



HR Solutions in
Travel & Hospitality



ACI REPORT - 2018

SALARY & EMPLOYMENT TRENDS

FOREWORD

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FOREWORD

Foreword

I'm very pleased to present our 2018 ACI Report – now into its 6th edition, the ACI Report is unrivalled, offering a comprehensive insight into the salary and employment trends of the travel, tourism, hospitality and lifestyle industry across Asia Pacific. The report is a unique publication produced annually, this year we saw a sample size of over 700 travel, tourism and hospitality professionals working across the Asia Pacific region. The respondents provided an extensive view of industry salaries and satisfaction levels, giving the report not only a unique statistical view of the travel, tourism, hospitality and lifestyle labour market, but also an invaluable insight into the mindset of industry personnel.

The ACI Report is meant to serve as a useful guide for employers, jobseekers, HR professionals and recruitment specialists by providing an insight into prevailing job market conditions and hiring practices in Asia Pacific. A combination of qualitative and quantitative methods was used to compile this data, which is presented here in an accessible manner for your convenience and benefit.

Tourist arrivals are expected to increase in 2018 and new hotels continue to open their doors across the region, that certainly is a boom for the industry, especially as 53% of hiring managers surveyed indicated an expectation for new headcounts in 2018, but this may become challenging when it comes to recruiting the necessary talents to fuel the growth, especially for the SMEs. Technology continues to evolve, and this will attract demand for IT specialists and professionals as companies make the shift to embrace digital. In addition, with the advent of the gig economy, we are likely to see more contract, part-time and freelance positions, especially in the sectors of operations, technology and business support in 2018.

I take this opportunity to thank everyone who took the time to participate in this year's survey and hope that this report will be a useful and informative guide for you. ACI remains committed to providing unparalleled HR services to our clients and candidates within the travel, tourism, hospitality and lifestyle industries.



Andrew Chan

Founder & CEO



ABOUT ACI

About ACI

Established in 2012, ACI stemmed from a need identified by Founder & CEO, Andrew Chan for a specialist firm owned and operated by people from within the industry. With unrivalled management experience in the sectors we serve, ACI is an award-winning specialist Recruitment, Executive Search and Professional Training firm dedicated to the Travel, Tourism, Hospitality and Lifestyle Industries.

At ACI, we understand that finding the right talent is critical to an organisation's success, and finding the right opportunity is paramount to a candidate's career. We are passionate about connecting clients with the very best talents and pride ourselves with the philosophy of "growing the industry one talent at a time".

OUR PEOPLE

Understanding nuances and macro talent issues of an industry takes people from the industry to appreciate; ACI consultants have unparalleled experience in the Travel, Tourism, Hospitality and Lifestyle Industries, and are genuinely passionate not only about our clients' and candidates' success but the industry as a whole.

BEST PRACTICE

ACI delivers a full recruitment service and our adherence to Best Practice processes ensures our clients receive a guaranteed level of quality control in all areas of the recruitment process.

Customers come to us as the industry experts, knowing our staff are industry specialists and that we are current on all industry issues, both in travel & hospitality, and recruitment.



AWARDS

In 2017, ACI was honoured to be recognised with the following accolades:

- Grand Winner, Recruitment Agency – HR Asia Recruitment Awards
- Best Recruitment Firm, Hospitality – Gold Winner, HR Vendors of the Year
- Best Permanent Roles, Recruitment Agency – Gold Winner, HR Vendors of the Year
- Best Recruitment Portal – Gold Winner, HR Vendors of the Year
- Best Mobile Experience by Recruitment Agency – Gold Winner, Human Resources Asia
- Best Recruitment Innovation, Recruitment Agency – Gold Winner, Human Resources Asia
- Best Career Website, Recruitment Agency – Gold Winner, Human Resources Asia
- Best Cross Border Recruitment Agency – Silver Winner, HR Vendors of the Year
- Best Recruitment Site Innovations – Bronze Winner, HR Vendors of the Year
- Best Recruitment Site, Candidate Experience – Bronze Winner, HR Vendors of the Year

INTRODUCTION

Introduction

SALARY SURVEY METHODOLOGY

A survey link was sent to over 13,000 from ACI's database throughout Asia Pacific in January 2018 for employees of various levels to complete. We received a 24% open rate, well above the industry average¹ of 14.2%, and a 3% click rate (industry average 1.4%). The survey link was also posted on the acihr.com website and included in a range of advertising, social media campaigns, and distributed to industry association (PATA, ACTE, SACEOS) members. We received 723 respondents.

REPORT FORMAT

The 2018 ACI Report is presented in a simple format to ensure information can be obtained in the most practical manner from the findings.

Graphs have been used throughout to allow for visual display and interpretation of results. In most cases, percentages of all respondents have been shown on the graphs. These percentages have in some cases been rounded up or down to the nearest whole number.

DEFINITIONS

Detailed below are the definitions for the salary data tables:

Lowest Salary:	The lowest level in that category
Median Salary:	The salary level which 50% of salaries fall below and 50% are above
Highest Salary:	The highest salary level in that category
Average:	The arithmetic average is calculated by adding together the quantities in a group and dividing the resulting sum by the number of quantities in that group

* OR 0% = Sample too small: Denotes only 1 statistic available, limited analysis is made giving the average and median only.

DISCLAIMER

ACI HR Solutions have not audited, nor otherwise sought to verify all information collected in this survey and shall not be liable or responsible in respect of this document, including errors or omissions therein however caused. Furthermore, ACI HR Solutions accepts no liability for any actions taken as a result of the report.

Analysis

IN BRIEF

International tourist arrivals grew by a remarkable 7% in 2017 to reach a total of 1,322 million, according to the latest UNWTO World Tourism Barometer. This strong momentum is expected to continue in 2018 at a rate of 4%-5%.

Based on data reported by destinations around the world, it is estimated that international tourist arrivals (overnight visitors) worldwide increased 7% in 2017. This is well above the sustained and consistent trend of 4% or higher growth since 2010 and represents the strongest results in seven years.

Led by Mediterranean destinations, Europe recorded extraordinary results for such a large and rather mature region, with 8% more international arrivals than in 2016. Africa consolidated its 2016 rebound with an 8% increase. Asia and the Pacific recorded 6% growth, the Middle East 5% and the Americas 3%.

2017 was characterised by sustained growth in many destinations and a firm recovery in those that suffered decreases in previous years. Results were partly shaped by the global economic upswing and the robust outbound demand from many traditional and emerging source markets, particularly a rebound in tourism spending from Brazil and the Russian Federation after a few years of declines.

Asia and the Pacific (+6%) recorded 324 million international tourist arrivals in 2017. Arrivals in South Asia grew 10%, in South-East Asia 8% and in Oceania 7%. Arrivals to North-East Asia increased by 3%.

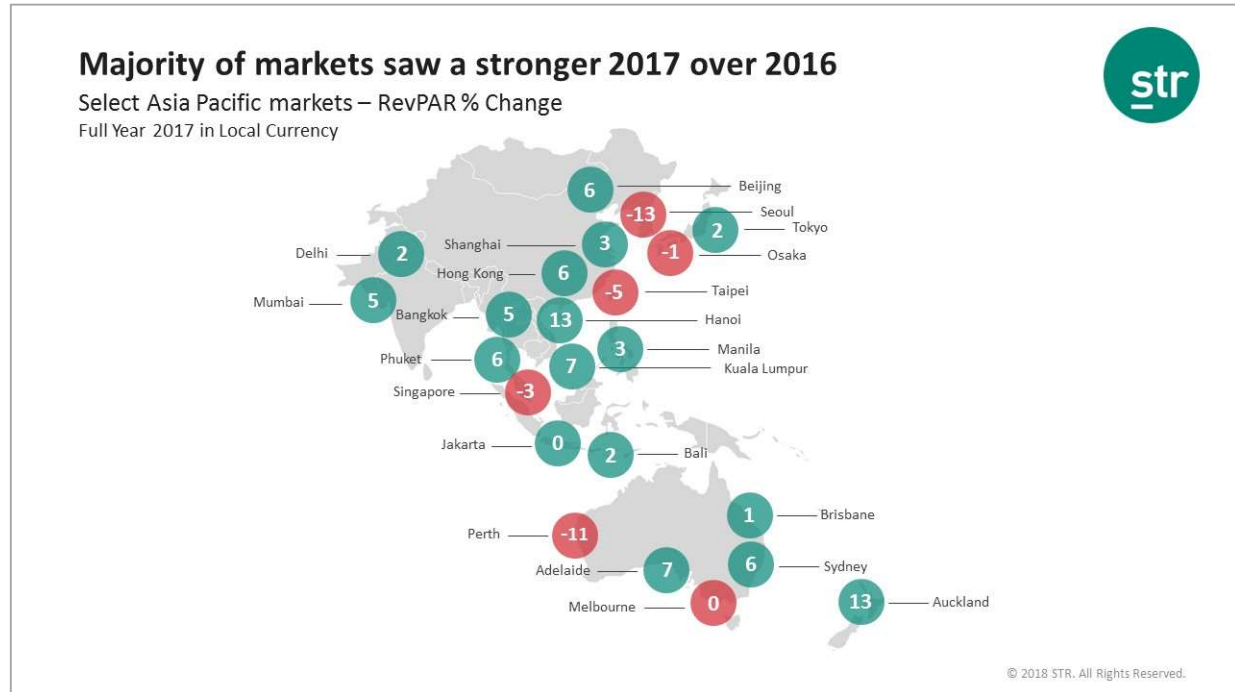
STR Asia Pacific Hotel Performance Update

The region with the largest population in the world saw continued strong travel and tourism growth in 2017, in some cases faster growth than expected. The effect on the hospitality sector has been significant and only a handful countries across the vast region has seen negative growth in performance in 2017 compared to 2016.

Overall the Asia Pacific region saw Revenue per Available Room (RevPAR) in accommodation providers growing by 3.6% in USD and constant currency, primarily driven by Occupancy (+2.6%) along with Average Daily Rates (ADR) increasing with +0.9%, all according to STR, global leader in data benchmarking.

ANALYSIS

Performance of various markets for year-end 2017 (local currency, year-over-year comparisons):



Several markets in Japan, New Zealand and Vietnam have historically operated at very high occupancy levels, which makes them reliant on ADR increases to drive any growth. Conversely, some markets in Australia and Singapore have struggled to cope with recent supply increases. The region is seeing a great deal of supply development activity from international brands, but there has also been development and performance growth among regional and domestic brands. Private rental accommodation continued to grow rapidly in 2017, although national regulations of this business vertical are starting to follow suit.

Tokyo continues to see high compression levels, with vastly increased arrivals for almost half a decade and limited supply growth. Occupancy levels reached 86.7% for the year, up 1.4%, leaving little opportunity for further growth for the metric. STR forecasts RevPAR growth to continue, mainly driven by ADR.

Sydney saw growth in both occupancy (+1.1% to 85.9%) and ADR (+4.7% to AUD230.13), resulting in a 5.9% increase in RevPAR. Low supply growth has allowed hotels to drive rate growth as demand continues to increase. Rates are now over AUD40 higher than those in Melbourne.

Bangkok reported its third consecutive year of strong RevPAR growth (+4.6%), with notable increases in Pathum Wan and the Chao Phraya River areas. Tourism's share of the country's GDP continues to grow as tourist arrivals continue to grow, reaching 35 million visitors just two days before New Year's Eve.

Shanghai has maintained steady RevPAR growth since 2014 and continued this in 2017 with an increase of +2.9% and looking forward occupancy levels are expected to remain flat, as the city absorbs incoming supply, while there are opportunities for ADR to rise steadily in the coming years.

ANALYSIS

Auckland achieved double-digit RevPAR growth at 13.4%, mainly driven by increases in ADR. While occupancy fell by a marginal 0.8%, actual levels remained high, at 83.5% for the year. The market has seen growth in international arrivals, as well as a boost in corporate business due to the presence of some company headquarters based in the city.

Mumbai continues to be India's busiest market, with steady year-round occupancy levels driving stable growth in RevPAR performance over the last three years, continued in 2017 with growth at +5.4%.

Vietnam is one of Asia's fastest growing economies, which is reflected in strong RevPAR results for both Hanoi (+13.2%) and Ho Chi Minh City (+6.5%).

For **Bali**, year-end performance was helped by strong growth in some earlier months, particularly April (RevPAR +24.7%) and August (RevPAR +15.8%). As a result, the year closed with a 2.2% RevPAR increase.

Contrary to many other Australian markets, Perth hotels saw performance declines in 2017. RevPAR fell 11.3%, with decreases in both occupancy (-4.5%) and ADR (7.1%). Looking forward, supply growth is expected to continue, with over 5,600 confirmed rooms in the pipeline, representing 44% of the market's existing supply.

Singapore's hotel performance has now been in decline for two years. In 2017, RevPAR fell 2.8%, which was entirely driven by a 3.2% drop in ADR, while occupancy increased by a marginal 0.4%. Looking ahead, supply growth is going to slow down, which should help performance become more stable and see positive growth numbers again.

