



HR Solutions in
Travel & Hospitality



ACI REPORT - 2015

SALARY & EMPLOYMENT TRENDS

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FOREWORD

Foreword

I'm pleased to present our 2015 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 900 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 were used to compile this data, which is presented here in an accessible manner for your convenience and benefit.

We expect demand to continue growing in 2015 as the global economy improves even though there are still challenges ahead. On a positive note for the Travel Industry, oil prices have declined to a level not seen since 2009, which should help to lower transport costs and boost economic growth by lifting purchasing power and private demand in oil importing economies.

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 50 years of combined management experience in the sectors we serve, we are Asia'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 7000 clients and candidates of ACI HR Solutions throughout Asia in January 2015 for employees of different levels to complete. The survey link was also posted on the acihr.com website and included in a range of advertising. We received responses from over 900 recipients.

REPORT FORMAT

The ACI Report 2015 is presented in a very simple manner 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

The number of international tourists (overnight visitors) reached 1,138 million in 2014, 51 million more than in 2013. With an increase of 4.7%, this is the fifth consecutive year of above average growth since the 2009 economic crisis.

By region, the Americas (+7%) and Asia and the Pacific (+5%) registered the strongest growth with international tourist arrivals increasing by 13 million to 263 million. The best performance was recorded in North-East Asia and South Asia (both +7%). Arrivals in Oceania grew by 6%, while growth slowed down in South-East Asia (+2%) as compared to previous years.¹

In the region's hotel sector, the Asia Pacific saw revenue per available room (RevPAR) increase by +0.5% for year-end 2014. During the same time period, occupancy increased by +2.1% on a year over year basis.

The region showed a large variety in performance, with some notable highlights (in local currency) by region:

Pacific

Both Australia and New Zealand saw increases in occupancy and average daily rate (ADR), continuing the trend of stable growth in the last few years. Australia saw a RevPAR increase of +4.1% and New Zealand +8.4% and a rate growth trend is likely to continue in both countries in 2015.

Central and South Asia

For year-end 2014, India saw positive RevPAR growth for the first time in more than five years. Ever since the Global Financial Crisis (GFC), India showed negative growth but with an increase in occupancy in markets such as Mumbai, Goa and Jaipur, the country managed to achieve an overall positive outcome by year-end. However, it should be noted that the country does not only consist of many varying stories in itself, due to size and fragmentation; but also that ADR continues to be a challenge, most significantly in Delhi NCR and Chennai. Rates are arguably still declining in many markets and the common opinion is that rates need a lift, as this decline would seem to be more than an overall correction.

Greater China

China as a whole saw some occupancy growth year-over-year, with Shenzhen and Sanya leading the way with double-digit growth, partially as a result of lower supply growth but rates in many key markets fell back and drove RevPAR negatively, compared to 2013. China has a large variance across markets; there were naturally exceptions to this overall trend. Chengdu continues to see strong supply growth, putting pressure on performance, resulting in a decline of -8.5% in RevPAR year-over-year.

Hong Kong, however, managed a RevPAR growth of +1.6% and it can be argued that growth was somewhat held back by political tension during the market's peak season of Q4.

ANALYSIS

Looking ahead for Beijing, recent data suggests continuous declines in ADR performance, resulting in a notable downgrade of RevPAR growth expectations for 2015. However, this is expected to change, as supply growth for the Chinese capital is most likely to slow and release pressure on rates in 2016.

RevPAR growth guidance for Hong Kong also saw a downgrade, now forecasted at +2.6% for 2015.

Japan

Japan continued overall hotel performance growth, with RevPAR increasing +11.8% since 2013, mainly driven by ADR increases in almost all markets across the country. Limited supply growth and the depreciation of the yen are some of the key reasons behind the demand growth. Tokyo is forecasted to see a slight RevPAR growth decline in 2015, mainly driven by occupancy.

Southeast Asia

In Southeast Asia, Indonesia eventually saw some expected weaker year-over-year numbers, after quite some time of double-digit growth. Rates continued to grow but occupancy decreased in a number of markets, some reasons being the new Government's limitation on meetings in hotels and also a stronger increase in new supply in key markets.

Singapore and the Philippines grew RevPAR by +1.3% and +6.6% respectively, whereas Malaysia saw a slight drop overall (-0.3%), driven by occupancy. Singapore is likely to see a slight additional rate growth before the new supply starts to hit the market.

The recovery in Thailand was visible 6-8 months after the coup and Martial Law was imposed, and Q4 most notably showed some relatively strong numbers, even when compared historically. Resilience continues to be strong and Bangkok performed well in Q4. In fact, it was the best Q4 for Bangkok occupancy since 2006.

Performance is set against a development pipeline in Asia Pacific that continues to be strong overall with a +14% increase in rooms over existing supply, with the biggest increases seen in Central & South Asia followed by Southeast Asia. At +5% Australia and Oceania see slower growth than other regions.

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

ANALYSIS

THE SURVEY

The ACI Report is a unique publication with a sample of over 900 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 China (12%), Hong Kong (7%) and Thailand (6%) also providing robust samples.

By Sector, most respondents were employed in the hospitality industry (39%), but the study includes a broad cross-section of industries, including aviation, GDS/technology, MICE, travel agencies and tourism boards. Of the respondents, 68% came from large companies (of 100 staff or more), 59% were male and 93% held permanent full-time employment.

53% of the respondents have worked in tourism for 10 years or more, while the overwhelming majority (88%) has been employed with their current employer for 5 years or less – slightly higher to last year's 82% figure. The number of those employed with their present company for 12 months or less rose significantly to 45%, from the 32% we saw last year. This could be the result of one or more of the following factors:

- The continuing improvement in the economy and outlook is allowing employees to look for opportunities elsewhere;
- More offices and hotel openings are driving a surge of recruitment in the region;
- Companies are continuing efforts to look for external recruits and head-hunt in an effort to find best staff.

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 48% higher than female respondents. The gap widening from the 12% 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 has jumped to 40% from 30% in 2014. At the same time, those that did see their salary increase was down on previous year, with the 1-5% range dropping slightly to 37% from the 39% in 2014, and the higher range of >6% salary increase at 23% of respondents, down from the 29% seen in 2014.

The conservative results could indicate the following:

- Whilst Asia's economy progressed positively, respondents may be working for multi-nationals headquartered in the more cautious economies of Europe and US. Thus not in a position to offer a salary increases or only modest amounts.

On respondents' bonus amounts received, a majority 51% saw 1-2 months bonus, with 24% receiving an amount less than one month or zero.

ANALYSIS

CAREER PROGRESSION

The importance of career development on employee satisfaction was similar to previous years'; 68% of respondents said that career progression was either 'extremely important or 'very important' compared to 71% in 2014. Interestingly, employees appear more satisfied with their current prospects than they did in 2014 with 39% of those surveyed saying they believed that their current employer offered 'excellent' or 'good' opportunities for career progression, up on 2014's 34%. Although, 26% still felt career prospects with their current employer were 'poor' or 'zero'; slightly higher than last year's 22%.

This increasing contentedness with existing career development opportunities could indicate the follow:

- A more competitive job market is making employers look at developing their internal recruitment policies and encouraging employers to retain their good staff with increased responsibilities:
- The improved economic outlook has allowed companies to expand operations, creating new opportunities for existing staff in new areas of the business.

