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STRESS IN MICHELIN RESTAURANTS

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ABSTRACT

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The purpose of this study is to find whether stress among the staff occurs in Michelin restaurants and is it more than in other restaurant types. The research is conducted in only Michelin and only from the people who have worked in this part of the industry. Quantitative method was used to conduct the research.

The theory part begins with explaining what the word stress actually means. The medical and general meaning of the word is explained and then later on the causes and consequences are discussed. Further on the theory comes the part where the author discusses about the global restaurant industry with its sub parts and going deeper in the fine dining industry and more further specifically in Michelin restaurants and explaining what the Michelin guide is, how it has affected the restaurant industry and what stress it has caused amongst people working there. Finally the theory ends with giving some examples based on actual life event of different employees working in this fast pacing Michelin industry.

The research reveals that there is indeed stress in the Michelin industry and it even reveals, when analyzing the responses, that the stress is higher than other restaurants types.

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1. INTRODUCTION

When talking about any business, stress is a very important factor but it is rarely discussed. This is one factor, which is present everywhere in everyone's life, but because it is so common nobody takes it seriously and talks about it. When customers come to a fine dining restaurant they enjoy and appreciate the service and cuisines they get but no one actually knows and realizes the amount of stress the employees working had to go through to serve the guest. This research explores the stress that is involved in the Michelin (fine dining) industry and whether it is as significant as the author assumes, and is it stronger than other part of the industry. This chapter further explains the reason behind this bachelor's thesis, how the whole idea of the topic emerged. It also later explains the reason of the research and what is being attempted to achieve from it.

1.1 The reason behind the research

The idea for this research arose while the author was working as a trainee in a Michelin star restaurant in Copenhagen, Denmark. The whole reality or vision about a certain thing changes when a person experiences it, and that is exactly what happened. During that time the author realized that the amount of stress was way more than what he had originally perceived it would be in a Michelin (fine dining) restaurant and what he had previously encountered while working in a normal restaurant.

Stress is a key factor in any sort of business, and in the restaurant business specifically in fine dining restaurants it is increasing every day and at a rapid pace; with the Michelin Guide getting more recognition and the restaurants aiming to get their names in their books, it has created a huge amount of stress for the chefs and restaurants owners.

Therefore, the idea is to research weather this stress is actually increasing and/or is more than in other parts of the industry, if it is, then how does it affect the business, the owners and the employees. And what are factors on which this increasing stress is based and what are some measures that could be taken to prevent this.

1.3 Limitation of research

The whole restaurant industry is a massive giant and the author has limited it down to fine dining restaurants and further in fine dining it is limited to Michelin restaurants. There are more than two thousand Michelin restaurants in the world, so it is impossible to research all of them about stress, but the atmosphere and requirement for achieving a Michelin star is the same, so the level of stress would be similar all over. The research is limited to Michelin star restaurants in Copenhagen.

1.4 Structure of thesis

The thesis starts with an introduction where the purposes of the thesis as well as the limitations are explained. Later, in chapter 2, there is an extensive explanation of stress, what does the word means, what the causes of stress in business are and what can be the consequences of stress, eventually. In chapter 3 the author talks about the global restaurant industry. It tells how big the restaurant industry is, what the types of restaurants in this industry are and then an extensive explanation of the fine dining side of the industry and the stress involved in it is elaborated. Following, in Chapter 4 the fine dining industry is furthermore categorised to Michelin star restaurants and the Michelin guide is presented and explained, how it works and how the stars are given to what sort of restaurants and why. Then, in the same chapter the author discusses stress, which is how Michelin stars affect the stress in these restaurants and why the level of stress is considered to be high in these restaurants than others in this global restaurant industry.

Next, in chapter 5 there are some real life factual examples of how stress affects the lives of people working in this industry and how their life has changed due to stress and Michelin stars.

Chapter 6 is about the research methodology, its implementation, validity and reliability. The analysis of the conducted research can be seen further in chapter 7, after that there is a final conclusion of the research as a sub chapter in 7, and finally comes the last chapter, number 8 in which there is a discussion, criticism and the authors personal point of view about his finding and the whole research.

2. STRESS

Stress is a word that is present in every person's life at one point or the other and everyone has his or her own interpretation, definition and experiences about stress. There are various definitions and understandings of the concept 'stress' as it has kept on changing from time to time, for the similar meaning a "large number of variants words can be found in the English literature" (Cox 1978, 2). Hans Selye, as it is currently used, interpreted the term 'stress', in 1936 as "the non-specific response of the body to any demand for change"(American institute of stress). Over the centuries, the concept of stress has kept on changing, authors, doctors kept on coming up with new meanings or returning to the old definitions. So the term stress has been defined in several different ways: the stress management society defines stress as: "a situation where demands on a person exceeds that person's resources or ability to cope"(Stress management society, n/d)

"A state of mental tensions and worries caused by problems in your life, work, etc. (Merriam-webster, 2013); as a body's reaction to a change that requires a physical or psychological adjustment (Morrow 2008, p18); as a state of tension one experiences when one's modes of coping are insufficient (Andre 2008, p152); and as a dynamic condition in which an individual is confronted with opportunity, con-strain or demand related to which he or she desires and for which outcome is perceived to be both uncertain and important (Robbins and DeCenzo 2008, p244).

Furthermore, stress is described as a continuum in which the individual may pass from feelings of eustress to feelings of mid/moderate distress and to feelings of unpleasant distress with psychological results (Engström et al 2008, p319). Horward (2008, p105) defines stress as any condition in which there is a marked discrepancy between the demands placed on a worker and that worker's capacity or perceived capacity to respond.

2.1 Description of stress

The word stress is applied to different mental or physiological states of pressure that people encounters in their lives. Stress is defined as the state when a person is unable to meet the demands of a situation and starts to experience physiological imbalance.

Stress can either be positive or negative. Positive stress can be defined when a situation offers an opportunity to a person to gain something and in that case stress can be a great motivator, but when the stress starts to get so intense that person cannot handle the situation and faces social, emotional, organizational and physical problems that is known as negative stress. It is very important to differentiate between the positive and negative as positive stress can be a great motivator and can help people accomplish a lot more.

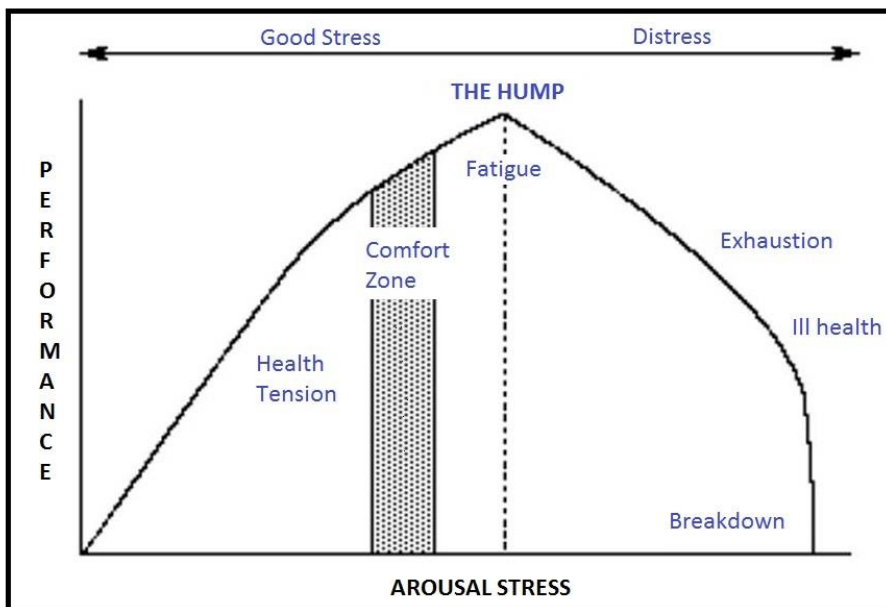**Figure 1**, Human function curve, (Nixon Practioner, 1979)

As illustrated in the diagram above, there is a point where the stress starts to become negative and causes health issues for people, but any stress before that can be a sign of more performance by a person to increase productivity. However 'the hump' is different for everyone as everyone has a different mind set, motivational and performance level.

The factors that cause stress are known as 'stressors'. Stressors are situations that are experienced by a person as a threat to their wellbeing and position in life, when the challenge of dealing with such situations exceeds the available resources. When a stressor is encountered the stress trigger is switched on in a persons body and a series of physiological changes begin to happen. In simple words stressors are all the events, situations, talks that lead a person to stress but usually people confuse stress with stressors.

Stress is a biological factor, which describes the disability of a person to act or react appropriately and accordingly to any physical or emotional dangers to the organism. When a stressor becomes active the brain sends a signal to the organism to react in a defensive motion or to get prepared for defensive action. Physical, emotional, cognitive and behaviour, these are the four different types of stress that are known, though in psychological terms, there is "good" stress and "bad" stress. (Dewer, 2002, p2)

Good stress is known as "Eustress", which can be very exciting and energizing, it can motivate you to reach your goals and pump a person to reach milestones and achieve excellence in anything that he/she is doing. In this reference a person needs just the rite amount of stress and they can perform their tasks faster and better. All the bodily functions start to work accordingly and can result in a perfect outcome. According to some experts eustress can help the body to even resist infections.

Bad stress is known as "distress". People usually associate all kinds of stress as distress and assume that every stress is bad, but it is only the distress that creates problems for a person. Stress can be further sub-categorized in two different types: Acute stress and chronic stress. (Abbott 2001, p37)

The most common type of stress is acute stress among humans; it is a short-term stress and does not causes a person much damage as it doesn't stays for long, for example running or any other kind of exercise is associated with acute stressors. On the other hand chronic stress is the complete opposite of acute stress, this can last for a very long time in a person sometimes even for a lifetime and causes all sorts of health related issues.

2.2 Causes of stress

There can be many different causes of stress and it usually varies from person to person. The body is designed in a way that it will feel stress in any unpleasant event; in that way it can alert us to react accordingly weather physically, mentally or emotionally. Everyone has different ways of coping with it, so the causes of stress can be different for each person.

But the most common causes of stress include: death of loved ones, confrontation, marriage, deadlines, legal problems, job loss, divorce, retirement, money problems, illnesses, parenting and stress at work. (Erectile dysfunction health centre, 2013)

2.2.1 Stress at work

The nature of work is changing at whirlwind speed. Perhaps now more than ever before, job stress poses a threat to the health of workers. Job stress can be defined as the harmful physical and emotional responses that occur when the requirements of the job do not match the capabilities, resources, or needs of the worker.

Work-related stress is caused by several different factors. It usually starts to develop when a person is unable to handle the workload that is being placed on them. Workplace stressor has been defined as any work situation perceived by the participants as threatening because of the mismatch between the situation and individuals coping abilities (AbuAlrub & Al-Zaru 2008, p230). The health care specialists placed the workplace stressors in three different categories, organizational stressors, task stressors and social factors (Sardi-walla et al 2007, p489). Furthermore Sardi-walla et al, explained that organizational stressors are created due to communication gaps between colleagues or between workers and higher authorities, due to administrative factors, problems with working in a team, role vagueness.

The second type of stress, which is the task stressors, occurs when an employee is given a task and he/she has to finish it in given deadline, so this kind of requirement inside a company or business can cause stress.

Social factors can be all the personal issues that a person is experiencing. Reasons for personal stress could be family related matters, it could be due to long working hours or the pressure to produce more or succeed and achieve better than their competitors.

Stress is a definite part of life for everyone at work; a person cannot go through a day of life without stressors and reacting to them (Bickerstaff 2007, 8).

It is nearly impossible to find a person who has never had stress at work or has never had stayed at work more than their working hours. Consuming coffee for longer hours to stay up till late, smoking continuously to release stress, sick leaves, these are the images seen everywhere in every corner of the world at workplaces. Failed deadlines, unsatisfactory performance, sick-leaves, no appearance, these kinds of reasons are the ones that cost a sum of more than 7 billion a year to businesses. The reason behind each is stress. It disables the workers ability to concentrate, think and reason at work (Lynn and Corbidge, 1997).

Few examples of stress, that how it influences a work process all around the world are:

- One-fourth of employees perceive their jobs to be the top most reason of stress in their lives.

  -Northwestern National Life, 2002
- Three-fourths of employees affirm the on-job stress has increased then what it was a time period ago.

  -Princeton Survey Research Associates, 1997

- There are more health complaints from problems at work than any other life stressor, even more than financial or personal problems.

  -St. Paul Fire and Marine Insurance Co, 1992

It seems that the level of stress at work is increasing everywhere all the time and it varies from place to place. It is causing a lot of negative symptoms amongst employees leading to job burnouts. Uncertain and problematic job conditions eventually lead to stress. But

the job stress should never be confused with challenging work. Confronting job situations are necessary sometimes to produce the best out of a person. It is a healthy ingredient for desired outcome. Few job conditions that may lead to strain, anxiety and agony are:

- Little sense of control: heavy workload, few rests breaks, long working hours and shifts, no utilization of the worker skills, lengthy and overburdening tasks that have very less importance.

- Lack of participation: poor and insufficient communication amongst employees, less indulgence by workers in decision-making, lacks of family friendly policies

- Lack of support: no inside rules or laws for social environment or interaction amongst employees to created a friendly and helpful environment.

- Too much responsibility: uncertain job expectations or conflicts between higher authorities and employees, too much burden on one person than the other.

- Lack of opportunity: job insecurities and lack of chances to grow in the company, no advancement, being stuck in the same job for a long period of time, no promotion or instant changes to which the workers cannot adapt.

