



HR Solutions in  
Travel & Hospitality



## ACI REPORT - 2016

### SALARY & EMPLOYMENT TRENDS

# FOREWORD

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# FOREWORD

## Foreword

I'm pleased to present our 2016 ACI Report – a comprehensive insight into salary information and trends in the travel, tourism, hospitality and lifestyle industry across Asia Pacific. The ACI Report is a unique publication with a sample of over 700 travel, tourism and hospitality personnel right across the Asia Pacific region, giving an extensive view of industry salaries and employee satisfaction. The report provides 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, candidates, 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.

We expect demand in 2016 to remain positive, though slightly more conservative to the last two years as the global economic forecasts caution. However, the Travel and Tourism Industry in Asia Pacific remains relatively robust in comparison to other sectors, and we can gain confidence from a high percentage of hiring managers from our survey still indicating an expectation of new headcounts this year.

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



With over 60 years of combined management experience in the sectors we serve, we are Asia Pacific's leading specialist Recruitment, Executive Search and Professional Training firm dedicated to the Travel, Tourism, Hospitality and Lifestyle Industries.

At ACI, we understand finding the right talent is critical to an organisation's success, and finding the right opportunity is important in a candidate's career. We pride ourselves and are passionate about connecting clients with the very best talents.

### OUR PEOPLE

With unparalleled experience in the Travel, Tourism, Hospitality and Lifestyle Industries, ACI consultants are not only more knowledgeable about the sectors we serve; we are truly Better Connected!

The one determining difference and distinct advantage of ACI is our people. Our highly-regarded team of consultants comprise of professionals from the industry with proven experience from around the region.

### 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.

# INTRODUCTION

## Introduction

### SALARY SURVEY METHODOLOGY

An internet survey link was sent to over 12,000 clients and candidates of ACI HR Solutions throughout Asia Pacific in January 2016 for employees of different levels to complete. We received a 31% open rate, well above the industry average 10.2%, and a 3.6% click rate (industry average 2%). 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 (ACTE, SACEOS, HSMIAI) members. We received responses from just over 700 recipients.

### REPORT FORMAT

The ACI Report 2016 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:

<b>Lowest Salary:</b>	The lowest level in that category
<b>Median Salary:</b>	The salary level which 50% of salaries fall below and 50% are above
<b>Highest Salary:</b>	The highest salary level in that category
<b>Average:</b>	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 4.4% in 2015 to reach a total of 1,184 million in 2015, according to the latest UNWTO World Tourism Barometer. Some 50 million more tourists (overnight visitors) travelled to international destinations around the world last year as compared to 2014.

2015 marks the 6th consecutive year of above-average growth, with international arrivals increasing by 4% or more every year since the post-crisis year of 2010.

By region, Europe, the Americas and Asia and the Pacific all recorded around 5% growth in 2015. Results from the UNWTO Confidence Index remain largely positive for 2016, though at a slightly lower level as compared to the previous two years. Based on the current trend and this outlook, UNWTO projects international tourist arrivals to grow by 4% worldwide in 2016.

By region, growth is expected to be stronger in Asia and the Pacific (+4% to +5%) and the Americas (+4% to +5%), followed by Europe (+3.5% to +4.5%). The projections for Africa (+2% to 5%) and the Middle East (+2% to +5%) are positive, though with a larger degree of uncertainty and volatility.<sup>1</sup>

**Hotels in the Asia Pacific** region reported mostly flat year-end 2015 results in the three key performance metrics when reported in U.S. dollar constant currency, according to data from STR Global.

Compared with 2014, the Asia Pacific region reported a 0.1% increase in occupancy to 68.2%. Average daily rate was down 0.5% to US\$108.79, and revenue per available room decreased 0.4% to US\$74.25.

**Singapore** reported decreases in the three key performance indicators: occupancy (-0.4%), ADR (-3.3%) and RevPAR (-3.7%). Supply growth (+2.1%) outpaced demand growth (+1.7%) for the year. STR Global analysts also attribute the negative overall performance to a drop in both overseas and business travelers.

**China** saw occupancy (-0.1%) remain nearly flat. ADR in the country was down 3.4% and although China reported steady annual demand growth (+3.9%), supply grew at a slightly faster rate (+4.1%), causing negative performance. Major cities continued the growth since 2014 and domestic tourism saw new heights.

**Thailand** closed 2015 with an overall occupancy of 73.6%. This represents a year-over-year increase of +13.6%, as well as an increase of +0.6% compared with 2013, which also had strong demand growth.

December was a particularly strong month for Thailand, as occupancy reached 77.4%, its highest for that month dating back to 1995, according to STR Global's records.

Compared with 2014, average daily rates (ADR) in Thailand declined by -0.4%. Although the country experienced a significant drop in demand in 2014, rates still grew. Compared with 2013, ADR was up +2.0%. Thailand's combination of strong occupancy and ADR performance in 2015 resulted in a revenue per available room (RevPAR) increase of +13.1% compared with 2014 and +2.6% compared with 2013.

## ANALYSIS

**Australia** posted increases across the three key performance metrics: occupancy (+1.3%), ADR (+1.9%) and RevPAR (+3.2%). While Australia's overall performance grew steadily in 2015, the country experienced an especially strong December with ADR at AUD195.61—the highest absolute ADR value of the year—and RevPAR up 7.6% year over year. Demand growth (+3.0%) outpaced supply growth (+1.6%) for the month, thanks in large part to major concerts in Sydney and Melbourne. On the contrary, markets linked with mining such as Darwin, Brisbane and Perth experienced strong supply growth and limited demand.

**Hanoi, Vietnam**, experienced double-digit increases in occupancy (+12.3% to 76.2%) and RevPAR (+10.5%). ADR in the market decreased 1.7% but the year overall was exceptional for Hanoi, as demand growth (+15.1%) significantly outpaced supply growth (+2.4%).

**Sanya, China**, reported increases in occupancy (+10.6%) and RevPAR (+6.0%). ADR in the market was down 4.2%. According to STR Global analysts, occupancy was mainly driven by domestic tourism, a trend seen in China as its middle class continues to grow.

**Seoul, South Korea**, reported decreases in each of the three key performance measurements: occupancy (-10.8% to 68.9%), ADR (-8.2%) and RevPAR (-18.2%). According to STR Global analysts, the overall drop in Seoul's hotel performance is a direct result of the Middle East respiratory syndrome coronavirus outbreak between May and July. The epidemic is reflected in significant demand drops for June (-30.9%), July (-28.3%) and August (-13.1%), Seoul's overall performance improved in the last few months of the year.

**Tokyo, Japan**, saw occupancy remain nearly flat (-0.2%) at the very high level of 86.7%, but ADR (+12.7%) and RevPAR (+12.5%) each increased by double digits. According to STR Global analysts, the strong growth is coming off a combination of many factors, including the small amount of new supply, an affordable Yen and Visa deregulations towards Southeast Asia.

From an outlook perspective, Japan and New Zealand are expected to continue their growth and we should see Singapore and Hong Kong make a slight comeback when comparing to 2015.

### Hotel Data provided by:



*STR Global provides clients—including hotel operators, developers, financiers, analysts and suppliers to the hotel industry—access to hotel research with regular and custom reports covering Europe, Middle East, Africa, Asia Pacific and South America. STR Global provides a single source of global hotel data covering daily and monthly performance data, segmentation data, forecasts, annual profitability, pipeline and census information. Hotel operators can join the surveys on a complimentary basis and benefit from free industry data. STR Global is part of the STR family of companies and is proudly associated with STR, STR Analytics and Hotel News Now. For more information, please visit [www.strglobal.com](http://www.strglobal.com)*

# ANALYSIS

## THE SURVEY

The ACI Report is a unique publication with a sample of over 700 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 (56%) was based in Singapore, with Hong Kong (11%), China (6%) and Malaysia (5%) also providing robust samples.

By Sector, most respondents were employed in the hospitality industry (45%), but the study includes a broad cross-section of industries, including aviation, GDS, Technology, MICE, travel agencies and tourism boards. Of the respondents, 72% came from large companies (of 100 staff or more), 55% were male and 92% held permanent full-time employment.

62% of the respondents have worked in travel & hospitality for 10 years or more, while the overwhelming majority (78%) has been employed with their current employer for 5 years or less – down from last year's 88% figure. The number of those employed with their present company for 12 months or less dropped significantly to 25%, from the 45% we saw last year. This could be the result of one or more of the following factors:

- Employees were less inclined to change employment during uncertain economic conditions
- Companies recruiting fewer new employees

While female executives continue to make inroads toward professional equality, a divide between earning powers continue to exist, with male respondents earning on average a staggering 54.6% higher than female respondents. The gap widened further from the 48% we saw in last year's report.

## SALARY SATISFACTION

On the question of salary progression, it was interesting to note that the number of respondents who said they had not received a pay-rise at their last review dropped to 23% from 40% in 2015. At the same time, those that did see their salary increase was well up on previous year, with the 1-5% range jumping to 54% from the 37% in 2015, and the higher range of >6% salary increase at 23% of respondents, which was the same as previous year's result.

The positive salary results could indicate the following:

- Realisation that the 'War for talent' continues in Asia; employers attempting to retain good staff with increased remuneration.

