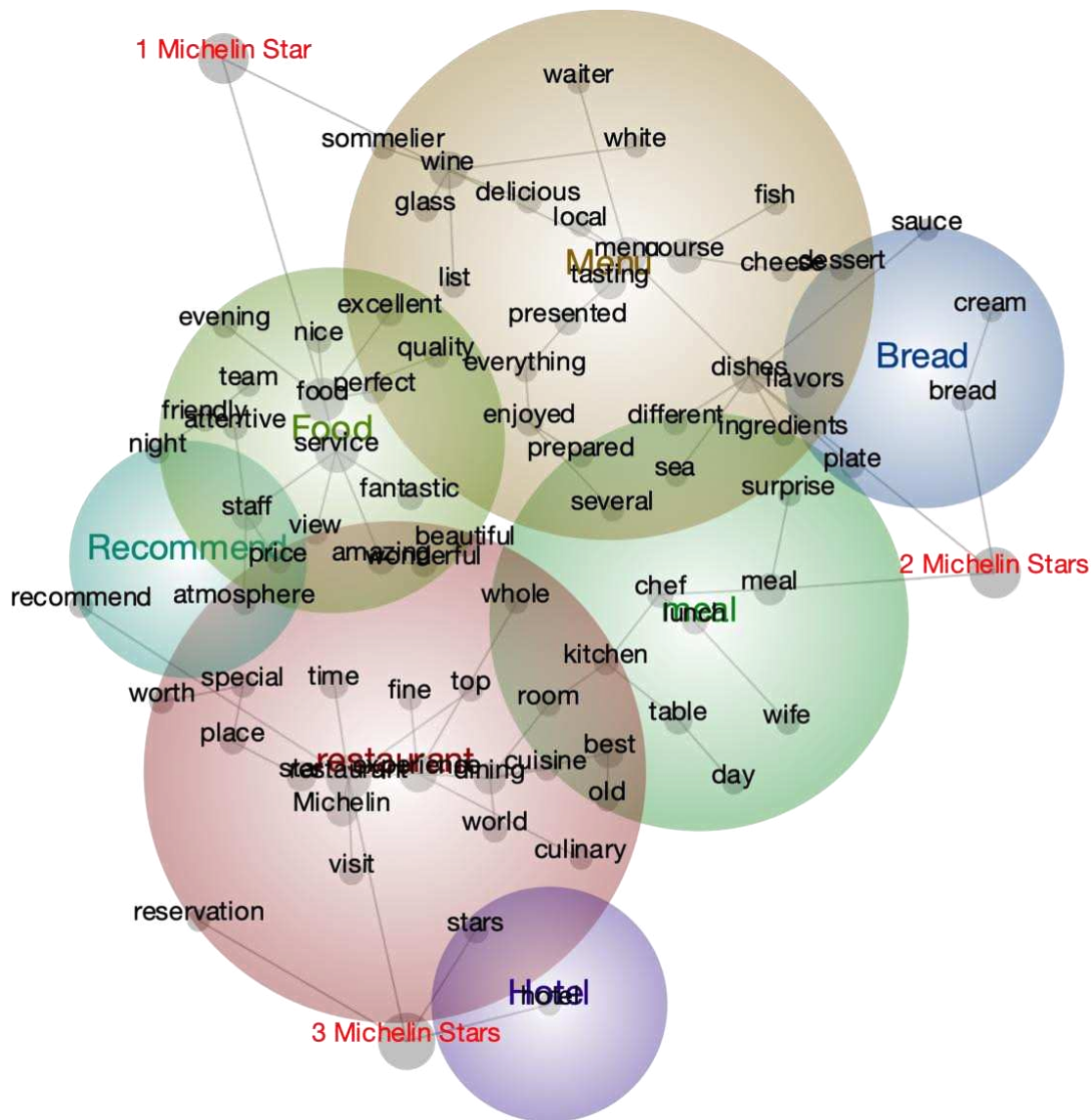


Figure 1 – Concept Map generated by Leximancer representing restaurant reviews of Michelin Star Restaurants (source: Leximacer outputs)

## CHAPTER 5: DISCUSSION

In the section above, our exploration delved into the intricate realm of patron experiences and perceptions within Michelin-starred restaurants by leveraging web-based reviews. This investigative process resulted in the creation of a concept map - a visual representation meticulously crafted to encapsulate the prevailing themes and concepts distilled from the diverse array of collected reviews (Figure 1). This strategic approach not only highlighted the multifaceted nature of patrons' sentiments but also paved the way for a nuanced comparative

analysis, unraveling the distinct dynamics across Michelin star ratings, namely 1-star, 2-stars, and 3-stars.

The total seven identified themes were divided into three overarching groups, namely Exploring Culinary Marvels in Fine Dining Establishments: Restaurants and Menus, Bites and Delights: Food, Bread and Meals and Refined Choices: Recommendations and Prestigious Hotel Partnerships. The analysis of the different groups will be divided in two different sections. Firstly, a meticulous compilation of phrases extracted from the amassed reviews will be done. This endeavor aims to exemplify the obtained results, offering readers a vivid portrayal of the nuanced patron sentiments encapsulated in the reviews. Following this, it is conducted an in-depth analysis of each thematic group, drawing upon existing literature to substantiate and enrich our understanding of the uncovered insights.

The subsequent discussion takes a granular approach, unraveling the intricacies embedded in reviews across the spectrum of Michelin star ratings—1-star, 2-stars, and 3-stars. By scrutinizing these evaluations, we seek to unravel patterns, distinctions, and unique attributes that shape patrons' perceptions within different echelons of Michelin-starred dining establishments. Through this layered approach, we aim to provide a holistic and insightful comprehension of how patrons articulate and interpret their culinary experiences in the diverse landscape of Michelin-starred restaurants.

### **5.1 Exploring Culinary Marvels in Fine Dining Establishments: Restaurants and Menus**

The dining experience transcends the mere act of sustenance, evolving into a multisensory journey that engages our palates, stimulates our senses, and weaves memorable narratives around every dish. It is an art form, where culinary mastery converges with ambiance, service, and the overall atmosphere to craft an immersive and unforgettable encounter (Han et al., 2022; Mohamed et al., 2022). Each dining experience, whether within the confines of a quaint bistro or the opulent halls of a Michelin-starred establishment, carries the potential to be a symphony of flavors, a visual feast, and a voyage through culture and craftsmanship (Pantelidis, 2010). In this section, we analyze the following themes of the present revision: restaurant and menu.

**Restaurant** (4954 hits); **Concepts:** Reservations, Stars, Culinary, World, Visit, Michelin, Restaurant, Dining, Cuisine, Best, Old, Experience, Star, Top, Fine, Time, Place, Worth, Special, Whole, Room, Kitchen

1-star:

*"Amazing restaurant. Personal is nice, food is delicious. Wines good. Cream brûlée is the best desert choice."*

*"I was welcomed by friendly staff, that were polite and professional. The restaurant itself has a nice ambiance, with relaxing music, and also the decor is simple but pleasant, with gold coloured walls and columns."*

*"Lovely little restaurant, good atmosphere and service. Majority of dishes first class, some missed the mark slightly but maybe because we were a little tired."*

2-stars:

*"It's well-deserved two Michelin stars are a testament to the remarkable dining journey it offers."*

*"Beautiful classic restaurant for a fine dinner in Paris. Friendly and not intrusive staff."*

*"Best restaurant ever. Love the food. Love the service. Great wine and champagne. Wonderful relaxing evening. We visit every year when in Paris."*

3-stars:

*"We booked at Kei when they had two Michelin stars and while we waited for our reservation, they received their third star which only increased our anticipation. The experience proved to be much better than our high expectations."*

*"Restaurant Le Cinq is without a doubt one of the finest restaurants on Earth and must be visited by anyone in Paris looking for the best of the best from a restaurant."*

*"One of the best restaurants I experienced. The service is outstanding and felt welcome being solo dinner. Many extras amuse bouches, unforgettable experience. Even got a book of the 100 best restaurants signed by the team of the cinq. Thank you for such amazing night."*

The overarching concept of "Restaurant" emerged prominently, reflecting the importance of various elements such as reservations, culinary experiences, and the Michelin reputation in customers' decision-making processes. Terms like "Stars," "Culinary," and "Dining" underscore the significance of the prestigious Michelin Guide and the overall dining experience. The analysis also indicates that customers place high value on aspects like Michelin ratings, special experiences, and the pursuit of the best culinary offerings. The recurring mention of "Stars" suggests that Michelin classifications play a pivotal role in shaping customer preferences, while terms like "Special" and "Best" emphasize the quest for exceptional dining. The impact of online reviews varies among different types of Michelin-starred restaurants. For 1-star establishments, customers appreciate the ambiance and overall quality. In contrast, for 2 and 3-star venues, the focus shifts towards the culinary journey and the restaurant's prestige. A geographical conceptual map could further illuminate regional patterns in the influence of online reviews. The study of positive and negative reviews reveals insights into how each type shapes customer expectations. The positive reviews highlight aspects such as delicious food and friendly service, contributing to positive expectations. Similar results were observed by a study conducted by Pacheco (2018). The negative reviews, while less frequent, touch on instances where dishes did not meet expectations, emphasizing the importance of consistency in high-class establishments.