- Environmental conditions: dangerous or unacceptable job conditions, such as, air and noise pollution, crowding, unhygienic environment.

IBEW local union, 2012

2.3 Consequences of stress

The consequences of stress vary from person to person as the level and tolerance of stress differs with everyone. So everybody would have different or sometimes similar consequences. Now as mentioned before stress cannot always be a negative thing, it can surely be a motivational factor amongst people. Too much or too little acceleration within a person can be fatal and stressful; therefore it is important to find a balance in between. But in cases where the stress level goes beyond the balance stage then it can be harmful and dangerous for a person, it can cause small effect or can last for a very long time.

The body automatically starts to respond to stress for example the heart beat becomes faster, blood pressure rises, muscles began to tighten and the breathing rate increases. Stress is always mental and it depends on every person how he or she reacts and tackles it. Of course is stress is continuous or super emotional and if workers can not find the strength within to cope with it or other co-worker and employees do not help the person then the stress can be a very negative thing and can cause to be very problematic with harsh consequences. All the consequences of stress can be divided into three categories: Effects on health, effect on personal characteristics, and finally effect on working ability (Ben Martin, 2006).

The most common outcome of stress or the one that are seen the most are related to health. Now when it comes to health then there can be four signs and symptoms of stress that can be viewed: Cognitive symptoms, Emotional symptoms, physical symptoms and behavioural symptoms (Melinda Smith, 2013)

Cognitive symptoms are those, which can be easily related to the thought process of a person, such as memory and judgment of a person. Problem related to those include memory problems, continuous worrying, observing only the negative in things, poor judgment, unable to concentrate, too much thinking at the same time, racing or anxious thoughts. Physical symptoms are those, which show the change in physical actions of a person like diarrhea or constipation, aches or pains, nausea, dizziness, chest pains, rapid heartbeat, loss of sex drive, frequent cold. Emotional symptoms can be visible with the

change in a person's mood and emotions towards something or someone. Problems for this could be agitation, inability to relax, sense of loneliness or isolation, continuous depression or unhappiness, feeling overwhelmed, moodiness, irritation without any reason, and becoming short tempered. Behavioural symptoms refer to those when there is a complex change in the personality or behaviour of a person (stoke centre, 2013). The symptoms for this would include sleep deprivation or sleeping more than healthy, keeping oneself isolated, eating more or less, neglecting responsibilities, using alcohol, smoking and different drugs, adapting nervous habits e.g. nail biting, pacing, continuous moving etc. (Health guide, stress symptoms, Melinda Smith, 2013)

All these stress related problems affect not only the person but also to his workplace, increases their expenses and create problems for them.

In the United States of America, the amount of leaves due to stress problems is four times greater than the amount of leaves compared to occupational injuries or sickness. In Canada, almost 500,000 employees are absent from work every week due to mental problems that arose from too much stress at work. The social cost in Canada attached to work-related mental problems has increased to a staggering $20 million dollars annually. In early 2000, 62% out of 1506 randomly chosen people from all over Canada said that they were associated with insurance companies because they were very stressed at work and a few from the remaining said they still feel irritated and anxious without reason sometimes which is an emotional symptoms regarding stress (Université Laval "chair in occupational health and safety management", Jean-Pierre Brun, 2002)

These analyses clearly show that people are struggling with stress. Stress can easily be the cause of the failure of a person; it can bring a person down to a level from where it would be really hard for them to revive. There are many factors and consequences, but in the end all of this is in a person's mind that how he/she wills to react to it (Jean-Pierre Brun, 2002)

3. GLOBAL RESTAURANT INDUSTRY

In this era of busy lifestyle with something happening all the time in every person's life, people are left with very little time to spend it on making food at homes mostly, this is when the restaurant industry steps in, because food is something that humans need till the end of time, it is that one industry which can always earn more in times of crises and never get shut down. It is considered to be one of the most fastest growing and biggest industries in the world. Analysts are usually afraid when it comes to providing a number to quantify the size of the global food industry, mostly because of all the processed food being sold in the markets and small food stalls around every corner in the world, whether it is China, United States, Brazil or any other country (world's biggest industry, forbes, 2013).

A restaurant is basically an establishment that provides with food and drinks to a person in exchange of money. They vary in a large scale for what kind of food they are providing. The history dates back to ancient Greece and Rome, where there were small restaurant bars that use to provide food for people, with big pots and pans stored in counters serving food. The modern idea of the word restaurant and the business itself was first know to be in 'Paris' around 1765 where Boulangers began to sell "restaurants" and other food. The places were literally known as "restaurants" because according to the encyclopaedia the word restaurant is a medical term, and Boulangers at first used to provide soup that was healthy and considered to be a remedy, with time these soups and other foods provided by Boulangers moved from the category of medical food to healthy food and then to ordinary food and so did the meaning of the word 'restaurant' (Clarkson Potter: New York, 1999, p. 978).

After this the restaurant industry starting gaining recognition, the selling of food started to flow, different inventions were made, cooks came up with new dishes and the curiousness started developing amongst people to taste them. Cooks named their places and sold food there. The actual boom of the restaurant industry began when the fast food concept came into existence, though the concept already came in 1848 by George G. Foster but it did not become famous until the 1960 when chain restaurants started to

profit from this concept. After this period the industry got a staggering boom and it has not seen a down side.
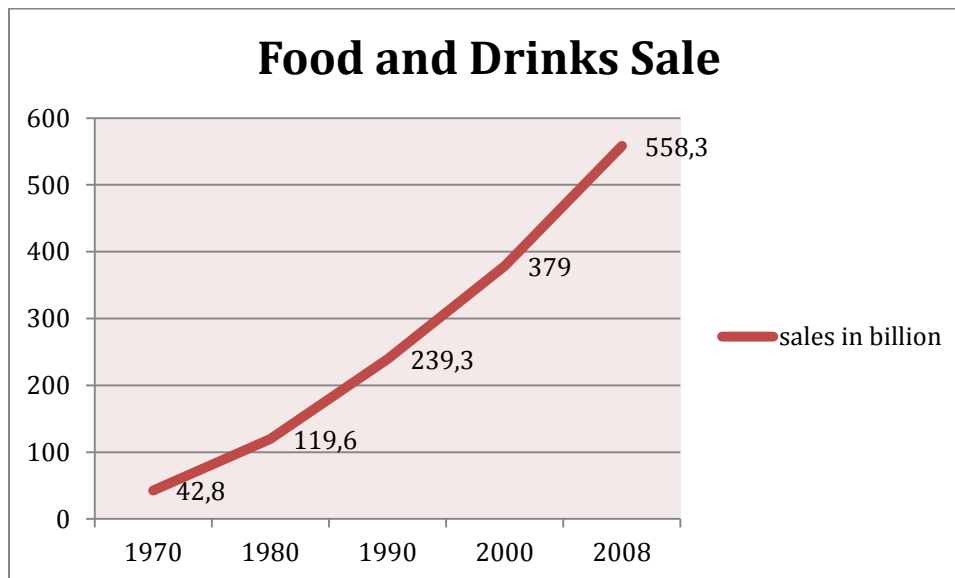
Food and Drinks Sale

Figure 2: The sales of food and drinks in restaurants from 1970-2008 (national restaurant association)

The figure 3 above shows the staggering growth of the industry from 1970-2008, it shows that how the sale of food and drinks were on a continuous rise. From the start of 1970 the sales started going up and it has been climbing the ladder towards selling more, the remarkable part is that there has not been any fluctuation in the sales till 2008.

But as the 2008-2009 recession hit the world globally and most of the industries were heavily affected by it, so was the case with the restaurant industry, but it did not lasted long, as by the end of 2009 restaurants were already starting to recover at a very nice pace and by the end of 2010 the restaurant industry gained a steady pace and the businesses were running as normal and this time with more job opportunities and high employment rate in the industry globally. The everyday consumer carried the industry into a staggering change and development (Duff and Phelps, 2011)
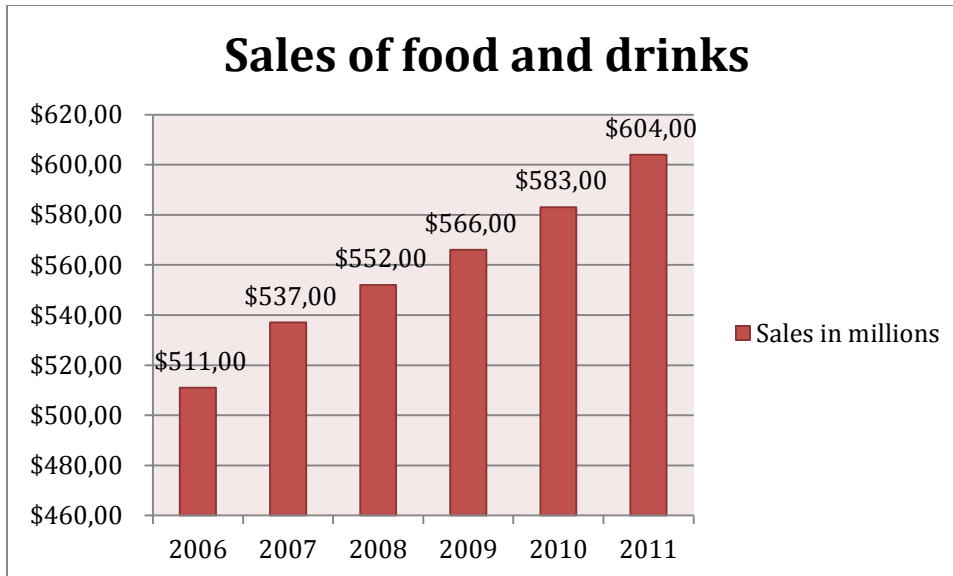
Sales of food and drinks

Figure 3: Restaurant industry sales trends, Duff & Phelps, 2011

Figure 3 above demonstrates the sales of food and drinks during the recession period, as it can be clearly seen that the recession did not affected the sales of the industry as a whole, but just affected the businesses. The simple reason being that the food industry is such a massive monster that it is hard to end or collapse it. The sales dropped slightly a bit but were still higher than the last year's sales. If looking at the difference of sales between each year it can be identified that the difference between 2007-2008 is of 15 million dollar and the following year in 2009, it dropped by one million dollar. But again in 2010 it was raised by two million dollars and then by four million dollar. So the sales dropped due to recession but there was not any staggering difference that would affect the industry globally (Duff & Phelps, 2011)
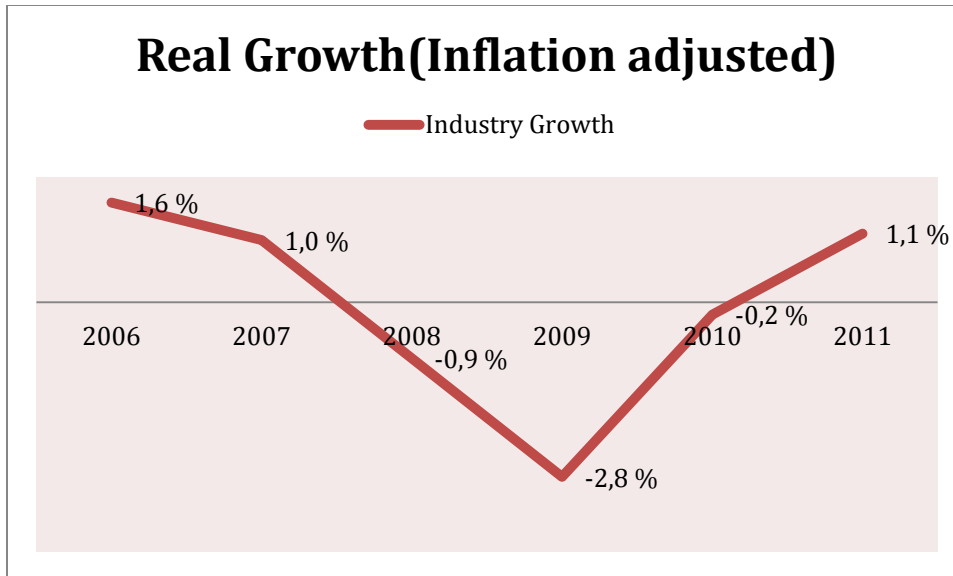
Figure 4. Industry growth, Duff & Phelps, 2011

The figure 5 above demonstrates the industry growth but not the sales as there is a massive difference between the both. It can be examined that the industry did not grow that well during the recession period. As of 2006 and 2007 it started declining a bit and as soon as the recession hit in 2008 the inflation dropped below zero percent but just stayed for one year, there were less jobs, the value for money decrease. Then again in 2009 as we can see there started a sudden rise and by 2011 it was on a rise again (Duff and Phelps, 2011)

Currently there are about 8 million restaurants in the world and about 300,000 restaurant companies. In 2012 the restaurant industry had a value of $1.86 trillion with revenue of $706.7 billion and if the growth remained the same than 2013 would be the third consecutive year for real sales growth in the industry. Then by 2014 it is estimated that the revenue would reach $992 billion and it is also forecasted that the value of the industry in 2015 would reach a staggering $2.1 trillion. This is considered to be a great achievement for the restaurant industry and can be seen that the industry is providing very well economically (Global restaurant industry).

The restaurant industry has such a vast and long history, the restaurant culture has been going on from such a long time with so many new discoveries and innovation. There is no uncertainty in saying that at the time of recession the restaurant industry was also affected but not like other industries, it did not suffer much great of a loss and it was back on track. So just imagine the amount of stress it would take to make this big industry work, how many obstacles and difficulties a person has to go through to manage his restaurant from collapsing and maintaining his passion, the whole industry is filled with people like these and their ultimate stress that for some could turn out to be very serious and in some cases life threatening and the industry is still standing strong.