Additional performance data

Looking for performance data for a market not featured in this release? STR gathers performance data globally on a regular basis. Please contact apinfo@str.com for any data requests.

Hotel Data provided by:



STR provides premium global data benchmarking, analytics and insights for multiple market sectors. Our data is confidential, reliable, accurate and actionable, and our solutions empower our clients to strategize and compete within markets.

Founded in 1985, STR's presence has expanded to 15 countries with a corporate North American headquarters in Hendersonville, Tennessee, and an international headquarters in London, England.

Our range of products and unrivalled market insights help our clients make better business decisions. But the work we do goes beyond the numbers. Every day, we empower people and their businesses to reach new heights.

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ANALYSIS

THE SURVEY

The ACI Report is a unique publication with a sample of 723 travel, tourism, hospitality and lifestyle personnel right across the Asia Pacific region, giving an extensive view of industry salaries and employment trends. The largest proportion of respondent (40%) was based in Singapore, with Hong Kong (14%) and China (9%) also providing solid samples.

By Sector, most respondents were employed in the hospitality industry (38%), but the study includes a broad cross-section of industries, including Aviation, GDS, Technology, MICE, Travel Agencies and Corporate Travel. Of the respondents, 69% came from large companies (of 100 staff or more), 58% were male and 90% held permanent full-time employment.

68% of the respondents have worked in travel & hospitality for 10 years or more, while the majority (63%) have been employed with their current employer for 5 years or less. The number of those employed with their present company for 12 months or less more than halved from the 43% in the 2017 survey to 21% in this year's report. This could be the result of one or more of the following factors:

- Geo political uncertainties led employees to feel less optimistic about the employment landscape, and thus fewer changes to new employment.
- Despite record tourist arrivals across much of APAC, due to global uncertainties companies still held a conservative view throughout much of 2017 and new headcounts were held back.

While female executives continue to make inroads toward professional equality, a divide between earning powers still exist, with male respondents earning on average a 33% higher than female respondents. Although similar to previous reports, correlation can be drawn with the declining female respondents from age 36 onwards; traditionally when salary start increasing with age.

SALARY SATISFACTION

On the question of salary progression, 69% of respondents indicated they had received some form of a salary increment, with the majority 41% in the range of a 1-5% increase – an encouraging jump from last year, where 60% of respondents indicated a bump in their pay.

The increase could indicate the following:

- The positive result could be a carryover from 2016 where general market conditions were more stable. At the same time, while market sentiments were cautious, generally economic conditions in APAC was still positive.

On respondents' bonus amounts received, a majority 41% saw 1-2 months' bonus, with a further 36% receiving greater than 2 months' bonus; this was a healthy increase from the 22% who saw 2 months+ bonuses in the 2017 report.

ANALYSIS

CAREER PROGRESSION AND TRAINING

The importance of career development and employee satisfaction was similar to previous years'; 66% of respondents said that career progression was either 'extremely important' or 'very important' compared to 64% in 2017. Encouragingly, employees' sentiments increased, with 41% of those surveyed saying they believed their current employer offered 'excellent' or 'good' opportunities for career progression, up from 2017's 34%. 24% of respondents feeling career prospects with their current employer were 'poor' or 'zero'; down from last year's 29%.

In a worrying sign for employers, when asked about respondents' plans to change employers and/or industry over the next 12-months, 57% indicated to the positive, with 11% of those even looking to explore opportunities outside the industry. This was an increase from the 47% who indicated they would change employers in last year's survey.

We asked respondents for the first time how they felt about the training they had received from their present company, while the majority 35% indicated they had received fair training, a note of caution to employers that 31% indicated they had received poor or none in training and development.

If that was not a cause for alarm, we further analyzed the correlation between those who had indicated poor career progression opportunities and poor training received, with their response to leaving their present employer; with little surprise over 80% indicated they would look to change employment in 2018.

ACTUAL SALARIES

Salary growth was somewhat mixed across the different countries; China led the way with an impressive (23%) average salary increase, making up for the -8% contraction experienced a year earlier, similar to Malaysia who also saw a healthy (15%) increase in average salary when just 12 months earlier saw salaries contract -27%. Singapore had a robust (9%) salary increase, continuing the growth trend of the 16% witnessed in the 2017 report, similar to Indonesian salaries which also increased by (9%). At the other end of the spectrum, Thailand (-13%) Hong Kong (-5%) and Australia (-4%) saw average salary contract. On actual highest average salaries from the survey, we combined Japan and Korea as a region and they had the highest total average salary (U\$92,778) in his year's report. This was followed by Thailand (U\$84,988), China (U\$82,380), Hong Kong (U\$82,298) and Singapore (U\$79,457). Indonesia posted the survey's lowest average salary (U\$56,087).

**9% of data came from "other" regions which fell below 10 respondents; for accuracy, we did not capture salary information and only the information pertaining to their employment sentiments. Those countries include (but not limited to), UAE, Vietnam, Philippines, Nepal, Maldives, Cambodia, Pakistan, Macau.*

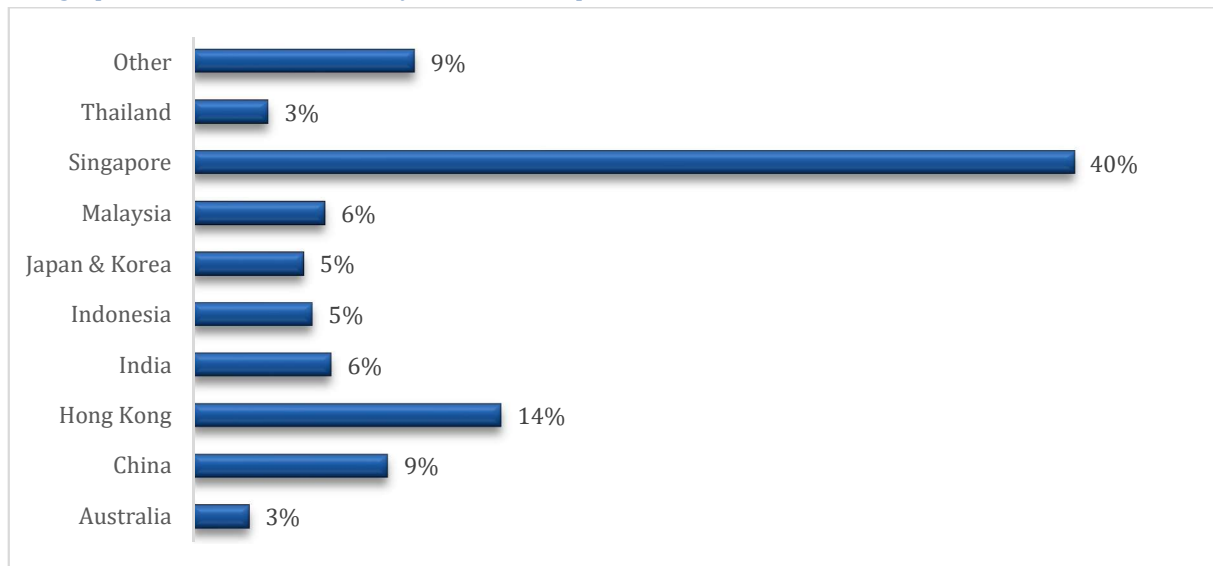
- 1) Source: Survey Monkey
- 2) Source: UNWTO World Tourism Barometer

BREAKDOWN OF RESPONDENTS

Breakdown of Respondents

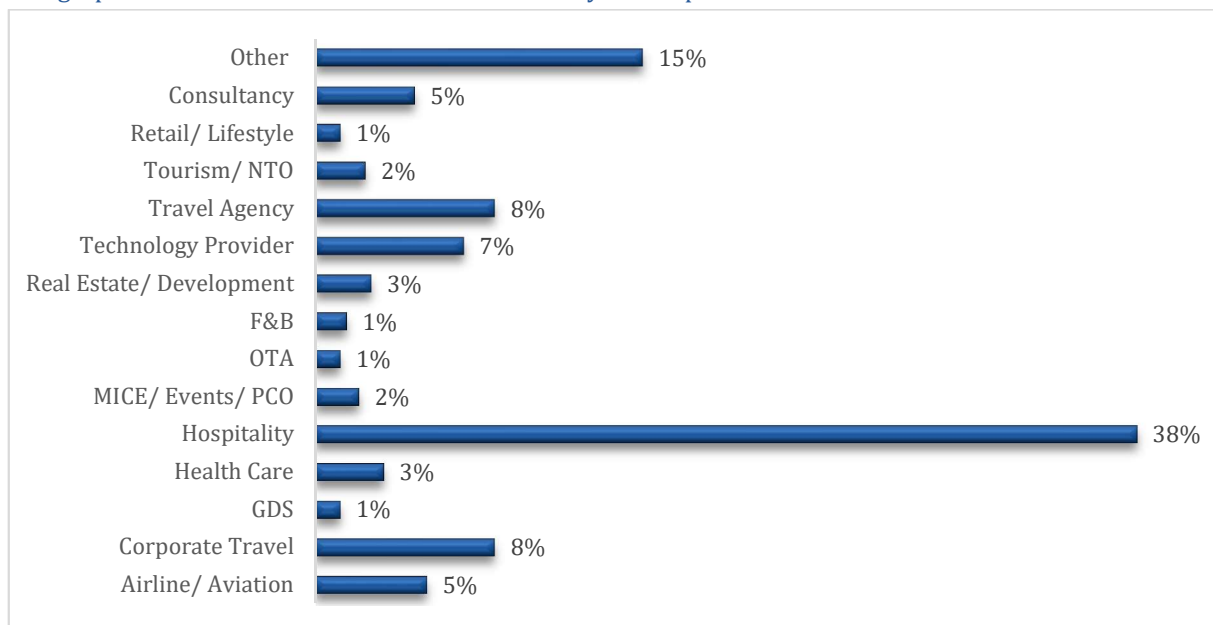
RESPONDENTS BY LOCATION

The graph below shows the country where the respondents works.



SECTOR BREAKDOWN

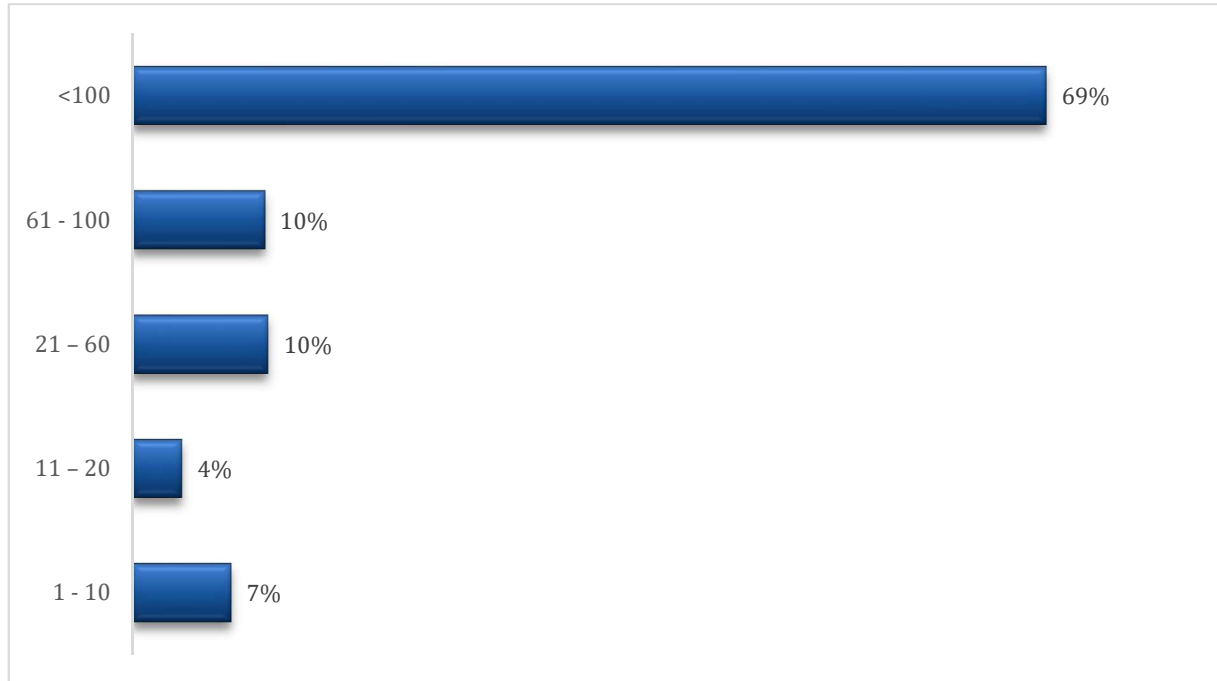
The graph below shows what sectors of the industry the respondents work in.