Also, for the first time in our survey, we asked respondents about their 12 months plan to change employer and/or industry, whilst 51% said they had no plans to move, 38% did say they would be changing employers in 2015, and of more concern for the industry, 11% said they would look to leave for another industry.

ACTUAL SALARIES

Salary growth was more modest according to the 2015 survey; underlining their reputation in respective regions as surging economies, average salaries from China and Indonesia again registered solid growth with both seeing salaries increase by over 21% compared to 2014. This was followed by Thailand (13%) and Australia (9%). On actual highest average salaries from the survey, that once again belonged to Macau with (U\$108,040), followed by Australia (U\$89,207) and Hong Kong (U\$82,975). Philippines posted the survey's lowest average salary (U\$44,042).

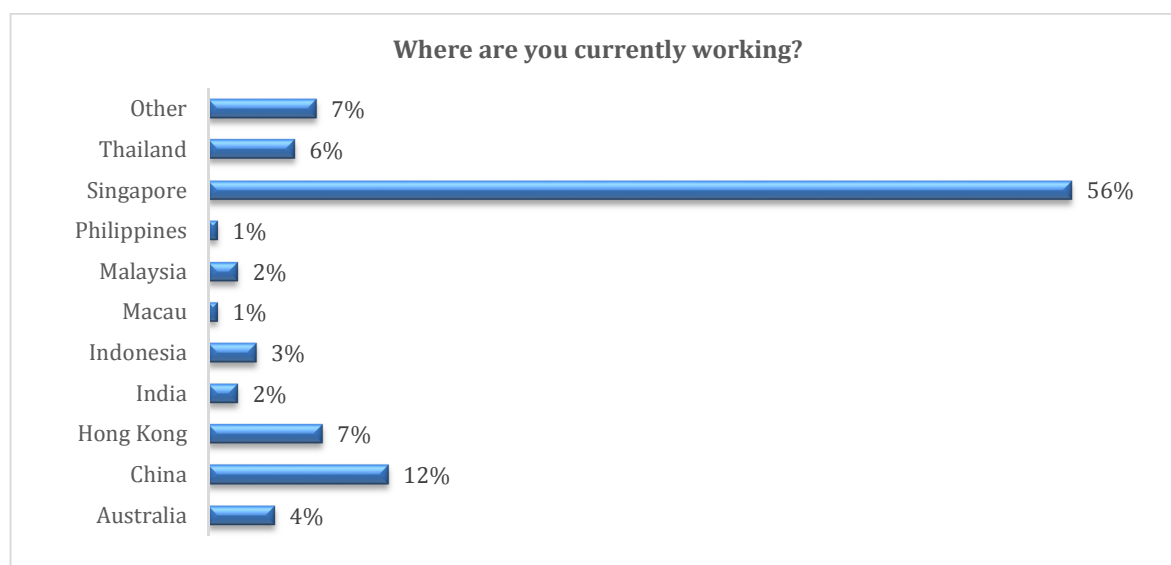
- 1) Source: UNWTO World Tourism Barometer
- 2) Source: STR Global

BREAKDOWN OF RESPONDENTS

Breakdown of Respondents

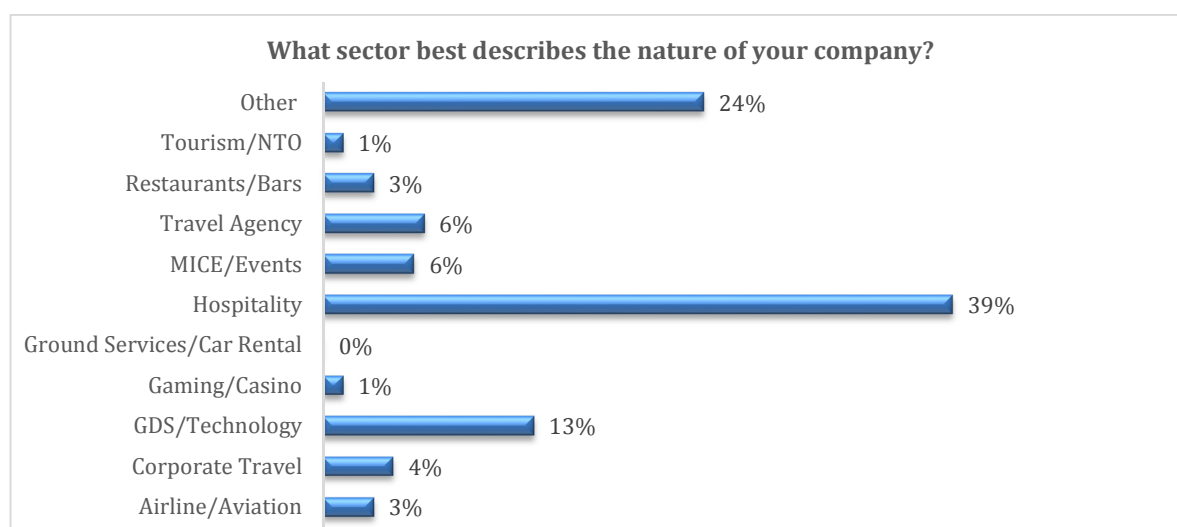
RESPONDENTS BY LOCATION

The graph below shows the country where the respondents work.



SECTOR BREAKDOWN

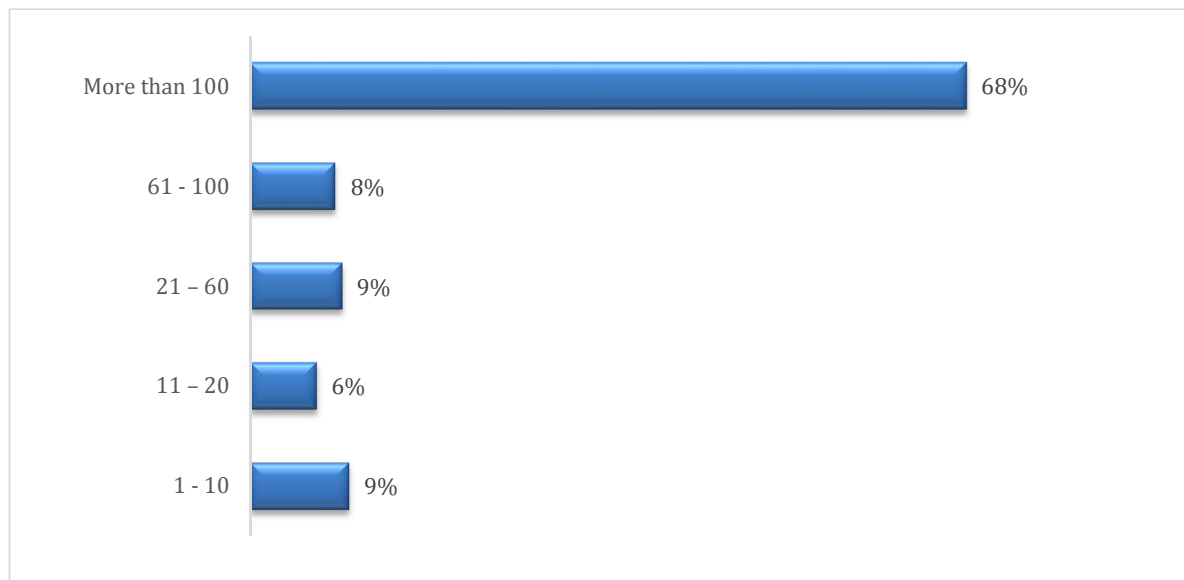
The graph below shows what sectors of the industry the respondents work in.