3.1 Restaurant types

There are various types of restaurants in the culinary industry, the types of restaurants are based on the menu styles, the food that a place produces and serves, the pricing, and how the food is served to the customers.

In the beginning the word restaurant referred to places only where food was served, so any place that was providing its customers with any kind of food for any price was known as a 'restaurant'. Then came the era of fast food and take-outs. A diner was referred to a place where people would come and sit and were served by a waiter, now that could be classified as a normal restaurant. With the passage of time when the food industry started to grow and people realized that this is one of the never-ending industries people started coming up with new themes, different, innovative concepts and types of restaurant because this is a human psyche that they are going to try something new if the package inside is the same and the package is being referred to as food. So the main essence in every restaurant is the food because that is what people go for, just the ways of serving it, making it or presenting it changes. The environment of a place could change and food would be served in it and that would be called a restaurant.

There are some common types or styles of restaurants all around the world, the rest are just innovations and different concepts. These types also vary from place to place, every

place has their own styles and concepts of restaurants that they come up with. The common types are:

3.1.1 Fast Food

The term was placed in the dictionary by meriem-webster in 1951. These are the restaurant types that are known for its speed of service as the name suggests, these restaurants can be operated on a small-scale stress vendors to big multi-million dollar corporation. Any meal that can be cooked and served in less time could be known as fast food, but typically the term fast food is attributed to the food that is served in a restaurant, the meal is prepared in preheated ovens or with precooked ingredients and then it is served to the customer, either in plates or in take-away forms (Pew research centre). The industry earns revenue of $526 billions; there are more than 822,000 fast food businesses and more than 12 million employees (Global fast food restaurants: Market research report, 2013)

3.1.2 Casual Dining

These are the type of restaurant that fills in this vast gap between fast food and fine dining restaurants. Everything in casual dining varies from menus to service. They are treated to be higher in quality than food served at fast food joint or restaurants. But the atmosphere is more relaxing and easy going than formal; this is what differentiates it from fine dining. A casual restaurant is known as a place where a person sits and orders their meal through a menu card and gets served on the table, the prices are considered to be moderated or a bit over moderate prices depending on the place and types of food being ordered. After some time the definition expanded and buffet service was considered to be a casual dining restaurant as well, as a person would pay for their meal first and then sit down and eat, the difference is that they serve themselves through a huge variety of dishes that are displayed in the restaurant and are ready to eat. In casual dining the menu would be focused on according to the setting of the restaurant, it could vary a lot from according to its location and style, could be focused on a particular

ethnicity e.g. Mexican, Italian, Chinese, Thai etc. Then come all these different types of restaurant inside the casual dining industry:

Traditional, casual dining, cafeteria, café/diner, pub/gastro, pub/brew house, buffet/smorgasbord, bistro, teppanyaki grill, mongolian barbecue (H.G Parsa, John T. Self, David Nijte and Tiffany King, why restaurants fail)

3.2 Fine dining

When talking about fine dining restaurant it brings out all kind of images in mind, from white clean tablecloths to waiters in all the same clothes. Fine dining is the same as the name sounds, the finest of everything in a restaurant, from decorations to the food and its serving. With everything being so crisp and fine, the prices are also the highest in these types of restaurants. Mostly people choose fine dining restaurants for an experience that would not disappoint them at all.

The Food and beverage market research handbook expresses in 2011:

Fine dining restaurants offer a wide variety of top quality beverages with an upscale menu and full-service. The service waiters are often seen in matching formal attire and are highly trained, the restaurant generally portrays a more refined, delicate and sophisticated décor; sometimes there is a dress code for the patrons (Trends in Fine dining, 2011, p.103)

Fine dining restaurants are usually interpreted as a independent entity because of the high prices and not more causal but in the last decade there has been a rapid growth to this part of the restaurant industry mostly because the awareness amongst people grew and more population started working in the industry on high level, motto being to achieve the highest level in culinary art and came up with extraordinary dishes that a rising number of people wanted to experience (Lagesen, 2011)

The most important factors that the customers expect from these restaurants is the food quality, service and the VIP treatment (Trends in fine dining, 2011, p.103)

Keeping these things in focus, the three main areas of attention in a fine dining restaurant are: the menu, the service and finally the atmosphere.

3.2.1 The Menu

The menu is the most important part of the restaurant, as that is what the customer actually came there for, 'food'.

The menu in a fine dining restaurant does not have to be huge, with a numbers of items on it, it can be small and precise, like just serving a six course meal. Many fine dining restaurants offer a fix menu, which changes on a daily, weekly or even monthly basis (Decide if a Fine Dining restaurant is right for you, Lorri Marley)

The main purpose of having a small menu in a fine dining restaurant is that the kitchen can prepare their food with detailed precession and the highest quality possible, and also that the restaurant can provide with seasonal items when they are at the peak of their freshness. The main emphasis is on the quality and the uniqueness of the food, the items that the customers would not find in any other restaurant. Then of course with the food the patrons are looking for something to drink, this is where the fine wine and liquor comes in. This did not use to happen in the old days where chefs or restaurants would pair their food with the beverage, but after they realized that a perfect beverage combination can also elevate the flavours of a dish in your mouth as they can destroy them, and this food and wine pairing does not dates back a long time ago, it only started recently when in 1980 Neo-Prohibitionists forced the wine industry to start producing wine that would taste good with food and is not just a means of getting intoxicated, then the winemakers started to take this seriously and started pairing their wines with food, some of them even started printing the food dishes on the back of their label with which their wine would go perfectly. Food magazines started publishing wines with recipes and then the restaurants started offering specific selected wines with the dishes they were serving.

Now in the 20th century wine has become just as important as the food that a restaurant serves and so it is paired with food. In fine dining restaurants they pair each wine with a specific dish which a sommelier would have tasted and suggested himself, the flavours of

the food and wine would transform in such a way that it would take the dish to a whole new level and sometimes could create a whole new tasted on a customer's pallet. Then of course a fine dining restaurants would carry a top shelf of liquors, including cognacs, brandies, and whiskeys.

3.2.2 The customer service

The customer service is the other most important thing that differentiates a fine dining restaurant from a casual/normal restaurant. In fine dining the service goes far beyond from just taking orders and delivering food, this is what happens in a casual restaurant but that's not enough for a fine dining experience. The service includes precession to detail. The waiters are all in the same crisp ironed uniform, looking nice and sharp instead of looking shaggy. It's the small things during the service that differentiates a fine dining restaurant from a casual one. A few fine dining service antiquates include:

- Escorting patrons to the table.
- Holding the chair for the women
- Serving the women first
- Escorting the patrons to the restrooms
- Holding the door open while they leave/enter the restaurant or restrooms
- Crumbling the table in between meals
- Replacing the napkin with a new one when they leave the table
- Explaining the menu items to them without any notes or calling the chefs
- Serving the food on the plate directly at the table
- Explaining the ingredients and the dish when serving
- Presenting the wines and knowing everything about them if the patrons ask anything
- Always serving with a smile and never questioning or making the patron feel uncomfortable.

Each and every small detail is important in a fine dining restaurant, nothing is ever too small to pay attention to, these small details are what differentiate a fine dining restaurant from others. The staff should always be well trained about every possible question that a guest could ask, they should be able to make recommendation and sell their product.

3.2.3 Atmosphere

The atmosphere is the last important thing in a fine dining restaurant, in the beginning era of the fine dining restaurant their use to be fancy French names of dishes and restaurant as France was the leader in world cuisine as it still is, but now restaurant owners are more keen on telling who they are and what their concept of the restaurant is, so the atmosphere could vary from a nice bright to a dark atmosphere. The only important fact is that the guest should feel comfortable and relaxed.

 A restaurant can take a traditional look, with bright lights and white tablecloths or go for a different look, with dim lights and dark decorations, this all depends on the concept of the restaurant (Decide if a Fine Dining Restaurant is Right For You, Lorri Mealey)

3.3 Stress in fine dining

Stress is no doubt a monster. To face it and deal with it can alter abilities to view life. It often alters a person's ability to achieve goals (Restaurant industry, 2009)

As we have seen earlier there is a huge difference between a normal/casual restaurant and a fine dining restaurant. The main ingredient in both sides of the business is the same; the purpose is also the same the difference comes in the execution and fine dining is more sophisticated and distinct. High quality of food and the extra hospitality is the key essence of fine dining, which differentiates it from others and to achieve that standard but more importantly to maintain it is a challenging task. This requires a lot of extra effort and perfection in detailing which would eventually cause stress amongst the owners and employees. In the beginning when the restaurant owners or employees are trying to

achieve that level because no doubt to reach perfection in something is like an exotic achievement, this stress is the factors that motivates them and keep them going, but then later on they breakdown sometimes when they have to maintain that same standard. According to some, stress is inevitable in the fine dining restaurant industry. The stress in the fine dining restaurant begins when a person has to look on every detail with great precision because doing everything nicely and in a specific order is what fine dining is known for; from the cooking of the meal, the decoration on the plate, the ingredients in the dish, the cutlery from which the dish would be eaten, the placement of the cutlery, the presentation of the dish to the customer and explaining it, the service while the customer is seated, everything to be done is superior than other side of the restaurant industry; so the stress is quite much when every small detail counts and every move and step has to be taken carefully (Knocking themselves out, Dave First, 2011).

In the kitchen the chefs are preparing dishes from scratch every day, as food being the key of attraction to these restaurants for customers, this requires longer working hours for the chefs in the kitchen, from preparation to sending out food to the customers till the end of service, this would undoubtedly increase the pressure and causes chefs to stress out. Stress kicks in more when the chefs have to change the menu as in fine dining restaurants it keeps on changing from time to time and introducing more or new dishes that match the reputation and standard of the restaurant is a challenge in itself. Competitors are another big stressor of fine dining for the chefs, the restaurants is known for the dishes and menu that the chef prepares and it has to be top notch or the competitors would come up with something more astonishing that would catch the attention of the people, due to which a restaurant can lose its customers easily. Every small detail on the plate is looked after many times which consumes time and stresses the chefs as there is a lot more to look for but it has to be done to maintain the standards. Being a fine dining chef is demanding. Sweaty stressful nights in the kitchen preparing the menu, long working hours and forgetting record of time is very common, it could drive normal sane people to flip out. Adding social and personal life into the mix could easily make dedicated culinary personalities to consider other career options. A small mistake in the kitchen can affect the whole reputation of the restaurant, so for chefs the heat and pressure is massive

which eventually turns into stress for them and can create serious problems. (Alice Levitt, 2013)

Service is the other side of the picture in fine dining restaurants and it is exactly as important as the kitchen, the simple reason being that the servers are in front of the customer from the time they enter a restaurant till they leave, so it is extremely stressful for them; they have to provide them with a very cosy and relaxing environment, attend to their every demand and listen to every order very carefully. The manager and wine director of Rendezvous in Cambridge states that service is the most important aspect of the fine dining restaurant business, it does not matter what the place or situation, hospitality is always the key for a successful fine dining business (Knocking themselves out, Devra First, 2011).

Their job as being in front of the guest is very critical, full of pressure and stress, they have to show the very best attitude and provide a positive vibe so the guest feels welcomed from heart, because the key to success is always the returning back of a customer and for them to spread the word of mouth which makes awareness amongst people and brings business to the restaurant. They have to show that the restaurant is extremely lucky to have them and it is not the other way around, they have to keep the same attitude towards each single customer, don't have to differentiate amongst guests which requires a lot of focus and motivation, a single distraction or no serious attitude could send a clear negative signal to the customers which could create a bad image in their mind. The servers have to keep a check of everything that is being happened at front of a restaurant, a late customer or early customer could alter the plans of a server and they have to manage it nicely without making the guest feel unwanted and with keeping a smiling, confident but polite attitude. Stressing at these kinds of situations is very easy for a server; they can easily get confused and pressurized in taking a wrong step, which is not what the restaurant wants. The fast paced environment of fine dining restaurants can be very full of strain, where timing is very important as they have to manage the time in serving every table, have to provide the same and equal attention to every guest. There are many things a server has to do during a service and then imagine a table who just

ordered a bottle of wine that is somewhere in the cellar and the waiter has to now go and look for it, this would put him completely off his timing but still he has to keep his calm and not break under pressure but to perform with more efficiency. So managing stress and overcoming it can be really hard for servers working in a fine dining restaurant due to the more demanding job requirements and environment (Devra First, 2011)

4. MICHELIN GUIDE

There are so many restaurants in the world and an uncountable amount of people who want to go there and eat, but how is that they would know which restaurant is the best or offers the kind of food that a specific person would be interested in. This is where the guides or awards come in. Different guides have different rating systems. But most commonly they rate restaurants with stars from one to five or with points and numbers. The ratings would then be published on the guides webpages, newspapers and magazines. There are many guides in the world that rate restaurants according to their perspectives. But the most renowned and prestigious name that comes into everyone's mind is the Michelin guide. They are believed to have a very high culinary merit and rate the restaurants as a whole experience for the customers (Restaurant rating, Wikipedia, 2013). For years the Michelin guide has preserved the essence of fine dining or better would be to say that it has contributed a lot in boosting the fine dining industry and making it a competitive race (Fine dining guide, 2013).