**Menu** (4494 hits); **Concepts:** Sommelier, Wine, Glass, List, Delicious, Local, Waiter, White, Menu, Course, Fish, Cheese, Dessert, Tasting, Presented, Everything, Enjoyed, Prepared, Several, Excellent, Quality, Perfect, Dishes, Flavors, Different, Ingredients, Sea

1-star:

*“Fine dining cannot be rushed. My advice is to order the cheapest menus and go out after the show.”*

*“Great food options and menus, very good wine, amazing, authentic, and passionate flamenco show and very good service. Highly recommended!”*

*“We chose the tasting menu. The shrimp roll which looks pretty good in photos wasn't offered to us. I'd say 3 out of 8 plates we had were good (but not exceptional). The rest tastes rather simple.”*

### 2-stars:

*“All the different dishes were artistically presented and even more importantly, they had clear and distinct flavors – something that is not always a given in the French cuisine. We were recommended a Provence white wine to accompany the food, though quite inexpensive, excellent with the food (mainly fish).”*

*“What an incredible dinner, tasting menu was unforgettable. It is definitely worth the 2 Michelin stars it received and more.”*

*“Dined on the lunch menu. Food was good but not stunning. Found some of the sauces heavy. Service was adequate. Expected more from a Michelin 2-star restaurant.”*

### 3-stars:

*“We went with the chef’s choice menu and their expertise shone thru in every course. I had gnocchis, a tomato trio (including tomato water – delicious) and a tomato baked for 12 hours – different, wonderful flavors, Brittany crab, Brill from the coast of Brittany, a cheese selection, hot & cold strawberry dessert, and a few of the inevitable “gift” chocolates that followed. We all agreed that Michelin was correct in their 3-star rating. Superb. Exquisite. Splurge and go.”*

*“We went for the tasting menu without matching wines, and left it to the sommelier who picked a great bottle of local white and a couple glasses of red for us. I liked the fact the courses were a bit larger than the usual small tasting plates and were a mid ground between the usual sized tasting plates and a 3 course meal. Food wise everything was excellent, maybe not the theatre of some other 3\* restaurants, but lovely all the same.”*

*“We had the tasting menu which did not disappoint. Our particular highlights included the olive with a I inside, the liquid version of a gilda pintxos, the fish tartar, fake truffle, and the lamb. The one course we thought we might not enjoy from reading the menu was the oyster, as we don’t usually like them, but this was prepared like no other oyster I’ve ever had and was delicious. We went for a single wine pairing to share, as we had read other reviews saying it was a lot of wine. They were right – 11 glasses! Ours was still served individually just half portions, and we still both left pleasantly tipsy. We noticed a few people on other tables with the full wine flight had left quite a lot in the glass. The wine was very well matched with the food.”*

Menus constitute a pivotal component within the restaurant's marketing strategy. They play a central role in shaping the offerings of a restaurant, as highlighted in the work of Mills and Thomas (2008), and serve as influential factors contributing to the overall success of the establishment (Nemeschansky et al., 2020). Acknowledged as a potent marketing tool, menus possess the ability to wield significant influence over consumer choices (Lai et al., 2019). Additionally, the design of a menu holds the potential to actively contribute to the promotion of food tourism, as suggested by Bertan (2020). In essence, menus emerge not merely as static listings of dishes but as dynamic instruments that profoundly impact various facets of the culinary industry. The analysis of menu-related concepts across different Michelin star ratings reveals a diverse range of experiences. In 1-star establishments, there is a mix of positive feedback on the overall experience and some critical observations on specific menu items. In 2-star venues, patrons commend the artistic presentation and distinct flavors of dishes. However, critical feedback emerges also in some specific menu, expressing expectations for more from a Michelin 2-star venue. In contrast, 3-star Michelin restaurants consistently receive accolades. Customers praise the excellence of the chef's choice menu, citing specific highlights such as gnocchis, a tomato trio, Brittany crab, and well-matched wine selections. Positive impressions also extend to the tasting menu, with patrons highlighting unique dishes like an olive with a surprise inside and a well-prepared oyster. There is a notable emphasis on the impact of substantial wine pairings, contributing to a pleasant overall dining experience. This differentiation in customer experiences across various Michelin star ratings underscores the significance of online reviews in shaping expectations and decision-making. The concept words reflect the diverse elements customers value, from culinary creativity and quality to service, ambiance, and unique offerings.

## **5.2 Bites & Delights: Food, Bread, Meals**

The realm of culinary delights extends far beyond mere sustenance - it is an exploration of gastronomic wonders, a celebration of culinary craftsmanship, and a sensorial experience that resonates with the essence of culture and creativity. In this exploration, the patrons delve into the heart of the dining experience, where each bite is a symphony of tastes and textures, and every plate tells a story of passion, innovation, and the pursuit of gastronomic excellence (Madeira et al., 2022). In this section, we analyze the following themes of the present revision: food, bread and meal.

**Food** (4436 hits); **Concepts:** Price, Staff, View, Amazing, Wonderful, Beautiful, Fantastic, Service, Night, Attentive, Friendly, Team, Food, Perfect, Evening, Nice, Excellent, Quality

1-star:

*“A first class experience. All you would expect from a M stared restaurant. Wine and food too notch even Gluten Free alternatives. Just one glitch GF bread not the best experience.”*

*“I can only say that all the food was excellent, that the service was consistently efficient and helpful, and that the prices are low considering the high quality. Wines by the glass were also impressive.”*

*“The food they serve is different cause they serve pluck, but have others as well. You order your Menu small, medium or big and are surprised with delicious dishes.”*

2-stars:

*“We had the most amazing seafood We went for the Cataplana and seafood kebab - wow! Lovely friendly staff and a beautiful view of the beach.”*

*“We were treated so well by the staff who were attentive and friendly. The service was excellent from all staff and the food absolutely amazing!”*

*“Great food, lots of surprises, from the moment you are greeted by the lovebirds on arrival to when you leave the experience is special. I would highly recommend.”*

3-stars:

*“Martin Berasategui is indeed a great artist who masters the techniques and prints an impressive good taste. Beautiful food on the plate, but even better in the mouth.”*

*“Food is exceptional as you would expect from a 3 Michelin starred restaurant, tasting menu plates are sizeable, it was a struggle to finish.”*

*“We had one of the best gastronomic experiences so far. Best regards to kitchen stuff. The food was amazing. The Wine suggestion was superb. Waiting stuff was friendly and warm. Thank you for your hospitality.”*

In the pursuit of Michelin-starred recognition, the paramount emphasis is placed on prioritizing quality over quantity (Lin et al., 2022). It transcends the mere abundance of food, underscoring a meticulous dedication to excellence in every aspect of the culinary experience. The attainment and accumulation of Michelin stars hinge on a commitment to unparalleled quality, where each dish, flavor, and culinary execution becomes a testament to the highest standards of gastronomic mastery (Castillo-Manzano & Zarzoso, 2023). It is a pursuit that elevates dining beyond mere sustenance, transforming it into an artful celebration of precision, creativity, and the relentless pursuit of culinary perfection. The concept words across different Michelin star ratings in food-related reviews highlight common themes of positive experiences, high-quality food, and attentive service. For 1-star restaurants, patrons consistently express satisfaction with the first-class experience, praising the efficiency and helpfulness of the staff. The affordability of the high-quality food is a notable feature, and the option to choose menu sizes, along with surprising and delicious dishes, adds to the positive dining experience. Regarding the 2-star restaurants, reviews highlight friendly staff and restaurant landscape, contributing to an overall amazing dining experience. The service is consistently praised, and there is a sense of specialness and surprise in the food, making the dining experience highly recommended. In 3-star Michelin restaurants, patrons elevate the culinary experience to an art form, describing the chef as a great artist mastering technique. The exceptional and beautiful food is emphasized, with sizeable plates in the tasting menu contributing to a struggle to finish due to the abundance of excellent dishes. Superb wine suggestions and warm hospitality from the waiting staff further enhance the overall gastronomic experience.