BREAKDOWN OF RESPONDENTS

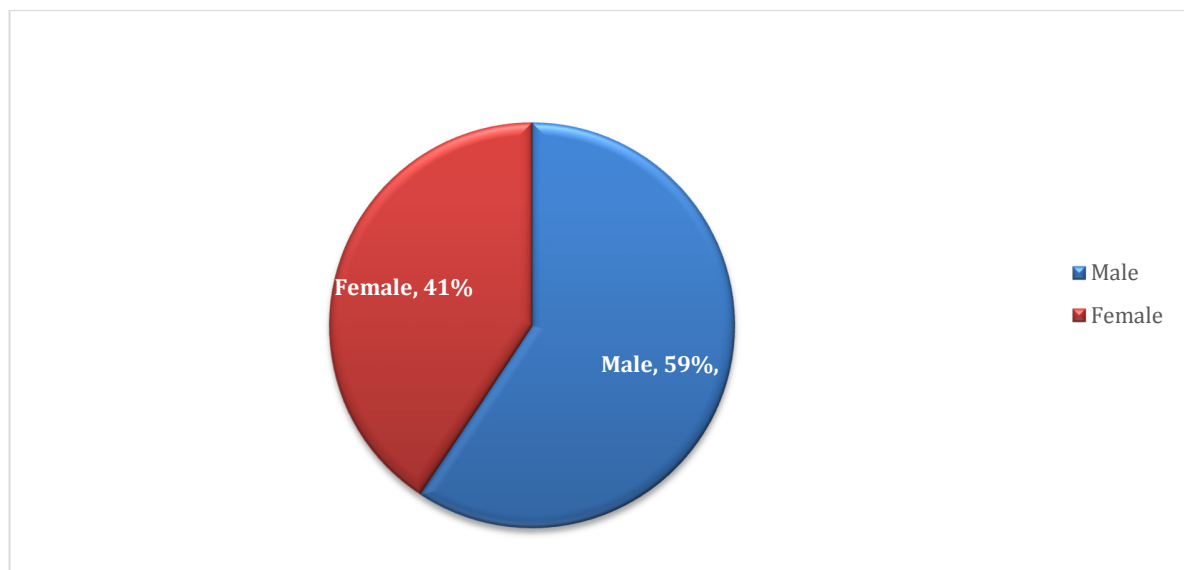
NUMBER OF PEOPLE IN ORGANISATION

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



GENDER OF RESPONDENTS

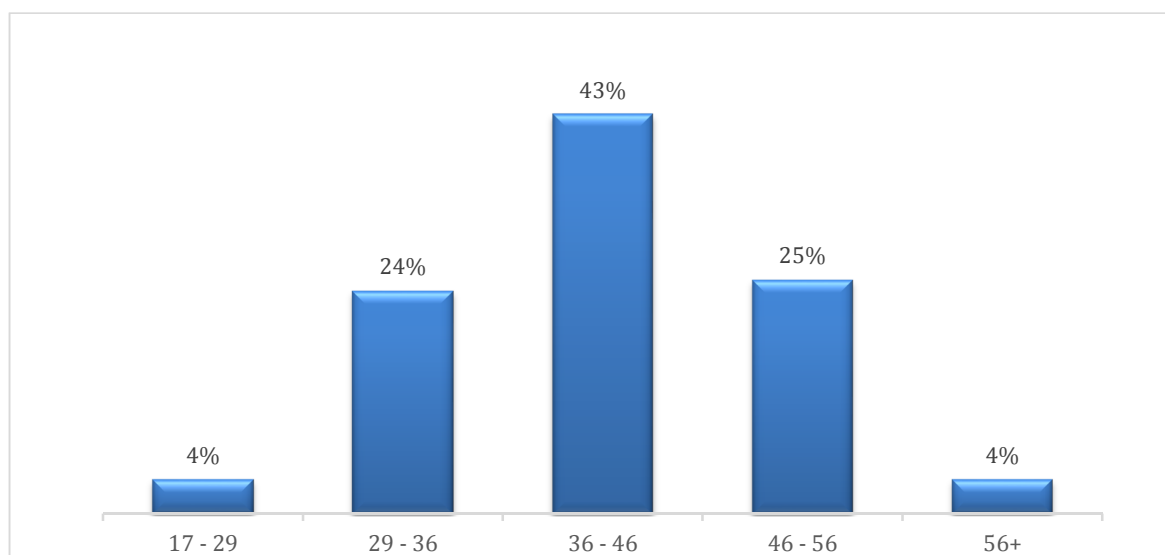
The graph below shows the gender of all respondents.



BREAKDOWN OF RESPONDENTS

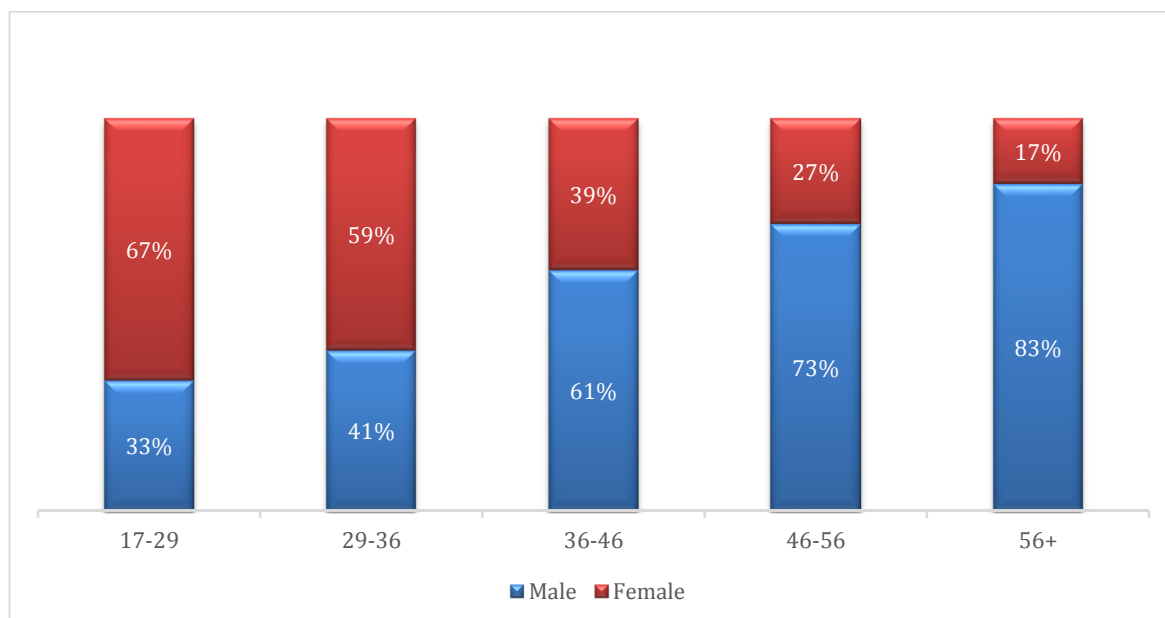
AGE OF RESPONDENTS

The graph below shows the age of all respondents.