We asked respondents for the first time regarding their salary expectation when considering a new job offer, with an overwhelming majority 41% indicating they expected an increase in salary of 11-20%, with a further 26% indicating they would need to see a 20%+ salary increase before accepting a job.

On respondents' bonus amounts received, a majority 48% saw 1-2 months bonus, with a further 32% receiving >2 months bonus. 20% of respondents received an amount less than one month or zero bonus, slightly lower than the 24% we saw in 2015's report.

# ANALYSIS

## CAREER PROGRESSION

The importance of career development on employee satisfaction was similar to previous years'; 69% of respondents said that career progression was either 'extremely important' or 'very important' compared to 68% in 2015. Interestingly, employees appear slightly less satisfied with their current prospects than they did in 2015 with 36% of those surveyed saying they believed that their current employer offered 'excellent' or 'good' opportunities for career progression, down on 2015's 39%. This was further highlighted with 30% of respondents feeling career prospects with their current employer were 'poor' or 'zero'; rising for the second straight year on last year's 26%, and 22% in 2014.

Decline of career progression satisfaction could indicate:

- Multinational companies are becoming especially elastic, with consolidation becoming especially common, this makes employees particularly vulnerable to retrenchment when business units are mandated to cut costs and/or merge.

We again asked respondents about their 12-month plan to change employer and/or industry. Whilst 41% said they had no plans to move, 47% did say they would be looking to change employers in 2016, significantly up on the 38% we saw last year, and of more concern for the industry, 12% said they would look to leave for another industry, slightly higher than 11% of 2015.

## ACTUAL SALARIES

Salary growth was modest; with most countries experienced contraction according to the 2016 survey; with only Hong Kong (4%), Thailand (12%) and Malaysia (8%) experiencing average salary increases from last year's survey. At the other end of the spectrum, Singapore (-15%) and Indonesia (-30%) saw much of recent salary growth contract. On actual highest average salaries from the survey, that once again belonged to Macau with (U\$109,621), followed by Hong Kong (U\$85,596), cementing their reputation in the region as attracting higher average salaries. Indonesia posted the survey's lowest average salary (U\$49,492).

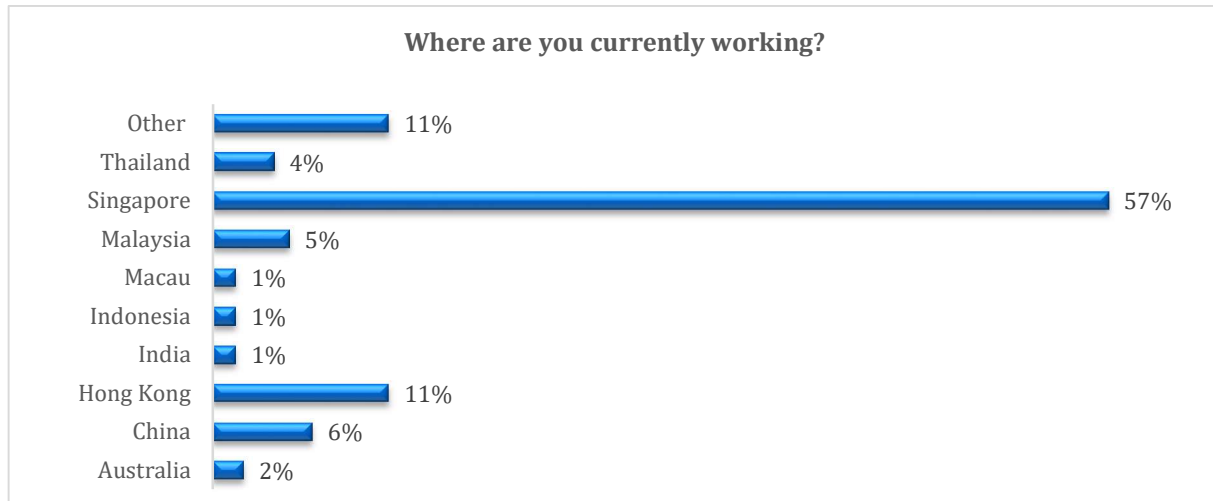
- 1) Source: UNWTO World Tourism Barometer
- 2) Source: STR Global

# BREAKDOWN OF RESPONDENTS

## Breakdown of Respondents

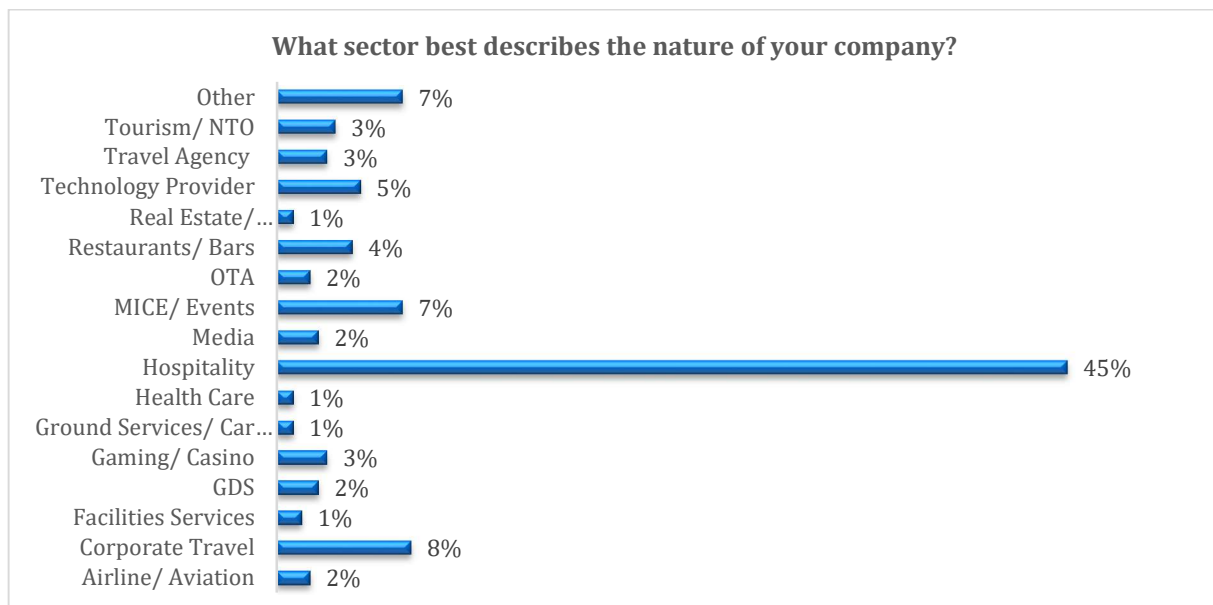
### RESPONDENTS BY LOCATION

The graph below shows the country where the respondents works.



### SECTOR BREAKDOWN

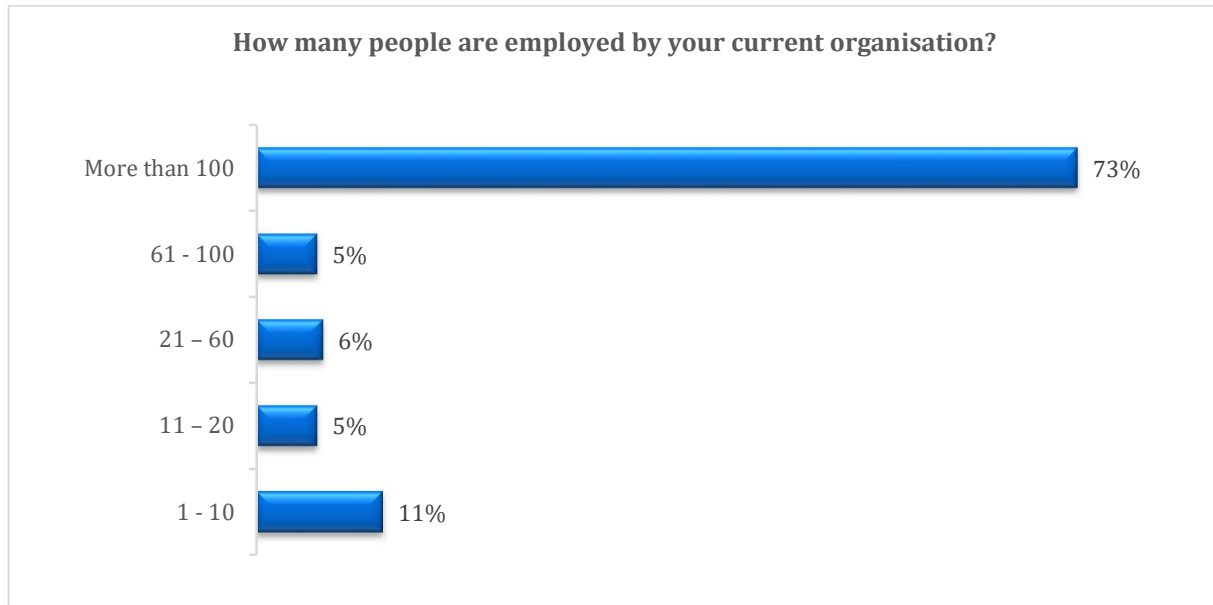
The graph below shows what sectors of the industry the respondents work in.



