THE ATLANTA: BANGKOK'S MOST UNUSUAL HOTEL

Business Strategies and Sex Tourism

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Abstract

The Atlanta Hotel is unusual, in several respects, compared to other hotels. There are no signs clearly visible from the street showing its name. There are sharp differences between its public areas and its bedrooms: the former are art deco and well maintained while the latter are plain-ugly and typically need repairs and a thorough cleaning. There are notices, scattered throughout the building, specifying rules for guests’ behaviour and penalties for transgressors. Notwithstanding the unusual features, it seems successful from the perspectives of the owner and many of the guests, although others say they will never return. Analyzing its business strategy might conclude that it represents niche marketing, while another view could see it as differentiated focused positioning. Within the broad strategy are specific strategies aiming to deter sex tourists. While these strategies provide comfort for some guests, they are dubious in several respects and they divert attention away from facts about Thailand's sex industry.

Key words: hotel, business strategy, sex tourism.
1. Introduction

The Atlanta Hotel is unlike any other hotel: it has several distinctive features. There are no signs clearly visible from the street showing its name or that the building is a hotel. There are notices in the lobby, stairs, bedrooms, restaurant (etc.) containing instructions and rules for guests’ behaviour and penalties for transgressors. There are sharp differences between the public areas, including the lobby and the restaurant, and the bedrooms: the public areas are in classic art deco style and are well maintained while the bedrooms are plain-ugly and typically need repairs and a thorough cleaning. There are strategies aimed at deterring sex tourists that also deter other types of tourists who might otherwise stay there. These strategies are dubious in several respects.

There is no provision for booking a room by internet or email, no room service, no facility for paying accounts by credit cards. There are, however, features that guests appreciate, such as the food in the restaurant and the art deco furnishing. It is a rare hotel in its selection of newspapers, magazines and journals available to read, for the wide range includes *The New Yorker* and *The London Review of Books*. The Atlanta is often full and is apparently successful from two perspectives: the owner and many of the persons who stay there.

Both authors of this paper have stayed at the Atlanta Hotel occasionally, but the article is not a promotion. It provides inexpensive accommodation but any pleasure from the art deco furnishings and the restaurant can be overwhelmed by the low
standard and lack of cleanliness in the bedrooms and bathrooms and by the sense of being an inmate in an institution rather than a guest in a hotel. Research for this article began while discussing our experiences and observations there and comparing it with other hotels in Bangkok and elsewhere. Strategy was a recurring theme, leading to the following questions. Is the strategy niche marketing, is it differentiated positioning, or is it both? What might be interpreted from the strategies for deterring sex tourists? The research reported below describes and discusses the Atlanta and its strategies, suggesting answers to those questions.

2. Research Approach and Methods

2.1 Research Approach

The approach to the research is grounded theory (Bryant and Charmaz 2007). Via this approach, empirical evidence is the ground from which theories are discerned or derived. In the context of strategic management, descriptive theories attempt to provide formal knowledge about strategies while prescriptive theories attempt to provide advice for strategic managers. This article is ultimately about descriptive theories. Two broad variants of grounded theory have been proposed by Glaser and by Strauss, who jointly devised the approach and suggested its usefulness for qualitative research in sociology and related fields; the present study follows Glaser's line, which seeks theoretical insights emerging from empirical data.

The need for theories lies in the human behaviour of wanting to impose order on (apparently) unordered experiences … Human minds have a need to see order in nature or, more broadly, in all experience. It goes without saying that
the same set of experiences may be ordered, or theorized about, in very
different ways (Dubin, 1978, p.6, parenthesis added).

Descriptive theories can be found in many managerial practices, even when
managers do not consciously recognise them. Waelchli (1989) set out a compelling
argument supporting that point. A discussion of theories represented in practical
manifestations of strategies at the Atlanta Hotel may provide a deeper understanding
of those strategies. This may be useful for students and researchers interested in
management of hotels and tourism.

2.2 Research Methods

The main research method was participant observation (Spradley 1980; Marshall and
Rossman 1999). Between 1975 and 2010, authors of this article stayed in the Atlanta,
ever simultaneously, on nine occasions for a total of about 30 nights. In 2008 after
initial discussions on the topic, more care was taken with observations and recording
information for later analysis. Informal conversations with guests and employees
were useful. Bedrooms were inspected while housekeepers were working after other
guests had checked out. In 2010 when the authors were in Bangkok simultaneously,
staying in other hotels, meetings in the Atlanta's restaurant were useful for shared
observations and discussions.

