**Table 1: Profile of Case Firms**

|  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| **Property ID** | **Ownership** | **Classification** | **Number of Rooms** | **Number of Employees\*** | **Company Age** | **HRD Policy / Practice Characteristics** | | | | |
|  |  |  |  |  |  | **Written HRD Policy / Plans** | **Designated Budget** | **Individual Development Plans (IDPs)** | **HRD Expertise** | **Formal Training Programmes** |
| STF A | Family-run, owner-managed | 3 star (mid-market) | 50 | 60 | 7 years | ✓ | ✓ | ✓ | X | ✓ |
| STF B | Family-run, owner-managed | 4 star (upper-market) | 46 | 40 | 20 years | ✓ | ✓ | ✓ | X | ✓ |
| STF C | Family-run, owner-managed | 3 star (mid-market) | 26 | 28 | 4 years | X | ✓ | X | X | ✓ |
| STF D | Non-family, owner-managed | 3 star (mid-market) | 37 | 60 | 12 years | X | X | X | X | ✓ |
| STF E | Family-run, owner-managed | 3 star (mid-market) | 14 | 50 | 13 years | X | ✓ | X | ✓ | ✓ |
| STF F | Family-run, owner-managed | 2 star (economy) | 15 | 15 | 4 years | X | ✓ | X | X | X |
| STF G | Family-run, owner-managed | Unclassified | 19 | 25 | 8 years | X | ✓ | ✓ | ✓ | ✓ |
| STF H | Non-family, owner-managed | 4 star (upper-market) | 27 | 45 | 2 years | X | X | ✓ | X | X |
| STF I | Family-run, owner-managed | 2 star (economy) | 47 | 90 | 31 years | X | ✓ | X | X | ✓ |
| STF J | Non-family, owner-managed | Unclassified | 46 | 72 | 3 years | X | ✓ | ✓ | X | ✓ |
| STF K | Family-run, owner-managed | 4 star (upper-market) | 40 | 66 | 3 years | ✓ | ✓ | ✓ | X | ✓ |
| STF L | Non-family, owner-managed | 4 star (upper-market) | 38 | 60 | 4 years | X | X | X | X | ✓ |
| STF M | Family-run, owner-manager | 4 star (upper- market) | 14 | 24 | 15 years | ✓ | ✓ | ✓ | X | ✓ |
| STF N | Non-family, owner-managed | 3 star (mid-market) | 18 | 16 | 22 years | ✓ | ✓ | X | X | ✓ |
| STF O | Family-run, owner-managed | 3 star (mid-market) | 26 | 34 | 16 years | X | X | ✓ | X | X |
| STF P | Non-family run, owner-managed | 4 star (upper market) | 15 | 22 | 8 years | X | X | ✓ | X | ✓ |
| STF Q | Family run, owner-managed | 3 star (mid-market) | 26 | 31 | 14 years | ✓ | X | X | X | ✓ |
| STF R | Family run, owner-managed | 2 star (economy) | 16 | 15 | 16 years | X | X | X | X | X |
| STF S | Non family run, owner-managed | 3 star (mid-market) | 26 | 31 | 10 years | X | ✓ | X | X | ✓ |
| STF T | Family run, owner-managed | 4 star (Upper market) | 12 | 18 | 14 years | ✓ | ✓ | ✓ | X | ✓ |

\* Figures refer to maximum head count employed during the peak season and includes full-time, part-time and casual staff; ✓ present; X not present