# BREAKDOWN OF RESPONDENTS

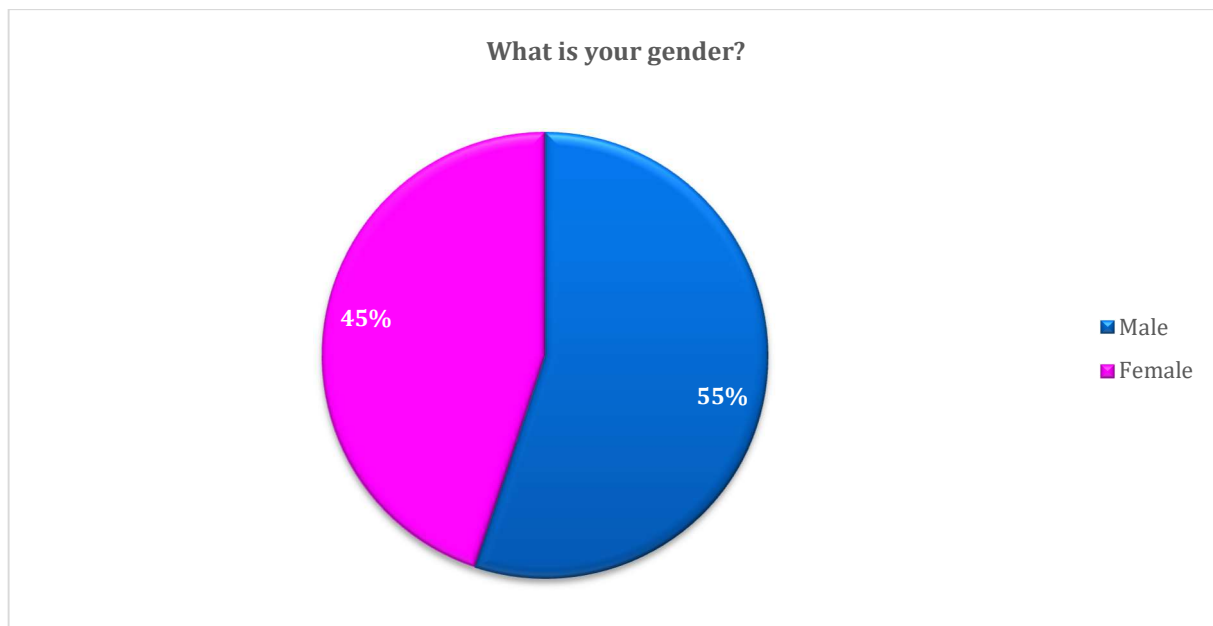
## NUMBER OF PEOPLE IN ORGANISATION

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



## GENDER OF RESPONDENTS

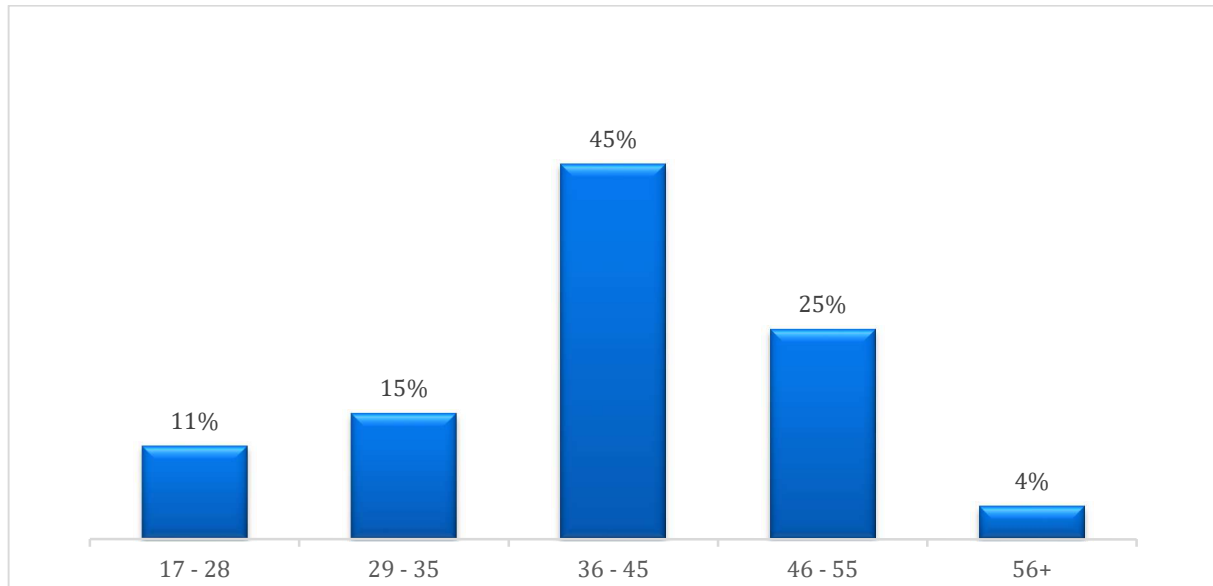
The graph below shows the gender of all respondents.



# BREAKDOWN OF RESPONDENTS

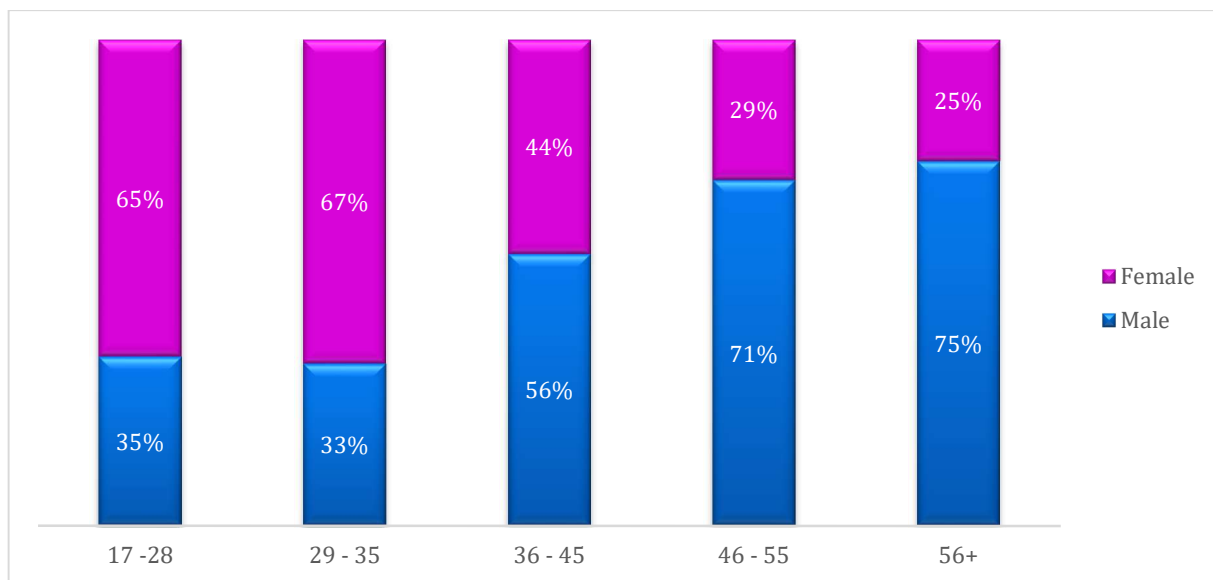
## AGE OF RESPONDENTS

The graph below shows the age of all respondents.



## AGE OF RESPONDENTS BY GENDER

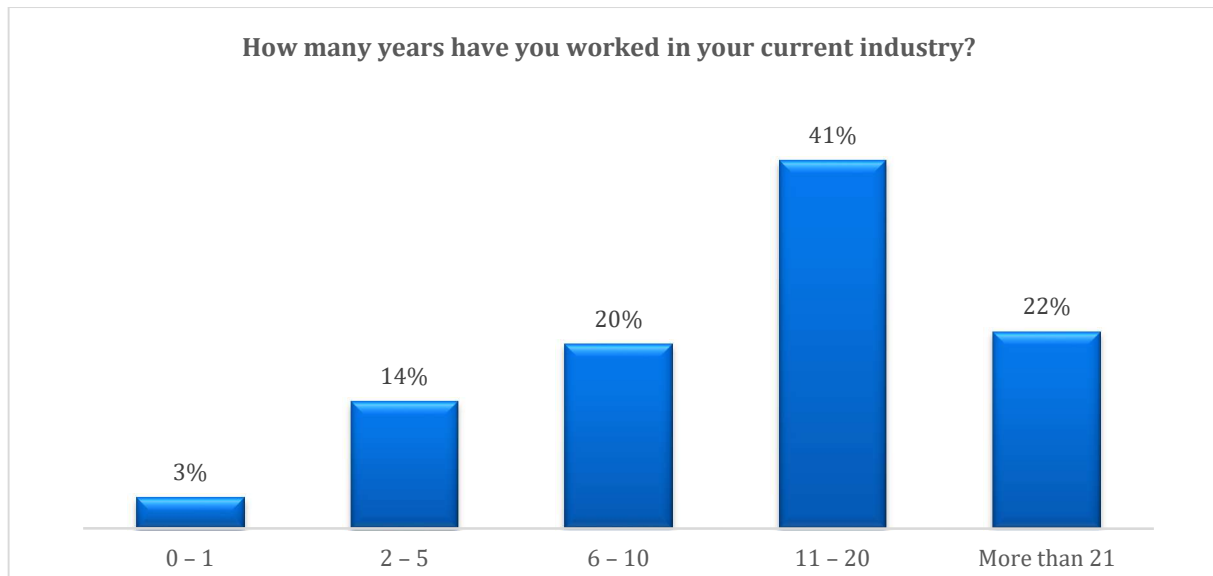
The graph below shows the age of the respondents by gender.