BREAKDOWN OF RESPONDENTS

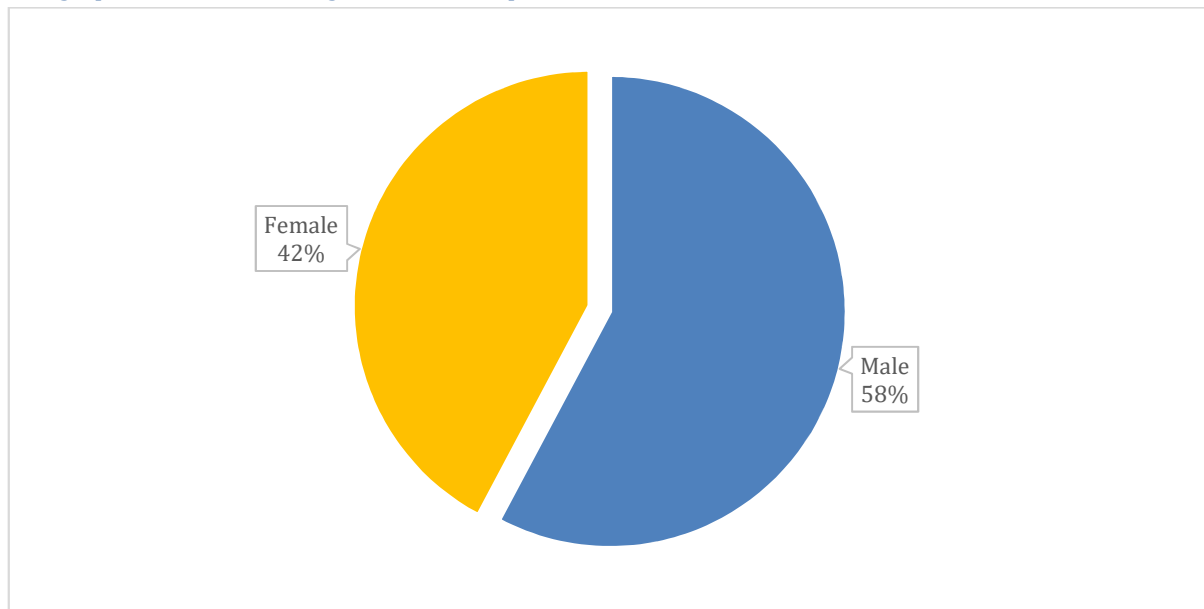
NUMBER OF PEOPLE IN ORGANISATION

The graph below shows the number of people in the organisation.



GENDER OF RESPONDENTS

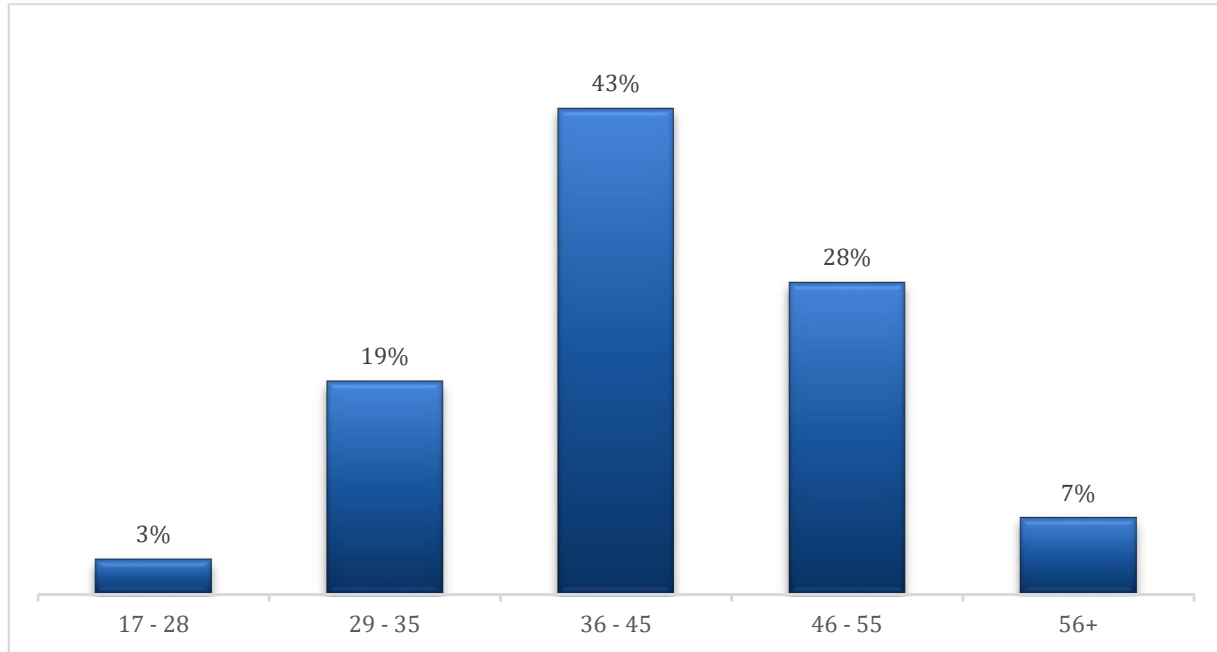
The graph below shows the gender of all respondents.



BREAKDOWN OF RESPONDENTS

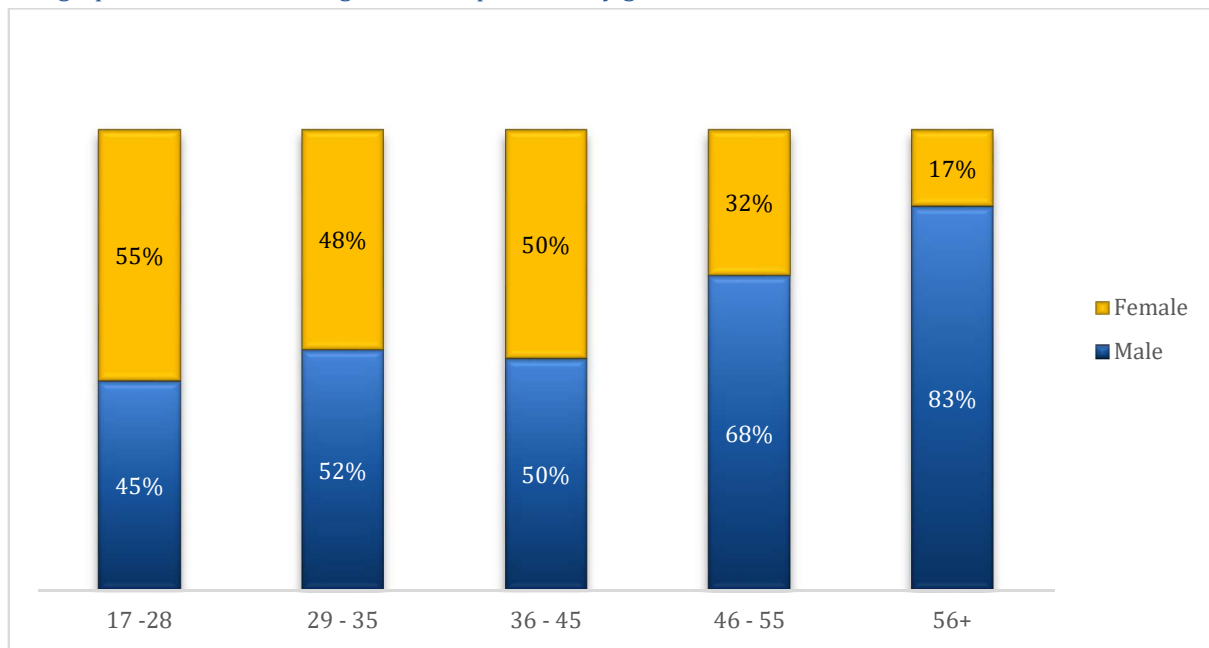
AGE OF RESPONDENTS

The graph below shows the age of all respondents.



AGE OF RESPONDENTS BY GENDER

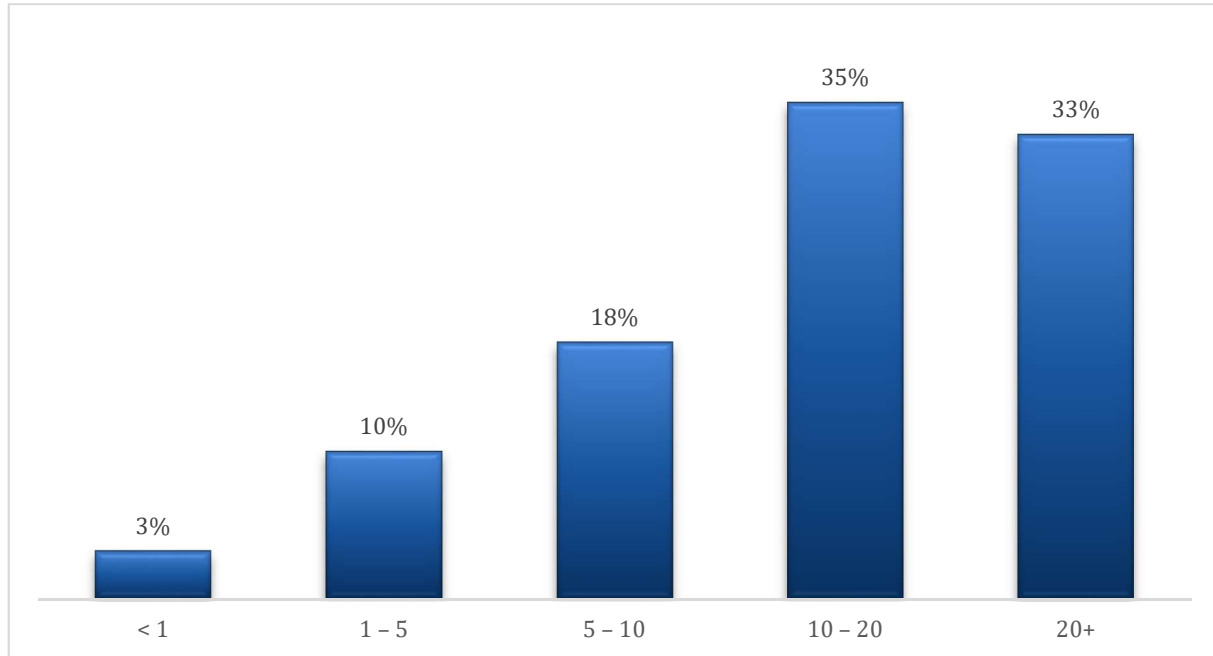
The graph below shows the age of the respondents by gender.



BREAKDOWN OF RESPONDENTS

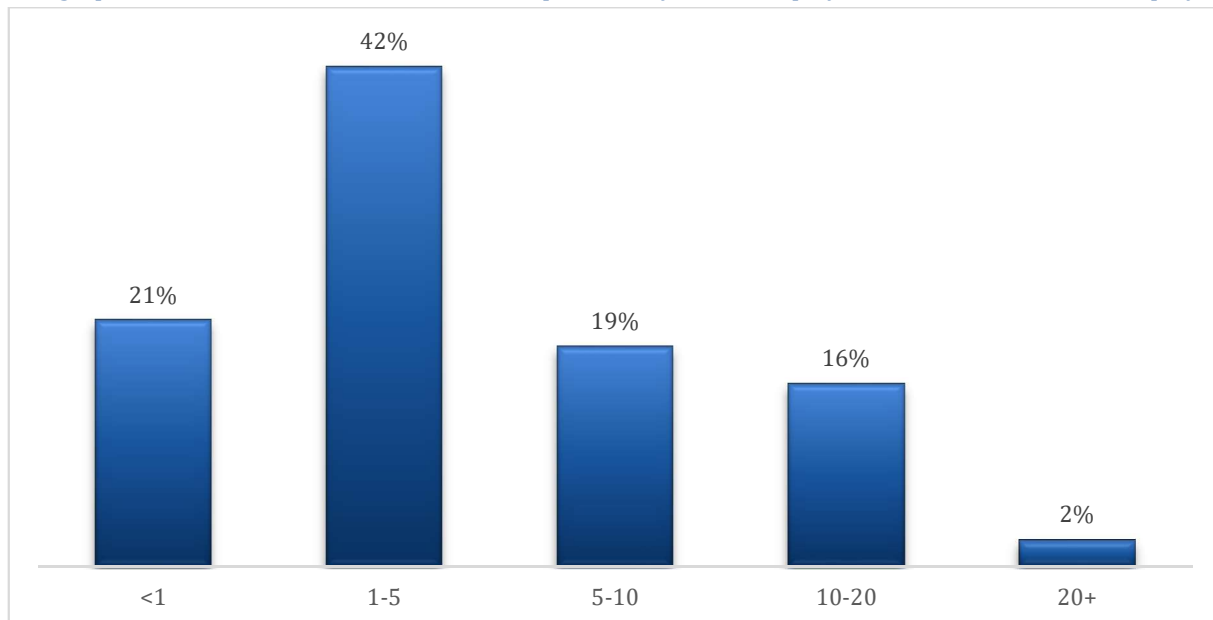
TRAVEL & HOSPITALITY INDUSTRY EXPERIENCE

The graph below shows a breakdown of the number of years' industry experience of all respondents.