Discussions with an assistant manager were useful, but limited in depth. The
owner was unavailable on a number of occasions and that potential source of
information was abandoned after discovering that he is usually in Europe and when in
Bangkok would not be willing to be interviewed. A writer for the *Los Angeles Times* who had a conversation with him after an accidental meeting after midnight reported that he “is nearly impossible to meet (and) the staff are under strict instructions never to point him out to guests” (Ward 2005, n.p.). For the present study, a survey of guests was contemplated, but a decision was reached that it was unnecessary in the context of the research and in any event, the owner's reputation led to an inference that he would not give permission. However, 165 guests have recorded opinions about the Atlanta on an internet site (Trip Advisor 2013); these opinions are summarised later.

3. The Atlanta Hotel

The Atlanta Hotel is on Sukhumvit Soi 2, a street ("soi") off Sukhumvit Road, one of Bangkok’s busiest thoroughfares. Within a kilometer are many hotels, shops, restaurants, bars, night clubs and other facilities for tourists. On the wall above the front door of the Atlanta is a sign in small letters: “This is the place you are looking for, if you know it. If you don’t, you’ll never find it” and next to it, in much larger letters, on a brass plate, "Sex Tourists Not Welcome". There are 59 rooms on five floors; rooms have private bathrooms and four family units have two bedrooms.

Accommodation at the Atlanta is inexpensive. Currently, in 2013, single rooms with bathrooms and air-con are US$24 a night. At the nearby JW Marriot (‘five star’) and Landmark (‘four star’) rack rates begin at $180. Also nearby is the 330 room Nana Hotel where the rack rate for standard rooms is $50. Across Sukhumvit Road on Soi 3...
is the White Orchid Inn Nana which also has comparable standards to the Atlanta; its standard rooms are $34, the same as the Star Inn on Soi 7.

Thailand has no official star-rating for hotels. Unlike some others, the Atlanta is not promoted by self-awarded stars, but one star would be appropriate. On the ground floor is a lobby, reception desk, travel agent/tour operator desk, restaurant, kitchen, staff offices, a writing room for guests and a hall with memorabilia about the history of the Atlanta and about its founder, the late Max Henn. There are two oil portraits of Max Henn, several notices containing instructions and rules for guests, one stating that children are not allowed in the writing room, another that children must remain quiet. At the rear is a garden and swimming pool. Photographs of the lobby, stair case and bedrooms can be found at http://www.theatlantahotelbangkok.com/

3.1 Art Deco

As can be seen in the website, the lobby and other public areas are in art deco style, a style that originated in Europe early in the 20th C and was fashionable between 1920 and 1940. "Art deco" signifies artists as decorators. The art deco movement was notable in architecture; many art deco buildings can be seen in cities and towns in Europe and beyond (Bayer 1999; Craven, n.d.). The Atlanta Hotel, however, does not represent art deco architecture since the building has a bland, nondescriptive style. The art deco treasures are inside. They have been preserved via careful maintenance and renovation.
For example, in 2007 the restaurant closed for two months and food and drinks were served in the lobby. It re-opened to reveal precisely the same art deco style, colors and furniture as before, in 'as new' condition. Old-fashioned interior decoration and furniture are accompanied by old-fashioned sounds, for the music policy, stated in a notice, is “only music composed before 1960 is played here”. It includes classics, jazz, Cole Porter's musicals and so on. Guests also might hear recordings of 1950s bands where the saxophonists include Thailand's most famous jazz instrumentalist, King Bhumibul Adulyadej, born 1927, monarch since 1946.

3.2 The Atlanta’s Strategies Against Sex Tourism

The strategies against sex tourism evolved from the Atlanta’s history, location and a change of proprietor in the 1990s. In 1948 Max Henn, an industrial chemist from Berlin, settled in Bangkok and in 1952 established the Atlanta Chemical Company in a laboratory on the ground floor of the building that is now the eponymous hotel. When the Company foundered a few years later, the building's interior was remodeled to become the Atlanta Hotel. Between 1966 and 1975, like many hotels in the city, it became a venue for US servicemen on 'rest and recreation' leave from the war in Vietnam and many used their rooms for private activities with prostitutes. Forty years later, one of the notices in the Atlanta describes that era, referring to "dregs of humanity ... men who didn't mind wading knee-deep through water to carry their bar girls upstairs to a cheap room". Floods in front of the Atlanta are still a challenge after heavy rain. In recent years guests have been seen wading knee-deep through water, carrying their bags.
Bangkok’s international reputation for sex-on-sale has increased in recent decades. Prostitutes solicit for trade in bars, nightclubs, massage parlours and on footpaths. One of the largest concentrations is within a kilometer of the Atlanta, notably on Soi 4 where the focus is Nana Plaza, an 'Entertainment Center' where bars and go-go clubs employ bar girls and dancers (including a number of 'kateos', transsexual 'lady-boys') seeking men or women to take them to hotels. Most hotels nearby derive a proportion of their business from sex tourists. In some hotels, such as Nana Hotel and several others on Soi 4, the proportion probably exceeds 50%.