# BREAKDOWN OF RESPONDENTS

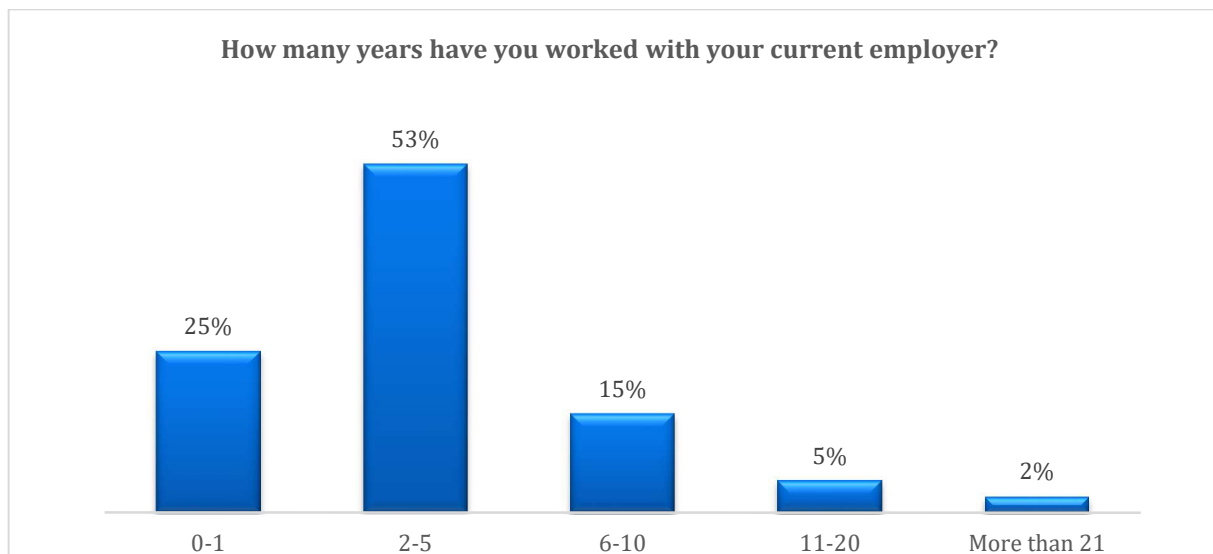
## TRAVEL & HOSPITALITY INDUSTRY EXPERIENCE

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



## CURRENT EMPLOYER

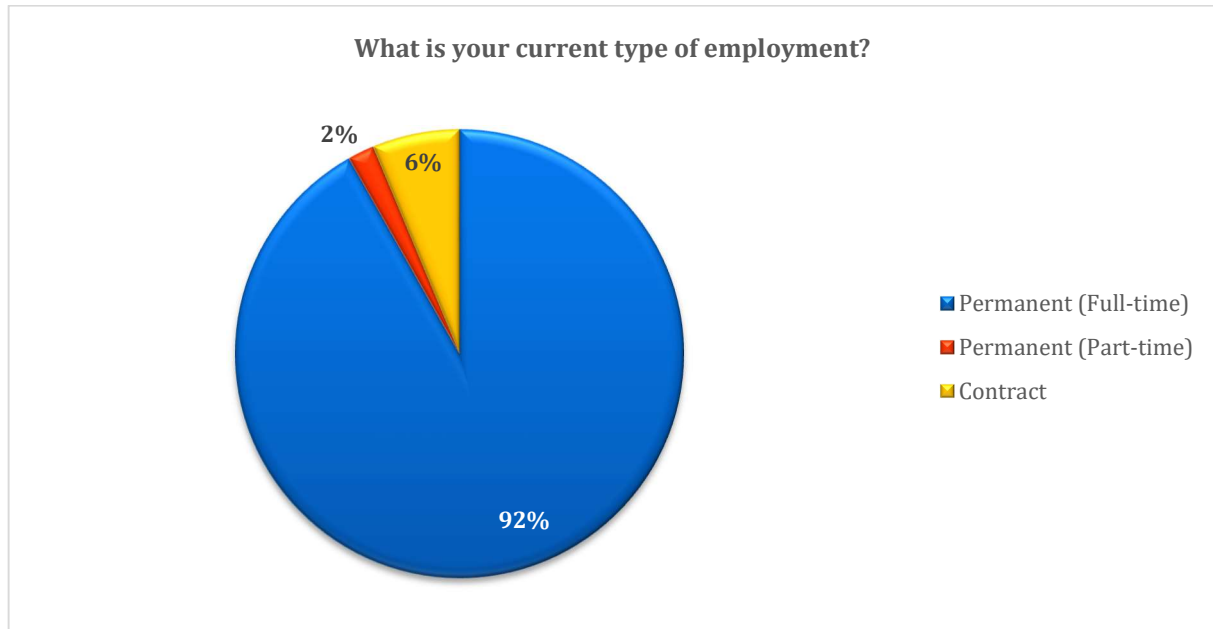
The graph below shows a breakdown of the number of years working with their current employer of all respondents.



# BREAKDOWN OF RESPONDENTS

## EMPLOYMENT STATUS

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



presents



27 July 2016



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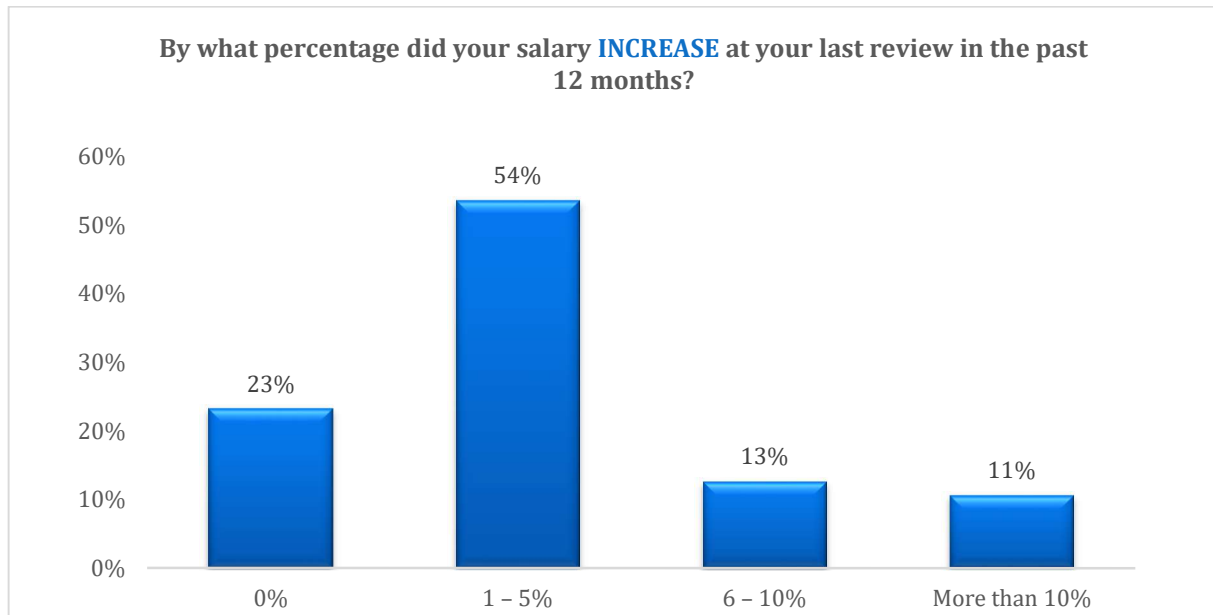