AGE OF RESPONDENTS BY GENDER

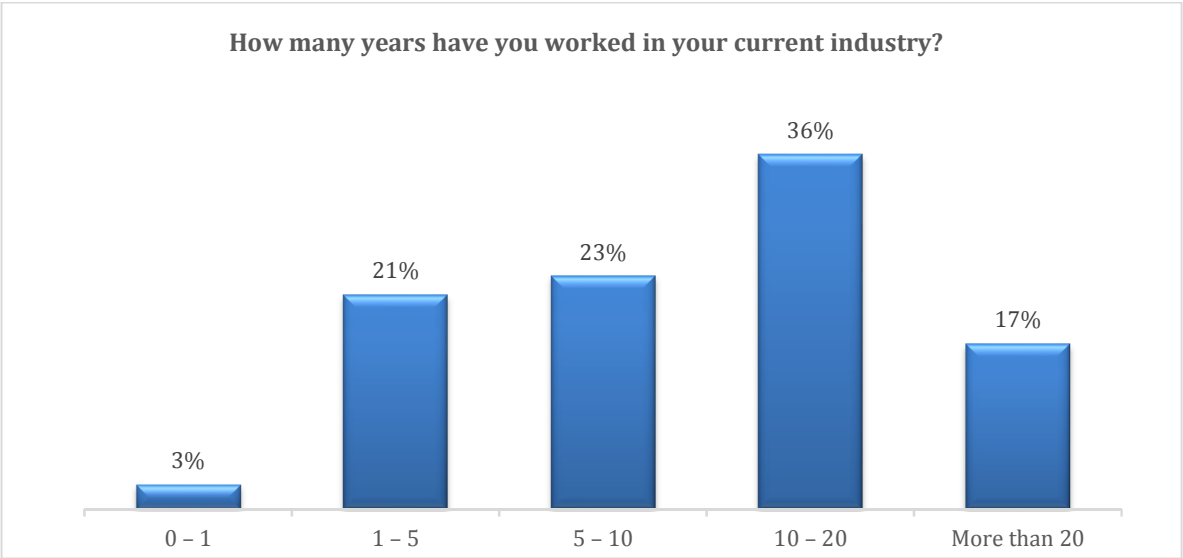
The graph below shows the age of the respondents by gender.



BREAKDOWN OF RESPONDENTS

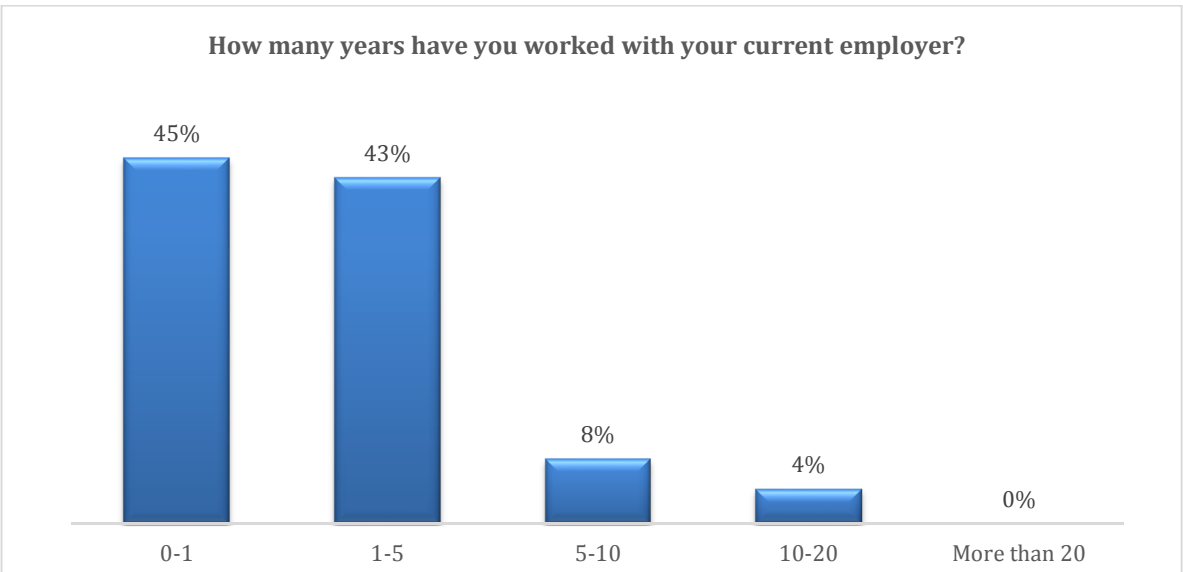
TRAVEL & HOSPITALITY INDUSTRY EXPERIENCE

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



CURRENT EMPLOYER

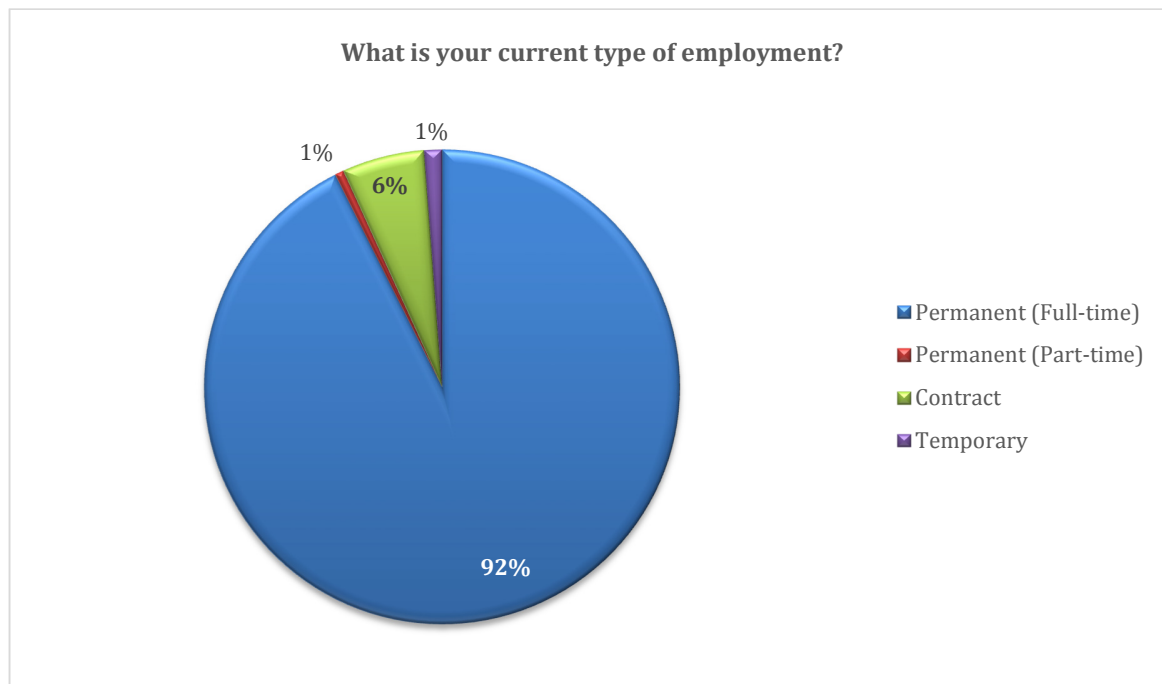
The graph below shows a breakdown of the number of years working with current employer of all respondents.



BREAKDOWN OF RESPONDENTS

EMPLOYMENT STATUS

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



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Turnover?

Frustrated
Employees?

Your Best
People
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Performance?