Charles Henn, son of Max, became owner of the Atlanta after his father died in 2002; and Charles made a significant change by introducing a policy to ban persons who might be sex tourists. Charles Henn's motivations are unknown, but can be inferred from the strategies he introduced. Besides the large sign seen from the street - “Sex Tourists Not Welcome”, more signs are inside as well as notes in the restaurant’s menus, reminding guests of that policy in a self-described “small resort for sleaze-free and wholesome tourism” (Atlanta, n.d.). Details in the strategies can be gleaned by considering the contents of the most detailed of the signs. One metre high, it is on the stair case at the first floor landing, seen by all guests going to and from their rooms. See Figure 1.

(Figure 1 about here)
4. Opinions of The Atlanta

Guests at the Atlanta form diverse opinions, in some cases rather complex, stemming from perceiving good and bad features. An Internet site currently has comments and ratings from 165 persons (Trip Advisor 2013). The ratings range from the highest ('excellent') to the lowest ('terrible'). Figure 2 shows the distribution.

(Figure 2 about here)

Comments with the ratings are mixed. Several express admiration for the art deco interior and furnishings and for the restaurant. A few express appreciation for the anti-sex tourism policy ("it was nice not having sex tourists in the hotel") but others describe the way the policy is applied as unreasonable, prejudicial and unethical. Several persons said they enjoyed pleasant service, but others described the service as deficient, using terms such as "sour" and one remarked "the owner has a lot invested in his rudeness". Several said that the bedrooms and bathrooms were dirty. Some appreciated the low cost. Some indicated they were regulars or had intentions of returning while others said they would never return. Comments by several individuals include a mix of positive and negative reactions. This implies a lack of consonance in the ways the Atlanta is presented.

Apart from Trip Advisor, comments have been published elsewhere. For example, a magazine writer and editor from the USA recorded her unhappy experiences at the Atlanta, which she summarized as "infatuated with its own legend ... the North Korea
of hotels: a time-warped little kingdom ruled by the force of one weird personality” (Mishan 2005).

5. The Atlanta's Business Strategy

From observations at the Atlanta by authors of this article, and from allied sources, two possible types of broad strategy emerged. One is niche marketing. From a marketing perspective, the Atlanta caters to certain niches in the markets for tourist accommodation in Bangkok. The second is positioning. In the context of strategic marketing and management, the Atlanta seems to have adopted particular positions in Bangkok's hotel industries and related markets.

5.1 Is The Strategy Niche Marketing?

A common belief is that “a market niche is synonymous with a market segment” (Craven and Wordruff 1986, p.204). Writers who apparently agree with that remark include Pitts (1999), Bull and Weed (1999), Tassiopolous and Haydam (2008), Thomas (2008) and Light, Fletcher and Adam (2008). However according to Kotler, "a niche is a more narrowly defined group than a segment. Niches are fairly small … The customers in a niche have a distinct set of needs, they will pay a premium for something that best satisfies their needs, a niche is not likely to attract competitors" (Kotler, 2000, p.257). Kotler and Armstrong (2004, p.253) describe market niches as segments that are “overlooked or ignored by larger competitors”.
Descriptions of market niches set out by Kotler and by Kotler and Armstrong match the niche concept in biology and ecology. A biological-ecological niche is a functional role of particular species in particular environments, such that two species do not occupy the same ecological niche (Begon, Townsend and Harper 2006). Pandas are an example, a species whose ecological niche is Chinese bamboo forest. The niche sustains and protects the pandas, so long as the environment of the niche is sustained. The pandas have no competitors for the bamboo, their main food.