# SALARY AND CAREER PROGRESSION

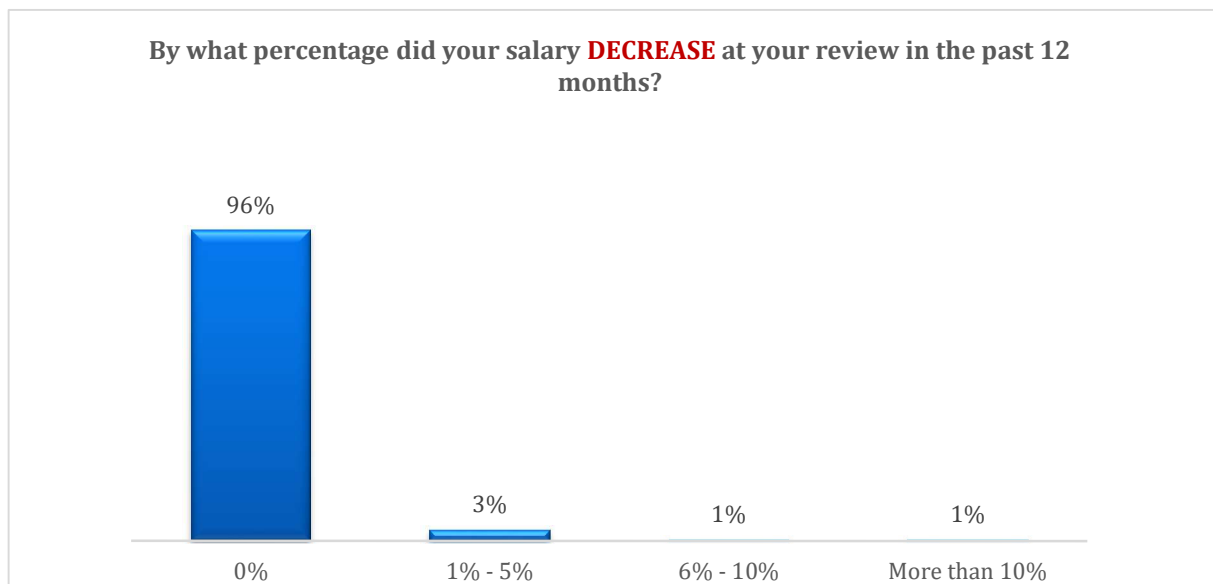
## Salary and Career Progression

### SALARY INCREASE / DECREASE OVER PAST 12 MONTHS

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



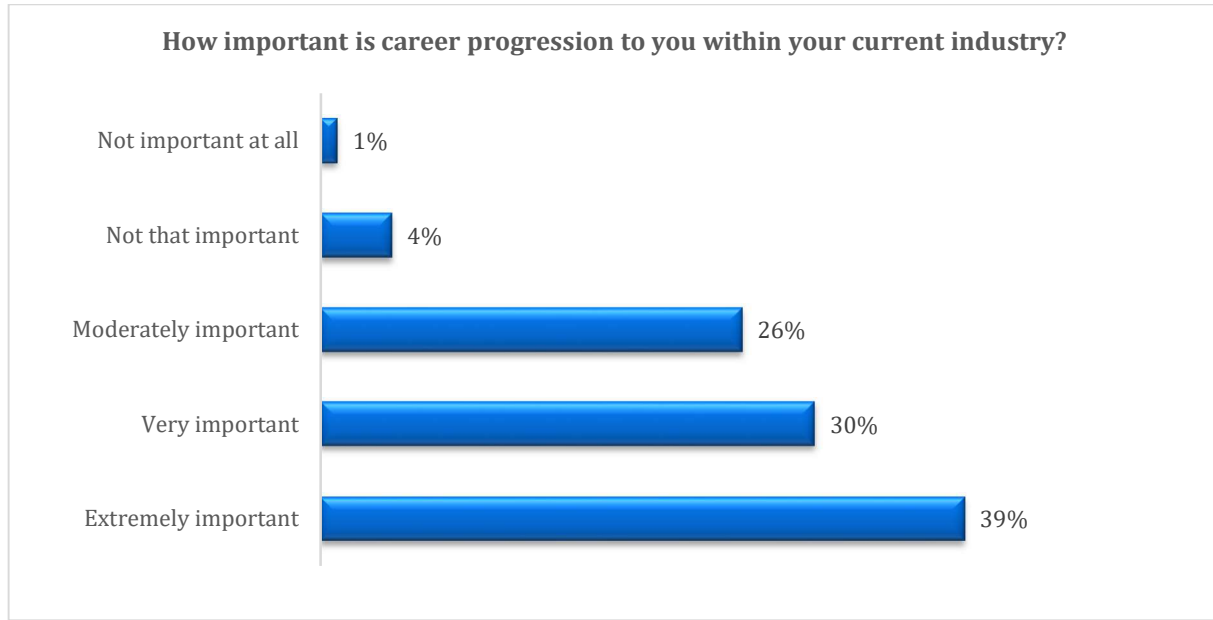
The graph below shows the salary decreases of respondents over the past year.



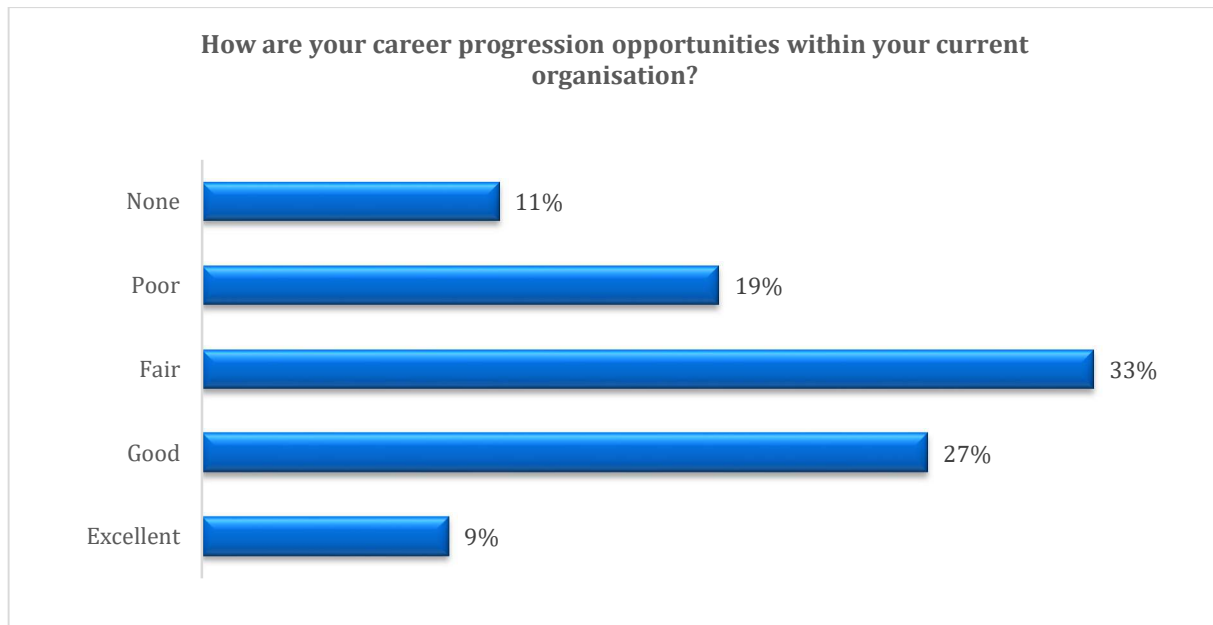
# SALARY AND CAREER PROGRESSION

## IMPORTANCE OF CAREER PROGRESSION

Respondents were asked how important career progression was to them.