4.1 History

Michelin is a tire manufacturing company established by two brothers' Édouard and André Michelin in late 18th century. The company came up with their first guide book in 1900 which was intended to boost the demand for car tyres, almost 35,000 copies were published and were distributed for free to motorists and car owners as the guide included maps, instruction to repair and change tyres, pit stops, hotels and petrol stations around France. The following years more guides were published and this time for other countries too and in 1909 the first English-language guide was published. During the First World War the publication of the guide was interrupted. The publication started again in 1920 and this time a price was charged on the principle of André Michelin that "Man only truly respects what he pays for" so there were no more advertisements in the guide and more thing were included in it, ratings for good hotels, restaurants in specific categories. Then later the brothers perceived the growing popularity of the restaurant industry and started

sending inspectors anonymously to different restaurants in France (Michelin Corporation, history, 2010-2013)

In 1926 the guide awarded their first star for fine dining. In the beginning the restaurants were awarded with only one star and those restaurants with stars were better than others according to the guide. But later in 1936 the three star system was introduced.

- One star: A very good restaurant in its category (Une trés bonne table dans sa catégorie)
- Two star: Excellent cooking, worth a detour (Table excellente, mérite un détour)
- Three star: Exceptional cuisine, worth a special journey (Une des meilleures tables, vaut le voyage)

The first colour of the guide was blue but in 1931 it was changed to red and has stayed the same since then. During the Second World War the publication of the guide was interrupted again. But on the request of the French army the production started again as the guide included the best maps and directions, was completely up to date and accurate (Michelin Corporation, history, 2010-2013).

After that the guide continued rating restaurants in France and publishing its guide. In 1956 the first Italian guide was published and then in 1974 the first guide for Britain was published and Britain was awarded with 25 stars on in their first guide. Then the guide realized the exceptional boom of the fine dining industry and that people were getting more and more into fine dining. Later the guide for the United States came in November 2005, which was considered very late, more than 500 restaurants in only New york were examined and the guide was published. After this the guide was very well known around the world and guides for other countries such as Japan, China etc. were published.

Now the Michelin guide covers 23 countries, published in 14 different editions and in being sold in almost 90 countries (Michelin Corporation, history, 2013).

4.2 Michelin awards

The Michelin guide is known for its stars as that is considered the biggest award to any restaurant, but the stars is not all that the Michelin has in its award list. The other big rating of Michelin after the stars is the 'Bib Gourmand' award. This was introduced first in 1955 and is awarded to restaurants that offer great quality food but at very reasonable price, cost that is below the normal economical standards. A bib gourmand inspector described anonymously that the award would mean that a restaurant is offering a two-course meal with a good glass of wine that would fill the appetite and wont feel expensive to the customers. There are more than 2800 bib gourmand restaurants in the world, which is more than Michelin star restaurants. (Michelin guide, bib gourmand, 2013)

Apart from this bib gourmand awards there are more ratings that are awarded to restaurants and these ratings include:

- Coins: these indicate that the restaurants offer a menu for a specific price and these prices are set according to the geographical location and economic situation of a city.
- Interesting view or magnificent view: This award is just as the name represents. Any restaurant that offers this feature and is worthy of the rating is awarded with it.
- Grapes, A sake set or cocktail glass: These rating indicate that the restaurant offers an interesting selection of wines or cocktail.

4.3 Michelin inspectors

All the fine dining restaurants in the world that have been awarded with Michelin stars are judged by anonymous Michelin food inspectors. One thing that the guide has kept really secret and hidden always is its inspectors, no one knows who they are, how they look and when would they come in to experience what the restaurant is offering. Often inspectors do not visit the same restaurant, just to avoid the risk of being recognized because they want the restaurant to treat them just as they would treat any other customer. They usually dine in pairs as couples or people on a business meeting. They try their best

to hide their true identity and purpose for visiting the restaurant. The anonymity of these inspectors is stretched to such a length that even most of the executives of the company have not even met or seen them ever. There are only a few hundred of these Michelin mystery people worldwide and in their hands they hold the success or failure of a fine dining restaurant. These inspectors earn their living by travelling around the world, visiting restaurants and eating there and they are advised to keep their identity anonymous even from their families (Secret world of Michelin inspectors, Neil Tweedie, 2013).

4.4 Allegations and controversies

The guide has been accused many times and held responsible for many incidents. Newspaper articles and magazines have pointed fingers on the Michelin guide over the past years many times. Every day some new criticism is faced by the Michelin guide. No doubt that it is the biggest and famous restaurant guide in the world, so people cannot stay away from pulling it down. In 2003 when the renowned French chef 'Bernard Loiseau' committed suicide the Michelin guide was held responsible for it because the French food critic 'Francois Simon' published in Le Figaro that a strong Michelin source told him that the restaurant in under threat about losing its third star and exactly after one month the chef committed suicide, so the whole culinary world held the Michelin guide responsible for his death. But the Michelin guide firmly denied about passing any comments like that or that it had any concerns with the death of the chef. The Michelin director at that time said: "There was no threat made to Bernard Loiseau of losing a star at any time. Michelin does not threaten anybody." (Henry Samuel, 2013)

Another big allegation on Michelin was reported by one of its own inspectors 'Remy Pascal' when he was fired from his job on the reason that he wanted to publish a book about his experiences at Michelin. But after he was fired he published the book anyway and in the book he accused Michelin of many things some of them being that they don't visit the restaurants every year and still let them keep the status they have, they consider some chef untouchable so they are very biased and generous towards them and wont remove them from their status even though they do not deserve it. Though Michelin

denied the entire allegations except one that they don't send inspectors to every restaurant every year, they send inspectors where they think there is the need for. The editor of Michelin guide at that time, "Derek brown", said that Remy asked for a huge sum of money in exchange for not publishing his book that is why he was fired. (David Shaw, 2004).

One common and the most heard allegation that always comes up when talking about the Michelin guide is that they are biased towards French chefs and the standard are set according to French cuisines and French dining standards. In 2005 when the New York guide was published it raised a lot of questions on this matter as some restaurants that were rating very high in The New York Times and other prominent American guides were awarded no stars at all and half of the restaurants that were awarded with stars could be considered as half French. Though Michelin has always denied any allegations of being biased about French cuisines, they claim that the inspectors are professionals who have a lot of knowledge about different cuisines and are passionate about gastronomy of food. (Michelin Guide, 2013)

In 2010 the guide ranked Japan as the country with the most Michelin stars, here the allegations about being lenient towards French cuisines were dropped for time being by critics but they started accusations that the guide wants to make a strong hold of the Michelin tyre company in Japan that's why they are being so generous with stars. As some Japanese chef were shocked on receiving the stars and wanted to return them back because of the fact that it caused a high boost in their bookings and this affected their ability to serve at same standard to all their customers and did not want to lose their permanent customers by lowering the quality. (Michelin guide, 2013)

5. STRESS AND MICHELIN STARS

The stress in Michelin restaurants is inevitable. It is something that comes with the glory and reputation after receiving stars. As everything comes with a price so does the Michelin stars and here the price can even be someone's life. That was the case in the incident that happened in 2003 involving the famous French chef 'Bernard Loiseau' which shock the whole culinary world and left everybody with their jaws dropped to the floor, the chef who went so far in the line due the stress and pressure that he committed suicide. In the fine dining Michelin industry this was no doubt the biggest trauma; the story remained on the news for days, not just in France but all over the world. At that time Bernard was considered the culinary genius and the most respected and talented chef in the world, but the Michelin stars got to him. The simple reason for his suicide was the stress of losing the three stars of his restaurant. His restaurant lost some points in the prestigious gault millau guide and then just normal rumours started amongst people that the restaurant would lose its stars, the pressure and stress of those rumours went so out of hand for such a well-known chef that it drove him insane and he ended his life. (Barbie Latza Nadeau, 2013)

Another incident involving the death of a Michelin chef would be of Alain Zick, because of the fact that two stars were taken away from his restaurant. There was news in the media and the publication in the guide that was read by many, this incident hit him so bad that he decided to commit suicide (Peer Blame critics, Sebastian Rotella, 2003).

On another occasion describing the harsh reality of this Michelin world the chef de cuisine 'Marco Calenzo' of the restaurant 'Mio' in the four season's hotel in Beijing, China said "This sacrifice is real. It's like a drug" meaning that the art of making food and having the passion to turn the simplest ingredients into a world class masterpiece on the plate is just like a drug and it attracts people, but still as with every drug, there is are some harsh and real consequences involved, and so it is also in the culinary world, chefs have to go through a lot of hard work and stress to get to that level of perfection in a single dish. (Sienna, 2013)

Furthermore on another occasion two-starred Michelin chef 'Marc veyrat' stopped running his world-renowned restaurant after saying "they could not cope up with the pressure of being judged for the 100th annual red guide", his emphasize here is on the immense pressure that he has to go through every time when the Michelin guide book comes out to see whether the restaurant is still one of the finest in the world or have they dropped down in rank, this was the stress which Marc Veyrat could not take and decided to close down. (Henry Samuel, 2009)

Now the Michelin stars are given to only fine dining restaurants, it's a guide created for the finest of everything in a restaurant, the guide has certainly gone a bit lenient on certain service matters like white crisp table cloths but there is still a concept in peoples mind about a Michelin star restaurant and that includes elegance in everything. A perfect example of this would be the celebrity chef 'Skye Gyngell' when she closed down her Michelin restaurant in Petersham, Massachusetts, USA claiming that the prestigious award became "a curse". The 47 year old chef owned a café and after looking at her culinary skills the Michelin guide awarded her with a Michelin star, but soon after receiving the star the number of guests started getting low as customers started complaining about the simple décor and no tablecloths and very formal environment. Her exact words were "Since we got the star we've been rammed every single day, which is really hard for such a tiny restaurant. People have certain expectations of Michelin restaurants but we don't have cloths on the table and our service isn't very formal"

Following this statement she also added, "This is the worst thing I'm going to say – if I ever have another restaurant I pray we don't get a star." Owning a Michelin star comes with a lot of responsibility and to fulfil that responsibility becomes stressful, imagine the stress and embarrassment an owner has to bear when the guest complain that the restaurant is not compatible of a Michelin star and due to this they had to close down the restaurant eventually (Colin Fernandez, 2012).

The risk and fear of losing a Michelin star is more than earning one. Before the restaurants are awarded with a star, chefs are just doing what they love and for what they have a passion for, cooking. Being innovative with different ingredients, plating food the way they want to but then when the Michelin inspectors examine their food and award

them with a star looking at the brilliance and talent of a chef the responsibility increases as now the restaurant and chef is known all over and everybody wants a piece of the restaurant and want to experience the reason for which it achieved this standard and appreciation, the stress and tension increases because now they have to keep everyone happy and give the same treatment to everyone, any small mishap can cause the restaurant its star and above all its reputation because when they become famous everything is started to being noticed by everyone and the media just needs gossip to publish all the time. (The Michelin men of Beijing, Sienna, 2013)

The chef de cuisine Andreas Block at 'the cuts' in Beijing said: "Working in a Michelin-starred restaurant means a lot of hours and a lot of pain. You see there's a difference between cooking for money and cooking for love. People at Michelin-starred restaurants are willing to sacrifice their own life and their private life". On another occasion Chef Lahmer at a famous Michelin restaurant also situated in Beijing quotes: "For some chefs, this satisfaction is hard to realize. In Europe, having a Michelin star is great, but if you lose it you're nothing. This pressure can drive you insane … you age faster". (The Michelin men of Beijing, Sienna, 2013)

In additional to all these emotional and public stress and sacrifices there are also financial ones. As it is hard emotionally to maintain a star it is just as hard to maintain it financially, from the top quality cutlery, best and fresh ingredients, best kitchen and floor staff. All this comes with a real price. The case with Michelin star chef 'Colin Devlin' was very similar as he was found dead in a graveyard in Pennsylvania with a gunshot wound to his head. It was reported that Mr. Colin was gone missing after he attended a meeting where he was turned down a loan for his restaurant, as he was having massive financial crises and was under a lot of stress due to it. A month before the incident he had already closed his Michelin restaurant as it was losing money steadily and needed more capital to invest in it to make it work but he could not fight the crises and situation, then eventually the curse of the Michelin stars forced him to take his life, leaving his family and friends behind. (Restaurants were his life, Liz Robbins, 2013)

The pressure, stress, disappointment is real in this Michelin world; it has fame and glory but has a very strong dark side as well. Le Figaro's food critic, Simon said: "The pressure

is so great. It is as if every day you had to do a London to Los Angeles flight as a pilot. It's a huge stress; you always have to be impeccable. Like footballers, there comes a point when you don't have the energy, the happiness the excitement." The case of Michelin star chef 'Oliver Roellinger' is just as same when he planned to close his three star restaurant 'La Maison du Bricourt' situated in Brittany, this news made the front page of Le Figaro and left the culinary world in great shock. When confronted about this news the chef said: "Running a three-star restaurant is an honor, but it brings on terrible stress. It is passionate but exhausting, I am no longer physically able to manage two services a day, and as much as I respect the chefs who work with me, my relationship with the restaurant is too intimate for me to turn it over to anyone else." His plans intended to settle in his less fine restaurant 'Le Coquillage', referring to this he added: "We'll add three classics from La Maison de Bricourt, and occasionally I will do something special." (Roellinger quit the Michelin star wars, Alexander Lobrano, 2008)

The recognition of a restaurant increases after receiving a Michelin star, critics, reporters, inspectors, continuously start following every movement of the restaurant, every move is judged and if something bad catches the eye of the critics then it is never ignored and is published for the whole world to see which affects the reputation of the restaurant badly. Something similar happened with the London based celebrity chef 'Marcus Wareing' where the health inspector failed his two star Michelin restaurant when he found flies in the restaurant and lowered the health grade of the restaurant from five to one, though here the chef replied instantly saying that he would appeal to the city council on this rating and insulted the health council, further he says: "To go from five stars to one star just for that seems too radical, given my 25 years of kitchen experience. If they were taking Michelin stars away like this, well, it's quite scary. My kitchen is a bloody Rolls Royce that has customers in it, on my chef's table, daily. Food safety, and the health of my team and customers, is not something I would knowingly jeopardize." This was not such a big issue and if it was some other restaurant then probably the issue would have gone unnoticed but even the smallest of the things are noticed when any restaurant is awarded with the precious award. (Adam Luck, 2013).