A comparable concept is in architecture, where niches are hollow recessions in walls often used to display statues. A statue in a niche can be seen, and thus fulfills its decorative role, but is protected, less susceptible to damage than a statue outside a niche. Thus biological, ecological and architectural concepts match the concept of market niches set out by Kotler (2000), Kotler and Armstrong (2004) and Baker (2004). Baker remarked (1994, p.24) “many companies avoid clashes with competitors by occupying niches in the environment”. Essentially, a niche strategy avoids competition; in a normal niche market, a business does not have to compete in order to survive and perhaps thrive.

The Atlanta's marketing strategy can be described as niche marketing. Its niche comprises visitors to Bangkok who want an inexpensive hotel in a popular location and who do not care if bedrooms and bathrooms are shabby, who (in many cases) appreciate the art deco style of the Hotel's public areas and who (in some cases) want to avoid seeing sex tourists while in their hotel. The Atlanta is a classic example of a
niche marketer in that it has no competitors. No hotels compete with the Atlanta by offering very inexpensive accommodation, by banning sex tourists and by providing an art deco interior. As can be inferred from several comments by former guests, a proportion of persons who have stayed at the Atlanta are outside the scope of its niche, since they formed negative opinions and decided to never return (Trip Advisor 2009).

5.2 Is it a Positioning Strategy?

In their analysis of theories and practices in strategic management, Mintzberg, Ahlstrand, and Lampel (1998) identified ten schools of thought. They labeled one the positioning school, indicated its leading thinker as Michael Porter and remarked that it has been one of the more prominent schools in recent decades. For thirty years, in a series of books and articles Porter (1980 et seq.) identified and discussed four generic strategies, all within the scope of positioning strategies: (i) lowest cost leadership in a broad target market; (ii) focus and cost in a narrow target market; (iii) differentiation in a broad target market; and (iv) focus and differentiation in a narrow target market. Strategies of differentiation are the most common generic strategies, partly because there are many possible ways that one business, or one SBU (strategic business unit) within a complex organisation, can be differentiated from others in the same market. These ways include product quality in terms of performance, features or image; product innovation; service levels; brand names; distribution channels and patent protection.
From a management perspective, the Atlanta's business strategy straddles the second and fourth in the list above. It positions the business by focus, cost and differentiation in a narrow target market. As a positioning strategy, focused differentiation involves identifying a market (or a segment within a market) and offering it a range of goods, services and/or facilities that suit consumers in the market by being different in some way(s) from the range offered by other suppliers in the same market. The Atlanta’s market is "narrow", it is small. Very few tourists in Bangkok regard an anti sex-tourist policy as an important determinant for selecting hotels. If there were many such tourists, more hotels in Bangkok would adopt the policy. So far as is known, the Atlanta is unique among several dozen hotels in the Sukhumvit district with that policy and might be unique in all Bangkok. The focus is a psychographic segment in the broader market for tourist accommodation in the city. Characteristics of the segment are in consumers' economic desire (to economize by using very cheap hotel accommodation), aesthetic desire (to experience beautiful art deco furnishing), conformist desire (to stay in a fashionable district) and avoidance desire (to avoid seeing sex tourists inside the hotel). All of those characteristics are not necessarily present in every tourist in the segment, but so long as certain of the characteristics exist the segment may be viable.

Demographics in the segment are irrelevant in the strategy, since guests at the Atlanta are demographically quite diverse. They range from infancy to old age with most in the 30 to 60 year age range. They come from many countries, most are from western Europe and the USA. Many are couples, many are families of adults with children, some are singles. Most appear to be representatives of prosperous middle classes. Some could be described as backpackers, judging from their clothing style,
demeanor and from what several said in conversations. No tour coaches have been noticed delivering guests. The guests represent a category commonly called 'independent travelers' or 'independent tourists'.

6. Reviewing The Strategies Against Sex Tourism

The Atlanta's strategies against sex tourism are effective in so far as they comfort any guest who would be offended if they were to see, in the hotel, anyone they perceived to be a sex tourist. Also, the strategies seem to provide Charles Henn with personal gratification of some kind: why else are there so many signs and notices on the theme of sex tourism and why else would they contain so much moralizing and so much detail? One or two simple messages would be sufficient to get the message across.

Moreover, the strategies discriminate in a way that can be criticized as unreasonable and offensive. If one partner in a couple appears to be Thai, they are not allowed inside, on the grounds that they might be regarded, by guests, as a sex tourist with a paid companion. "The Atlanta does not listen to explanations and does not apologize for any mistakes it might be accused of having made with regard to the identification of sex tourists or their companions" (See Figure 1).