Inconsistent
Profitability

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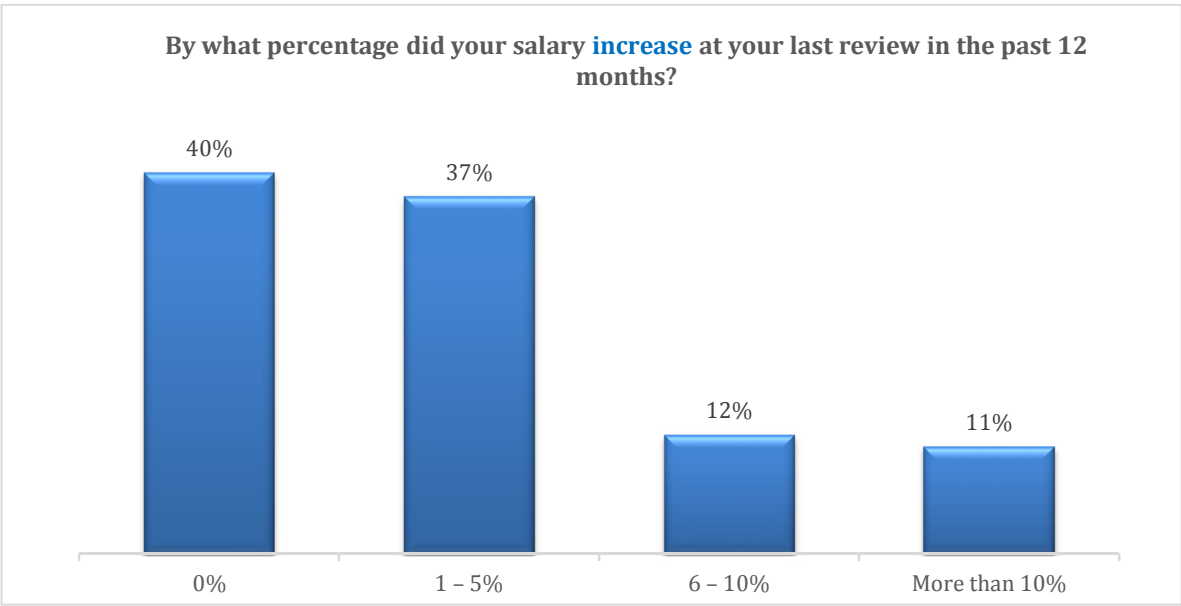
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SALARY AND CAREER PROGRESSION

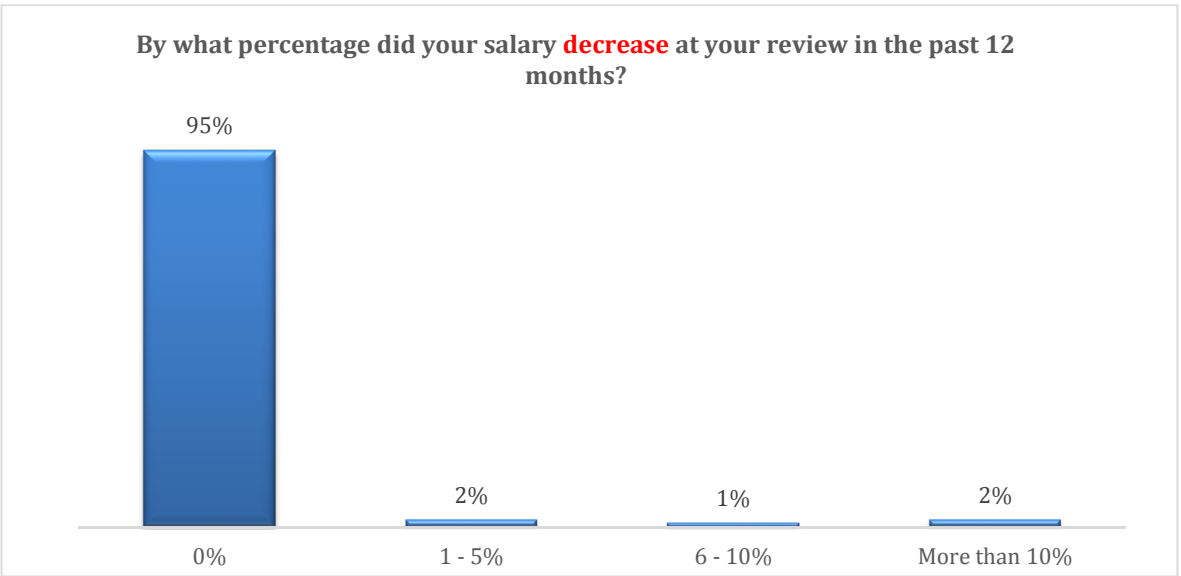
Salary and Career Progression

SALARY INCREASE / DECREASE OVER PAST 12 MONTHS

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



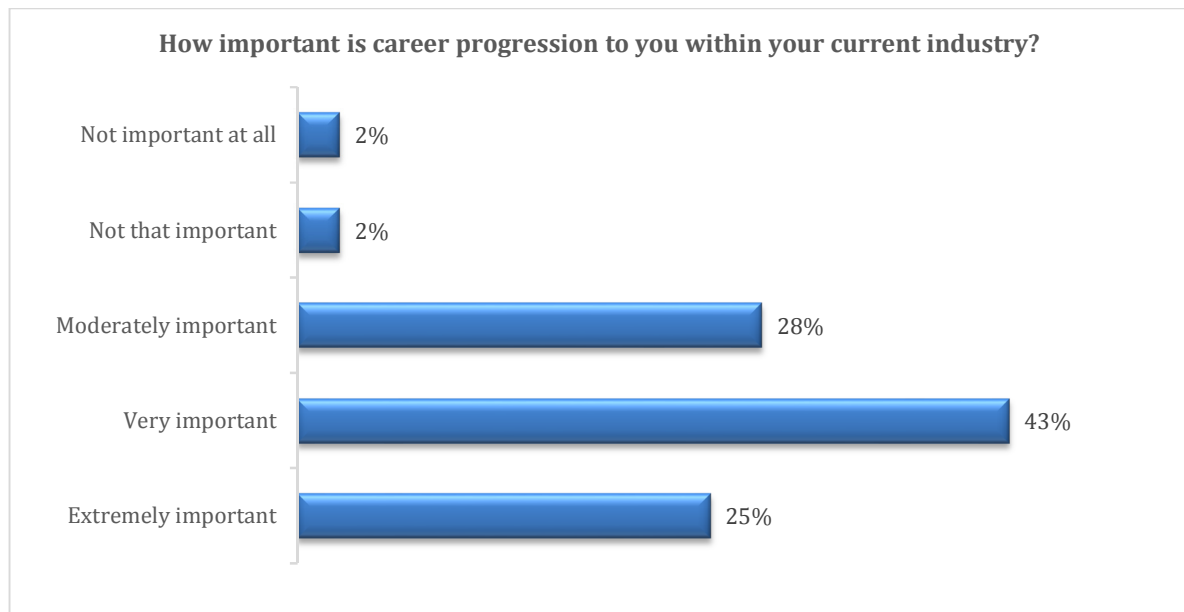
The graph below shows the salary decreases of respondents over the past year.