The Michelin restaurant business is not that easy as it seems to others from the outside, there are many different levels and types of stress that it has to go through. In the kitchen apart from making great food, hiring chefs that can work in the Michelin environment is an essential and one of the most important thing, in such a competitive culinary world where every small detail counts and a small mistake can cause a lot, new chefs keep on emerging but to create a team in the kitchen that would work with each other and understand what is going on in a Michelin kitchen and what the standards are is a big issue. As every chef has his own style of working and in this much pressure and unbearable working hour any person can collapse and just quit sometime or it simply can be the reason that some chefs couldn't work along and one decided to quit which would leave the kitchen in a hassle and can cost the restaurant immensely. (Anna-Louise Taylor, 2012)

At 'The goose' in Britwell Salome, England where a Michelin starred chef 'Ryan Simpson', his kitchen and waiting team just left the restaurant leaving behind a diary full of bookings. The reason for his departure from the restaurant was his boss the property developer 'Paul Castle' told the chef that his food was "too poncey" and ordered to focus on more "pub grub". Due to this disagreement the owner had to close down the restaurant till the time they find a new team. Now the whole lot of stress and pressure the owner had to go through to gather a team that would maintain the same standard and reputation that the restaurant already had is unimaginable (Michelin star chef quits, 2010).
The chef Liam Simpson after leaving 'The Goose' said: "It's a real shame in some ways because we were looking forward to taking the restaurant as far as we could". (Michelin star chef quits, 2010)

Then some chefs just cannot take the pressure and curse that comes with the Michelin stars and decide to hand back the prestigious award, just as the top Irish chef 'Oliver Dunne', he decided to hand back the stars to Michelin because he thought that it could be daunting for the customers, he said: "I've thought about it. It's a bit of a burden in terms of perception. People have a bit of fear factor about it. 'My tux isn't clean.' It's not like that at all". According to him he didn't wanted the guests to be all formal when they

come to eat, all he wanted to do was to see people having a good time, appreciating his food and talent and not be afraid of any culinary customs (Top Irish chef, Lynne Kelleher, 2013).

Michelin mania has made and on the same hand broken the restaurant world, there is so much competition and everybody is in a race to be better than the other, according to 'Calenzo' a Michelin star chef, in places like London where there are so many fine dining restaurant and so many top Michelin chefs with top notch restaurant, new emerging fine dining restaurants don't have any choice but to aim for the Michelin stars otherwise their business won't survive, after all this restaurant world is a business and Michelin has made it stressful and extremely competitive for anyone entering this attractive world (Sienna, 2013).

Now people have started getting knowledge about food and they have a specific expectation when they go to a fine dining restaurant. This has made the chefs jobs even harder; the culinary world is not the same as it was before in the beginning when the Michelin guide was invented. In this run to deliver more than what the customers expect the competition has also been given a boost. Every chef wants to be on the top and for that they are working day and night, for the hard work and sleepless night they dedicate into this culinary world they expected to be recognized and awarded with stars, because in a chef eyes stars are the ultimate appreciation of their work, it is the award they want in the end. For the simple reason that stars changes a chef life, elevates his standard and image. From a normal stove monkey to a kitchen celebrity (William Sitwell, 2010).

6. RESEARCH METHDOLOGY

There are two types of methods that are used when conducting a research, qualitative research and quantitative. The research method for this research the quantitative research method was chosen. There are mainly four types of research questions: numerical questions, question about state of something, hypothesis and quantitative answers. (Mujis, D, 2004/05, p.7)

Qualitative research is primarily exploration research. It is used to get the knowledge of the problem, motivations or opinions. It is used to get deep into the problem and then solve it. Whereas quantitative research is used to quantify the problem by coming up with numerical fact and figures, the qualitative research methods are more structured and personal, they include face-to-face interviews, online surveys, online polls, telephone interviews etc. (Susan E. Wyse, 2011)

The reason why this method was chosen because firstly the author didn't wanted to rely on the research if any was conducted before, he wanted to be sure that the things he realized while working in the Michelin industry was actually true or not so for that reason it was necessary for the research to be conducted. Secondly it is not easy to get in touch with Michelin restaurants as they have a tight and busy schedule.

6.1 The research implementation process

The research was conducted in Michelin restaurants in Copenhagen, Denmark while the author was working in one of the thirteen Michelin restaurants there. It was conducted between 5th of June and 15th of August. The research took a total of approximately two months. As its hard to get in contact with Michelin star chef and restaurant staff, the workplace helped a lot in achieving the completion of the research as the questionnaire was handed to the chef and he distributed it to other Michelin restaurants staff and chef and the people who have worked in both parts of the industry because it was important to be filled by a person who has worked in both the sides as the person who has not experienced it could not know it.

The questionnaire was sent to a total of six Michelin restaurants with total employees of approximately 65 people and the author received 41 responses out of these in total.

The employees working in these restaurants are from different nationalities, so saying that the results would be based on one specific nationality or one race of group would be wrong.

6.2 Reliability and validity

Reliability means that if the research were conducted again then it would prove the same results on all occasion. It is possible that if the same questionnaire is given the same group of people in the same environment then the result might differ and that would be due to the change in circumstances, the mood or mind of the respondents could have changed and that would result differently. So the researcher has to think thoroughly while making the questionnaire, if they want the same result always then a questionnaire of that sort should have been made. (Bell, 1993, p. 64,65)

In this research given the possibility that if the same questions are asked and to only the person who has worked in both parts of the industry the results would be more or less the same or at least conduct a conclusion in favour of this topic. The reason what the writer of this thesis believes could be is that the boom of the food industry is ever lasting, it is one of those thing that will always remain in demand and as there is demand the people working in the industry would keep on coming up with something new in order to fulfil it. And in providing that, stress factor would always remain present.

Validity is an important aspect of a research. "Any research can be affected by different kinds of factors which, while extraneous to the concerns of the research, can invalidate the findings" (Seliger & Shohamy 1989, 95). Internal factors would include not keeping in the concern the major variables. Findings can be invalid if the authors mind is not clear and if there are some factors he didn't came across. External validity can also affect the research if the finding for some reason does not apply to other groups then the writing is

only valid for one specific group. Example of this could be ethnic groups or religious beliefs in different cases (Seliger & Shohamy 1989, 95).

In this case the questionnaire was done as much as possible in regards of the research problem. So the author believes that the research would be strongly valid and would deliver the same result everywhere given that it is provided to the group for which the research is intended.

7. ANALYSING THE QUESTIONNAIRE RESULT

As mentioned in the research implementation, the research questionnaire was sent to a total of six Michelin star restaurants in Copenhagen, Denmark with approximately 65 people working in those restaurants and out of these the author was successful in getting back 41 responses. The gender distribution of these respondents state that 29 are male and 12 is female. Even though there are more male respondents than the female still this doesn't represent any specific problem.
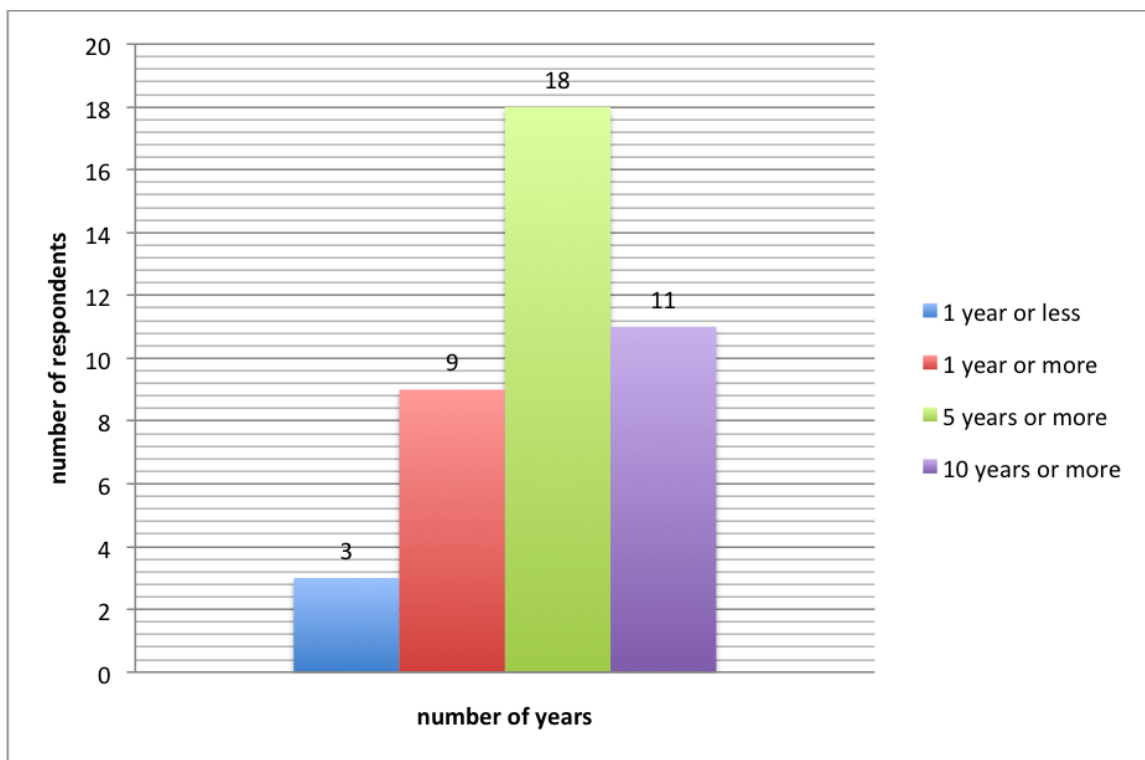
Figure 6, Number of respondents and years they have spent in restaurant industry, n=41

The respondents were questioned about the time they have spent in the restaurant industry, as seen above in figure 6 the results suggest that there are more employees who have spent more than five years of their working life in the restaurant industry and following rite after that are the number of employees who have spent a staggering of more than ten years of their working life in the restaurant industry. The remaining

respondents are divided into the one year or more and one year or less category. But we can clearly see that 29 of the respondents are those who have a lot of experience about the restaurant industry, so their point of view would be based on a lot of maturity and wisdom.

Going more into the detail of the employees they were questioned whether they are working full time or part time, as this was important to know since the people working full time would be the one who are giving more time and concentration to their working life and would be able to express more about the stress in there. So out of 41 respondents 37 responses were for full time workers while only four marked as part time workers. This shows that there are still 90% of the employees can express more in detail about the stress and the whole analysis of the questionnaire would be replies based on experience and understanding.
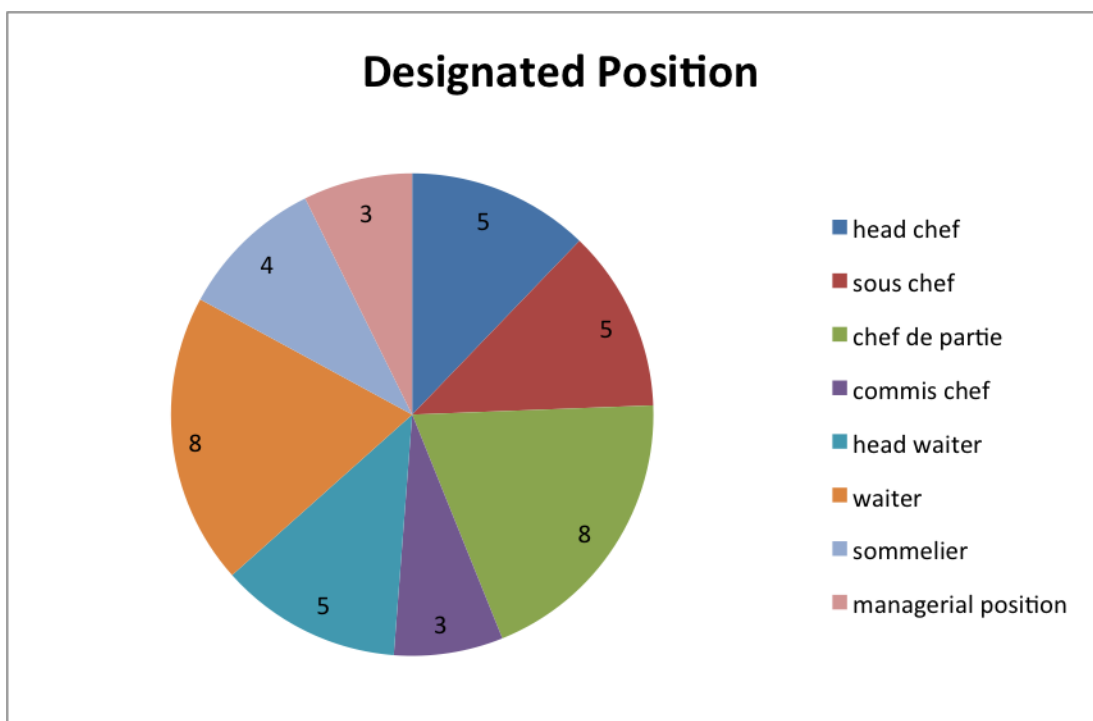
Figure 7, Number of employees working at different positions, n=41