CURRENT EMPLOYER

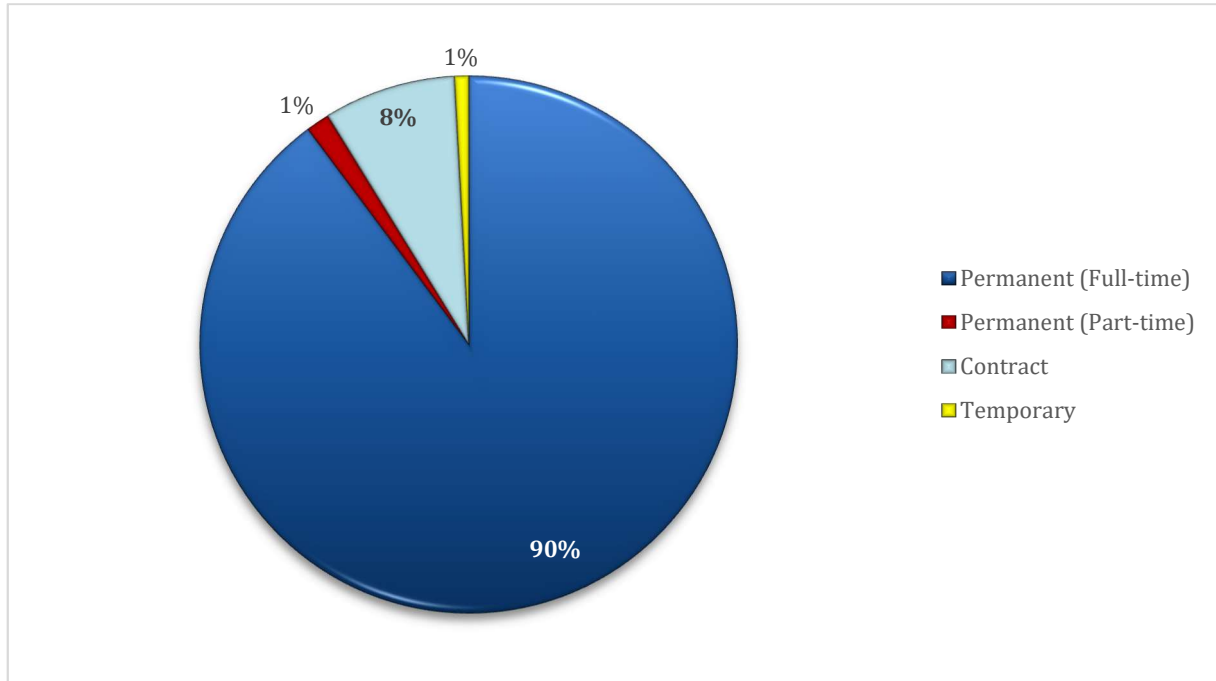
The graph below shows a breakdown of the respondents' years of employment with their current employer.



BREAKDOWN OF RESPONDENTS

EMPLOYMENT STATUS

Respondents were asked if they worked full-time, part-time or are contracting.



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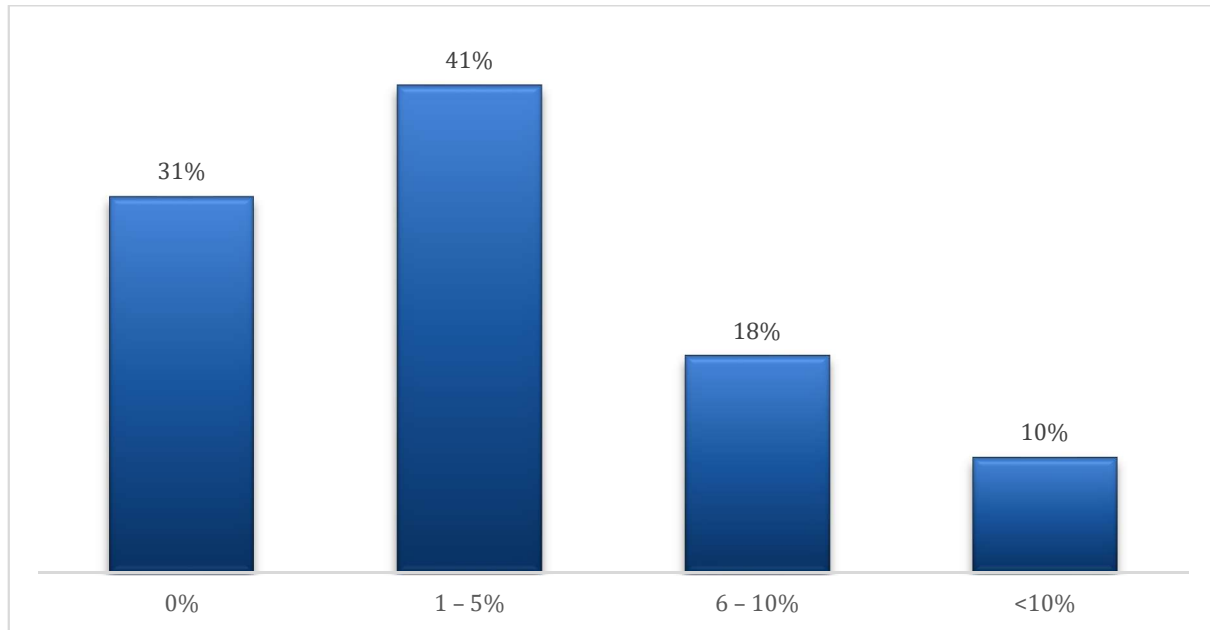
Available on the
App Store

SALARY AND CAREER PROGRESSION

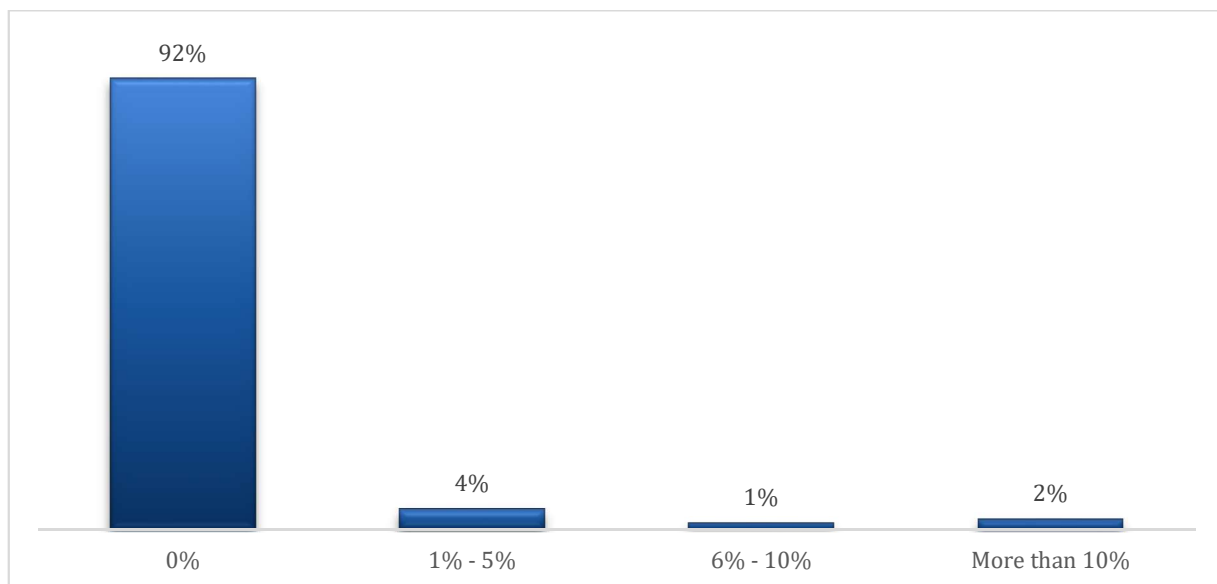
Salary and Career Progression

SALARY INCREASE / DECREASE OVER PAST 12 MONTHS

The graph below shows the salary **increases** of respondents over the past year.



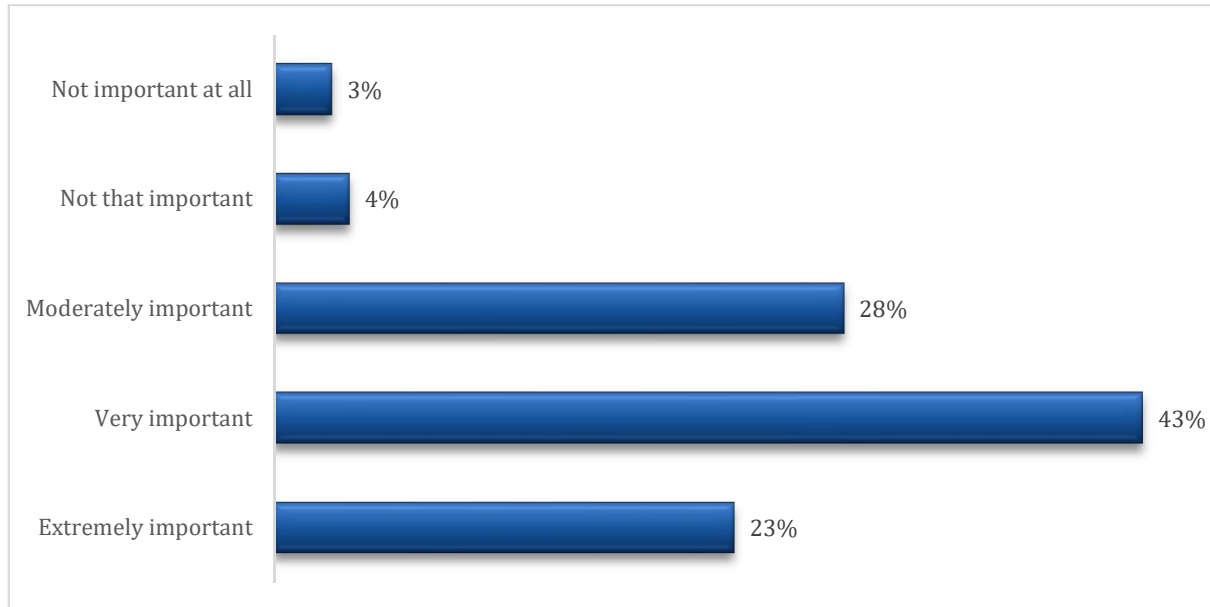
The graph below shows the salary **decreases** of respondents over the past year.



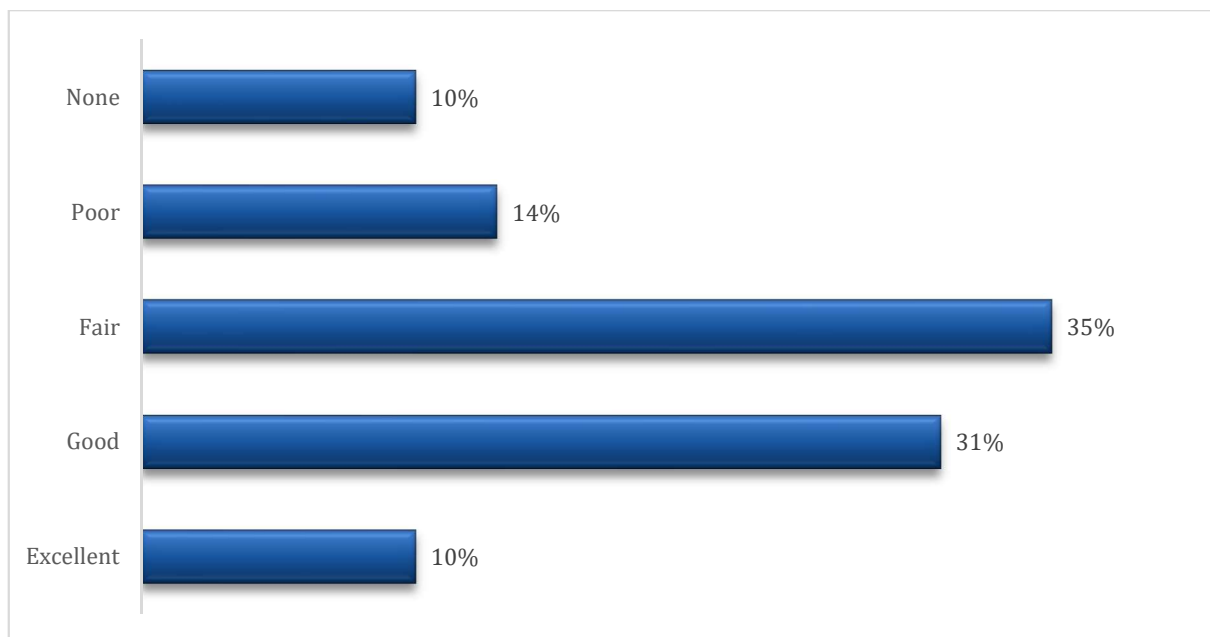
SALARY AND CAREER PROGRESSION

IMPORTANCE OF CAREER PROGRESSION AND TRAINING

Respondents were asked how important career progression was to them.