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

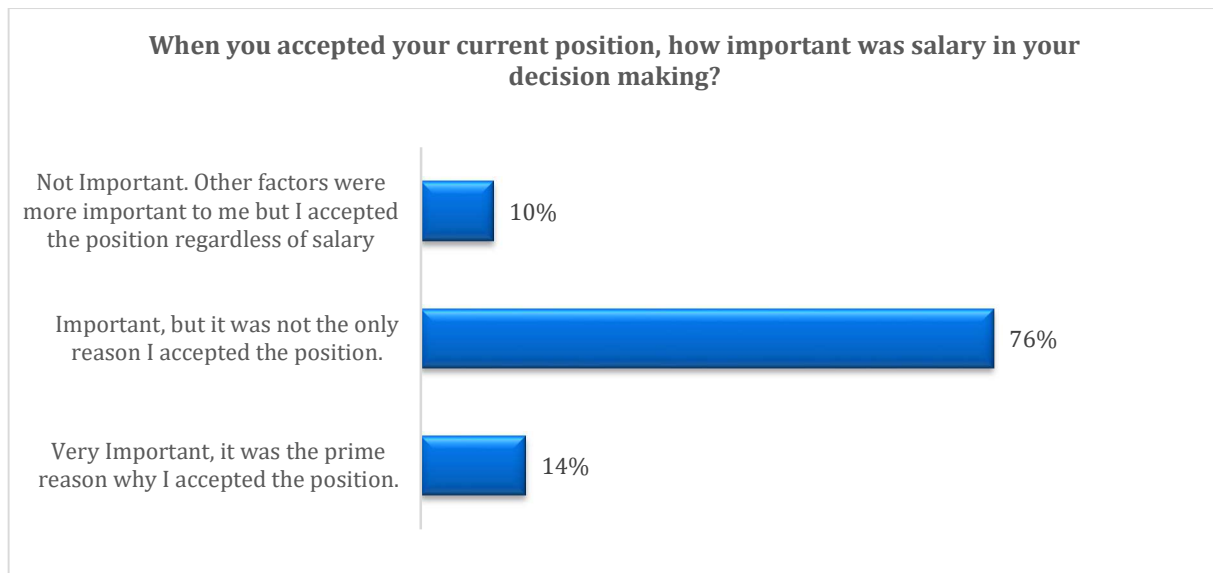


# BASIC SALARY ANALYSIS

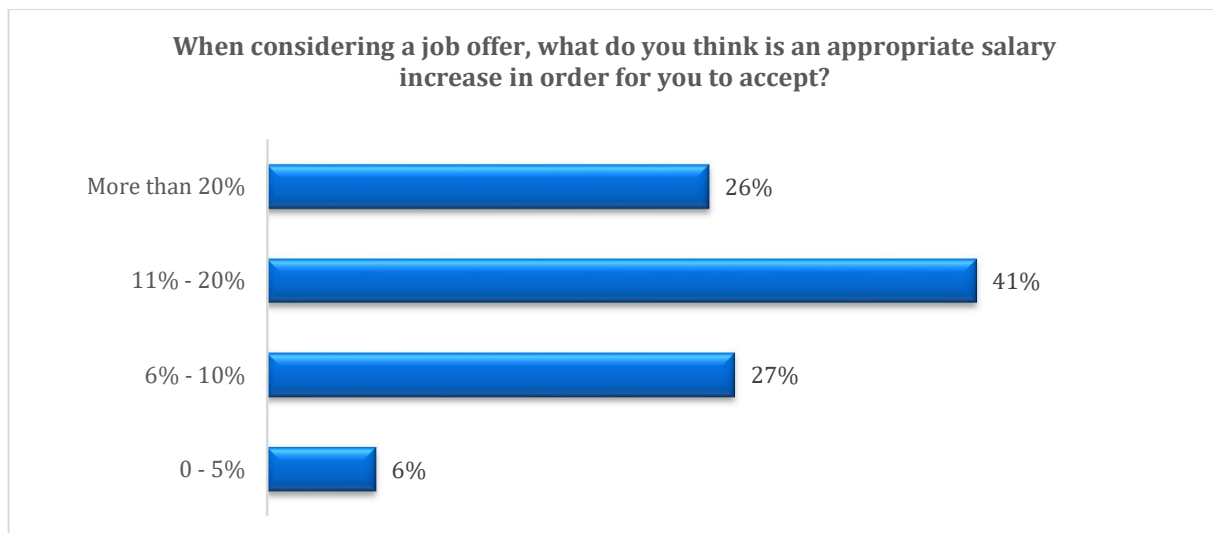
## Basic Salary Analysis

### IMPORTANCE OF SALARY TO RESPONDENTS

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



Respondents were asked when considering a job offer, what they thought was an appropriate salary increase in order to accepting the job?



# BASIC SALARY ANALYSIS

Age of respondents matched with importance of **career progression**.

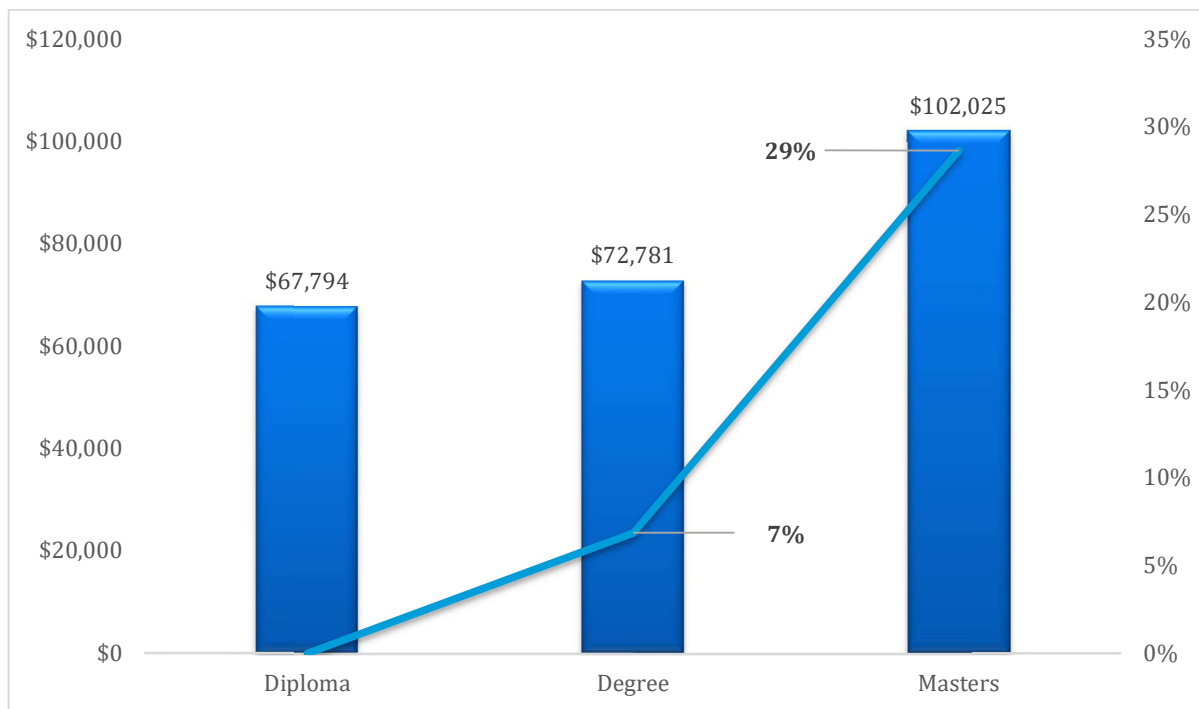
	17-28yrs	29-35yrs	36-45yrs	46-55yrs	56+yrs
Extremely Important	56%	53%	42%	23%	13%
Very Important	22%	27%	30%	37%	13%
Moderately Important	22%	17%	24%	34%	38%
Not that important	0%	3%	4%	4%	25%
Not important at all	0%	0%	0%	2%	13%

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	4%	3%	19%	8%	13%
Important	92%	77%	72%	77%	74%
Not important	4%	20%	9%	15%	13%

## SALARY VS. EDUCATION

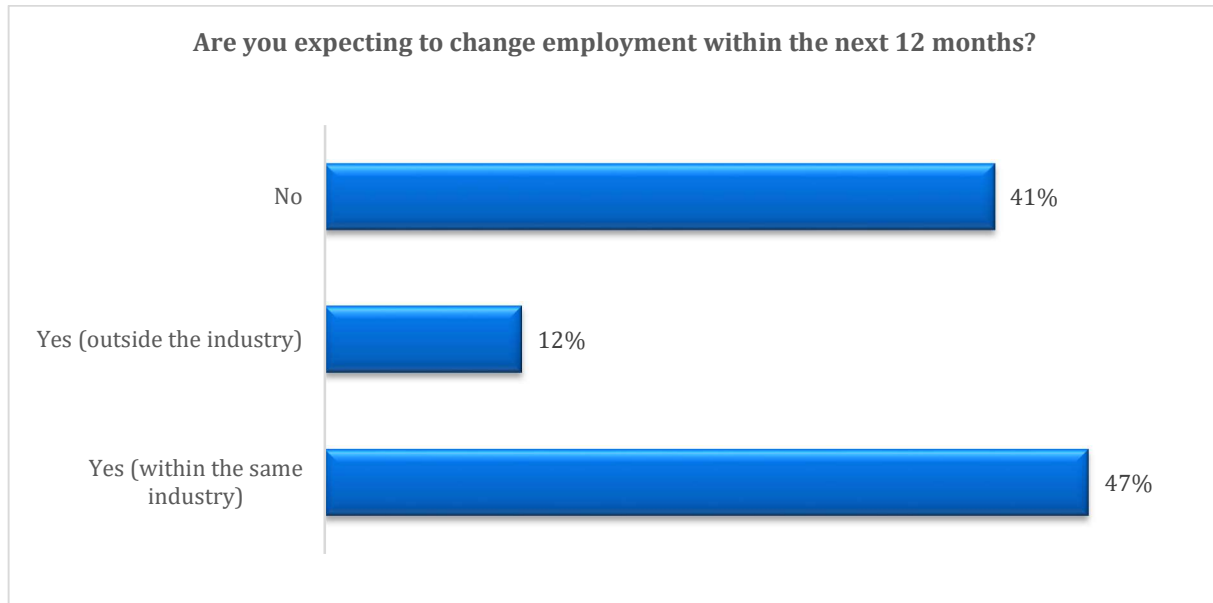
From the results, we examined the correlation between average salaries and the education levels of respondents.