Figure 7 above divides the employees according to their designated positions in the restaurant they are working, it can be clearly seen that the results are not based on employees doing the same tasks. They are divided into different positions in the restaurant. Almost 51% of the respondents are appointed as chefs; almost 38% are working at front of the house as waiters and the remaining 11% are at managerial and sommelier positions.
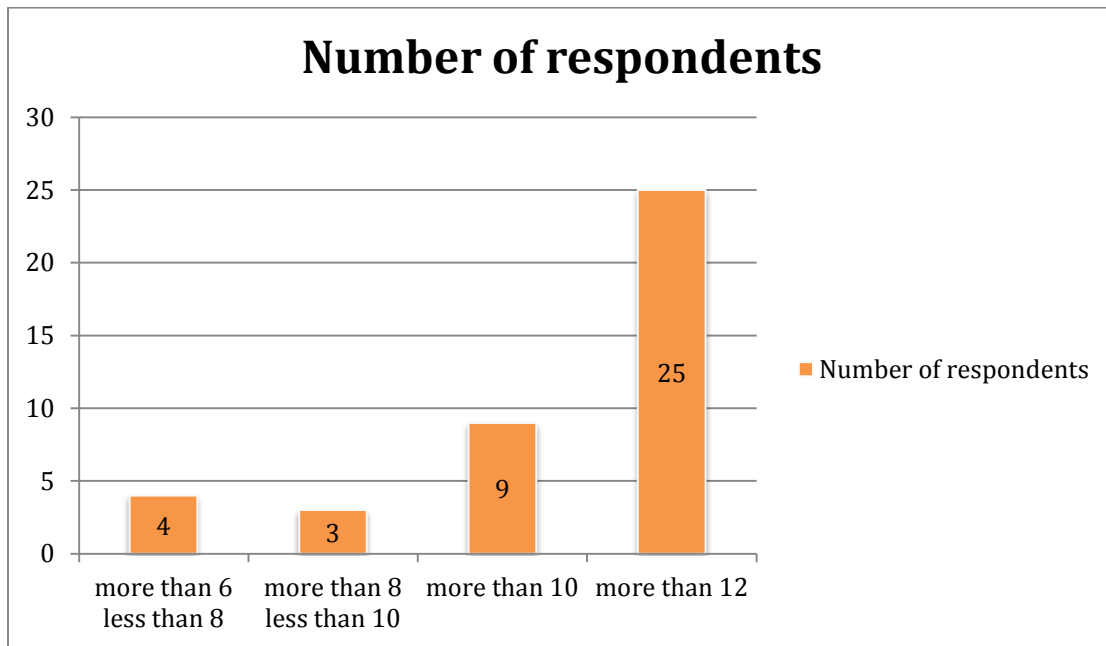

Figure 8, Working hours, n=41

In figure 8 the description about the respondents working hours can be visually seen. The importance of working hours is directly related to the amount of stress a worker as discussed in chapter 2, the more a person spends his time working the more the amount of stress they would feel in their life. It can be seen that almost 61% of the employees are working more than 12 hours a day in the restaurant; this tells that exactly half of their day is spent while working, out of the remaining respondents 22% are still working more than 10 hours and the remaining percentage are working between 6 to 10 hours. Now if we combine the first two we can see that 34 out 41 respondents are working more than 10

hours a day, as they spend so much time the restaurant every day they can express their exactly how much stress they feel and weather they feel stress at all or not.
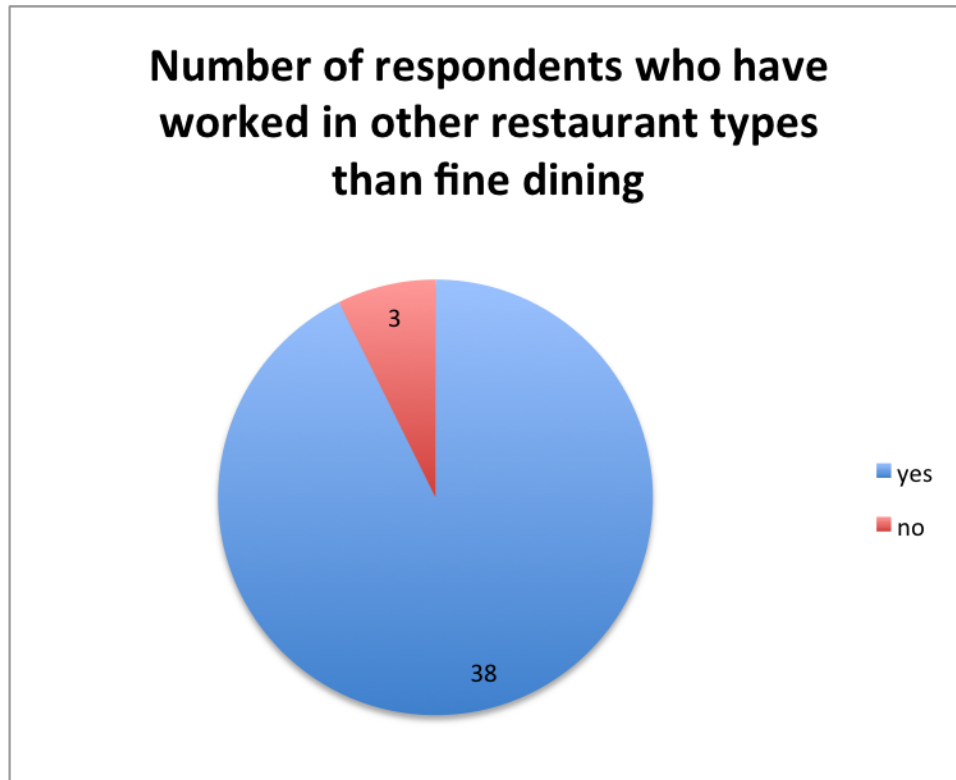

Figure 9, Response for working in other restaurant types, n=41

Figure 9 above represents the division of the respondents who have worked in other restaurant types as well and not just fine dining and Michelin. This is very important to know, as the other research problem is to find weather the stress in Michelin restaurant is more than other restaurant types and only the people who have worked in other parts of the industry can give a clear review of that. From the results above we can see that 38 respondents out of 41, which makes a stunning 93% of the respondents saying they have worked in other restaurant types as well. This is a very positive response in terms of the research as suggested before.
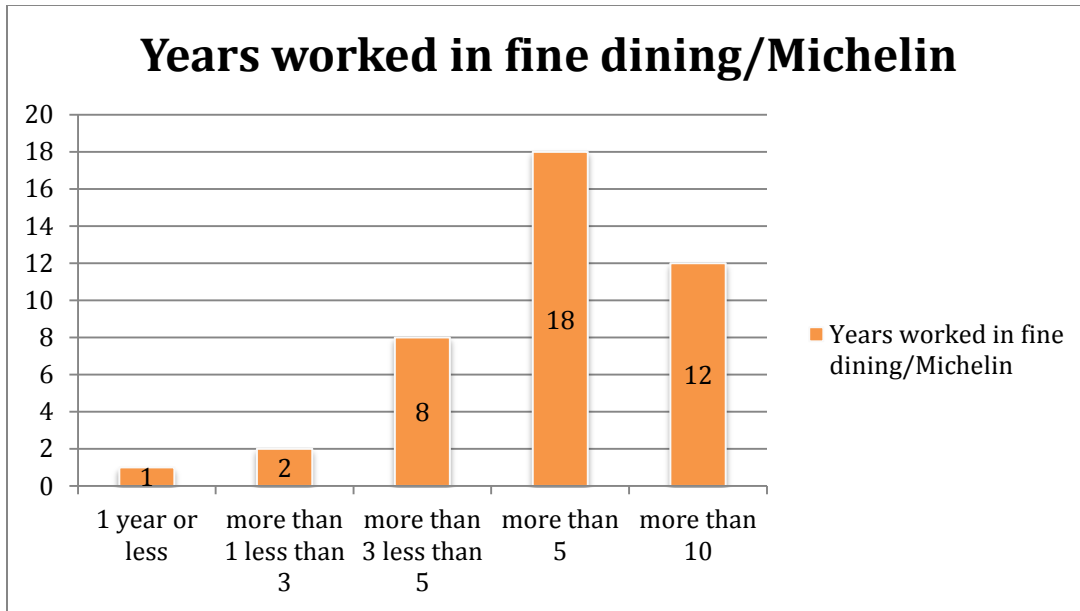
Years worked in fine dining/Michelin

Figure 10, Years worked in fine dining, n=41

Now as the topic and research of the thesis is about fine dining and Michelin restaurants, its important to know that how much time the respondents have spent in this part of the industry. This information can be visually seen above in Figure 10, we can examine that there are more respondents who have spent more than five years in Michelin restaurants than any other types, which makes up exactly 18 of the respondents, but still there are 12 of the respondents who have spent more than ten years of their working life in this side of the restaurant industry and all together they make up more than half of the respondents who have spent a lot of time working in Michelin restaurants.
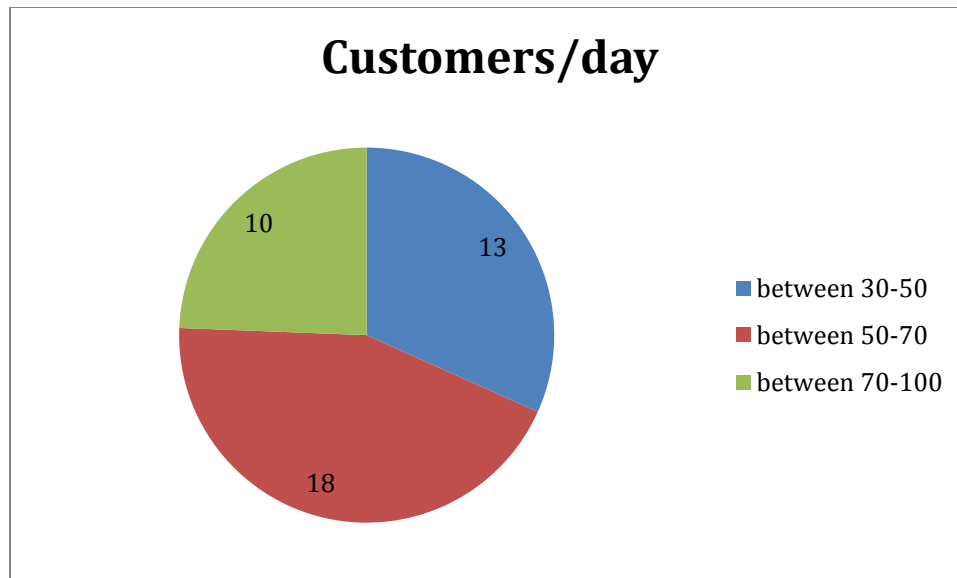
Customers/day

Figure 11, Number of customers served daily, n=41

In figure 11 above it is illustrated the number of customers that each restaurant and the respondents serve every day. It can be see that when compared Michelin restaurants to other types the number of customers served each day is less. They restaurant just serve customers between 30-70. There are more respondents who serve a moderate amount of just 50-70 customers each day. Then the second highest selection is for just 30-50 customers every day. Then there is the least selection for customers between 70-100. This shows that these Michelin restaurants don't serve a huge amount of customers like other casual restaurants.
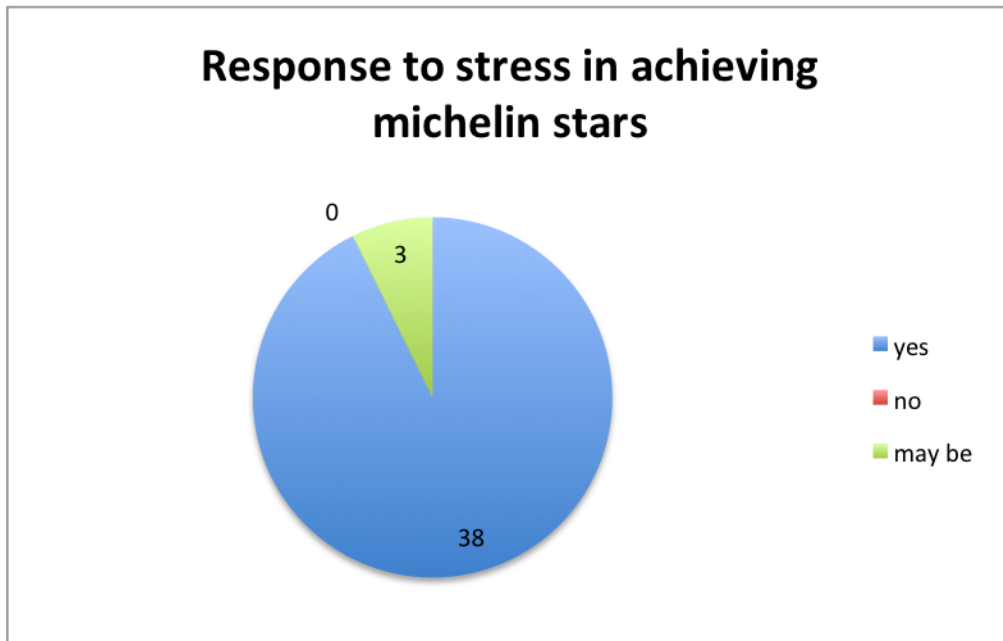
Response to stress in achieving michelin stars