Respondents were also asked what their career progression opportunities were within their current organization.





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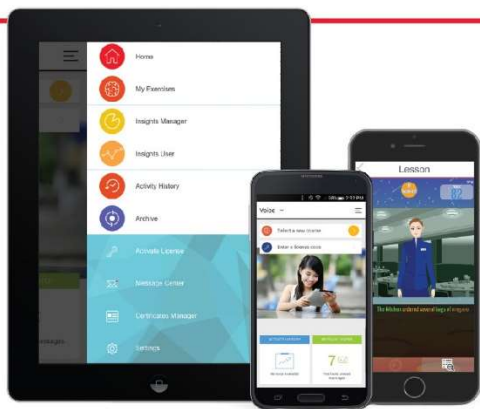
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ENGAGEMENT

Improve Language and Communications Skills in English and Mandarin Chinese

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PRODUCTIVITY

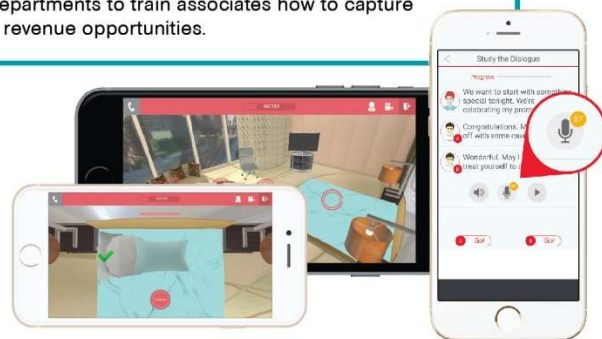
Improve Job-Specific Skills & Performance

QOOCO PRO

Interactive vocational training for department-specific tasks and situations relevant to roles. Training presented in local languages to increase pace of retention and ramp-up to productivity.

QOOCO UPSSELL

State-of-the art upselling techniques and modules across multiple departments to train associates how to capture increased revenue opportunities.



INSIGHTS

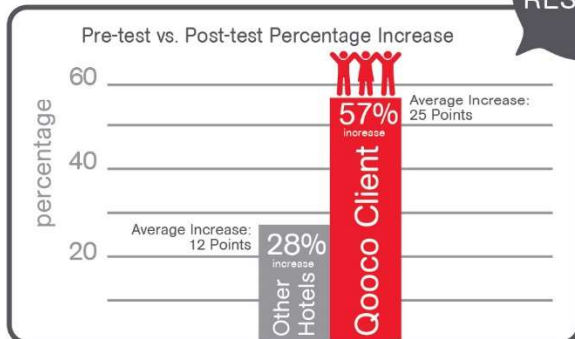
Collect Data on Performance & Progress

QOOCO INSIGHTS

Real-time visibility into associate performance and progress through dashboards. Take action with data to recognize and reward staff performance, participation and engagement.



OUR RESULTS



OUR PRODUCT FEATURES



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Analytics Platform

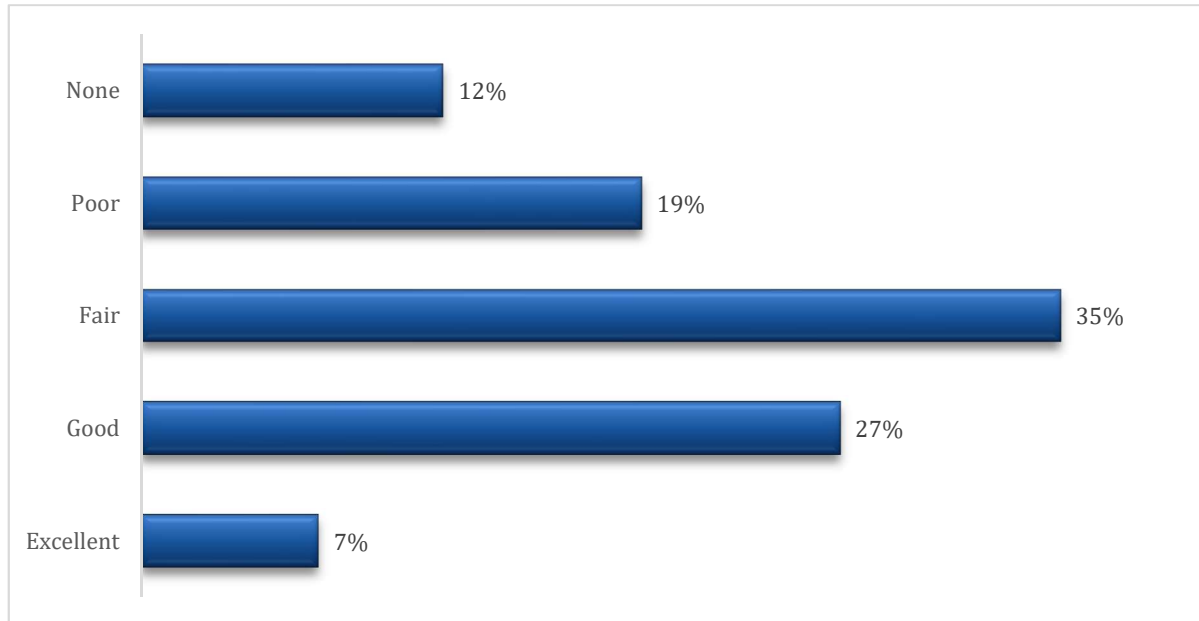


Cloud Based Solution

For more information, please contact us: info@qooco.com • www.qooco.com
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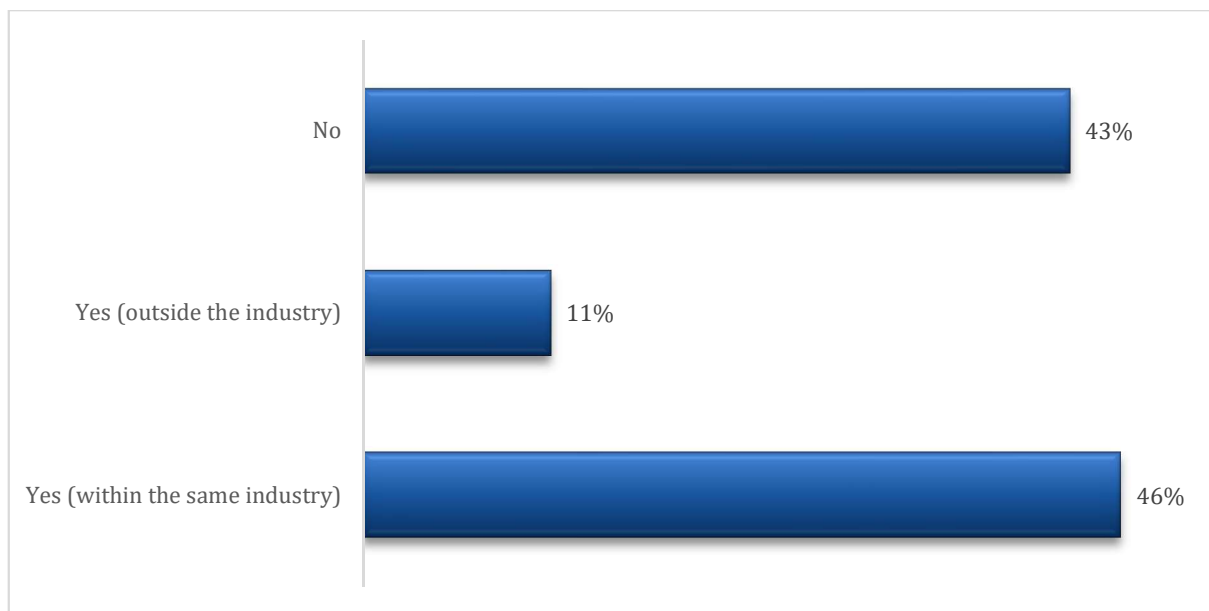
SALARY AND CAREER PROGRESSION

Respondents were asked for the first time if they felt they had received adequate training and development from their organisation



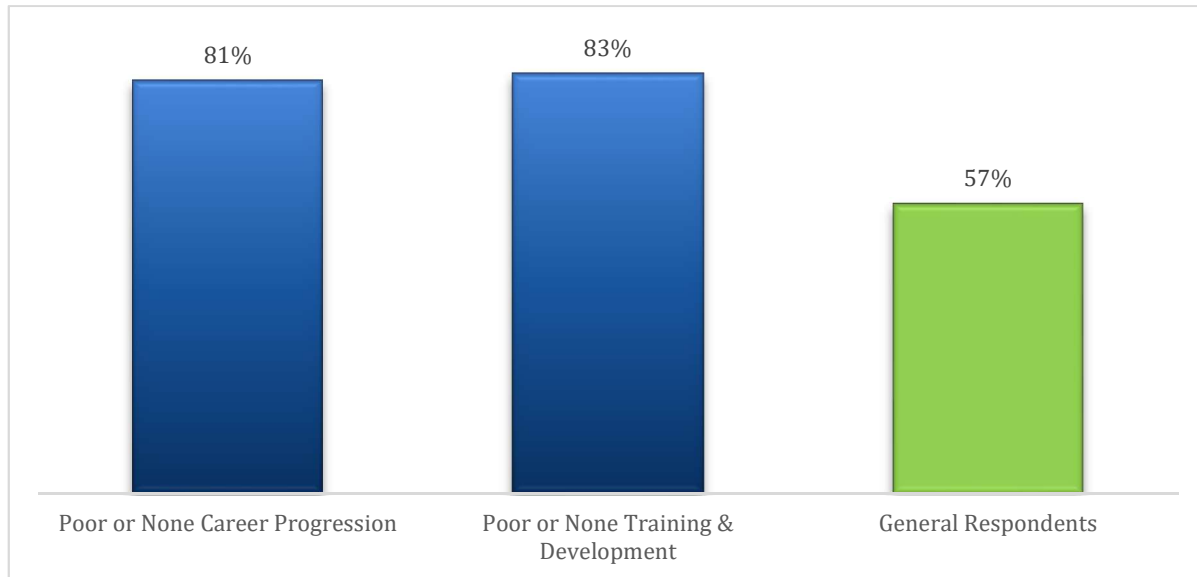
EMPLOYEE MOVEMENT

Respondents were asked if they expected to change employment from their present employer and/or industry within the next 12 months.



SALARY AND CAREER PROGRESSION

From the graph above, 57% of respondents indicated they had intentions to change employment within the next 12 months; in comparing that with respondents who had indicated a general dissatisfaction with their Training & Development and Career Progression, the intention to leave their company increased significantly.



Age of respondents matched with importance of career progression.

	17-28yrs	29-35yrs	36-45yrs	46-55yrs	56+yrs
Extremely Important	46%	24%	23%	19%	21%
Very Important	27%	54%	42%	42%	29%
Moderately Important	18%	16%	31%	30%	38%
Not that important	0%	4%	3%	6%	0%
Not important at all	9%	2%	1%	3%	12%

Age of respondents matched with how important salary was in accepting their last position.