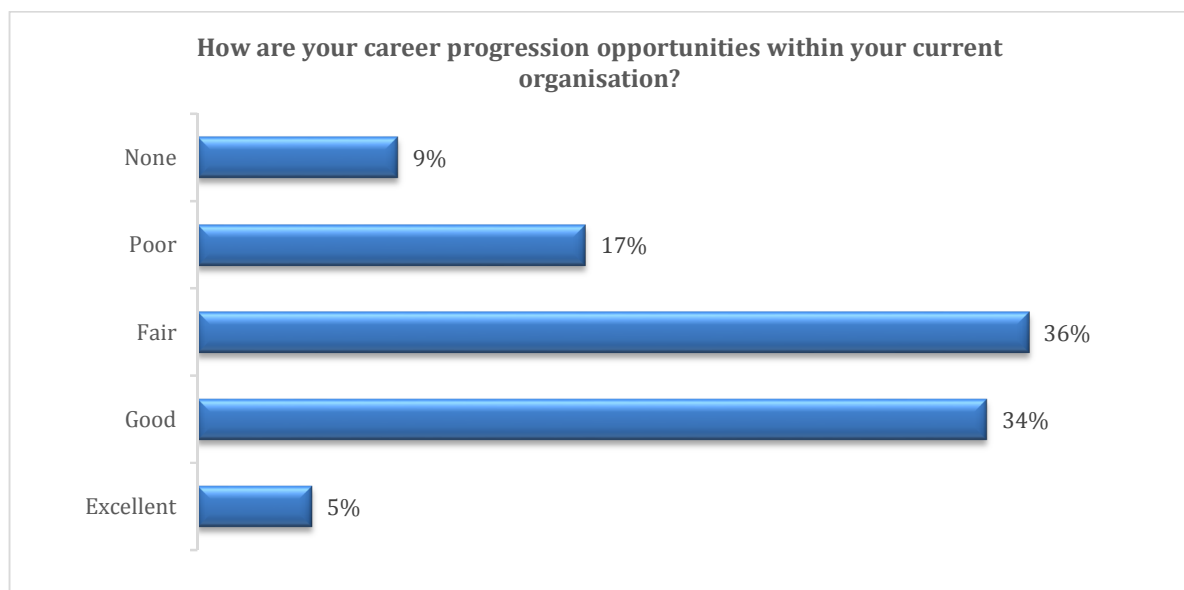
SALARY AND CAREER PROGRESSION

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.

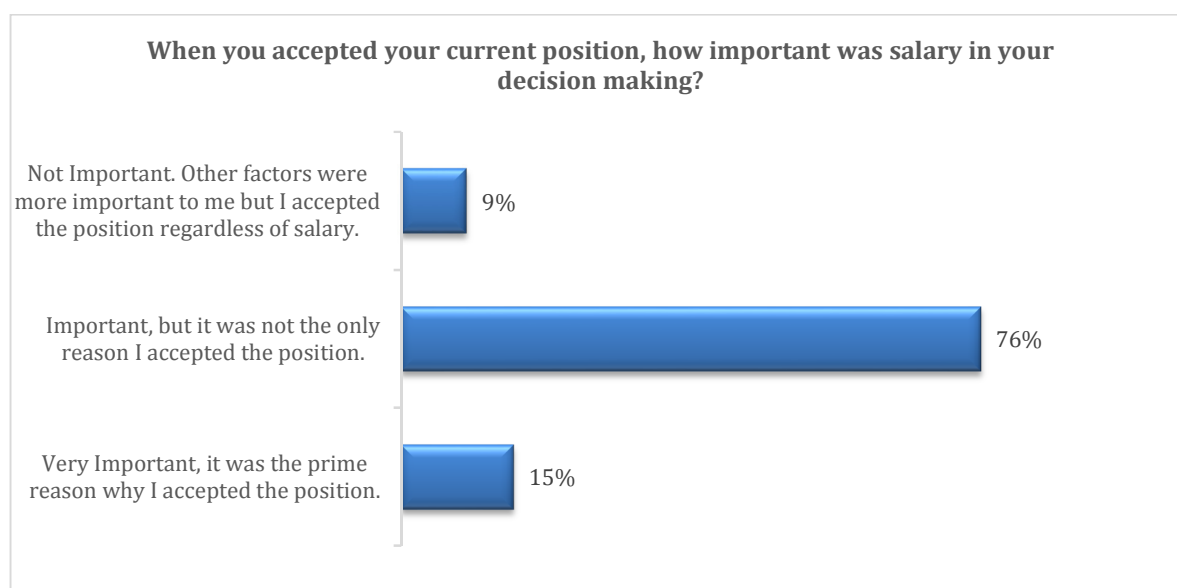


BASIC SALARY ANALYSIS

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.



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

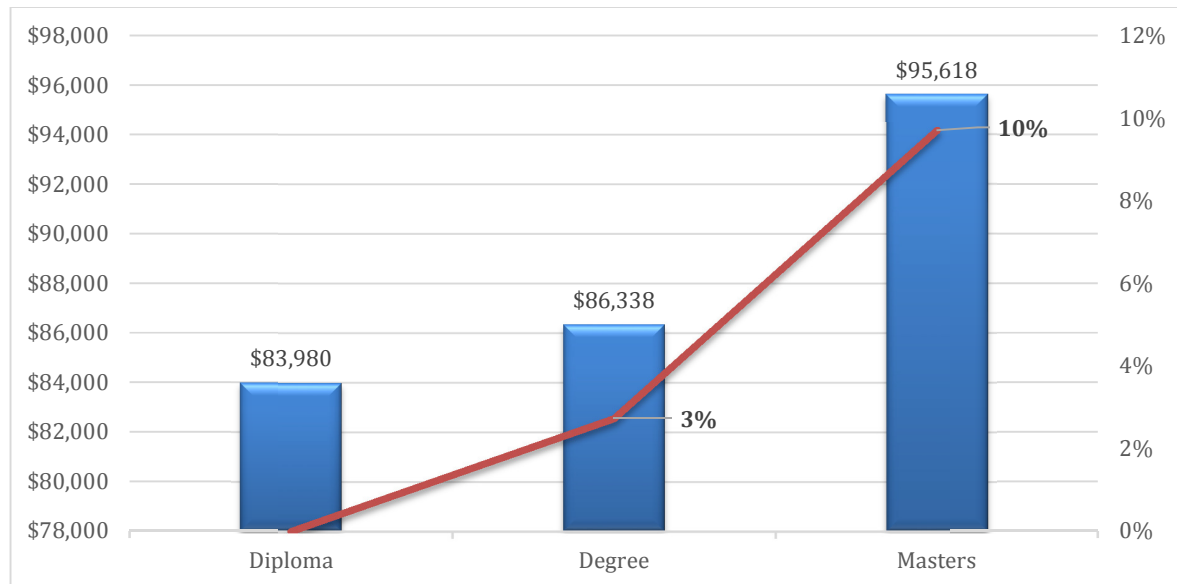
	17-28yrs	29-35yrs	36-45yrs	46-55yrs	56+yrs
Extremely Important	83%	26%	29%	17%	33%
Very Important	17%	46%	39%	43%	33%
Moderately Important		26%	29%	33%	17%
Not that important	-	0%	1%	5%	17%
Not important at all	-	2%	2%	2%	-

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	100%	23%	17%	7%	17%
Important	-	72%	74%	83%	33%
Not important	-	5%	9%	10%	50%