Figure 12, Stress in achieving Michelin stars, n=41

In Figure 12 is shown the response about the stress in achieving Michelin stars. What the respondents feel about how the stress is when a restaurants decides that they are going for a Michelin star. 93% of the respondents said that the working life in the restaurants gets stressful when they are going for the Michelin stars. This result shows that even though the respondents are working in different restaurants and not in the same still their point of view is same. None of the respondents responded as no, the remaining 7% thought that it might be this way but they are not sure. This tells that at least all believe it is in some way or the other stressful.
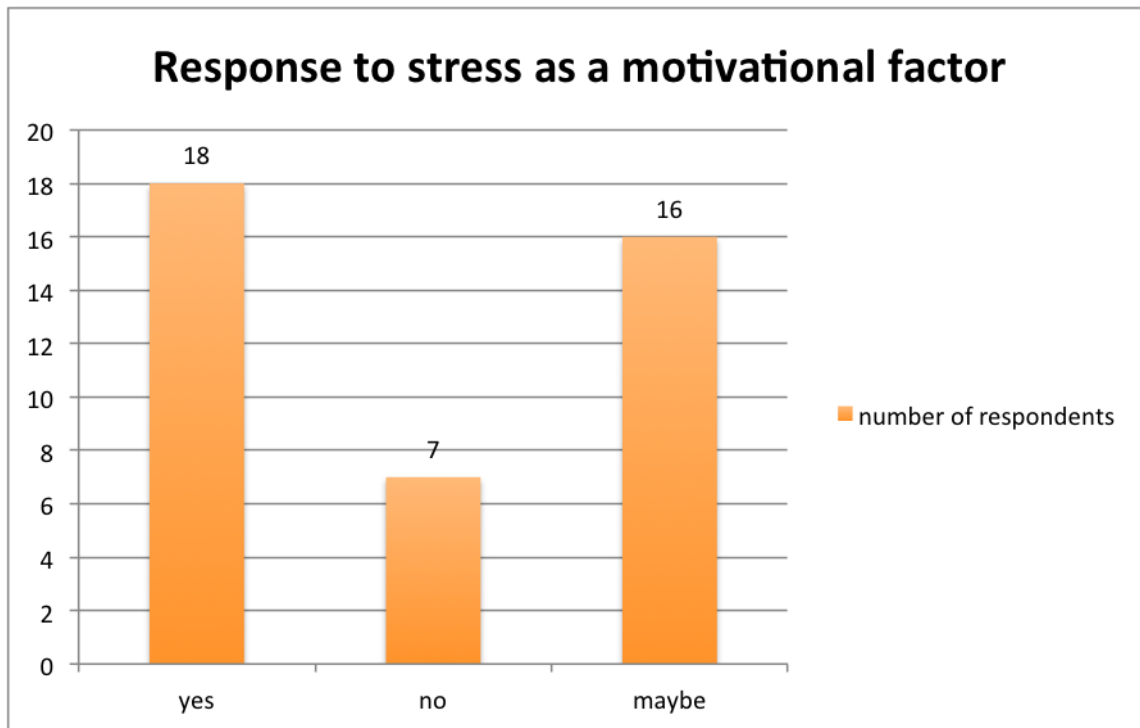
Figure 13, Stress as a motivator, n=41

Figure 13 above shows the different responses of people to weather stress can help as a motivational factor when achieving those stars. The result in this figure differs from the last one and. 18 out of 41 respondents still believe that it does work as a motivational factor and just with two less respondents 16 are not sure that weather it could work as a motivational factor or not and 7 do not agree with the statement. Still there are more respondents in total who believe that the stress does work as a motivational factor.

Figure 14, Considered job to be stressful response, n=41

Figure 14 above shows the respondents personal response to considering their own job in the Michelin restaurant as stressful or not. Again in here we can clearly see that there are more responses from people exactly 19 who believe their job in the Michelin restaurant to be stressful. Comparing with other responses still there are 15 who believe that sometimes it gets stressful in the restaurants. This tells that more respondents still believe that there is some sort of stress involved in the industry at one point or the other and it can always differ from person to person. So we can never say that if one task is stressful for one person then it should be for others as well.
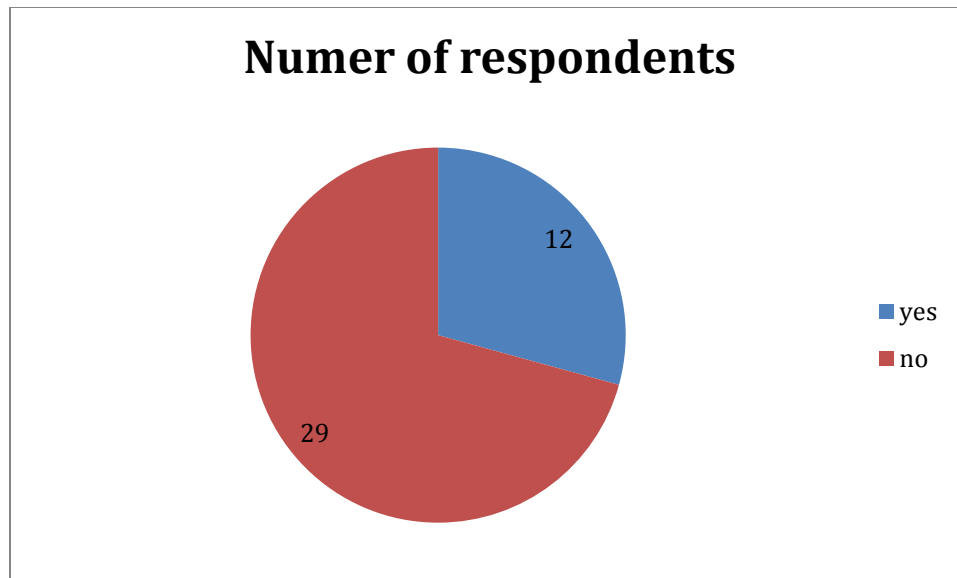
Figure 15, Response to consider quitting fine dining industry, n=41

Further the respondents were asked that weather they would consider quitting the fine dining industry. The responses can be seen above in Figure 15. Comparing this with the responses in figure 14, as a lot of respondents believe their job to be stressful but still a total of 29 of respondents would not consider quitting at the fine dining industry and only 12 would. This was a crucial thing to ask because if they consider their job stressful then no one wants to have a stressful working life and would like to earn with less stress. But still the responses suggest otherwise, from this we can also conclude that the stress can also help as a motivational factor because if it did not then the responses would have been negative and more towards quitting the fine dining industry.
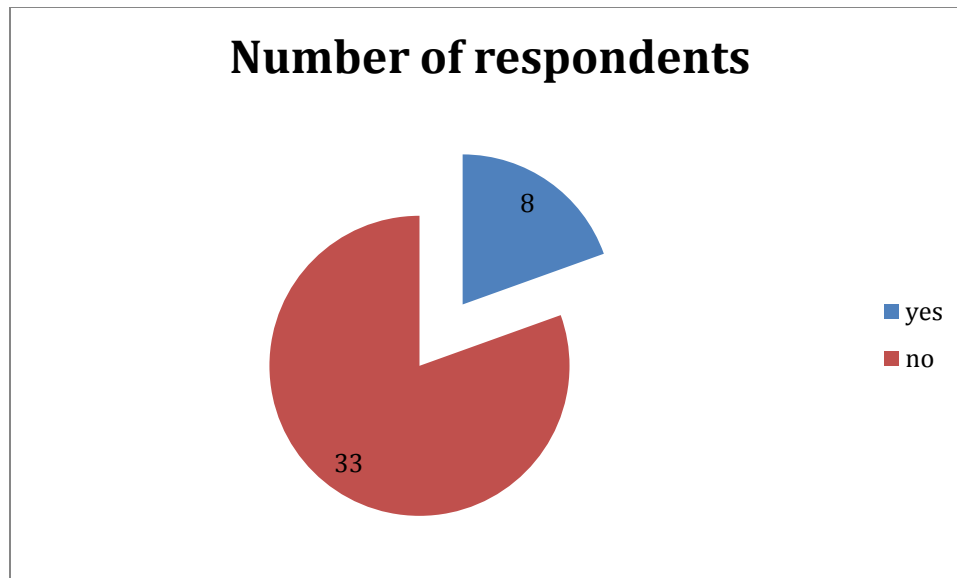
Number of respondents

8

33

■ yes
■ no

Figure 16, Response about taking out time for social life, n=41

It is shown in Figure 16 above that most the respondents cannot take out time for their social life. 33 of the 41 respondents find it hard to manage time while working in the Michelin restaurant industry, while only 8 out of 41 respondents are able to make time for other things than just work. The responses suggest that more respondents find it difficult to do other social chores.
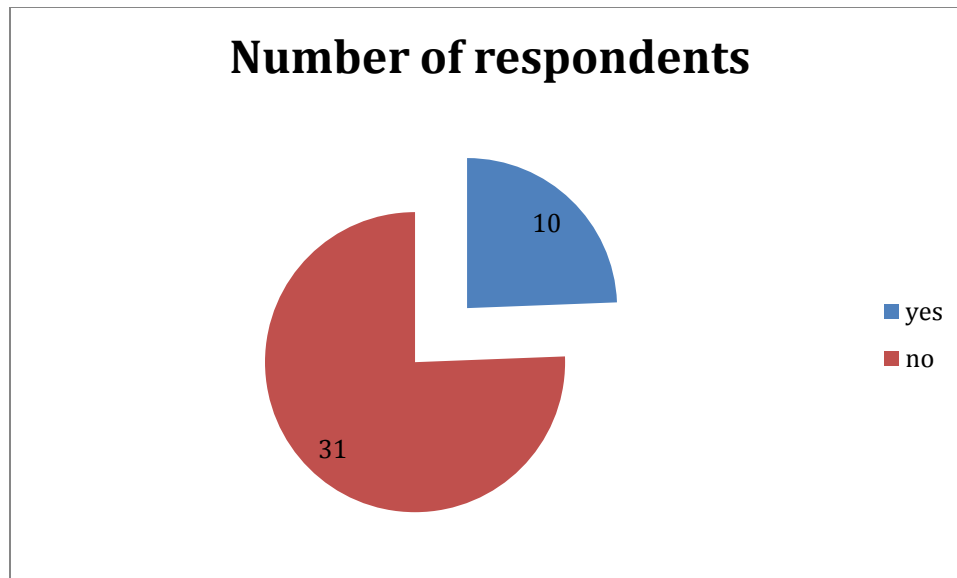
Figure 17, Breakdown at work, n=41

Due to stress and such a busy life at the Michelin restaurant, it is not hard to have a mental or emotional breakdown at work and that is what figure 17 above shows. Stress at work can easily cause breakdowns and 10 out of the 41 respondents have had a breakdown at work, while the remaining 31 have not. By this we cannot say that the Michelin life is not stressful because everybody has his or her own way of dealing with stress and everybody has a different tolerance level for everything.
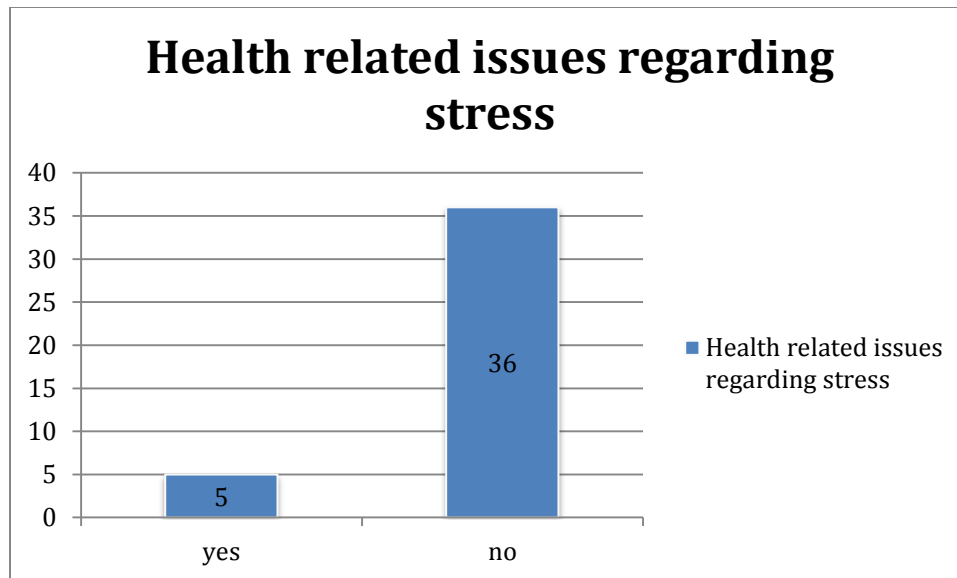
Figure 18, Health issues due to stress, n=41