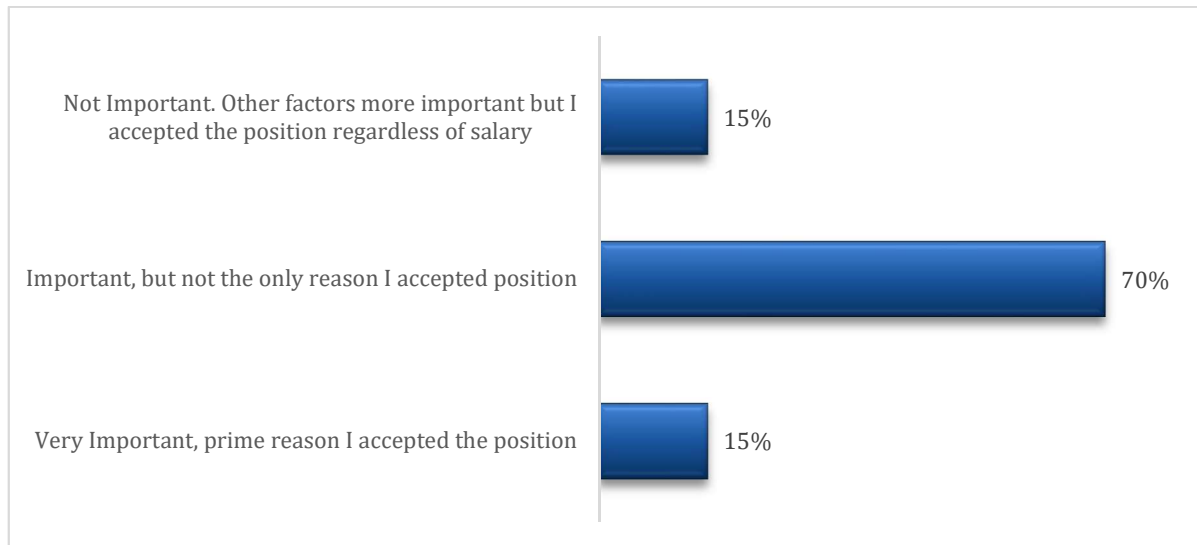
	17-28yrs	29-35yrs	36-45yrs	46-55yrs	56+yrs
Very Important	9%	18%	16%	12%	13%
Important	82%	75%	70%	68%	63%
Not important	9%	7%	14%	20%	24%

SALARY ANALYSIS

Salary Analysis

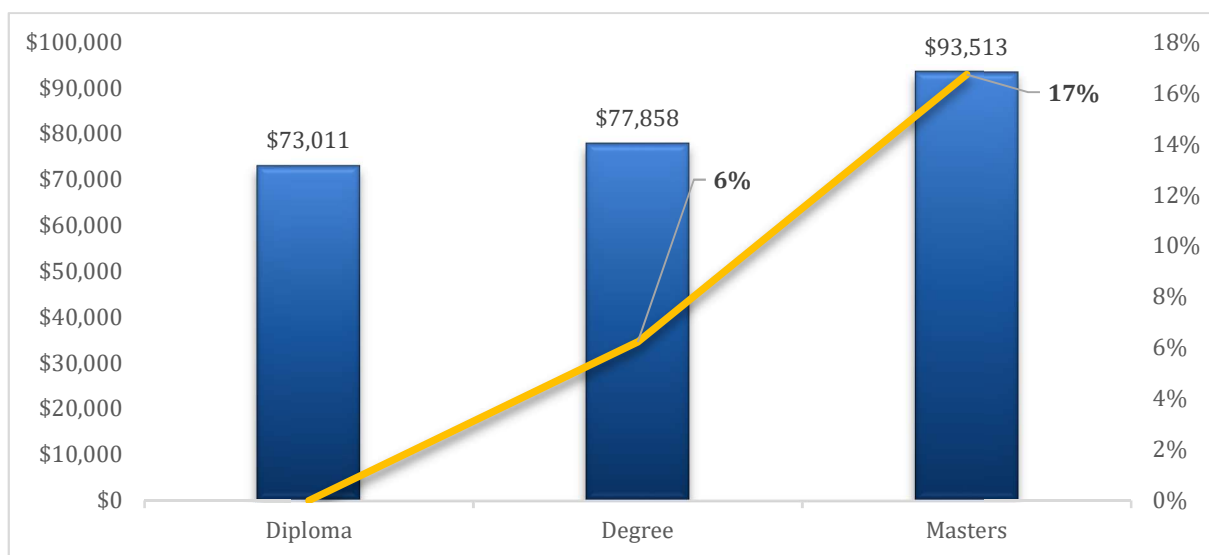
IMPORTANCE OF SALARY TO RESPONDENTS

Respondents were asked how important salary was in the decision-making process when they accepted their last position.



SALARY VS. EDUCATION

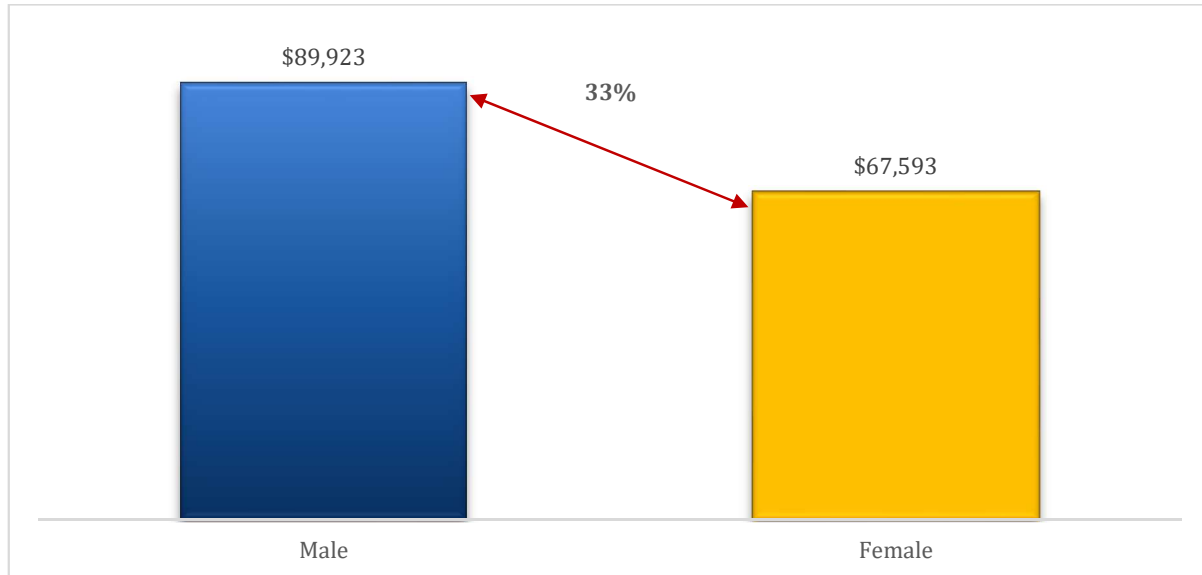
From the results, we examined the correlation between average salaries and the education levels of respondents.



SALARY ANALYSIS

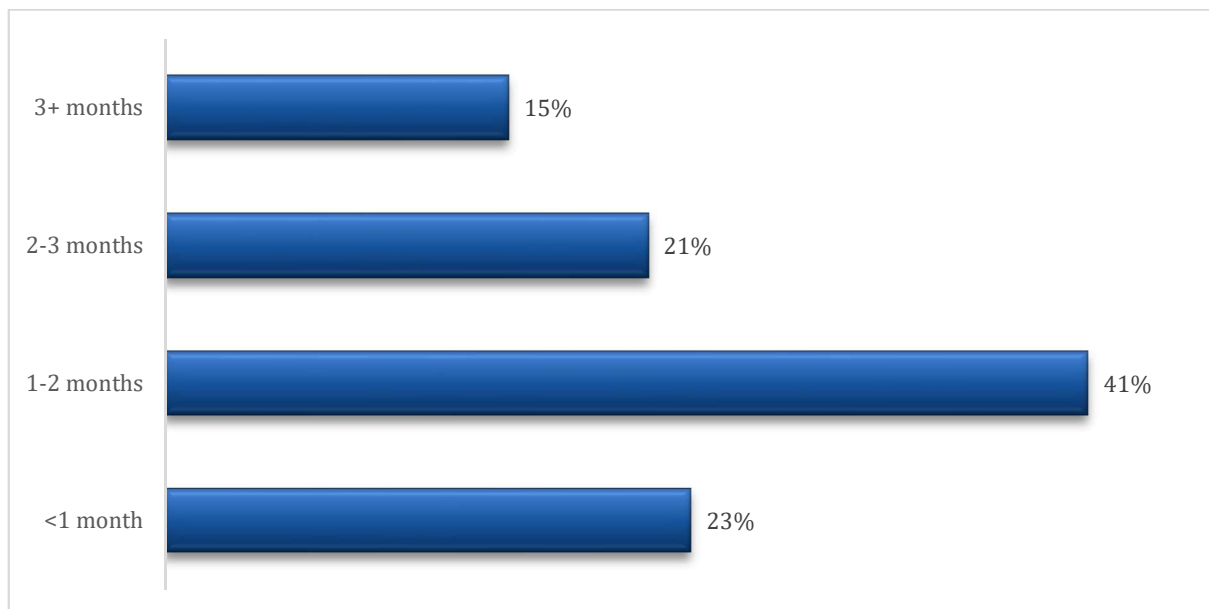
GENDER GAP

From the results, we took the average salary of male respondents vs. female respondents.



AVERAGE BONUS

Respondents who were given a bonus indicated the amount they received, and this was used to calculate the average bonus amount.



SALARY ANALYSIS

BASIC SALARY OF ALL RESPONDENTS

The following table show the basic salary range and median for all respondents. Respondents were able to respond in any currency, and these have all been converted to USD* to enable analysis on an equal basis.

*Exchange rates used can be found at end of the report.

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$13,500	\$53,846	\$85,938	\$52,763
Accountant	\$15,038	\$30,423	\$100,000	\$41,013
Admin Assistant	*	\$45,000	*	\$45,000
Administration Manager	\$18,750	\$33,803	\$42,254	\$30,040
APAC Sourcing & Procurement Director	*	\$261,905	*	\$261,905
Area Director of Revenue	\$37,594	\$45,113	\$81,203	\$54,637
Area Director of Sales & Marketing	\$26,412	\$92,744	\$180,000	\$102,767
Area General Manager	*	\$144,000	*	\$144,000
Area Revenue Manager	*	\$59,688	*	\$59,688
Assistant Director of Catering	*	\$56,842	*	\$56,842
Assistant Director of Sales & Marketing	\$21,822	\$60,786	\$81,203	\$58,796
Assistant Manager	\$6,563	\$15,313	\$45,956	\$22,610
Assistant Marketing Manager	*	\$15,000	*	\$15,000
Assistant Operations Manager	*	\$5,375	*	\$5,375
Assistant VP (Sales, Marketing or Revenue)	*	\$144,361	*	\$144,361
Brand Manager	*	\$30,769	*	\$30,769
Business Analyst	\$31,690	\$46,000	\$63,910	\$44,530
Business Development Manager	\$15,228	\$64,516	\$131,579	\$65,474
Call Centre Guest Service Agent	\$17,797	\$18,402	\$20,150	\$18,783
Catering Sales Manager	*	\$40,602	*	\$40,602
CCO - Chief Commercial Officer	\$105,634	\$203,008	\$250,000	\$179,580
CEO	\$57,143	\$126,984	\$225,564	\$136,036
Chef de Cuisine	\$39,574	*	\$63,158	\$51,366
Chief Concierge	\$45,148	\$48,033	\$63,158	\$54,122
Client Servicing Manager	\$26,268	\$50,620	\$87,218	\$48,650
Company Director/ Owner	*	\$40,000	*	\$40,000
Conference/ Catering Sales Executive	*	\$36,090	*	\$36,090
Consultant	\$38,462	\$88,000	\$400,000	\$115,071
Country Manager	*	\$37,000	*	\$37,000
Customer Service Manager	\$22,556	\$40,602	\$75,188	\$47,804
Customer Success Director	*	\$67,669	*	\$67,669

SALARY ANALYSIS

Director of Account Management	\$31,746	\$67,670	\$163,158	\$86,108
Director of E-Commerce/ Digital	*	\$108,271	*	\$108,271
Director of F&B	\$48,000	\$78,186	\$121,795	\$85,187
Director of HR	\$45,000	\$75,000	\$140,000	\$81,593
Director of IT	\$58,480	\$65,878	\$81,203	\$68,520
Director of Marketing	\$45,113	\$94,737	\$150,376	\$91,750
Director of Operations	\$50,000	\$76,302	\$166,667	\$88,493
Director of Revenue Management	\$29,455	\$57,000	\$112,782	\$63,250
Director of Rooms	*	\$99,248	*	\$99,248
Director of Sales	\$18,750	\$70,513	\$150,376	\$71,754
Director of Sales & Marketing	\$31,746	\$90,000	\$165,289	\$93,402
Director of Security	*	\$123,077	*	\$123,077
Director of Events (MICE)	\$58,647	\$81,203	\$90,226	\$74,436
Director, Leisure Travel	\$20,820	*	\$225,564	\$123,192
EAM	\$35,216	\$76,030	\$120,000	\$77,316
E-Commerce Manager	\$39,850	\$46,617	\$54,135	\$46,867
Executive Chef	\$22,891	\$71,875	\$129,755	\$73,214
Executive Housekeeper	\$5,000	\$59,185	\$62,030	\$46,518
Executive Secretary	\$31,690	\$41,424	\$58,980	\$41,275
F&B Manager	*	\$25,381	*	\$25,381
Finance Manager	*	\$52,632	*	\$52,632
Financial Controller	\$18,342		\$49,524	\$33,933
Front Office Manager	\$43,486	\$58,647	\$52,920	\$53,552
General Manager	\$30,964	\$108,271	\$258,065	\$112,520
Global Corporate Sales Manager	*	\$36,548	*	\$36,548
Group Executive Chef	*	\$50,524	*	\$50,254
Group Director of Sales	*	\$92,308	*	\$92,308
Guest Services Assistant/ Agent	\$2,469	*	\$18,000	\$10,235
Head of Business Development	\$101,024	\$111,174	\$140,845	\$117,681
Head of Commercial	*	\$264,000	*	\$264,000
Head of Corporate Services	*	\$93,750	*	\$93,750
Hotel Manager	\$28,020	\$80,226	\$139,850	\$79,615
HR Manager	\$10,565	\$48,223	\$97,744	\$50,683
Hygiene Manager	*	\$48,872	*	\$48,872
IT Manager	\$39,098	\$48,139	\$83,459	\$55,448
Manager	\$15,228	\$37,263	\$76,923	\$36,020
Managing Director	\$18,750	\$161,972	\$225,564	\$158,644
Market Analyst	*	\$107,692	*	\$107,692