Ligaya Mishan wanted to book a room for herself and her husband and, in the absence of email or internet facilities at the Atlanta, began by making phone calls from India. She then received a letter from the assistant manager, containing statements about the anti sex-tourist policy including the following: "The Atlanta
does not welcome SEX TOURISTS, and does not try to be polite about it. Borderline cases are not given the benefit of the doubt, but are treated as sex tourists. Those who are borderline cases should stay elsewhere” (cited by Mishan, 2005). Mishan recalled those words after getting frosty treatment at the Atlanta's reception desk, "Then it dawns on me: the receptionist must have taken me for a bar girl whom Ahrin was passing off as his wife” (Mishan, 2005).

The racist borderline conjures up a scenario that deserves noting. If Max and Mrs Henn as they were fifty years ago, a middle-aged German and his young Thai wife, were to return now and request a room in the hotel he created, the staff would invoke the "border line" policy and refuse the request. One might wonder how the present owner, Charles Henn, reconciles the racist policy with his own mixed-race parentage.

The large sign on the stairs refers to "the flagrant, indecent public behaviour of the typical sex tourist" (see Figure 1). In Bangkok's 'street bars' where patrons sit in sight of pedestrians going past, and on the city's footpaths, the authors of this paper have observed, over several years, thousands of foreign men in the company of Thai women and no doubt many of the women were prostitutes and many of the men could be described as sex tourists. The number of observed incidents of "flagrant, indecent public behaviour" is miniscule. If there is such as person as "the typical sex tourist" in public it is a middle-aged male, conservative in appearance, treating his female companion in a courteous manner, behaving decently.
7. Conclusion

The Atlanta is unusual in several ways compared to other hotels in Bangkok and beyond. It presents a series of contradictions: none of the usual signs on the street front promoting its existence and name; none of the usual harmony in its public areas and bedrooms in terms of style and standards of cleanliness; none of the usual non-discrimination regarding persons wanting to register as guests; none of the modern methods for booking rooms and paying accounts. Its major distinguishing feature since 2000 has been a sternly policed strategy banning anyone who might be regarded as a sex tourist.

The Atlanta succeeds from the perspectives of the owner and many of the guests. However if the comments and ratings on Trip Advisor are reliable indications, opinions of past guests are divided. Trip Advisor's surveys are unscientific and therefore the pattern of ratings and comments found there are not necessarily valid indications of all guests. A large scale survey of a representative sample of guests could provide interesting insights, but most probably the owner would not give permission for such a survey.

In marketing terms, the Atlanta is a nicher, although its niche is difficult to pinpoint. It seems to comprise international tourists wanting very inexpensive accommodation in the Sukhumvit district of Bangkok, appreciating art deco style, not concerned about low standard bedrooms and bathrooms that might need a thorough cleaning, and strongly preferring a hotel where they will not see persons who might be sex tourists or prostitutes. What is unknown is the proportions of guests who relate
to each of those attributes. There certainly are guests for whom the anti sex tourist policy is very important but there are certainly others for whom it has no relevance and who stay at the Atlanta because of the very cheap accommodation. Thus there might be several niches, some of them overlapping. From the perspective of strategic management, the Atlanta is positioned to focus on tourists of the sorts described above, and does this via differentiated facilities, prices and policies. Thus the two perspectives on strategy, marketing and management, are merely two ways of seeing the same process although the management perspective is richer in depth and detail.

The policy relating to sex tourism is the Atlanta's most distinctive feature. The policy provides comfort for some guests, although what proportion of guests are strongly influenced towards this hotel because of the policy is unknown. The strategies in the policy include many signs and notices advising anyone present that sex tourists are banned and policing by employees in reception and in the restaurant to refuse admittance to anyone who might be perceived as a sex tourist. The strategies can be criticized on two grounds. The proliferation of signs and notices is excessive: one or two simple notices would be sufficient to convey the message. Secondly, the strategies discriminate in a way that is unfair and racist, since "borderline cases are not given the benefit of the doubt, but are treated as sex tourists". Couples of mixed ethnicities who might be perceived as a sex tourist and paid companion are banned and any contrary explanation offered is not accepted.

The Atlanta could retain the anti sex tourism policy but with strategies that are less moralistic and non racist. The Atlanta could advise prospective guests that any
couples suspected of being a sex tourist and paid companion are vetted politely to ensure that this is not so before being admitted. Employees serving tourists could be trained to ask for evidence of an established relationship when couples might seem to be sex tourists. The policy against sex tourism would also be more wholesome if the Atlanta provided guests who might be interested in the topic with realistic information about prostitution in Thailand.