Stress can cause a lot of health problems and that is what the next question was about and the results are presented in Figure 18 above. Even though the respondents are spending so much time working and say there is stress in their lives not many respondents have had health related issues in their life. But still 5 out of the 41 respondents, which is not much, have had some sort of health problem and the remaining has not had any issue related to stress.
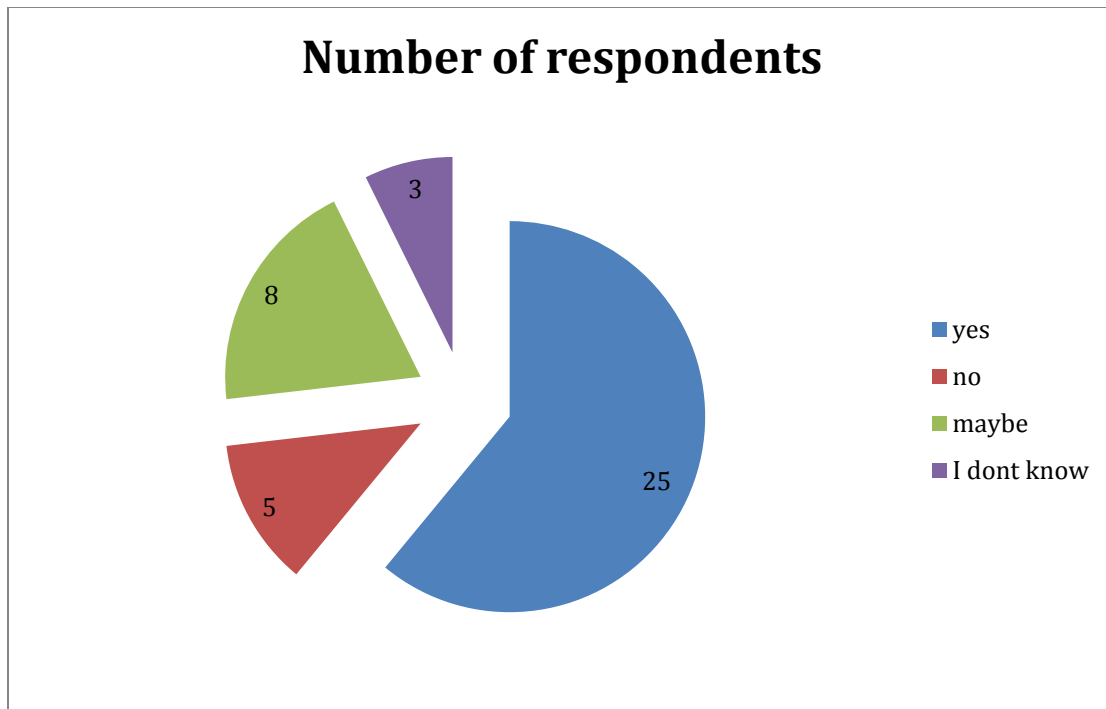
Figure 19, Response on whether the stress in Michelin restaurants is stronger than other restaurant types, n=41

Figure 19 above depicts the responses amongst respondents for weather the stress in Michelin restaurants is more than the stress in other types of restaurants. 25 out of the total respondents believe that it is more stressful while working in Michelin restaurants, only 5 disagree with the statement, 8 are not sure and doubt the amount of stress in all the types of restaurant and only 3 denied being on any side. There is no doubt the stress in Michelin restaurants is stronger than other restaurant types. The responses speak for themselves as most part of the respondents believes the same. The difference is quite easily concluded and is easily visible through the figure.
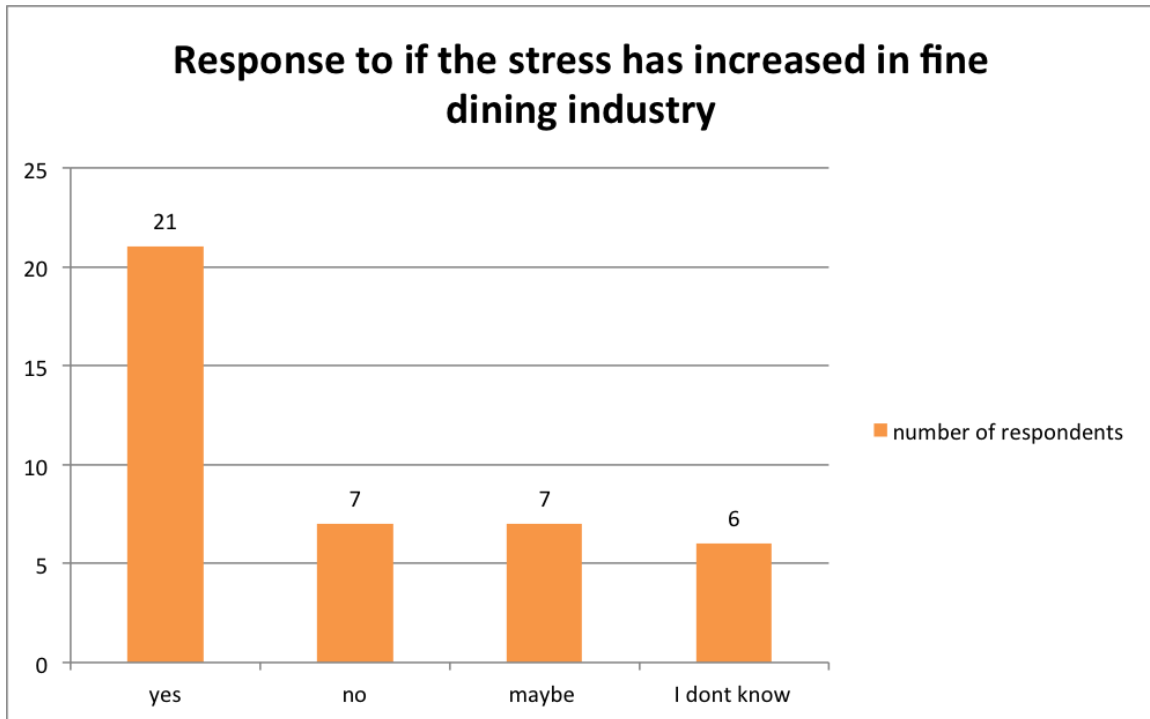
Figure 20, If stress has increased in fine dining industry, n=41

Lastly, figure 20 shows the responses to the last question on whether the stress has increased in the fine dining industry or not. As discussed in chapter, 4 since the introduction of the Michelin awards the amount of stress has been on the rise. So 51% of the 41 respondents, which makes the response more than half clarifies that the amount of stress has increased, while the other responses are quite mix but still give a clear view of what the respondents believe to be rite.

8. CONCLUSION

After studying the entire results, we can conclude that the staffs working in the Michelin star restaurant are the ones who have worked there and also other parts of the restaurant industry and agree that working in Michelin restaurants is more stressful than in other restaurant types. The employees who are working full time are working more than 12 hours every day to achieve the desired standard set at Michelin star restaurants. Looking at these high number of hours every day we can say that the life there can easily stressful as they spend half of their day just working. Most part of their day is spent in the restaurant in achieving perfection and fulfilling their job requirement.

The respondents believe that achieving Michelin stars brings a lot of stress in the restaurant life meaning while the restaurant is aiming for the stars they have to work hard, maintaining the high standard that is required, coming up with new innovative dishes, all this requires a lot of dedication and due to this the whole environment gets stressful. We can clearly see that even though in the Michelin restaurant the number of guest is not as high as in other restaurants types, like buffet or fast food serve every day, but still there is a huge difference in quality and service, in regards to that the patrons are less but they get the best of the culinary world and service. Further in the analysis of the questionnaire it is clearly visible that the employees working in this industry find it hard to take time for their social life, so we can say that eventually everybody gets tired of just working and need other things in their lives, but since the requirement at these Michelin restaurants is extremely high and comparing it with the huge amount of time the employees are dedicating to their working life it is not hard to imagine that they could rarely find time for other social matters or they would have to manage everything accordingly and that could easily cause stress to a person. One point to note in the analysis is that not much quantity of the respondents would consider quitting the fine dining or Michelin industry, even though they agree that there is a lot of stress in the industry and it is higher than other types of restaurants in the industry, so one reason for that could be the motivation the employees have to achieve the highest possible level in the culinary industry and since their goals are so high they do not let the stress get them down to collapse that, but

more importantly the rewards attached to this industry are so attractive that it appeals and intrigues more and more all the time.

Furthermore as seen the amount of stress is quite high people might end up having health issue or mental problem but it is not sure that everyone would have the same problems but in the research we can see that some definitely do, so if a larger group of people were asked the result for the health issue might have been different. The majority of respondents in the end also agreed that the stress in this industry is increasing and is not constant; Michelin could be the reason for that, since they started rating restaurants and chef, people started recognizing the creativity and different aspects in the food industry which led to the growth of the fine dining side, more and more people started taking the culinary industry as art and not just food that everybody eats. So when something starts to grow it attracts a lot of people and that is how the stress started increasing in the fine dining industry.

Concluding the questionnaire result it is revealed that the majority of the people working in the Michelin restaurant industry agree with the author that the stress levels in these restaurants have increased than before and when compared to other restaurant types it is definitely higher.

9. DISCUSSION

I would like to emphasize this again, after analysing the research one thing we can clearly see is that the major part of the respondents agree with the fact that there is definitely stress in Michelin restaurants and overall in the fine dining business, the stress that is present in this industry is inevitable, it is a sure thing that due to the high standards and supreme level that the Michelin guide has set, it has driven people crazy and made this side of the business very stressful. But then again the reward and praises that are connected to this industry has attracted more people towards it instead of repelling them away, when the guide started making chef as celebrities and not less than any movie actor or sports star, the attraction of this industry increased and moreover not just this, but the invention of new dishes and techniques also contributed to its charm. When the gastronomy of the industry increased and pioneers of the industry came up with extraordinary and exquisite food, it motivated more people towards the industry and make a career out of it. Everybody got attracted when food just did not remain food but became art.

Now everybody just saw the fame and glory that the chef gained when they excelled in this field that they had such a passion for, but no one talked about the 'dark side' of this world. The hard work, sleepless nights, continuous struggle and all the stress that came with it, because excellence does not comes in cheap and there is always a sacrifice involved in it, but people have a passion to achieve that level of brilliance in the culinary field. Knowingly that all the stress is present in this industry still people are working in it and now even more are taking this path, so it is clear that the attraction is more seductive than the harsh consequences.

But still stress is a factor that is absolutely involved and it has become dangerous for the industry, now the competition has increased at such a level and so much new has been discovered in this industry that now more part of a person's career is spend being involved in his working life. Stress has caused a lot of incidents in the culinary world as discussed in chapter 5, chefs who committed suicides, who just left the business and

started working at some less stressful place but still not leaving the industry as they still did had the same love and passion for food as they had before.

The Michelin guide did a revolutionary thing by making the best of food easily accessible for everybody and to the people who were doing excellent in this field they honestly with a good intention gave rewards, in this case being the prestigious Michelin stars and other awards, they acknowledged the creativity and idea of a restaurant and especially a chef, because in the end the stars are originally given to chefs for their quality and perfection about food. Then again with the passage of time the growth of this industry came and boost of Michelin star restaurant all around the world, chef, restaurant staff and owners started working harder in order to make a name of their own in this world as now the people working in the Michelin star restaurants are not less than celebrities as discussed before, so to achieve that standard in this chosen field of theirs it seems they are working endlessly to cope up with the speed with which this fine dining Michelin industry was growing, their lives and routines became more stressful. In the beginning the stress became a motivational factor in achieving their goal but then with time everybody just can't take it anymore and either decides to quit everything or commit suicide.

The Michelin stars are like a curse for this restaurant industry but it has a sugar coating and is decorated with exquisite flavours, which attracts everyone but brings a lot of problems later on. First a person tries to achieve a Michelin star and when they get it, they get so much fame and appraise that then they have to work harder to maintain that respect and standard of cuisine and service they are providing. Their business increases, booking registers get full and to every single customer they have to try to give the same and best treatment possible, but mistakes are a part of life and sometimes that happens in this perfect culinary world too but here they are very costly and at first the media that made the restaurant and his chef the stars of culinary world now makes them appear as villains and all the bad publicity starts.

So this is where the stress actually is, it is more in maintaining the standard and less in achieving it, the stress that is present helps the person in achieving the goal they are

aiming for and once that is done stress becomes a nightmare and exactly opposite of motivation.

Now finishing in the end and analysing all my findings I believe that the fine dining Michelin industry is growing at a fast pace and due to that and the increase in the competition we have seen that the level of stress is more in this part of the industry than others, and it is increasing every day, every time a new fine dining restaurant opens or a chef aims for achieving the Michelin stars because the competition in the end is so much that if a person has to succeed in the fine dining industry they have to aim for Michelin stars and the standard set for that bring a lot of stress either good or bad in achieving it.

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APPENDIX

1. Gender
   - male
   - female

2. how long have you been working in the restaurant industry?
   - 1 year or more
   - 2 years or more
   - 5 years or more
   - 10 years or more

3. are you a fulltime or a part time worker?
   - full time
   - part time

4. what is your position in the restaurant?
   - head chef
   - sous chef
   - chef de partie
   - commis chef
   - head waiter
   - waiter
   - sommelier
   - managerial position

5. what are your working hours/day?
   - more than 6 less than 8
   - more than 8 hours

- more than 10 hours

- more than 12 hours

6. have you worked in other types of restaurant than fine dining/Michelin?

- yes

- no

7. how long have you been working in a Michelin/fine dining restaurant?

- 1 year or less

- more than 1 year but less than 3

- more than 3 years but less than 5

- more than 5 years

- more than 10 years

8. How many patrons do you serve on a regular basis at your workplace?

- between 30-50

- between 50-70

- between 70-100

9. do you think while a restaurant is achieving for Michelin stars, it brings a lot of stress to the business?

- yes

- no

- maybe

10. can stress work as a motivational factor in achieving Michelin stars?

-yes

-no

-maybe

11. Do you consider your job at Michelin restaurant to be stressful?

   - yes

   - no

   - sometimes

12. have you ever thought about quitting your job at a fine dining restaurant and work at some other type of restaurant?

   - yes

   - no

13. can you easily take out time for your social life?

   - yes

   - no

14. have you ever had a mental or emotional break down at work?

   - yes

   - no

15. have you ever had health related issues due to stress?

   - yes

   - no

16. In general do you believe it is stressful working in Michelin star restaurant?

   - yes

   -no

17. Is the stress in Michelin restaurants more than other restaurant types?

   - yes

   - no

   - maybe

   - I don't know

18. Is the amount of stress increasing in the fine dining restaurant industry?

   - yes

   - no

   - maybe

   - I don't know