**Bread** (354 hits); **Concepts:** Bread, Cream, Sauce, Plate, Flavors, Dessert

1-star:

*“After hearing our preferences, the sommelier suggested about the cheapest wine on the menu, which was refreshing, both literally and figuratively! The warm beet salad, the asparagus and the Pina Colada inspired dessert courses were the highlights, and the bread served was excellent too.”*

*“It was incredible. We waited more than 1,5 hours to start de dinner. Sitting around the table drinking a very expensive wine, warm by the way, and eating bread. We spent more than 4*

*hours having dinner. It was boring. At the end we pay a lot. It was the only thing according with the category of the restaurant.”*

*“The two types of bread were a.o. accompanied by an outstanding olive oil. As we would like a bottle of local white wine the sommelier recommended Clos Saint-Vincent from Bellet situated less than 10 miles north of Nice. The grape is Vermentino and this wine was for us an excellent companion to the entire meal. Service was quick, competent and friendly.”*

#### 2-stars:

*“The best bread dish I have ever had by far. The combinations of flavour with the butter and salt pairings was astonishing. No other restaurant comes close to this bread dish. A very enjoyable evening.”*

*“Each dish is packed with unusual items, thin spirals of bread, small icy pearls of gazpacho that burst with flavour, fois gras soil, the list goes on. Super service from the friendly, knowledgeable staff. You just have to try it, well deserving of 2 stars and probably 3.”*

*“... the menu claims to have 12 dishes, which in reality is 3 small appetizers, 2 bread & butter ones and 7 proper small dishes. We believe this is misleading, especially compared to other restaurants that provide accurate information.”*

#### 3-stars:

*“With the exception of the sourdough, their homemade breads were way too gummy, and this pork course had loads of truffle shavings but might as well have had none, since it lacked any and all fragrance.”*

*“You will eat exceptional and quite rare seafood here, no doubt. But it's not going to be enough of it. And you'll feel rushed. And you'll not have a wine pairing to remember. After eating the whole menu including 3 of their breads, we were still left hungry.”*

*“No need for desert really as the sweets that came with coffee were superb. Perhaps too generous with the bread , but the different flavoured butters were lovely and the olive oil excellent.”*

The concept words associated with bread in Michelin-starred restaurant reviews reveal a nuanced relationship between patrons and this staple element of dining. Despite being a

seemingly simple element, bread plays a significant role in shaping patrons' dining experiences. Lin (2004) have shown a substantial surge in sales attributed to the enticing aroma of freshly baked bread and other delectable goods. The positive sentiments towards bread, when paired with creative offerings, contribute to an overall positive perception of the restaurant. However, issues with texture and quantity can detract from the dining experience, showcasing the importance of even seemingly minor details in Michelin-starred establishments.

**Meal** (2613 hits); **Concepts:** Prepared, Several, Sea, Different, Ingredients, Surprise, Whole, Chef, Meal, Kitchen, Table, Day, Room, Best, Old, Wife, Lunch, Plate

#### 1-star:

*“My wife and I took a day trip to Saint Jean De Luz after spending a few nights in San Sebastian. This was our second favorite meal of the trip (after Arzak).”*

*“The best meal and dining experience I have had in a long time. The food was incredible, so many wonderful courses, each with perfect presentation. Highly recommend the Celebration tasting menu option with wine pairing. Impeccable service as well.”*

*“Excellent meal- we opted for a la carte and every thing we chose was delicious. Service amazing- a little off the track from the main town but worth the walk. highly recommend when in Girona!”*

#### 2-stars:

*“Most creative, unique meal I think ever. Every dish excellent. Service attentive, professional, amazing. Dessert never ends amazing.”*

*"Fantastic meal at Il Gallo d'Oro. One of those rare tasting menus where every dish was great and every wine pairing was also great. Staff were very friendly and informative. The best bread dish I have ever had by far. The combinations of flavour with the butter and salt pairings was astonishing. No other restaurant comes close to this bread dish. A very enjoyable evening. "*

*“We left half-way through the meal because the quality was so poor and the quantities so small. The two menus are confusing, but they end up being similar because the chef gives complementary mouthfuls in between. We ate a lot of bread and butter, which was the only dish*

*noteworthy. Lack of originality, bland flavours. Service confused. Not worth the price (it's UK price even though Madeira is generally much cheaper). Waste of time and such a disappointment."*

3-stars:

*"Best meal ever! This was by far and away the best dining experience we've ever had."*

*"More of an experience than a simple meal. Everything about it is well thought of and considered, food exceptional as was the venue and service. A once in a lifetime experience."*

*"I understand that David Munoz wants to be the best in the world. After our visit to DiverXO he already is when it comes to food. Ingredients and presentation were out of this world. I have never had so many perfect dishes in one meal. Rating for the food here is more than 5. The service was too arrogant for my taste, so less than 5. The interior was disappointing, so less than 5. But since the food was so amazing it is an overall top rating from me."*

Meals at Michelin-starred restaurants often harbor elevated expectations, driven by the esteemed reputation and quality assurances associated with these upscale establishments (Rita et al., 2023). The analysis of concept words related to meals in Michelin-starred restaurant reviews, revealed that for 1-star establishments, the focus is on the positive and memorable aspects of the dining experience. The patrons not only commend the incredible food but also provide specific recommendations, such as opting for the Celebration tasting menu. The attention to detail in the presentation of courses contributes to an overall positive perception of these meals. Concerning 2-star venues, the emphasis shifts towards creativity and excellence. Customers use terms like "unique" and "excellent" to describe the dishes, underlining the culinary artistry at play. The praise extends to the service, with specific mention of standout elements like an exceptional bread dish. However, the presence of mixed reviews introduces an element of variability in the dining experiences, with some instances expressing disappointment. In the realm of 3-star Michelin restaurants, the reviews consistently elevate the dining experience to extraordinary heights. Customers assert these meals as the best they have ever had, emphasizing the exceptional quality of the culinary adventure. The focus expands beyond merely consuming a meal to experiencing something truly exceptional and once-in-a-lifetime. While the acclaim for the food is resounding, there are nuanced observations regarding aspects like service and interior aesthetics, indicating a discerning customer base.

### 5.3 Refined Choices: Recommendations and Prestigious Hotel Partnerships

The decision-making is a process influenced by various factors that extend beyond the culinary experience itself (Chen & Antonelli, 2020; Rita et al., 2023). As we delve into the domain of decision influencers, we explore the pivotal role that recommendations and the setting, often intertwined with luxurious accommodations, play in shaping patrons' choices. These influencers wield significant power in guiding individuals toward Michelin-starred establishments, offering a holistic perspective that extends beyond the plate to encompass the entire dining experience (Chiang & Guo, 2021). In this section, we evaluate the influence of recommendations, and the ambiance of upscale hotels converge to shape culinary preferences.

**Recommend** (734 hits); **Concepts:** Recommend, Atmosphere, Price, Staff, Night

#### 1-star:

*“If you are visiting Madrid, this is a must. We booked in advance and had front row seats. The food was pricey but well worth it. It was a 5 star meal. The service was excellent. The show was amazing. I would highly recommend it and have nothing bad to say about anything.”*

*“Had a very good evening: Great food, very nicely presented. My wife is allergic to some seafood and there was no problem adjusting things to suit us. Very professional waitstaff - not hovering or cloying and the sommelier was not condescending(!) and very helpful with our choices. The space is decorated very underhandedly but pleasantly. It all felt very comfortable and inviting. Waldorf Macarons were divine - so much balanced flavoring in such a small serving. Recommended! Prices could be much more extravagant. Do not miss.”*

*“My wife and I ate there - she is a sushi fan; me not so much. The only choice was a set menu - several of the dishes were extremely fishy and were difficult for me and my wife to eat; (I am not into eating fish sperm) a few of the selections are delicious but of the 13 that we ate, we enjoyed less than half of them. And the price? Out of whack - my third Michelin restaurant and I have paid more elsewhere - the price here is difficult to justify - and yes, the staff are somewhat aloof - I would not recommend.”*

2-stars:

*“We went to Le Gabriel for lunch and took the "Escales" menu (75 euros per person). The food was amazing, and the service was extraordinary. A special thanks to Mr. Vincent, the restaurant's manager, who took care of us, surprised us with extra dishes and arranged a perfect Parisian experience. We highly recommend dining at Le Gabriel, the value for money is enormous. Such a great deal for lunch at a 2-Michelin star restaurant is hard to find, don't miss it!”*

*“We went for lunch. It was very nice course meal with such a good price. I believe it was around 25 E 2 glasses of wine cost was same as the lunch but the wine collection was very nice. Highly recommend.”*

*“The food was hands down the best I have ever had, each dish was beautifully crafted and tasted incredible. The service was also noteworthy, with the staff providing impeccable service that added to the overall dining experience. I strongly believe that this restaurant deserves to be a 3 Michelin star establishment for its exceptional cuisine and service. I highly recommend Le Chabichou to anyone looking for a truly exceptional dining experience.”*

3-stars:

*“1st class food and service from start to end. This place is amazing, the staff are lovely and friendly and extremely attentive. I felt like a million dollars in this place. Nothing was too much trouble. I would highly recommend this place and would return in a heart beat. Thank you for making our time special.”*

*“Great by all means. Friendly service, fresh presentation, tasty. Slightly simple decoration (compared to photos online) but food is innovative, creative, 100% worth the price. A must do! Highly recommended!”*

*“The waiter was rude and unaccommodating, seemed irritated I was dining alone. The food was terrible and flavorless. I am a foodie and have dined all over the world. The food was over the top expensive, \$64 US for a side of broccoli for one. The dinner was over \$300 and no alcohol included. Instead of a luxurious dining experience, it was arrogant and patronizing toward the customer. The staff was rude and judgmental. I would recommend any of the other fine dining establishments in Paris.”*

The recommendations of the different patrons are varied and provide insights into the diverse experiences encountered across different Michelin star ratings (Kiatkawsin & Sutherland, 2020). In 1-star establishments, the recommendations are diverse. In general, the review expresses highly positive recommendations for the food, service, and comfortable atmosphere. However, less favorable recommendations note difficulties with the set menu, fishy dishes, and a high price, with additional criticism towards perceived aloofness from the staff. For 2-star venues, high praise is predominant, emphasizing value for money and exceptional dining. In 3-star restaurants, overwhelmingly positive recommendations are noted, with some exceptions pointing to issues with staff behavior and food quality. The concept of recommendation, intertwined with atmosphere, price, and staff, plays a crucial role in shaping customer perceptions and influencing their choices when considering Michelin-starred dining. Overall, the concept of recommendation, intertwined with considerations of atmosphere, price, and staff, plays a pivotal role in shaping customer perceptions. The reviews underscore the multifaceted nature of Michelin-starred dining experiences, with positive sentiments predominantly influencing recommendations across various star ratings.