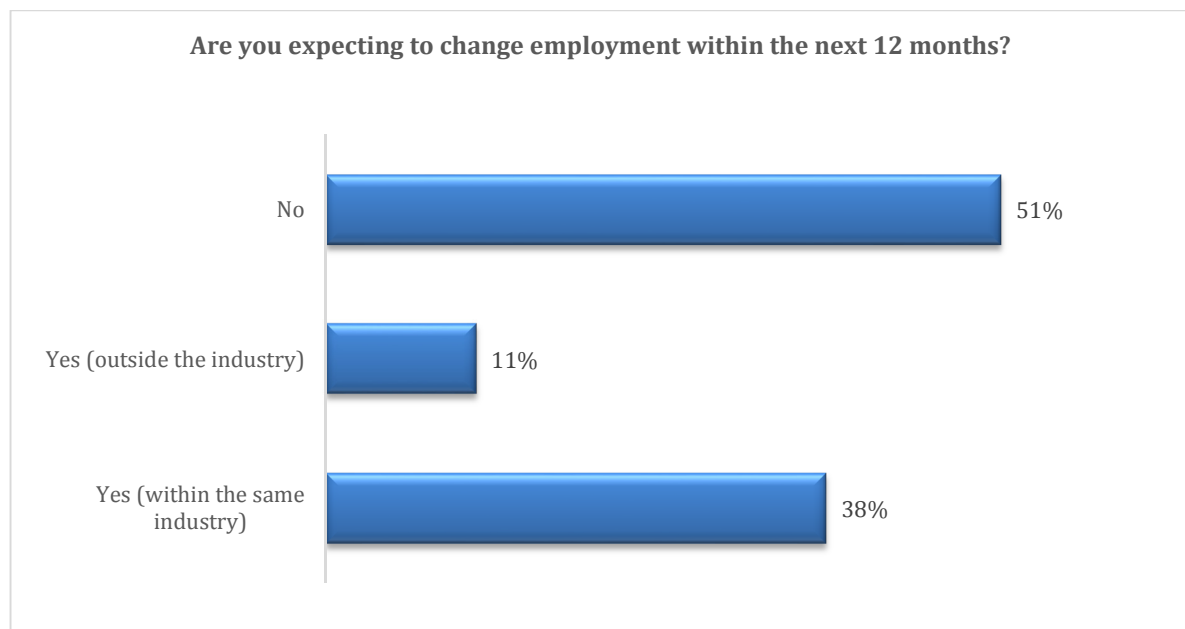
BASIC SALARY ANALYSIS

SALARY VS. EDUCATION



EMPLOYEE MOVEMENT

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





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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.

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$12,000	\$50,000	\$130,000	\$53,735
Administration Manager	\$30,000	\$42,000	\$62,000	\$44,517
Area Revenue Manager	\$55,000	\$82,500	\$125,000	\$77,917
Area Sales Manager	\$12,000	\$50,000	\$100,000	\$60,250
Assistant Director	*	\$88,600	*	\$88,600
Assistant Director of Sales and Marketing	\$24,000	\$50,000	\$115,000	\$51,357
Assistant Marketing Manager	*	\$30,720	*	\$30,720
Assistant Product Manager	\$50,000	*	\$65,000	\$57,500
Business Analyst	\$46,000	\$49,200	\$90,000	\$57,360
Business Development Manager	\$12,000	\$55,000	\$156,000	\$66,927
Business Owner	*	\$100,000	*	\$100,000
Cabin Attendant	\$30,000	\$32,333	\$34,000	\$31,866
CEO	\$80,000	\$190,000	\$550,000	\$198,690
Chief Concierge	\$24,000	\$34,000	\$65,000	\$35,950
Chief Operating Officer	\$102,000	\$150,000	\$250,000	\$190,750
Client Service Director	*	\$72,000	*	\$72,000
Consultant	\$50,238	\$60,000	\$100,000	\$67,670
cook	\$8,500	\$13,000	\$17,556	\$15,742
Country Manager	*	\$80,000	*	\$80,000
Customer Service Manager/ Officer	\$17,600	\$30,250	\$36,000	\$26,060
Director of E-Commerce	\$40,000	\$82,066	\$154,000	\$88,711
Director of Food & Beverage	\$30,000	\$60,000	\$85,000	\$61,066
Director of HR	\$24,000	\$65,000	\$200,000	\$92,106
Director of Investment	*	\$100,615	*	\$100,615
Director of IT	\$40,000	\$65,000	\$85,000	\$65,343
Director of Marketing	\$27,500	\$90,000	\$180,000	\$85,861
Director of Operations	\$36,000	\$80,250	\$215,000	\$98,442
Director (Head) of Revenue	\$48,000	\$70,000	\$170,000	\$98,261
Director of Sales	\$23,000	\$81,600	\$200,000	\$96,664
Director of Sales & Marketing	\$34,000	\$90,000	\$150,000	\$90,100
Director of Technical Services	\$89,166	\$120,000	\$150,000	\$119,687
Director, Leisure Travel	*	\$200,000	*	\$200,000
EAM	\$9,600	\$76,030	\$120,000	\$76,907

BASIC SALARY ANALYSIS

Engineer	\$24,000	\$60,000	\$75,000	\$56,320
Executive Chef	\$24,000	\$76,000	\$129,756	\$75,141
Executive Secretary	\$7,000	\$32,974	\$58,980	\$33,004
F&B Manager	\$30,000	\$54,000	\$63,000	\$52,395
Finance Manager	\$36,288	\$76,850	\$120,000	\$73,588
Financial Controller	\$58,536	\$102,000	\$178,860	\$106,745
Front Office Manager	\$22,000	\$43,000	\$70,250	\$47,290
General Manager	\$35,600	\$130,000	\$320,000	\$141,858
Guest Services Assistant	*	\$35,000	*	\$35,000
Head of Commercial/ Business Development	\$99,060	\$126,300	\$180,000	\$135,227
Head of Department	\$28,000	*	\$33,200	\$30,600
Human Resources Manager	\$44,000	\$51,745	\$70,000	\$54,724
IT Manager	\$36,000	\$50,000	\$55,000	\$52,000
Load Control Officer	*	\$24,000	*	\$24,000
Manager	\$22,000	\$68,250	\$150,000	\$75,208
Managing Director	\$120,000	\$180,000	\$200,000	\$167,000
Market Executive	*	\$31,000	*	\$31,000
Market Manager	\$25,000	\$36,000	\$81,650	\$43,880
Marketing Manager	\$10,600	\$48,000	\$120,000	\$60,000
Operations Manager	\$33,590	\$44,000	\$60,000	\$41,290
Owner	*	\$100,000	*	\$100,000
Pre-Sales Engineer	*	\$70,900	*	\$70,900
Product Manager	\$24,000	\$65,000	\$105,000	\$64,320
Project Manager	\$30,000	\$70,000	\$180,000	\$76,645
Regional Director of Marketing	*	\$125,000	*	\$125,000
Regional Director of Sales	\$70,000	\$81,280	\$100,000	\$84,170
Regional HR Director	*	\$105,750	*	\$105,750
Revenue Manager	\$20,000	\$42,000	\$48,000	\$39,331
Sales and Marketing Manager	\$35,124	\$53,892	\$82,000	\$60,180
Sales Executive	\$12,000	\$32,000	\$67,762	\$34,260
Sales Manager	\$9,600	\$43,000	\$150,000	\$51,721
Senior Conference Producer	\$57,586	*	\$65,586	\$61,586
Senior Development Manager	*	\$46,155	*	\$46,155
Senior Executive	*	\$17,796	*	\$17,796
Senior Market Manager	*	\$65,000	*	\$65,000
Senior Marketing Executive	\$35,000	*	\$45,000	\$40,000
Senior Sales Executive	*	\$30,000	*	\$30,000
Senior Sales Manager	\$47,388	*	\$90,000	\$68,694