SALARY ANALYSIS

Marketing Coordinator	*	\$20,000	*	\$20,000
Marketing Director	\$112,782	\$124,113	\$150,376	\$129,090
Marketing Executive	*	\$24,615	*	\$24,615
Marketing Manager	\$25,750	\$45,113	\$82,721	\$49,851
MICE Manager	*	\$73,985	*	\$73,985
Online Marketing Manager	\$11,356	*	\$58,647	\$35,002
Operations Manager	\$9,137	\$35,590	\$93,750	\$47,073
Optimisation Engineer	*	\$88,917	*	\$88,917
Owner / Partner	\$95,238	*	\$135,338	\$115,288
Partnership Manager	\$29,688		\$67,669	\$48,678
Payroll Officer	*	\$3,522	*	\$3,522
Product Manager	\$10,000	\$39,400	\$84,615	\$39,323
Professor	\$82,721	\$100,000	\$130,000	\$104,240
Project Executive	\$19,718	\$27,155	\$54,135	\$34,275
Project Manager	\$32,995	\$54,135	\$96,154	\$56,494
Proposal Specialist	*	\$44,211	*	\$44,211
Purchasing/ Procurement Manager	\$23,810	\$63,158	\$112,782	\$61,863
Regional Director	*	\$180,451	*	\$180,451
Regional Sales Manager	\$46,154	\$54,135	\$90,226	\$60,573
Reservations Manager	*	\$37,594	*	\$37,594
Reservations Officer	*	\$23,438	*	\$23,438
Restaurant Manager	\$36,090	*	\$38,028	\$37,059
Revenue Manager	\$15,856	\$46,154	\$63,380	\$45,418
Sales & Marketing Manager	\$23,810	\$58,094	\$134,375	\$62,638
Sales Director	\$75,188	\$90,000	\$95,070	\$86,051
Sales Executive	\$21,127	\$27,068	\$34,260	\$27,716
Sales Manager	\$11,111	\$45,113	\$100,000	\$45,295
Senior Consultant	*	\$45,113	*	\$45,113
Senior Marketing Manager	*	\$54,135	*	\$54,135
Senior Operations Manager	*	\$47,820	*	\$47,820
Senior Sales Manager	\$13,968	\$49,632	\$104,615	\$53,200
Senior Sourcing Manager	*	\$72,222	*	\$72,222
Senior Travel Consultant	\$36,090	\$53,191	\$56,000	\$50,895
Service Delivery Director	*	\$110,526	*	\$110,526
Sous Chef	*	\$8,528	*	\$8,528
Spa Director	*	\$92,994	*	\$92,994
Strategic Planning Manager	*	\$27,068	*	\$27,068
Supervisor	\$6,701	\$51,282	\$108,271	\$55,418

SALARY ANALYSIS

Technical Services Manager	\$65,915	\$69,564	\$80,346	\$72,678
Technical Support	\$49,468	\$54,135	\$63,091	\$54,362
Ticketing Consultant	*	\$3,495	*	\$3,495
Trainer	\$42,553	\$60,150	\$67,545	\$56,750
Travel Consultant	\$21,000	\$24,269	\$39,098	\$27,235
Travel Coordinator	\$34,286	*	\$39,539	\$36,012
Travel Manager	\$28,125	\$75,188	\$166,667	\$85,400
Vice President Account Management	\$99,248	\$124,113	\$138,947	\$120,770
Vice President Engineering	\$110,000	*	\$135,338	\$122,669
Vice President Marketing	\$200,000	*	\$215,000	\$207,500
Vice President Operations	\$54,688	\$131,206	\$216,000	\$130,561
Vice President Sales	\$95,238	\$169,485	\$300,752	\$177,902
Vice President HR	*	\$145,865	*	\$145,865
VP Revenue Management	\$149,296	\$159,754	\$180,451	\$162,551
Web Designer/ Webmaster	*	\$63,158	*	\$63,158
Writer	*	\$69,231	*	\$69,231

BASIC SALARY BY COUNTRY

The following tables show the basic salary range and median for respondents split by position and location. Respondents were able to respond in any currency, and these have all been converted to USD to enable analysis on an equal basis.

Salaries by Country – SINGAPORE 40% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$37,143	\$64,962	\$73,944	\$59,643
Accountant	\$15,038	\$30,423	\$37,594	\$27,685
Administration Manager	\$25,352	\$33,803	\$42,254	\$33,803
Area Director of Sales & Marketing	*	\$135,338	*	\$135,338
Assistant Director of Catering	*	\$56,842	*	\$56,842
Assistant Director of Sales & Marketing	\$49,624	\$72,180	\$81,203	\$64,825
Assistant VP (Sales, Marketing or Revenue)	*	\$144,361	*	\$144,361
Business Analyst	\$31,690	\$46,000	\$63,910	\$44,530
Business Development Manager	\$33,725	\$64,743	\$131,579	\$70,508
Call Centre Guest Service Agent	\$17,797	\$18,402	\$20,150	\$18,783
Catering Sales Manager	*	\$40,602	*	\$40,602
CCO - Chief Commercial Officer	\$105,634	\$203,008	\$250,000	\$179,580

SALARY ANALYSIS

CEO	\$147,323	*	\$225,564	\$186,443
Chef de Cuisine	\$39,574	*	\$63,158	\$51,366
Chief Concierge	\$45,148	\$60,150	\$63,158	\$54,122
Client Servicing Manager	\$26,268	\$50,620	\$87,218	\$48,650
Conference/ Catering Sales Executive	*	\$36,090	*	\$36,090
Consultant	\$44,789	\$131,579	\$400,000	\$151,364
Customer Service Manager	\$22,556	\$40,602	\$75,188	\$44,118
Customer Success Director	*	\$67,669	*	\$67,669
Director of Account Management	\$58,647	\$108,271	\$163,158	\$99,436
Director of E-Commerce/ Digital	*	\$108,271	*	\$108,271
Director of F&B	\$60,000	\$78,186	\$112,782	\$80,348
Director of HR	\$65,000	\$97,744	\$120,000	\$95,893
Director of IT	\$58,479	\$65,878	\$81,203	\$68,520
Director of Marketing	\$45,113	\$94,737	\$150,376	\$96,878
Director of Operations	\$76,056	\$76,302	\$98,442	\$83,600
Director of Revenue	\$83,008	*	\$112,782	\$97,895
Director of Rooms	*	\$99,248	*	\$99,248
Director of Sales	\$54,135	\$83,083	\$150,376	\$89,870
Director of Sales & Marketing	\$60,150	\$86,146	\$144,361	\$93,297
Director of Events (MICE)	\$58,647	\$81,203	\$90,226	\$74,436
Director, Leisure Travel	*	\$225,564	*	\$225,564
EAM	\$76,030	\$100,000	\$120,000	\$97,548
E-Commerce Manager	\$39,850	\$46,617	\$54,135	\$46,867
Executive Chef	\$74,648	\$89,461	\$129,755	\$94,143
Executive Housekeeper	\$59,185	\$59,859	\$62,030	\$60,358
Executive Secretary	\$31,690	\$41,424	\$58,980	\$41,275
Finance Manager	*	\$52,632	*	\$52,632
Front Office Manager	\$43,486	\$52,920	\$59,155	\$53,552
General Manager	\$54,135	\$120,301	\$200,000	\$125,511
Head of Business Development	\$101,024	\$111,174	\$140,845	\$117,681
HR Manager	\$47,820	\$59,155	\$97,744	\$63,518
Hygiene Manager	*	\$48,872	*	\$48,872
IT Manager	\$39,098	\$48,139	\$83,459	\$55,448
Manager	\$22,556	\$37,263	\$52,394	\$39,474
Managing Director	\$150,376	\$161,972	\$225,564	\$184,070
Marketing Manager	\$37,895	\$64,060	\$150,376	\$79,740
MICE Manager	*	\$73,985	*	\$73,985
Online Marketing Manager	*	\$58,647	*	\$58,647

SALARY ANALYSIS

Operations Manager	\$29,774	\$33,590	\$67,606	\$45,433
Owner / Partner	*	\$135,338	*	\$135,338
Partnership Manager	*	\$67,669	*	\$67,669
Project Executive	\$19,718	\$36,090	\$54,135	\$34,274
Project Manager	\$40,602	\$46,479	\$54,135	\$46,330
Proposal Specialist	*	\$44,211	*	\$44,211
Purchasing/ Procurement Manager	\$63,158	*	\$112,782	\$87,970
Regional Director	*	\$180,451	*	\$180,451
Regional Sales Manager	\$46,479	\$61,481	\$90,226	\$63,697
Reservations Manager	*	\$37,594	*	\$37,594
Restaurant Manager	\$36,090		\$38,028	\$37,059
Revenue Manager	\$39,331	\$49,624	\$63,380	\$50,068
Sales & Marketing Manager	*	\$40,602	*	\$40,602
Sales Director	\$75,188	\$83,945	\$95,070	\$86,050
Sales Executive	\$21,127	\$27,068	\$34,260	\$27,716
Sales Manager	\$36,090	\$45,113	\$51,297	\$44,845
Senior Consultant	*	\$45,113	*	\$45,113
Senior Marketing Manager	*	\$54,135	*	\$54,135
Senior Operations Manager	*	\$47,820	*	\$47,820
Senior Sales Manager	\$34,986	\$48,107	\$63,910	\$48,990
Senior Travel Consultant	*	\$36,090	*	\$36,090
Service Delivery Director	*	\$110,526	*	\$110,526
Strategic Planning	*	\$27,068	*	\$27,068
Supervisor	*	\$108,271	*	\$108,271
Technical Services Manager	\$65,915	\$74,888	\$80,346	\$72,678
Technical Support	\$49,468	\$50,752	\$54,135	\$51,452
Training Manager / Trainer	\$42,553	\$60,150	\$67,545	\$56,750
Travel Consultant	*	\$39,098	*	\$39,098
Travel Coordinator	*	\$34,286	*	\$34,286
Travel Manager	\$71,429	\$88,957	\$113,534	\$84,999
Vice President Account Management	\$99,248	\$124,113	\$138,947	\$120,770
Vice President Engineering	\$110,000	*	\$135,338	\$122,669
Vice President Operations	\$120,301	\$131,206	\$157,895	\$136,467
Vice President Sales	\$117,293	\$179,433	\$300,752	\$184,971
VP HR	*	\$145,865	*	\$145,865
VP Revenue Management	\$149,296	\$159,754	\$180,451	\$162,551
Web Designer/ Webmaster	*	\$63,158	*	\$63,158

SALARY ANALYSIS

Salaries by Country – HONG KONG 14% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$30,769	\$53,846	\$76,923	\$53,837
Area Director of Sales & Marketing	*	\$62,108	*	\$62,108
Assistant Director of Sales & Marketing	\$54,615	\$58,612	\$66,324	\$60,505
Brand Manager	*	\$30,769	*	\$30,769
Business Development Manager	\$46,000	\$64,103	\$91,890	\$64,682
CEO	*	\$150,000	*	\$150,000
Consultant	\$38,462	*	\$58,612	\$48,537
Customer Service Manager	*	\$62,821	*	\$62,821
Director of F&B	\$119,250	*	\$121,795	\$120,522
Director of Operations	*	\$166,667	*	\$166,667
Director of Sales	\$53,846	\$72,602	\$106,154	\$75,689
Director of Sales & Marketing	\$76,454	\$118,462	\$135,385	\$112,408
Executive Chef	\$65,000	\$76,000	\$95,000	\$78,375
General Manager	\$73,846	\$141,026	\$256,410	\$144,215
Group Director of Sales	*	\$92,308	*	\$92,308
HR Manager	\$38,462	*	\$64,103	\$51,282
Manager	\$30,769	*	\$76,923	\$53,846
Market Analyst	*	\$107,692	*	\$107,692
Marketing Coordinator	*	\$20,000	*	\$20,000
Marketing Executive	*	\$24,615	*	\$24,615
Marketing Manager	*	\$76,923	*	\$76,923
Optimisation Engineer	*	\$88,917	*	\$88,917
Product Manager	*	\$84,615	*	\$84,615
Professor	*	\$130,000	*	\$130,000
Project Manager	\$61,697	\$64,103	\$96,154	\$73,984
Regional Sales Manager	\$46,154	\$51,282	\$65,215	\$54,217
Revenue Manager	\$46,154		\$55,641	\$50,597
Sales and Marketing Manager	\$34,704	\$43,000	\$65,000	\$50,200
Sales Manager	\$26,221	\$44,780	\$100,100	\$51,388
Senior Sales Manager	*	\$104,615	*	\$104,615
Supervisor	*	\$51,282	*	\$51,282
Travel Consultant	\$21,000	\$24,044	\$27,763	\$24,269
Travel Manager	\$107,692	\$128,535	\$166,667	\$139,685
Vice President Marketing	*	\$215,000	*	\$215,000