**Hotel** (116 hits); **Concepts:** Hotel, Stars

1-star:

*“Feitoria is located in a modern hotel next to the Tagus river. The restaurant itself is tastefully decorated with a combination of classic and modern.”*

*“Located in a very modern hotel almost on the water, this establishment is phenomenal. Very creative chef and delicious food. One star does not do justice to this truly unique place.”*

*“Located in the Altis Belém Hotel & Spa, Restaurante Feitoria features the cooking of Chef João Rodrigues, a one-time aspiring Marine Biologist whose cooking is ingredient focused yet provocative across nine «moments» as guests look out at the river nearby.”*

2-stars:

*"The restaurant is located in what looks to be a very comfortable hotel. The room is magnificent and the tables spacious and well distanced. The service is absolutely amazing and precise. The wine -- suggested by the Sommelier - was outstanding."*

*"Excelent, we have been tempted after taking dinner at Palm court to try also hotel's best resto and we were right. Starting with exceptional palace atmosphere, welcome by Chef in person, through culinary experience and all this also with happy faces of our kids with their «special» food wishes far from gastronomic experience. Simply highly recommended."*

*"Somewhat dark and ultramodern restaurant, formal in its atmosphere is in one of the best hotels in the upscale area of Barcelona. The staff is courteous if a little "stiff" and the food is meticulously presented and prepared. Overall the food was quite good, the wine list complete and the experience was elegant, stylish and the cuisine excellent."*

3-stars:

*"I was expecting to be underwhelmed for overpriced food, but was pleasantly surprised. This place exceeded my expectations by leaps and bounds. The hotel is gorgeous, the staff is well trained and precise in their service. Food was exceptional. Overall experince was a 10/5. I don't think I can remember the last time I enjoyed such an exceptional meal. Presentation, food, tastes, service, ambience, value etc were all incredible. Would recommend. "*

*"Walking in is an experience. The fin de siecle splendor of the Four Seasons Hotel is a great setting for such a decadent dining experience. Gobelins, chandeliers, sky- high ceilings and plenty of gold transport you into the Belle Époque. Attentive waiters silently dart between the tables. The room sparkling with crystal and silverware seems hushed and yet buzzing with activity at the same time."*

*"I cannot express enough what a perfect experience we encountered at LE Cinq. The food was of utmost perfection. The sommelier was extremely knowledgeable in a very easy manner. The ambience is fit for a queen, and the flowers in the hotel and restaurant are simply gorgeous. Wonderful."*

Fine dining establishments have emerged as a common feature within the offerings of luxury hotels, exemplified by renowned 5-star hotel chains like Four Seasons and Kempinski, as a

strategic means of distinguishing themselves within the competitive accommodation sector (Prayag & de Cellery d'Allens, 2019). This trend sheds light on the reasoning behind the occasional pairing of Michelin-starred restaurants with upscale hotels and resorts. A notable manifestation of this synergy can be observed in the categorization on the SLH (Small Luxury Hotels of the World) network website, where there exists a dedicated section titled "Hotels with Michelin Star restaurants" for users to refine their searches (SLH, 2021). This integration underscores the symbiotic relationship between fine dining and luxury hospitality, illustrating the significance of gourmet culinary experiences in enhancing the allure of upscale accommodations.

The analysis of concept words in hotel-related reviews across different Michelin star ratings unveils a consistent theme of positive impressions, highlighting the pivotal role of the hotel setting in shaping the overall dining experience. In 1-star establishments, patrons express satisfaction with tasteful decor and commend the unique locations within modern hotels. The emphasis on a blend of classic and modern elements, as well as the scenic views from the Altis Belém Hotel & Spa, contributes to a positive atmosphere that enhances the dining experience. Regarding the 2-star venues, the reviews also underscore the importance of the hotel setting. Comfortable settings with magnificent rooms, well-distanced tables, and outstanding service are recurrent themes. The positive ambiance, especially in upscale areas such as Barcelona, adds to the allure of the dining experience, and recommendations are made based on the overall hotel atmosphere. In 3-star Michelin restaurants, the hotel setting consistently exceeds expectations. The patrons not only praise the exquisite decor but also the entire experience within the hotel premises. The Four Seasons Hotel and LE Cinq are portrayed as opulent spaces, transporting diners to a different era. The decadent dining experiences, attentive service, and regal atmospheres contribute significantly to the overall positive perceptions of these Michelin-starred establishments.

## **CHAPTER 6: CONCLUSIONS**

### **6.1 Conclusions**

The analysis of online reviews, particularly focusing on concept words related to different star ratings, reveals the distinct impact of these reviews on customer decision-making. The positive sentiments in reviews, such as praise for exceptional dishes, ambiance, and service, contribute to a favorable conceptual map for higher-starred restaurants. However, negative aspects, such

as concerns about wait times or perceived mismatch with the restaurant's category, can influence customers negatively. The conceptual map built around star ratings serves as a valuable tool to explore the subtleties of online reviews, allowing readers to grasp the multifaceted nature of customer sentiments and how they shape choices. The NLP classification of varied effects for different types of Michelin-starred restaurants provides insights into the diverse experiences' customers have based on factors like food types, locations, and budgets. The positive reviews tend to highlight specific elements like creative dishes, exceptional service, or unique ambiance, contributing to a positive conceptual map. The thorough sentiment analysis of positive and negative reviews offers a detailed understanding of how each type shapes customer expectations. The positive reviews, often emphasizing exceptional experiences, contribute to a vivid conceptual map that elevates customer expectations. On the other hand, negative reviews, whether highlighting issues like long wait times or perceived discrepancies, can potentially deter customers and create a contrasting conceptual map. This exploration of sentiment nuances aids in comprehending the intricate dynamics of customer decision-making in the context of Michelin-starred meal.

## **6.2 Theoretical Contribution**

The present study will contribute to the theoretical understanding of the factors influencing customer perceptions and evaluations in Michelin-starred restaurants. The identified themes — “Restaurant,” “Menu,” “Food,” “Meal,” “Recommend,” “Bread,” and “Hotel”— are key components shaping the overall dining experience. This work sheds light on the interconnected nature of these themes, revealing their collective influence on customer opinions.

The theme "Restaurant" underscores the multifaceted nature of patrons' evaluations, encompassing elements beyond the physical space. It extends to factors such as ambiance and service, reflecting a holistic understanding of the dining experience. Ambiance, including atmospheric qualities and decor, contributes to the emotional tone of the setting, influencing patrons' overall enjoyment. Service, involving staff interactions and hospitality, plays a pivotal role in determining customer satisfaction and fostering loyalty. The prominence of the "Menu" theme in the study emphasizes its pivotal role in shaping the culinary experience. This observation aligns with theoretical perspectives on menu psychology, which assert that the menu serves as a powerful tool influencing consumer behavior and perceptions. The study's findings provide empirical support to the theoretical framework, highlighting the substantial impact of the menu on customers' overall dining experiences.

The "Food" and "Meal" themes in the study aligns seamlessly with existing literature on gastronomic experiences, emphasizing the significance of diverse and well-presented dishes in molding customer impressions. The study's findings fortify the theoretical foundations that underscore the critical role of food quality in shaping evaluations of restaurants. The presence of the "Food" and "Meal" themes in the analysis underscores the enduring importance of these elements in the overall dining experience. As customers increasingly seek elevated culinary adventures, the study contributes to the ongoing discourse by providing empirical evidence supporting the enduring influence of food quality on restaurant evaluations. The specific focus on "Bread" elucidates the role of seemingly minor details in the dining experience. This contributes to the theoretical discourse on sensory aspects influencing customer satisfaction and challenges the notion that only major elements contribute to overall perceptions.