Finally, two of the many signs in the premises might be better understood by considering remarks heard one night in the lobby. The signs state: “The Atlanta is not a business” … “The Atlanta is not interested in 'customer feedback' or whatever it is called by business people”. This might be interpreted as Charles Henn's conceit, since the commercial activities indicate clearly that it is a business. A slightly different interpretation emerges from a record of a conversation that began when Henn asked Tracey Ward what she was doing nosing around in the lobby after midnight, making notes. During the subsequent conversation he told her, “I'm not a businessman. I keep the Atlanta going for sentimental reasons. It's a toy, an inheritance, a legacy. There's nothing else left from those 10 years that my parents were together” (Henn, quoted by Ward 2005:n.p.). The remarks justify nothing that some observers have found unpleasant or dubious about the Atlanta, but they hint at possible explanations.
References


The Atlanta (n.d.). The Atlanta Hotel Bangkok (http://www.theatlantahotelbangkok.com/, retrieved 5 May 2013)


SUITABLE VISITORS / OUTSIDERS MAY BE ENTERTAINED IN THE RESTAURANT.

To maintain The Atlanta’s prevailing ethos and in the interest of security and privacy the restaurant does not service members of the general public or persons deemed unsuitable even when such persons are accompanied by a registered guest. Outsiders are served at the discretion of the management and only when known to the hotel. When service is refused, no explanation will be given.

ZERO TOLERANCE FOR TROUBLE MAKERS

Guests who cause a disturbance or make trouble will be reported to the police without advance warning with a view to having them arrested and put in jail. The Atlanta will press charges. People who cannot travel abroad or go on holiday without behaving badly should stay home.

ZERO TOLERANCE FOR ALL ILLEGAL SUBSTANCES AND ACTIVITIES.

Guests who possess illegal substances or engage in illegal activities will be reported without advance warning (i) to the Thai police, (ii) to their Consulate in Bangkok (iii) to the prosecuting authority in their home State and (iv) to the newspapers of their home states. In addition, the Atlanta will file its own charges against such miscreants for bringing the good name of the Atlanta into disrepute. The Atlanta supports the Thai authorities’ efforts to prosecute such miscreants who commit acts which are against Thai law. The Atlanta also endorses the international community’s concerns to prosecute such miscreants who commit acts which are deemed universal crimes under international law.

The staff may be sweet and appear rather ineffectual, and appear quite incapable of enforcing anything but in matters of zero tolerance hotel guests are also encouraged to take the initiative in reporting the crime if the staff have not done so, failing which there are other ‘no nonsense’ people here who will take charge. There may be many places which tolerate, facilitate, connive at or even encourage illegal activities. The Atlanta is not among them.

COMPLAINTS NOT PERMITTED. NOT AT THE PRICES WE CHARGE!

The Atlanta is a budget hotel and offers more than any other hotels or guest houses in the same price category. The Atlanta welcomes constructive feedback. If something needs to be put right please let us know. Make use of the forms at reception. There is also a suggestion box in the lobby.

Before making a complaint about the general standard of the hotel, we ask you to remember that this is a budget hotel in a developing country and English is the staff’s second language. We ask you to consider whether the modest cost of your room and amenities at the Atlanta justifies your expectation. If we do not meet your expectations, move to a luxury hotel. A guest who makes a complaint in an unreasonable or intemperate manner or who causes undue distress or annoyance to our staff or to other guests will be asked to settle his or her account and leave. Causing a disturbance or continuing to remain in the premises after having been told to leave will be treated as a police matter.

THOSE WHO OBJECT TO THESE POLICIES ARE INVITED TO GO ELSEWHERE.

Figure 1: Contents of a large sign (approx. 1 metre x 0.5 metre) in The Atlanta Hotel
<table>
<thead>
<tr>
<th>Rating</th>
<th>No. of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Excellent</td>
<td>52</td>
</tr>
<tr>
<td>Very Good</td>
<td>55</td>
</tr>
<tr>
<td>Average</td>
<td>30</td>
</tr>
<tr>
<td>Poor</td>
<td>14</td>
</tr>
<tr>
<td>Terrible</td>
<td>14</td>
</tr>
</tbody>
</table>

Figure 2:
Ratings of The Atlanta Hotel

Source: Tripadvisor.com (May 2013)