# BASIC SALARY ANALYSIS

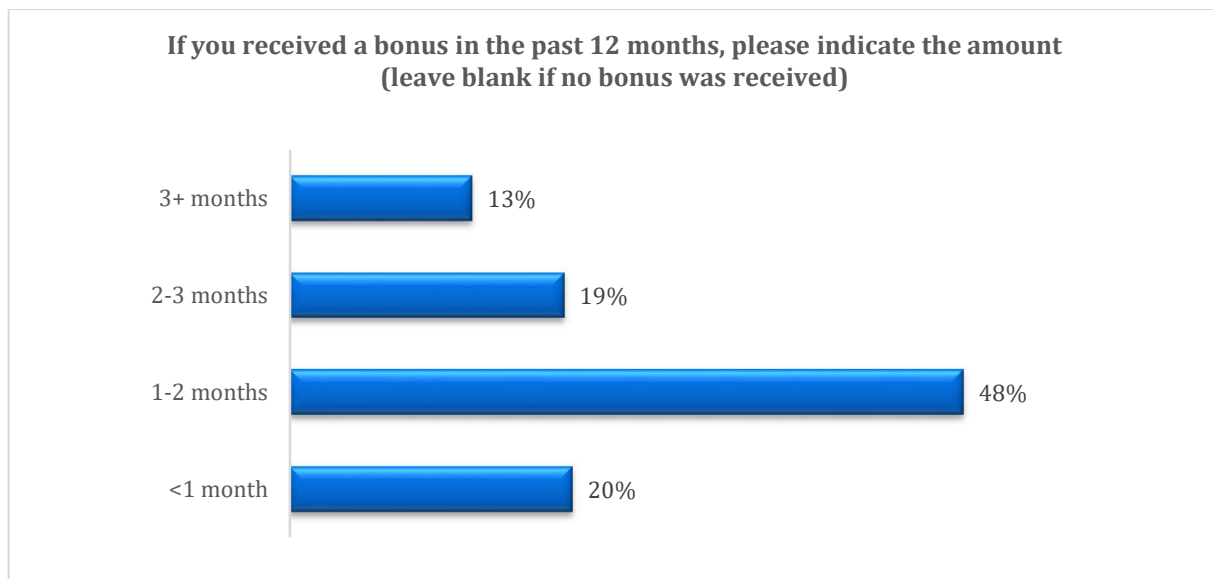
## EMPLOYEE MOVEMENT

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



## AVERAGE BONUS

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



# BASIC 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 be 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	\$40,000	\$45,000	\$73,944	\$47,945
Accountant	*	\$30,423	*	\$30,423
Administration Manager	\$11,089	\$25,352	\$42,254	\$26,231
Assistant Director of Sales and Marketing	\$35,493	\$60,845	\$66,901	\$56,902
Assistant Manager	\$17,802	\$30,000	\$50,000	\$33,807
Asst Vice President - Revenue	*	\$134,601	*	\$134,601
Business Analyst	\$31,690	\$39,689	\$47,704	\$41,271
Business Development Manager	\$18,000	\$76,056	\$192,802	\$70,460
Call Centre Guest Service Agent	*	\$17,797	*	\$17,797
CEO	\$67,606	\$150,000	\$300,000	\$157,591
Chef de Cuisine	*	\$19,437	*	\$19,437
Chief Concierge	\$34,000	\$35,950	\$65,493	\$45,148
Chief Operating & Strategy Officer	\$102,000	\$150,000	\$250,000	\$159,677
Client Servicing Manager	\$21,549	\$30,986	\$91,549	\$48,028
Conference, Incentive & Events Consultant	*	\$50,704	*	\$50,704
Consultant	\$23,352	\$42,254	\$63,380	\$41,755
Crew	*	\$25,352	*	\$25,352
Customer Service Manager	\$18,500	\$30,320	\$67,254	\$35,991
Director of F&B	\$48,000	\$70,423	\$85,000	\$67,404
Director of Finance	*	\$60,000	*	\$60,000
Director of HR	\$35,000	\$83,405	\$140,000	\$77,803
Director of IT	*	\$131,105	*	\$131,105
Director of Marketing	\$61,972	\$101,408	\$180,000	\$112,036
Director of Operations	\$59,155	\$120,000	\$155,000	\$102,567
Director of Revenue	\$29,455	\$65,000	\$128,983	\$66,763
Director of Sales	\$16,827	\$55,000	\$165,289	\$61,620
Director of Sales & Marketing	\$31,731	\$75,000	\$105,000	\$71,196
Director of Technical Services	*	\$78,000	*	\$78,000
Director, Leisure Travel	*	\$53,521	*	\$53,521
EAM	\$50,400	\$76,030	\$120,000	\$79,524
Executive Chef	\$65,000	\$76,000	\$129,756	\$85,237
Executive Director - Corporate Services	*	\$168,592	*	\$168,592
Executive Housekeeper	*	\$59,859	*	\$59,859
Executive Secretary	\$3,026	\$31,690	\$58,980	\$34,121
Front Office Manager	\$43,486	\$59,155	\$67,000	\$56,916

## BASIC SALARY ANALYSIS

General Manager	\$39,161	\$120,695	\$212,000	\$126,180
Global Account Director	*	\$119,718	*	\$119,718
Head of Commercial / Business Development	\$80,000	\$112,676	\$140,845	\$111,173
Head Revenue Management	*	\$149,296	*	\$149,296
Hotel Manager	\$41,408	\$83,288	\$131,105	\$86,051
HR Executive	*	\$27,394	*	\$27,394
HR Manager	\$38,028	\$49,606	\$59,155	\$48,930
IT Manager	\$36,000	\$46,479	\$55,000	\$47,896
Manager	\$38,028	\$42,958	\$150,000	\$63,672
Managing Director	\$120,000	\$161,942	\$200,000	\$171,490
Marketing Manager	\$11,779	\$36,861	\$60,000	\$31,563
MICE Manager	*	\$35,211	*	\$35,211
Operations Manager	\$33,590	\$59,155	\$67,606	\$52,717
Pricing Manager	*	\$81,594	*	\$81,594
Product Manager	\$24,000	\$55,000	\$65,000	\$48,982
Project Director	*	\$72,480	*	\$72,480
Project Executive	\$19,718	*	\$30,000	\$24,859
Project Manager	\$42,254	\$46,479	\$61,697	\$50,143
Purchasing Director	*	\$60,606	*	\$60,606
Purchasing Manager	\$38,072	\$61,697	\$116,197	\$71,989
Quality & Process Improvement Manager	*	\$50,704	*	\$50,704
Regional Sales Manager	\$46,479	\$64,789	\$80,986	\$64,085
Regional Travel Lead	*	\$18,709	*	\$18,709
Reservations Manager	*	\$42,254	*	\$42,254
Restaurant Manager	*	\$38,028	*	\$38,028
Revenue Manager	\$20,000	\$39,331	\$63,380	\$41,362
Sales and Marketing Manager	\$34,704	\$43,000	\$65,000	\$46,476
Sales Director	\$74,300	\$95,070	\$187,404	\$108,541
Sales Executive	\$21,127	\$34,260	\$66,000	\$37,740
Sales Manager	\$25,352	\$59,000	\$150,000	\$62,913
Senior Director, Global Sales	*	\$107,969	*	\$107,969
Senior Sales Manager	\$34,986	\$38,873	\$42,254	\$39,591
Senior Travel Consultant	\$53,191	*	\$56,000	\$54,595
Supervisor	*	\$10,141	*	\$10,141
Technical Services Manager	*	\$65,915	*	\$65,915
Ticketing Consultant	\$51,622	\$60,284	\$72,000	\$59,976
Training Co-ordinator	*	\$28,873	*	\$28,873
Training Manager	\$30,250	\$52,868	\$84,507	\$50,656
Travel Consultant	\$18,000	\$26,455	\$27,763	\$24,044
Travel Manager	\$10,312	\$63,380	\$138,732	\$74,576
UX designer	*	\$51,549	*	\$51,549
Vice President Marketing	*	\$170,000	*	\$170,000

# BASIC SALARY ANALYSIS

Vice President Operations	\$92,958	\$150,000	\$200,000	\$147,652
Vice President Sales	\$141,000	\$200,000	\$240,000	\$195,846
Writer	*	\$31,690	*	\$31,690

## 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 be converted to USD to enable analysis on an equal basis.

### Salaries by Country – Singapore 57% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$42,254	\$54,155	\$73,944	\$55,792
Accountant	*	\$30,423	*	\$30,423
Administration Manager	\$25,352	*	\$42,254	\$33,803
Assistant Director of Sales	*	\$35,493	*	\$35,493
Assistant Director of Sales and Marketing	\$53,239	\$60,845	\$66,901	\$60,329
Assistant Manager	\$21,127	\$23,662	\$28,803	\$24,531
Business Analyst	\$31,690	\$46,000	\$47,704	\$41,298
Business Development Manager	\$36,620	\$76,056	\$92,846	\$61,015
Call Centre Guest Service Agent	*	\$17,797	*	\$17,797
CEO	\$67,606	\$84,507	\$195,000	\$117,423
Chef de Cuisine	*	\$19,437	*	\$19,437
Chief Concierge	\$34,000	\$35,950	\$65,493	\$45,148
COO/ Chief Operating & Strategy Officer	\$102,000	\$105,634	\$250,000	\$159,677
Client Servicing Manager	\$21,540	*	\$30,986	\$26,268
Conference, Incentive & Events Consultant	*	\$50,704	*	\$50,704
Consultant	\$25,352	\$32,113	\$63,380	\$38,383
Crew	*	\$25,352	*	\$25,352
Customer Service Manager	\$18,500	\$36,000	\$67,254	\$35,990
Director of F&B	\$60,000	\$70,423	\$85,000	\$69,122
Director of HR	\$65,000	\$92,106	\$120,000	\$87,987
Director of Marketing	\$61,972	\$70,423	\$101,408	\$77,934
Director of Operations	\$59,155	\$76,056	\$98,442	\$76,302
Director of Sales	\$33,803	\$43,944	\$59,155	\$46,901
Director of Sales & Marketing	\$67,606	\$73,521	\$101,408	\$84,930
EAM	\$76,030	\$83,803	\$120,000	\$89,185
Executive Chef	\$74,648	\$76,000	\$129,755	\$88,886
Executive Director - Corporate Services	*	\$168,592	*	\$168,592
Executive Housekeeper	*	\$59,859	*	\$59,859
Executive Secretary	\$31,690	\$33,004	\$58,980	\$41,424
Front Office Manager	\$43,486		\$59,155	\$51,320