The theme "Recommend" resonates strongly with social influence theories, emphasizing the role of word-of-mouth and recommendations in shaping consumer decisions. This finding reaffirms the theoretical perspective that social factors wield significant influence over patrons' choices when it comes to selecting restaurants. In the realm of dining experiences, the power of recommendation extends beyond traditional marketing strategies, highlighting the pervasive impact of interpersonal communication and shared experiences. The introduction of "Hotel" as a noteworthy theme in reviews of 3 Michelin Star restaurants contributes a novel dimension to the theoretical landscape. This revelation implies that considerations extending beyond the culinary domain, such as the overall environment and the potential inclusion of luxury accommodation, play a substantial role in shaping perceptions at the highest echelon of dining. This expands our understanding of the factors that contribute to the overall evaluation of Michelin-starred restaurants, showcasing that patrons at this elite tier may evaluate their experiences holistically, encompassing aspects beyond the culinary, such as the ambiance and potential inclusion of high-end accommodations. This evolution in the theoretical framework underscores the multifaceted nature of the Michelin-starred dining experience.

Overall, this study enriches existing literature by unveiling the interconnectedness of these themes and their collective impact on patrons' assessments, offering theoretical insights that can guide future research and practical implications for restaurant management.

### **6.3 Practical Contribution**

In terms of practical value, this study can provide restaurants with Michelin stars a specific understanding that they may use to improve their customers' experiences. Through identifying

and classifying important themes like 'Restaurant', 'Menu', 'Food', 'Meal,' 'Recommend', 'Bread' or 'Hotel,' establishments can get a complex picture of what is important to customers. This knowledge can help restaurants improve various aspects of their business, including overall ambiance and service as well as menu design and food presentation--all to meet or exceed customer expectations. Furthermore, the recognition of "Recommend" as a pivotal theme underscores the importance of fostering positive word-of-mouth and encouraging satisfied patrons to share their experiences, illuminating the potential of strategic marketing efforts to leverage social influence.

The acknowledgment of "Hotel" as a significant theme in 3 Michelin Star reviews provides high-end restaurants with a unique opportunity. It suggests that investing in the overall environment, including the option of luxury accommodation, can contribute to a more favorable perception at the highest echelon of dining. Michelin-starred establishments can leverage this insight to enhance their offerings, potentially expanding their appeal beyond the culinary realm to attract patrons seeking a holistic, luxurious experience. Overall, the practical implications of this study empower Michelin-starred restaurants to make informed decisions aimed at elevating customer satisfaction and differentiating themselves in a highly competitive culinary landscape. In addition to these thematic insights, the practical contribution of this study extends to the realm of menu development and design. The emphasis on the "Menu" theme as a central aspect of the culinary experience highlights its potential as a strategic tool for Michelin-starred restaurants. Understanding the interconnected concepts associated with the menu, such as sommelier, waiter, delicious, different, courses, and flavors, allows restaurants to craft menus that not only showcase exquisite dishes but also consider the integral role of service and flavor variety. This knowledge empowers chefs and restaurateurs to curate menus that align with customer expectations and preferences, enhancing the overall dining experience.

Furthermore, the focus on "Recommend" underscores the importance of cultivating positive word-of-mouth marketing. Michelin-starred restaurants can actively encourage satisfied patrons to share their experiences through online reviews, social media, or other platforms. Implementing strategies to amplify positive recommendations can contribute to a broader and more positive public perception, ultimately influencing potential customers' decisions. The practical implications, therefore, encompass not only the refinement of on-site experiences but also strategic actions to harness the power of positive customer endorsements in the digital age.

## **6.4 Limitations**

The main challenge of this technique relies in complexity and inherent ambiguity of natural language. Words can have multiple meanings, persists despite research efforts. Resolving this issue remains undeveloped, often confined to specific domains, making it challenging to accurately interpret users' intended semantic meanings due to uncertain word interpretation.

## REFERENCE LIST

- A. Anaza, N., & Zhao, J. (2013). Encounter-based antecedents of e-customer citizenship behaviors. *Journal of Services Marketing*, 27(2), 130-140. <https://doi.org/10.1108/08876041311309252>
- Abubakar, A. M., & Ilkan, M. (2016). Impact of online WOM on destination trust and intention to travel: A medical tourism perspective. *Journal of Destination Marketing & Management*, 5(3), 192–201. <https://doi.org/10.1016/j.jdmm.2015.12.005>
- Adema, P. (2000). Vicarious Consumption: Food, Television and the Ambiguity of Modernity. *Journal of American & Comparative Cultures*, 23(3), 113-123. [https://doi.org/https://doi.org/10.1111/j.1537-4726.2000.2303\\_113.x](https://doi.org/https://doi.org/10.1111/j.1537-4726.2000.2303_113.x)
- Alcoba, J., Mostajo, S., Paras, R., Ebron, R. A., & Balderas-Cejudo, A. (2020). On finding the voice of the customer in the digital traces of the Michelin-star gastronomy experience: unveiling insights for service design. *Exploring Service Science: 10th International Conference, IESS 2020, Porto, Portugal, February 5–7, 2020, Proceedings 10*,
- Aureliano-Silva, L., Leung, X., & Spers, E. E. (2021). The effect of online reviews on restaurant visit intentions: applying signaling and involvement theories. *Journal of Hospitality and Tourism Technology*, 12(4), 672-688. <https://doi.org/10.1108/JHTT-06-2020-0143>
- Balasubramanian, S., & Mahajan, V. (2001). The economic leverage of the virtual community. *International Journal of Electronic Commerce*, 5(3), 103-138.
- Banerjee, S., Bhattacharyya, S., & Bose, I. (2017). Whose online reviews to trust? Understanding reviewer trustworthiness and its impact on business. *Decision Support Systems*, 96, 17-26. <https://doi.org/https://doi.org/10.1016/j.dss.2017.01.006>
- Berry, L. L., Wall, E. A., & Carbone, L. P. (2006). Service clues and customer assessment of the service experience: Lessons from marketing. *Academy of management perspectives*, 20(2), 43-57.

- Bertan, S. (2020, 2020/10/01/). Impact of restaurants in the development of gastronomic tourism. *International Journal of Gastronomy and Food Science*, 21, 100232. <https://doi.org/https://doi.org/10.1016/j.ijgfs.2020.100232>
- Bickart, B., & Schindler, R. M. (2001). Internet forums as influential sources of consumer information. *Journal of Interactive Marketing*, 15(3), 31-40. <https://doi.org/https://doi.org/10.1002/dir.1014>
- Bouty, I., & Gomez, M.-L. (2013). Creativity in Haute Cuisine: Strategic Knowledge and Practice in Gourmet Kitchens. *Journal of Culinary Science & Technology*, 11(1), 80-95. <https://doi.org/10.1080/15428052.2012.728979>
- Brodie, R. J., Ilic, A., Juric, B., & Hollebeek, L. (2013). Consumer engagement in a virtual brand community: An exploratory analysis. *Journal of Business Research*, 66(1), 105-114. <https://doi.org/https://doi.org/10.1016/j.jbusres.2011.07.029>
- Bughin, J., Doogan, J., & Vetvik, O. J. (2010). A new way to measure word-of-mouth marketing. *McKinsey Quarterly*, 2(1), 113-116.
- Bulchand-Gidumal, J., Melián-González, S., & González López-Valcárcel, B. (2011). Improving hotel ratings by offering free Wi-Fi. *Journal of Hospitality and Tourism Technology*, 2(3), 235-245. <https://doi.org/10.1108/17579881111173776>
- Castillo-Manzano, J. I., Castro-Nuño, M., Lopez-Valpuesta, L., & Zarzoso, Á. (2021). Quality versus quantity: An assessment of the impact of Michelin-starred restaurants on tourism in Spain. *Tourism Economics*, 27(5), 1166-1174. <https://doi.org/10.1177/1354816620917482>
- Castillo-Manzano, J. I., & Zarzoso, Á. (2023). Towards “a sky full of Michelin Stars”. *International Journal of Gastronomy and Food Science*, 32, 100738. <https://doi.org/https://doi.org/10.1016/j.ijgfs.2023.100738>
- Chen, A., & Peng, N. (2018). Examining consumers’ intentions to dine at luxury restaurants while traveling. *International Journal of Hospitality Management*, 71, 59-67. <https://doi.org/https://doi.org/10.1016/j.ijhm.2017.11.009>

- Chen, P. J., & Antonelli, M. (2020, Dec 18). Conceptual Models of Food Choice: Influential Factors Related to Foods, Individual Differences, and Society. *Foods*, 9(12). <https://doi.org/10.3390/foods9121898>
- Chiang, C.-F., & Guo, H.-W. (2021). Consumer perceptions of the Michelin Guide and attitudes toward Michelin-starred restaurants. *International Journal of Hospitality Management*, 93, 102793. <https://doi.org/https://doi.org/10.1016/j.ijhm.2020.102793>
- Chou, S.-F., Horng, J.-S., Liu, C.-H., Huang, Y.-C., & Zhang, S.-N. (2020). The critical criteria for innovation entrepreneurship of restaurants: Considering the interrelationship effect of human capital and competitive strategy a case study in Taiwan. *Journal of Hospitality and Tourism Management*, 42, 222-234. <https://doi.org/https://doi.org/10.1016/j.jhtm.2020.01.006>
- Clarke, T. B., Murphy, J., & Adler, J. (2016). Celebrity chef adoption and implementation of social media, particularly pinterest: A diffusion of innovations approach. *International Journal of Hospitality Management*, 57, 84-92. <https://doi.org/https://doi.org/10.1016/j.ijhm.2016.06.004>
- Crossman, R. (2018). A Young Chef Swims Up-Seine in Paris. *International New York Times*.
- Daries, N., Cristobal-Fransi, E., Ferrer-Rosell, B., & Marine-Roig, E. (2018). Maturity and development of high-quality restaurant websites: A comparison of Michelin-starred restaurants in France, Italy and Spain. *International Journal of Hospitality Management*, 73, 125-137. <https://doi.org/https://doi.org/10.1016/j.ijhm.2018.02.007>
- Daries, N., Moreno-Gené, J., & Cristobal-Fransi, E. (2021). Michelin stars shine brightly, but are they profitable? *International Journal of Gastronomy and Food Science*, 24, 100352. <https://doi.org/https://doi.org/10.1016/j.ijgfs.2021.100352>
- Ehrmann, T., Meiseberg, B., & Ritz, C. (2009). Superstar Effects in Deluxe Gastronomy – An Empirical Analysis of Value Creation in German Quality Restaurants. *Kyklos*, 62(4), 526-541. <https://doi.org/https://doi.org/10.1111/j.1467-6435.2009.00449.x>