SALARY ANALYSIS

Vice President Sales	*	\$200,514	*	\$200,514
Writer	*	\$69,231	*	\$69,231

Salaries by Country – CHINA 9% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	*	\$31,746	*	\$31,746
Sourcing & Procurement Director	*	\$261,905	*	\$261,905
Area Director of Revenue	*	\$71,203	*	\$81,203
CEO	\$57,143	\$126,984	\$215,038	\$118,838
Director of Account Management	*	\$31,746	*	\$31,746
Director of F&B	\$48,000	\$65,000	\$84,000	\$65,686
Director of HR	\$48,000	\$95,238	\$140,000	\$86,788
Director of Operations	*	\$63,492	*	\$63,492
Director of Sales	\$50,794	*	\$73,016	\$61,905
Director of Sales & Marketing	\$31,746	\$98,981	\$152,381	\$86,650
EAM	\$60,000	\$84,000	\$120,000	\$84,000
Financial Controller	*	\$49,524	*	\$49,524
General Manager	\$80,000	\$130,095	\$180,000	\$125,719
Marketing Manager	\$36,861	\$41,905	\$60,000	\$44,877
Partner / Owner	*	\$95,238	*	\$95,238
Purchasing Manager	\$23,810	*	\$34,286	\$29,048
Sales & Marketing Manager	*	\$23,810	*	\$23,810
Sales Manager	\$11,111	\$38,880	\$38,950	\$26,735
Senior Sales Manager	\$13,968	*	\$69,841	\$41,905
Senior Sourcing Manager	*	\$72,222	*	\$72,222
Spa Director	*	\$92,994	*	\$92,994
Travel Manager	\$43,028	\$63,492	\$126,984	\$78,125
Vice President Marketing	*	\$200,000	*	\$200,000
Vice President Operations	\$92,958	\$133,333	\$146,479	\$124,257
Vice President Sales	*	\$95,238	*	\$95,238

SALARY ANALYSIS

Salaries by Country – MALAYSIA 6% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$21,320	\$30,000	\$38,000	\$31,330
Area General Manager	*	\$144,000	*	\$144,000
Assistant Director of Sales & Marketing	*	\$21,822	*	\$21,822
Assistant Manager	*	\$18,274	*	\$18,274
Business Development Manager	*	\$15,228	*	\$15,228
CEO	*	\$131,980	*	\$131,980
Director of Operations	*	\$50,000	*	\$50,000
Director of Sales	\$36,000	\$74,400	\$110,500	\$73,633
F&B Manager	*	\$25,381	*	\$25,381
General Manager	\$30,964	\$87,000	\$156,000	\$75,102
Global Corporate Sales Manager	*	\$36,548	*	\$36,548
Group Executive Chef	*	\$50,254	*	\$50,254
Hotel Manager	\$28,020	*	\$50,400	\$39,210
HR Manager	\$35,533	*	\$48,223	\$41,878
Manager	*	\$15,228	*	\$15,228
Managing Director	*	\$220,000	*	\$220,000
Operations Manager	\$9,137	*	\$22,843	\$15,990
Project Manager	*	\$32,995	*	\$32,995
Sales & Marketing Manager	*	\$101,523	*	\$101,523

Salaries by Country – INDIA 6% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Administration Manager	*	\$18,750	*	\$18,750
Assistant Manager	\$6,563	*	\$15,313	\$10,937
Assistant Marketing Manager	*	\$15,000	*	\$15,000
Assistant Operations Manager	*	\$5,375	*	\$5,375
CEO	\$81,250	*	\$125,000	\$103,125
Consultant	*	\$93,750	*	\$93,750
Director of Account Management	\$46,875	*	\$62,500	\$54,688
Director of Revenue	\$29,455	\$50,000	\$70,000	\$51,015
Director of Sales	\$18,750	\$46,500	\$55,000	\$40,650
Director of Sales & Marketing	\$36,000	\$71,840	\$120,000	\$73,960

SALARY ANALYSIS

Executive Chef	*	\$71,875	*	\$71,875
General Manager	\$31,250	\$84,250	\$150,000	\$81,375
Guest Services Assistant/ Agent	*	\$2,469	*	\$2,469
Head of Administration	*	\$93,750	*	\$93,750
Manager	*	\$17,969	*	\$17,969
Managing Director	*	\$18,750	*	\$18,750
Partnership Manager	*	\$29,688	*	\$29,688
Travel Manager	\$28,125	\$56,250	\$112,500	\$54,982
Vice President Operations	\$54,688	\$90,625	\$150,000	\$98,438

Salaries by Country – INDONESIA 5% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	*	\$13,500	*	\$13,500
Accountant	*	\$22,010		\$22,010
Area Director of Revenue	*	\$37,594	*	\$37,594
Area Director of Sales & Marketing	*	\$26,412	*	\$26,412
Company Director/ Owner	*	\$40,000	*	\$40,000
Country Manager	*	\$37,000	*	\$37,000
Director of Sales	\$30,000	\$48,000	\$66,000	\$52,500
Director of Sales & Marketing	*	\$90,000	*	\$90,000
EAM	\$35,216	*	\$60,000	\$47,608
Executive Chef	\$22,891	\$58,854	\$66,000	\$55,611
Financial Controller	*	\$18,342	*	\$18,342
General Manager	\$37,770	\$100,000	\$162,500	\$98,703
Guest Services Assistant/ Agent	*	\$18,000	*	\$18,000
HR Manager	*	\$10,565	*	\$10,565
Managing Director	*	\$110,051	*	\$110,051
Payroll Officer	*	\$3,522	*	\$3,522

SALARY ANALYSIS

Salaries by Country - JAPAN & KOREA 5% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	*	\$60,000	*	\$60,000
Admin Assistant	*	\$45,000	*	\$45,000
Area Director of Sales & Marketing	*	\$120,000	*	\$120,000
Area Revenue Manager	*	\$59,688	*	\$59,688
Assistant Manager	*	\$45,956	*	\$45,956
Business Development Manager	*	\$68,934	*	\$68,934
Director of Account Management	*	\$150,000	*	\$150,000
Director of Marketing	*	\$55,147	*	\$55,147
Director of Sales	\$79,569	\$90,000	\$92,903	\$87,491
Director of Sales & Marketing	\$94,300	\$120,301	\$165,289	\$115,838
General Manager	\$135,000	\$150,000	\$186,000	\$157,000
HR Manager	*	\$61,888	*	\$61,888
Marketing Manager	*	\$82,721	*	\$82,721
Professor	\$82,721	*	\$100,000	\$91,360
Project Manager	*	\$78,341	*	\$78,341
Senior Sales Manager	*	\$49,632	*	\$49,632
Travel Coordinator	*	\$39,539	*	\$39,539

Salaries by Country - THAILAND 3% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Area Director of Sales & Marketing	\$92,744	*	\$180,000	\$136,372
CEO	\$126,183	\$150,000	\$187,857	\$147,555
Director of HR	\$45,000	\$51,667	\$75,000	\$57,222
Director of Revenue	\$48,000	\$57,000	\$64,400	\$56,467
Director of Sales & Marketing	\$34,000	\$76,000	\$105,000	\$70,717
Director, Leisure Travel	*	\$20,820	*	\$20,820
General Manager	\$91,102	\$110,000	\$135,000	\$112,034
Marketing Manager	\$11,356	\$26,650	\$30,800	\$23,639
Product Manager	\$24,000	\$38,600	\$39,400	\$34,000
Technical Support	*	\$63,091	*	\$63,091
Vice President Operations	\$113,565	\$170,347	\$216,000	\$166,637
Vice President Sales	*	\$144,000	*	\$144,000

SALARY ANALYSIS

Salaries by Country – AUSTRALIA 3% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$42,553	\$64,844	\$85,938	\$66,433
Customer Service Manager	*	\$58,594	*	\$58,594
Director of Sales	*	\$85,938	*	\$85,938
Manager	*	\$31,250	*	\$31,250
Operations Manager	\$91,406	*	\$93,750	\$92,578
Purchasing Manager	*	\$78,125	*	\$78,125
Reservations Officer	*	\$23,438	*	\$23,438
Sales & Marketing Manager	*	\$134,375	*	\$134,375
Sales Manager	\$50,400	\$58,594	\$75,566	\$61,043
Senior Travel Consultant	\$53,191	\$54,596	\$56,000	\$54,595
Travel Manager	\$41,406	\$61,538	\$122,656	\$75,200

EXCHANGE RATES

<i>SGD = 1.33</i>	<i>AUD = 1.28</i>	<i>HKD = 7.8</i>	<i>CNY = 6.3</i>	<i>MYR = 3.94</i>
<i>THB = 31.7</i>	<i>INR = 64</i>	<i>IDR = 13630</i>	<i>KRW = 1085</i>	<i>JPY = 108.8</i>

ADDITIONAL BENEFITS

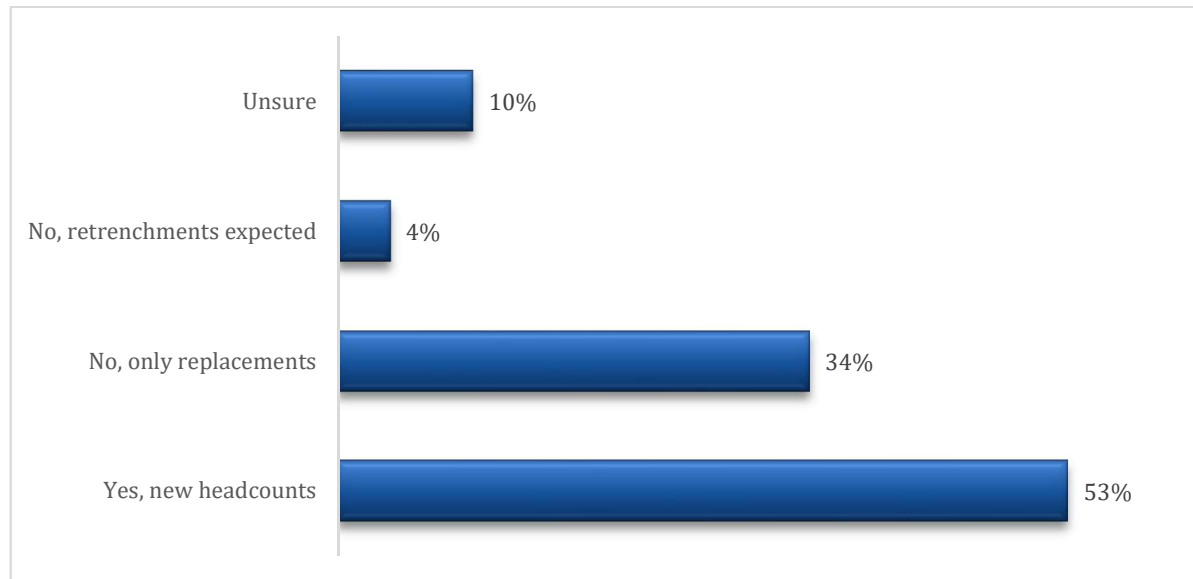
Respondents were asked what other benefits they receive in addition to their annual salary.

Bonus	65%
Share allocation	9%
Profit Share	7%
Lump sum / cash incentives	6%
Non-cash incentives	14%
More than the statutory holidays / days off	18%
Housing allowance	19%
Company car	9%
Car allowance	14%
Parking	19%
Clothing allowance/ uniform	15%
Mobile phone/ phone allowance	59%
Complimentary/ discounted hotel rooms, airfare, tour packages	31%
Other (please specify)	17%

HIRING FORECAST

Hiring Forecast

We directed a question at hiring managers and asked if they themselves and/or their company expected to hire new staff over the next 12 months?



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CONTACT INFORMATION

Contact Information

<p>ANDREW CHAN FOUNDER & CEO</p>  <p>andrew@acihr.com</p>	<p>THOMAS LIM GM, SINGAPORE</p>  <p>thomas@acihr.com</p>	<p>HANS EBELING SENIOR CONSULTANT</p>  <p>hans@acihr.com</p>	<p>NANDEETA RAI-BYRNE SENIOR CONSULTANT</p>  <p>nandi@acihr.com</p>
<p>LEON NONIS EXECUTIVE CONSULTANT</p>  <p>leon@acihr.com</p>	<p>CINDY CHUA EXECUTIVE CONSULTANT</p>  <p>cindy@acihr.com</p>	<p>NAQIYA ELECTRICWALA EXECUTIVE CONSULTANT</p>  <p>naqiya@acihr.com</p>	<p>KATHY FATSEAS EXECUTIVE CONSULTANT</p>  <p>kathy@acihr.com</p>
<p>ANNE THIBAUT EXECUTIVE CONSULTANT</p>  <p>anne@acihr.com</p>		<p>MICHELLE LIM DIRECTOR, BUSINESS SOLUTIONS</p>  <p>michelle@acihr.com</p>	

**30F Entertainment Building
30 Queens' Road Central
Hong Kong**

**137 Market Street
Level 6
Singapore 048943**

**Level 12, Plaza Building
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