## BASIC SALARY ANALYSIS

General Manager	\$54,930	\$120,695	\$200,000	\$119,771
Global Account Director	*	\$119,718	*	\$119,718
Head of Commercial / Business Development	\$80,000	\$112,676	\$140,845	\$111,174
Head Revenue Management	*	\$149,296	*	\$149,296
Hotel Manager	\$41,408	\$76,030	\$123,239	\$80,226
HR Manager	\$38,028	\$49,606	\$59,155	\$48,930
IT Manager	\$36,000	\$46,479	\$55,000	\$47,896
Manager	\$38,028	\$42,958	\$52,394	\$43,644
Managing Director	\$120,000	\$161,972	\$200,000	\$165,795
MICE Manager	*	\$35,211	*	\$35,211
Operations Manager	\$33,590	\$59,155	\$67,606	\$52,717
Product Manager	\$59,155	\$64,320	\$65,000	\$62,825
Project Executive	\$19,718	*	\$30,000	\$24,859
Project Manager	\$42,254	*	\$46,479	\$44,366
Purchasing Manager	*	\$116,197	*	\$116,197
Regional Sales Manager	\$46,479	\$64,789	\$80,986	\$64,085
Reservations Manager	*	\$42,254	*	\$42,254
Restaurant Manager	*	\$38,028	*	\$38,028
Revenue Manager	\$39,331	\$42,000	\$63,380	\$48,178
Sales Director	\$77,465	*	\$95,070	\$86,268
Sales Executive	\$21,127	\$32,000	\$34,260	\$29,129
Sales Manager	\$25,352	\$33,803	\$70,423	\$39,900
Senior Sales Manager	\$34,986	\$38,873	\$42,254	\$39,592
Supervisor	*	\$10,141	*	\$10,141
Technical Services Manager	*	\$65,915	*	\$65,915
Training Coordinator	*	\$28,873	*	\$28,873
Training Manager	\$30,250	\$60,000	\$84,507	\$52,868
Travel Manager	\$52,000	\$84,933	\$138,732	\$90,183
UX designer	*	\$51,549	*	\$51,549
Writer	*	\$31,690	*	\$31,690

### Salaries by Country – Hong Kong 11% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$40,000	\$57,841	\$57,841	\$46,568
Assistant Director of Sales and Marketing	\$58,612	*	\$66,324	\$62,468
Assistant Manager	\$30,000	\$43,188	\$50,000	\$40,388
Business Development Manager	\$46,000	\$77,395	\$192,802	\$91,890
Consultant	*	\$58,612	*	\$58,612
Director of IT	*	\$131,105	*	\$131,105
Executive Chef	\$65,000	\$76,000	\$95,000	\$77,500
Director of Marketing	\$105,000	\$108,630	\$140,000	\$123,112

## BASIC SALARY ANALYSIS

General Manager	\$91,003	\$130,000	\$195,200	\$142,701
Hotel Manager	\$100,000	*	\$131,105	\$115,552
Pricing Manager	*	\$81,594	*	\$81,594
Project Manager	*	\$61,697	*	\$61,697
Purchasing Manager	*	\$61,697	*	\$61,697
Sales and Marketing Manager	\$34,704	\$43,000	\$65,000	\$58,094
Sales Director	\$74,300	\$134,000	\$187,404	\$119,678
Sales Executive	\$23,136	*	\$30,000	\$26,568
Sales Manager	\$26,221	\$39,000	\$65,000	\$44,780
Senior Director, Global Sales	*	\$107,969	*	\$107,969
Travel Consultant	\$18,000	\$21,000	\$27,763	\$24,044
Travel Manager	*	\$128,535	*	\$128,535
Vice President Sales	*	\$200,514	*	\$200,514

### Salaries by Country – China 6% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Administration Manager	*	\$11,089	*	\$11,089
Business Development Manager	\$18,000	\$38,950	\$60,000	\$38,880
Director of Marketing	\$85,000	\$132,000	\$180,000	\$123,903
Director of Revenue	\$48,000	\$50,000	\$128,983	\$68,996
General Manager	\$80,000	\$146,000	\$180,000	\$133,010
Manager	*	\$57,455	*	\$57,455
Purchasing Director	*	\$60,606	*	\$60,606
Travel Manager	\$43,028	*	\$75,758	\$59,392
Vice President Operations	\$92,958	*	\$200,000	\$146,479
Director of F&B	\$48,000	\$65,000	\$84,000	\$65,744
Director of HR	\$48,000	\$67,300	\$140,000	\$83,405
Revenue Manager	\$20,000	\$35,000	\$46,760	\$36,428
Marketing Manager	\$36,861	\$40,000	\$60,000	\$45,620
EAM	\$60,000	\$72,000	\$120,000	\$84,000

### Salaries by Country – Australia 2% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	*	\$42,553	*	\$42,553
General Manager	\$105,780	*	\$106,383	\$106,082
Senior Travel Consultant	\$53,191	*	\$56,000	\$54,596
Ticketing Consultant	\$51,500	\$60,284	\$72,000	\$61,017
Business Development Manager	\$35,000	\$65,000	\$140,000	\$76,555
Sales Manager	\$50,400	\$59,000	\$150,000	\$75,566
Sales Executive	\$53,000	\$57,000	\$66,000	\$58,667

# BASIC SALARY ANALYSIS

## Salaries by Country – Thailand 4% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Asst Vice President - Revenue	*	\$134,601	*	\$134,601
Director of Revenue	\$48,000	\$57,000	\$100,000	\$64,400
CEO	\$150,000		\$300,000	\$225,000
General Manager	\$39,161	\$110,000	\$212,000	\$91,102
Hotel Manager	*	\$43,337	*	\$43,337
Vice President Marketing	*	\$170,000	*	\$170,000
Director of HR	\$35,000	\$45,000	\$75,000	\$51,667
Director of Sales & Marketing	\$34,000	\$76,000	\$105,000	\$67,867
Product Manager	\$24,000	\$39,400	\$55,000	\$38,600
Marketing Manager	\$25,750	\$26,650	\$40,000	\$30,800

## Salaries by Country – Indonesia 1% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Assistant Manager	*	\$17,802	*	\$17,802
Executive Secretary	*	\$3,026	*	\$3,026
Director of Sales	\$48,000	\$60,000	\$66,000	\$58,500
Director of Sales & Marketing	\$36,000	\$60,000	\$84,000	\$67,200
General Manager	\$42,000	\$109,369	\$162,500	\$100,934

## Salaries by Country – India 1% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Director of Revenue	\$29,455	\$50,000	\$70,000	\$54,603
Director of Sales	\$33,000	\$50,000	\$55,000	\$46,500
Director of Sales & Marketing	\$36,000	\$68,000	\$120,000	\$71,840
VP Operations	*	\$150,000	*	\$150,000
Travel Manager	*	\$10,312	*	\$10,312

## Salaries by Country – Macau 1% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Director of Operations	*	\$155,000	*	\$155,000
Front Office Manager	\$60,411	*	\$67,000	\$63,705
Vice President Sales	\$180,000	\$200,000	\$240,000	\$205,000
General Manager	\$90,000	\$96,000	\$176,600	\$124,400

# BASIC SALARY ANALYSIS

## Salaries by Country – Malaysia 5% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Director of Sales	*	\$16,827	*	\$16,827
Account Manager / Key Account Manager	\$30,000	\$36,000	\$56,000	\$38,000
Director of Sales & Marketing	\$31,731	*	\$51,923	\$42,827
EAM	*	\$50,400	*	\$50,400
Marketing Manager	\$11,779	*	\$24,760	\$18,269
Purchasing Manager	*	\$38,072	*	\$38,072
General Manager	\$50,000	\$84,000	\$95,000	\$77,200
Vice President Sales	*	\$141,000	*	\$141,000
Managing Director	*	\$200,000	*	\$200,000

## EXCHANGE RATES

<i>SGD = 1.42</i>	<i>AUD = 1.41</i>	<i>HKD = 7.78</i>	<i>CNY = 6.6</i>	<i>MYR = 4.16</i>
<i>THB = 35.75</i>	<i>INR = 67.9</i>	<i>IDR = 13819</i>	<i>AED = 3.67</i>	<i>JPY = 121</i>

## ADDITIONAL BENEFITS

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

Bonus	73%
Share allocation	8%
Profit Share	8%
Lump sum / cash incentives	7%
Non-cash incentives	13%
More than the statutory holidays / days off	24%
Housing allowance	19%
Company car	9%
Car allowance / mileage	21%
Parking	21%
Clothing allowance/ uniform	10%
Mobile phone/ phone allowance	62%
Complimentary/ discounted hotel rooms, airfare, tour packages	34%
Other	15%

# HIRING FORECAST

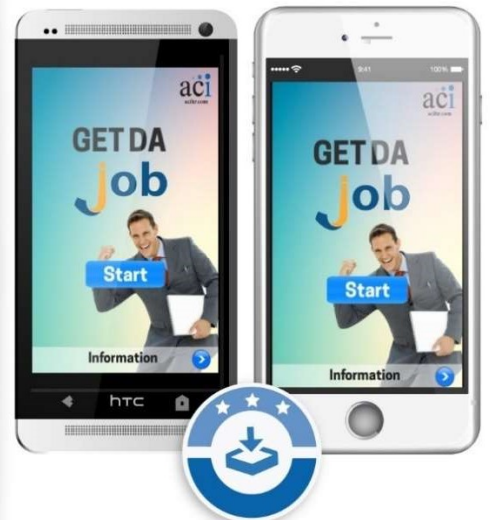
## Hiring Forecast

For the first time in the ACI Report, we directed a question at hiring managers and asked if they themselves and/or their company expected to hire new staff in the next 12 months?



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