- Farrer, J. (2021). From cooks to chefs: skilled migrants in a globalising culinary field. *Journal of Ethnic and Migration Studies*, 47(10), 2359-2375. <https://doi.org/10.1080/1369183X.2020.1731990>
- Garg, A., & Amelia, M. (2016). Service clues' influence on customers' dining experience in fine dining restaurants. *Asia-Pacific Journal of Innovation in Hospitality and Tourism*, 5(1), 91-109.
- Giousmpasoglou, C., Brown, L., & Cooper, J. (2020). The role of the celebrity chef. *International Journal of Hospitality Management*, 85, 102358. <https://doi.org/https://doi.org/10.1016/j.ijhm.2019.102358>
- Godes, D., & Mayzlin, D. (2004). Using Online Conversations to Study Word-of-Mouth Communication. *Marketing Science*, 23(4), 545-560. <https://doi.org/10.1287/mksc.1040.0071>
- Gu, B., & Ye, Q. (2014). First step in social media: Measuring the influence of online management responses on customer satisfaction. *Production and Operations Management*, 23(4), 570-582.
- Han, D.-I. D., Boerwinkel, M., Haggis-Burridge, M., & Melissen, F. (2022). Deconstructing Immersion in the Experience Economy Framework for Immersive Dining Experiences through Mixed Reality. *Foods*, 11(23), 3780. <https://www.mdpi.com/2304-8158/11/23/3780>
- Harrington, R. J., Fauser, S. G., Ottenbacher, M. C., & Kruse, A. (2013). *Key information sources impacting Michelin restaurant choice* (Vol. 16).
- Harris, L. C., & Goode, M. M. H. (2004). The four levels of loyalty and the pivotal role of trust: a study of online service dynamics. *Journal of Retailing*, 80(2), 139-158. <https://doi.org/https://doi.org/10.1016/j.jretai.2004.04.002>
- hates Michelin, E. (2019). Red (Michelin) stars over China: seeking recognition in a transnational culinary field. *Culinary Nationalism in Asia*, 193.

- Hennig-Thurau, T., Malthouse, E. C., Frieger, C., Gensler, S., Lobschat, L., Rangaswamy, A., & Skiera, B. (2010). The Impact of New Media on Customer Relationships. *Journal of Service Research*, 13(3), 311-330. <https://doi.org/10.1177/1094670510375460>
- Hollebeek, L. D., Glynn, M. S., & Brodie, R. J. (2014). Consumer Brand Engagement in Social Media: Conceptualization, Scale Development and Validation. *Journal of Interactive Marketing*, 28(2), 149-165. <https://doi.org/https://doi.org/10.1016/j.intmar.2013.12.002>
- Hui, S., Law, R., & Ye, Q. (2009). An Analysis of the Best Online Rates for Hotels in China. *Journal of Hospitality Marketing & Management*, 18(8), 829-844. <https://doi.org/10.1080/19368620903235845>
- Hwang, J., & Ok, C. (2013). The antecedents and consequence of consumer attitudes toward restaurant brands: A comparative study between casual and fine dining restaurants. *International Journal of Hospitality Management*, 32, 121-131. <https://doi.org/https://doi.org/10.1016/j.ijhm.2012.05.002>
- Jeong, M., & Mindy Jeon, M. (2008). Customer Reviews of Hotel Experiences through Consumer Generated Media (CGM). *Journal of Hospitality & Leisure Marketing*, 17(1-2), 121-138. <https://doi.org/10.1080/10507050801978265>
- Johnson, C., Surlemont, B., Nicod, P., & Revaz, F. (2005). Behind the Stars: A Concise Typology of Michelin Restaurants in Europe. *Cornell Hotel and Restaurant Administration Quarterly*, 46(2), 170-187. <https://doi.org/10.1177/0010880405275115>
- Kiatkawsin, K., & Han, H. (2019). What drives customers' willingness to pay price premiums for luxury gastronomic experiences at michelin-starred restaurants? *International Journal of Hospitality Management*, 82, 209-219. <https://doi.org/https://doi.org/10.1016/j.ijhm.2019.04.024>
- Kiatkawsin, K., & Sutherland, I. (2020). Examining Luxury Restaurant Dining Experience towards Sustainable Reputation of the Michelin Restaurant Guide. *Sustainability*, 12(5), 2134. <https://www.mdpi.com/2071-1050/12/5/2134>

- Kim, B., & Velthuis, O. (2021). From reactivity to reputation management: online consumer review systems in the restaurant industry. *Journal of Cultural Economy*, 14(6), 675-693. <https://doi.org/10.1080/17530350.2021.1895280>
- Kim, J., Jin, B., & Swinney, J. L. (2009). The role of retail quality, e-satisfaction and e-trust in online loyalty development process. *Journal of Retailing and Consumer Services*, 16(4), 239-247. <https://doi.org/10.1016/j.jretconser.2008.11.019>
- Kim, Y. H., Kim, D. J., & Wachter, K. (2013). A study of mobile user engagement (MoEN): Engagement motivations, perceived value, satisfaction, and continued engagement intention. *Decision Support Systems*, 56, 361-370. <https://doi.org/10.1016/j.dss.2013.07.002>
- Lai, H. B. J., Karim, S., Krauss, S. E., & Ishak, F. A. (2019). Can restaurant revenue management work with menu analysis? *Journal of Revenue and Pricing Management*, 18, 204-212.
- Lane, S. R., & Fisher, S. M. (2015). The influence of celebrity chefs on a student population. *British Food Journal*, 117(2), 614-628. <https://doi.org/10.1108/BFJ-09-2013-0253>
- Lee, J. H., & Hwang, J. (2011). Luxury marketing: The influences of psychological and demographic characteristics on attitudes toward luxury restaurants. *International Journal of Hospitality Management*, 30(3), 658-669. <https://doi.org/10.1016/J.IJHM.2010.12.001>
- Levy, S. E., Duan, W., & Boo, S. (2013). An Analysis of One-Star Online Reviews and Responses in the Washington, D.C., Lodging Market. *Cornell Hospitality Quarterly*, 54(1), 49-63. <https://doi.org/10.1177/1938965512464513>
- Lewis, T., & Huber, A. (2015). A Revolution in an Eggcup? *Food, Culture & Society*, 18(2), 289-307. <https://doi.org/10.2752/175174415X14190821960798>
- Libai, B., Bolton, R., Bügel, M. S., de Ruyter, K., Götz, O., Risselada, H., & Stephen, A. T. (2010). Customer-to-Customer Interactions: Broadening the Scope of Word of Mouth

- Research. *Journal of Service Research*, 13(3), 267-282.  
<https://doi.org/10.1177/1094670510375600>
- Lin, I. Y. (2004, 2004/06/01/). Evaluating a servicescape: the effect of cognition and emotion. *International Journal of Hospitality Management*, 23(2), 163-178.  
<https://doi.org/https://doi.org/10.1016/j.ijhm.2003.01.001>
- Lin, M. P., Marine-Roig, E., & Llonch-Molina, N. (2022, Feb 27). Gastronomy Tourism and Well-Being: Evidence from Taiwan and Catalonia Michelin-Starred Restaurants. *Int J Environ Res Public Health*, 19(5). <https://doi.org/10.3390/ijerph19052778>
- Litvin, S. W., Goldsmith, R. E., & Pan, B. (2008). Electronic word-of-mouth in hospitality and tourism management. *Tourism Management*, 29(3), 458-468.  
<https://doi.org/https://doi.org/10.1016/j.tourman.2007.05.011>
- Liu, C.-R., Kuo, T. M., Wang, Y.-C., Shen, Y.-J., Chen, S.-P., & Hong, J.-W. (2022). Perceived luxurious values and pay a price premium for Michelin-starred restaurants: A sequential mediation model with self-expansion and customer gratitude. *International Journal of Hospitality Management*, 103, 103185. <https://doi.org/10.1016/J.IJHM.2022.103185>.
- Loda, M., Bonati, S., & Puttilli, M. (2020). History to eat. The foodification of the historic centre of Florence. *Cities*, 103, 102746.  
<https://doi.org/https://doi.org/10.1016/j.cities.2020.102746>
- Madeira, A., Palrão, T., Mendes, A. S., & Ottenbacher, M. C. (2022). The culinary creative process of Michelin Star chefs. *Tourism Recreation Research*, 47(3), 258-276.  
<https://doi.org/10.1080/02508281.2021.1958170>
- Marquez Garat, J. A. (2022). *Gastronomy and sustainability: a study of the role of the Michelin Green Star sustainability award in food system transformation* Norwegian University of Life Sciences, Ås].

- Mathwick, C., & Mosteller, J. (2017). Online Reviewer Engagement: A Typology Based on Reviewer Motivations. *Journal of Service Research*, 20(2), 204-218. <https://doi.org/10.1177/1094670516682088>
- Maxham, J. G., & Netemeyer, R. G. (2002). A Longitudinal Study of Complaining Customers' Evaluations of Multiple Service Failures and Recovery Efforts. *Journal of Marketing*, 66(4), 57-71. <https://doi.org/10.1509/jmkg.66.4.57.18512>
- McDonald, A. A. (2015). *The long history of food-and celebrity chefs*. [www.newsweek.com/long-history-food-and-celebrity-chefs-311760](http://www.newsweek.com/long-history-food-and-celebrity-chefs-311760)
- Meneguel, C. R. d. A., Mundet, L., & Aulet, S. (2019). The role of a high-quality restaurant in stimulating the creation and development of gastronomy tourism. *International Journal of Hospitality Management*, 83, 220-228. <https://doi.org/10.1016/j.ijhm.2018.10.018>
- Michelin, G. (2020). *To the Stars and Beyond*. <https://guide.michelin.com/se/to-the-stars-and-beyond>
- Michelin Guide (n.d.a). *About us. Michelin guide*. Retrieved 11 November 2023 from <https://guide.michelin.com/en/about-us>
- Mills, J. E., & Thomas, L. (2008). Assessing customer expectations of information provided on restaurant menus: A confirmatory factor analysis approach. *Journal of Hospitality & Tourism Research*, 32(1), 62-88.
- Mohamed, M. E., Kim, D. C., Lehto, X., & Behnke, C. A. (2022). Destination restaurants, place attachment, and future destination patronization. *Journal of Vacation Marketing*, 28(1), 20-37. <https://doi.org/10.1177/13567667211014947>
- Molinillo, S., Fernández-Morales, A., Ximénez-de-Sandoval, J. L., & Coca-Stefaniak, A. (2016). Hotel assessment through social media—TripAdvisor as a case study. *Tourism & Management Studies*, 12(1), 15-24. <https://doi.org/10.18089/tms.2016.12102>

- Nemeschansky, B., von der Heide, T., & Kim, P. B. (2020, 2020/10/01/). Customer-driven menu analysis (CDMA): Capturing customer voice in menu management. *International Journal of Hospitality Management*, 91, 102417. <https://doi.org/https://doi.org/10.1016/j.ijhm.2019.102417>
- Notaker, H. (2022). *A history of cookbooks: from kitchen to page over seven centuries* (Vol. 64). Univ of California Press.
- O'Connor, P. (2010). Managing a Hotel's Image on TripAdvisor. *Journal of Hospitality Marketing & Management*, 19(7), 754-772. <https://doi.org/10.1080/19368623.2010.508007>
- Ostrom, A. L., Parasuraman, A., Bowen, D. E., Patrício, L., & Voss, C. A. (2015). Service Research Priorities in a Rapidly Changing Context. *Journal of Service Research*, 18(2), 127-159. <https://doi.org/10.1177/1094670515576315>
- Ottensmeyer, M., & Gnoth, J. (2005). How to Develop Successful Hospitality Innovation. *Cornell Hotel and Restaurant Administration Quarterly*, 46(2), 205-222. <https://doi.org/10.1177/0010880404271097>
- Ottensmeyer, M., & Harrington, R. J. (2007). The innovation development process of Michelin-starred chefs. *International Journal of Contemporary Hospitality Management*, 19(6), 444-460. <https://doi.org/10.1108/09596110710775110>
- Ottensmeyer, M. C., & Harrington, R. J. (2008). U.S. and German Culinary Innovation Processes: Differences in Involvement and Other Factors. *Journal of foodservice business research*, 11(4), 412-438. <https://doi.org/10.1080/15378020802519819>
- Pacheco, L. M. (2018). An analysis of online reviews of upscale Iberian restaurants. *Dos Algarves*, 32, 38-53. <https://doi.org/https://doi.org/10.18089/DAMeJ.2018.32.3>
- Pantelidis, I. S. (2010). Electronic Meal Experience: A Content Analysis of Online Restaurant Comments. *Cornell Hospitality Quarterly*, 51(4), 483-491. <https://doi.org/10.1177/1938965510378574>

- Park, D.H., Lee, J. and Han, J. (2007), "The effect of online consumer reviews on consumer purchasing intention: the moderating role of involvement", *International Journal of Electronic Commerce*, Vol. 11 No. 4, pp. 125-148.
- Poullennec, G. (2011). The Michelin Guide: a Worldwide Reference for Local Gastronomy. *Le journal de l'ecole de Paris du management*, 89(3), 37-42.  
<https://doi.org/10.3917/jepam.089.0037>
- Prayag, G., & de Cellery d'Allens, V. (2019). Celebrity chefs and luxury hotels: The influence of personal branding on marketing strategies. In *The Routledge handbook of gastronomic tourism* (pp. 538-544). Routledge
- Prezenza, A., & Messeni Petruzzelli, A. (2019). Investigating business model innovation in Haute Cuisine. Role and behavior of chef-entrepreneurs. *International Journal of Hospitality Management*, 82, 101-111.  
<https://doi.org/https://doi.org/10.1016/j.ijhm.2019.03.027>
- Racherla, P., Connolly, D. J., & Christodoulidou, N. (2013). What Determines Consumers' Ratings of Service Providers? An Exploratory Study of Online Traveler Reviews. *Journal of Hospitality Marketing & Management*, 22(2), 135-161.  
<https://doi.org/10.1080/19368623.2011.645187>
- Ranaweera, C., & Prabhu, J. (2003). The influence of satisfaction, trust and switching barriers on customer retention in a continuous purchasing setting. *International journal of service industry management*, 14(4), 374-395.
- Rita, P., Vong, C., Pinheiro, F., & Mimoso, J. (2023). A sentiment analysis of Michelin-starred restaurants. *European Journal of Management and Business Economics*, 32(3), 276-295.
- Rossmann, A., Ranjan, K. R., & Sugathan, P. (2016). Drivers of user engagement in eWoM communication. *Journal of Services Marketing*, 30(5), 541-553.

- Schuckert, M., Liu, X., & Law, R. (2015). Hospitality and Tourism Online Reviews: Recent Trends and Future Directions. *Journal of Travel & Tourism Marketing*, 32(5), 608-621. <https://doi.org/10.1080/10548408.2014.933154>
- Shankar, V., Smith, A. K., & Rangaswamy, A. (2003). Customer satisfaction and loyalty in online and offline environments. *International Journal of Research in Marketing*, 20(2), 153-175. [https://doi.org/10.1016/S0167-8116\(03\)00016-8](https://doi.org/10.1016/S0167-8116(03)00016-8)
- Simão, C., Farias, A. R., & Reis, J. (2019). Expressions of gratitude applied to business: a lesson for managing online reviews. *Expressions of gratitude applied to business: a lesson for managing online reviews*, 1-13.
- Simonson, I., & Rosen, E. (2014). What marketers misunderstand about online reviews. *Harvard Business Review*, 92(1), 7.
- SLH. (2021). 2021: Small Luxury Hotels. <https://www.slh.com/hotel-types>
- Smith, A. E. (2003). Automatic extraction of semantic networks from text using leximancer. (June), 23–24. <https://doi.org/10.3115/1073427.1073439>
- Smith, A. E., & Humphreys, M. S. (2006). Evaluation of unsupervised semantic mapping of natural language with Leximancer concept mapping. *Behavior Research Methods*, 38(2), 262–279. <https://doi.org/10.3758/BF03192778>
- Stringam, B. B., & Gerdes, J. (2010). An Analysis of Word-of-Mouse Ratings and Guest Comments of Online Hotel Distribution Sites. *Journal of Hospitality Marketing & Management*, 19(7), 773-796. <https://doi.org/10.1080/19368623.2010.508009>
- Talukdar, N. (2022). Luxury food experiences: A proposition of a conceptual framework for food innovation and well-being. In *The Rise of Positive Luxury* (pp. 192-213). Routledge.
- About TripAdvisor. (2019). Retrieved December 3, 2023, from TripAdvisor website: <https://tripadvisor.mediaroom.com/us-about-us>

- van Doorn, J., Lemon, K. N., Mittal, V., Nass, S., Pick, D., Pirner, P., & Verhoef, P. C. (2010). Customer Engagement Behavior: Theoretical Foundations and Research Directions. *Journal of Service Research*, 13(3), 253-266. <https://doi.org/10.1177/1094670510375599>
- Vargas-Sánchez, A., & López-Guzmán, T. (2018). Protection of culinary knowledge generation in Michelin-Starred Restaurants. The Spanish case. *International Journal of Gastronomy and Food Science*, 14, 27-34. <https://doi.org/https://doi.org/10.1016/j.ijgfs.2018.09.001>
- Vargas-Sánchez, A., & López-Guzmán, T. (2020). Creative Process and Culinary Experiences in Michelin-Starred Restaurants. *Journal of Culinary Science & Technology*, 20, 97 - 116.
- Villani, A. M., Egan, T., Keogh, J. B., & Clifton, P. M. (2015). Attitudes and beliefs of Australian adults on reality television cooking programmes and celebrity chefs. Is there cause for concern? Descriptive analysis presented from a consumer survey. *Appetite*, 91, 7-12. <https://doi.org/https://doi.org/10.1016/j.appet.2015.03.021>
- Voss, K. E., Spangenberg, E. R., & Grohmann, B. (2003). Measuring the Hedonic and Utilitarian Dimensions of Consumer Attitude. *Journal of Marketing Research*, 40(3), 310-320. <https://doi.org/10.1509/jmkr.40.3.310.19238>
- Wan, J. (2023). *Exploring Michelin Food: The Hundred-Foot Journey* Faculty of Culture and Society of Auckland University of Technology]. Auckland.
- Yang, W., & Mattila, A. S. (2016). Why do we buy luxury experiences? Measuring value perceptions of luxury hospitality services. *International Journal of Contemporary Hospitality Management*, 28(9), 1848-1867.
- Ye, Q., Li, H., Wang, Z., & Law, R. (2014). The Influence of Hotel Price on Perceived Service Quality and Value in E-Tourism: An Empirical Investigation Based on Online Traveler

Reviews. *Journal of Hospitality & Tourism Research*, 38(1), 23-39.  
<https://doi.org/10.1177/1096348012442540>

## APPENDICES

### Appendix 1 – Examples of 1 Star Michelin Restaurants Online Reviews

*“Don’t waste your money at this restaurant. Yes the waiters are attentive but the quality of the dishes is laughable for the price. The main course was a version of Bosnian tacos! I make tacos at home every week. I don’t spend 500Euros to have them served to me at a restaurant. The deconstructed Ceaser Salad whilst nice was barely inventive. And the minuscule broccoli starter was just silly. And finally putting worms on eggplant may seem different, it was just kind of gross.”*

*“The food was was specular, I had the 50yr career course but felt so neglected that it ruined the whole experience. It took 30 minutes for me to receive a wine menu and at the end when I finished my meal, as a solo person, I was made to sit by myself with no attention from anyone to come ask me if I wanted the check, a coffee, or needed anything.*

*At a restaurant trying to claim the caliber of their pricing, this lack of attention to their patrons is absolutely inexcusable. I had to angrily go to the front to demand the check before someone came to apologize at last. Incurrible. I would never expect a restaurant with a Michelin star to have such poor service. I went here to celebrate my 40th birthday and it ruined my evening, for sure worst experience in Lisbon.”*

*“From its location in a charming park with a beautiful view of the river to the lovely service & wonderful food, Antiquvm lives up to its reputation. This location is easily accessible and the team is a well oiled machine that makes you feel welcome and accommodated.”*

*“Absolutely wonderful. From the moment we arrived we were so impressed, firstly with the warm welcome and ambiance, followed by the wonderful menu. Unfortunately for us, time constraints meant we would not have enough time to savour any of the tasting menus, so we opted for a couple of courses. These 2 courses actually transformed into 5 courses with the addition of small chefs treats, which were delicious. Everything we ate was wonderful, outstanding items were beautiful smoked eel, scallops and the most perfectly cooked cod. This restaurant needs to be visited as my words cannot do it justice.”*

*“I had booked many restaurants for our recent trip to Paris and I was really looking forward to dining at Frenchie given the reviews from a variety of sources. The night before, we had been to Parcelles which blew us away both by the ambience and the warmth of the environment, the music and the people ... and the food --- it was rustic and elegant but just tasted good! Frenchie, in some ways, was the opposite. I really wanted to like it as it was difficult to secure a reservation. However, walking in, the restaurant felt cold, the lighting was just a bit off and the staff albeit friendly felt stressed or strained. For me, it's not just the food but the atmosphere and feel is part of the experience. With Frenchie, it seemed like they were trying too hard. Admittedly, having been to many tasting menus, I have perhaps become increasingly cynical about them --- the food was "good" but not "great" and certainly not memorable for me. As some others mentioned, with all of the great restaurants in Paris, I know that I would be looking elsewhere.”*

#### **Appendix 2– Example of 2 Star Michelin Restaurants Online Reviews**

*“The food is out of this world, flavours that I didn't think were possible. They have done an amazing job bringing the food of Al-Andalus to life. Every dish is an experience and the wines match it perfectly. The service is wonderful and the staff are the best.”*

*“I had never done a tasting menu with wine pairings but this one was as fabulous as it gets. The service from start to finish was outstanding. The waiters were very attentive and the delicious choices of different and elegantly prepared, generous morsels of goodness were simply like a gastronomic delight. The sommelier was knowledgeable and the wine was perfectly paired with each dish that magically appeared at just the right intervals.*

*The ambience, decor, and chef creativity were nothing short of expectation. It was fun to be able to watch the chefs preparing the food through a large, sound-proof window beyond our table. We observed as the master chef would patiently watch over his crew preparing each amazing dish.*

*Expensive, yes. Worth every penny, most definitely. Would do this again in Barcelona!! Loved the experience.”*

*“Back to L'escaleta, this time with family who were here on holiday and everything was excellent. The wine, food and service were all special. The dishes are a great representation of the local produce and are very different from most restaurants of this standard and I hope this continues. The wine list continues to be one of the best I've ever seen. Finally the staff - they really make any visit special and we were treated to a wonderful lunch. Thank you all and see you soon.”*

*“Beautiful room with well-spaced tables. We all ordered the 195 Euro Classics menu that allegedly had 11 courses, but was actually 14. We started with an elderini, a small martini like foamed drink, followed by a brioche with cod liver and trout roe which was fabulous. Tuna belly and broth, a golden sphere of foie gras, Algarve prawn with roasted chicken skin, carrot with pine milk and olive, Lupin bean (this was the only course I wasn't wild about), lobster Caesar salad, poached egg, unbelievably tender and delicious hake, suckling pig, followed by several small desserts. Entire dinner took a little more than 3 hours. Service was friendly but highly professional. We did not order the wine pairings, but chose a white from Alentejo (Palpite) which served us well. Lots of “surprises” throughout which are fun to guess. We also received a printed menu to take home. Only disappointment was the 10% service charge (which did not surprise us) was actually 17% even though they claimed it was 10%. Just bizarre—we can do basic math even if the waiter could not. It was a wonderful dinner and we elected not to protest. We concluded they hike the service charge for Americans.”*

### **Appendix 3– Example of 3 Star Michelin Restaurants Online Reviews**

*“Visited end December for Xmas eve - wonderful, wonderful meal, superb service, wonderful food and wine - great personal.*

*We were excited to go back and we are excited at the thought of returning for a 3rd time  
CP & CP FAMILY”*

*“The experience begins by entering the restaurant. I'm a huge fan of architecture and design, and Le 1947 has both. We felt we were in a James Bond movie, it was surreal! Everything white, even the hostess dress! Only 5 tables, very exclusive, an open (and beautiful) kitchen. Service and staff very good and polite, as expected for a 2 Michelin star.*

*Food was amazing, creative, with beautiful presentation. Specially the main course (my husband and I chose the same dish - Fillet and Chops of Lamb. The best lamb of our lives!!).*

*After dinner, the chef came to our table and we were impressed at how young he looked. He seemed very nice and sweet. A humble expression upon our congratulations.*

*The restaurant is located inside the beautiful hotel "Le Cheval Blanc". We had a drink at the Bar before dinner and they were playing live music, which was worth the while.*

*A perfect evening indeed!"*

*"Fabulous. Celebrated the 55th anniversary of a friendship with a truly exceptional ... meal ? - no, more than just that, an experience. The food, the ambiance, the service, all unbeatable. A bit expensive, yes, but so, so worth it. I repeat: fab-u-lous."*

*"This was truly the most amazing dining experience we have ever had and probably will never be surpassed. We woke up the morning after feeling like we couldn't eat again because chef Eneko and his team opened our senses of food and flavors in a way that could never be duplicated. In fact we loved the pea tarts so much that our waiter insisted we get another one—a mixture of food and flavors out of this world! The service was perfect in every way as one would expect from a three star Michelin. At the end Eneko nicely came out to greet us and was humble and kind. Truly I felt like I was in Charlie and the Chocolate factory wowed by the inventor who could do such things with ingredients and the artistry was mind blowing."*