BASIC SALARY ANALYSIS

Sous Chef	\$30,240	\$38,856	\$40,980	\$35,400
Subject Matter Expert/Demand Expert	*	\$7,090	*	\$7,090
Team Leader	*	\$50,000	*	\$50,000
Technical Support	\$41,600	\$69,000	\$85,800	\$60,100
Tender Coordinator	*	\$42,000	*	\$42,000
Ticketing Consultant	\$16,000	\$48,000	\$68,000	\$40,773
Training Manager	\$25,000	\$30,250	\$60,000	\$36,716
Travel Consultant	\$8,200	\$35,000	\$72,000	\$33,885
Travel Manager	\$52,000	\$101,000	\$118,200	\$84,933
Vice President Operations	\$80,000	\$125,000	\$200,000	\$126,666
Vice President Sales	\$80,000	\$138,000	\$300,000	\$156,723
Vice President Development	\$136,200	*	\$200,000	\$168,100
Vice President Hotels Group	*	\$200,000	*	\$200,000
Vice President Sales & Marketing	*	\$155,000	*	\$155,000

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 56% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$49,908	\$60,000	\$130,000	\$69,985
Area Sales Manager	\$54,000	\$57,000	\$100,000	\$73,667
Assistant Director	*	\$88,600	*	\$88,600
Assistant Director of Sales and Marketing	*	\$115,000	*	\$115,000
Assistant Marketing Manager	*	\$30,720	*	\$30,720
Assistant Product Manager	*	\$50,000	*	\$50,000
Business Analyst	\$46,000	*	\$90,000	\$68,000
Business Development Manager	\$35,000	\$64,555	\$156,000	\$92,846
CEO	\$100,000	\$140,000	\$550,000	\$195,000
Chief Concierge	\$24,000	\$34,000	\$65,000	\$35,950
Chief Operating Officer	\$102,000	\$123,000	\$200,000	\$140,200
Client Service Director	*	\$72,000	*	\$72,000
Consultant	\$60,000	\$60,000	\$60,000	\$60,000
Cook	\$11,220	\$12,684	\$17,556	\$13,008
Customer Service Manager/ Officer	\$17,600	\$25,000	\$33,600	\$23,700

BASIC SALARY ANALYSIS

Director of Food & Beverage	\$60,000	\$70,000	\$84,000	\$68,500
Director of HR	\$57,000	\$87,500	\$171,696	\$82,662
Director of IT	*	\$75,000	*	\$75,000
Director of Marketing	\$42,000	\$90,000	\$160,000	\$87,585
Director of Operations	\$75,000	\$100,000	\$180,000	\$101,250
Director (Head) of Revenue	\$60,000	\$105,055	\$160,000	\$111,611
Director of Sales	\$23,000	\$106,300	\$200,000	\$95,800
Director of Sales & Marketing	\$86,880	\$98,000	\$121,000	\$96,456
Director of Technical Services	\$89,166	\$120,000	\$150,000	\$119,690
Director, Leisure Travel	*	\$200,000	*	\$200,000
EAM	\$85,000	\$99,000	\$105,000	\$101,600
Engineer	\$24,000	\$60,000	\$75,000	\$56,320
Executive Chef	\$49,560	\$86,100	\$129,756	\$92,544
Executive Secretary	\$27,000	\$45,000	\$58,980	\$45,648
Finance Manager	\$36,288	\$57,800	\$82,932	\$59,157
Financial Controller	\$58,536	\$102,000	\$178,860	\$109,200
F&B Manager	\$40,157	\$44,395	\$63,000	\$48,100
Front Office Manager	\$30,732	\$43,000	\$70,250	\$48,232
General Manager	\$35,600	\$128,160	\$200,000	\$120,695
Head of Commercial / Business Development	\$116,000	\$126,300	\$175,000	\$139,100
Head of Department	*	\$28,000	*	\$28,000
HR Manager	\$40,000	\$53,150	\$70,000	\$55,661
IT Manager	\$36,000	\$50,000	\$55,000	\$52,000
Load Control Officer	*	\$24,000	*	\$24,000
Manager	\$22,000	\$52,000	\$72,000	\$53,738
Managing Director	*	\$180,000	*	\$180,000
Marketing Manager	\$42,000	\$54,348	\$75,720	\$55,333
Operations Manager	\$33,590	\$44,000	\$56,000	\$40,041
Owner	*	\$100,000	*	\$100,000
Pre-Sales Engineer	*	\$70,900	*	\$70,900
Product Manager	\$45,000	\$50,500	\$90,000	\$63,250
Project Manager	\$30,000	\$60,000	\$180,000	\$75,560
Revenue Manager	\$38,000	\$40,000	\$42,000	\$40,000
Sales & Marketing Manager	\$35,124	\$53,892	\$82,000	\$60,180
Sales Executive	\$12,000	\$26,800	\$32,000	\$22,845
Sales Manager	\$30,000	\$42,640	\$62,000	\$43,307
Senior Conference Producer	\$57,586	*	\$65,656	\$61,586
Senior Executive	*	\$17,796	*	\$17,796
Senior Marketing Executive	\$35,000	*	\$45,000	\$40,000
Senior Sales Manager	\$47,388	*	\$90,000	\$68,694
Sous Chef	\$30,240	\$38,856	\$40,980	\$35,400
Team Leader	*	\$50,000	*	\$50,000

BASIC SALARY ANALYSIS

Technical Support	\$41,600	\$69,000	\$85,800	\$60,100
Tender Coordinator	*	\$42,000	*	\$42,000
Ticketing Consultant	\$16,000	\$22,000	\$48,000	\$25,067
Training Co-ordinator	\$25,000	\$30,250	\$60,000	\$35,413
Travel Consultant	\$22,400	\$36,000	\$48,000	\$30,375
Travel Manager	\$76,000	\$110,000	\$118,200	\$101,400
Vice President Operations	\$80,000	\$135,000	\$200,000	\$127,000
Vice President Sales	\$85,625	\$145,000	\$300,000	\$145,400

Salaries by Country – China 12% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager	\$12,000	\$22,000	\$48,000	\$27,333
Area Revenue Manager	*	\$55,000	*	\$55,000
Area Sales Manager	\$12,000	\$19,400	\$50,000	\$24,275
Business Development Manager	\$18,000	\$38,950	\$60,000	\$38,880
Chief Executive Officer	\$80,000	\$150,000	\$250,000	\$150,000
Director of Food & Beverage	\$48,000	\$65,000	\$84,000	\$65,744
Director of HR	\$48,000	\$67,300	\$140,000	\$83,405
Director of IT	\$40,000	\$60,090	\$85,000	\$61,018
Director of Marketing	\$50,000	\$85,000	\$180,000	\$98,610
Director of Operations	\$36,000	\$80,000	\$81,000	\$80,124
Director of Revenue	\$48,000	\$50,000	\$65,000	\$53,000
Director of Sales	\$24,000	\$56,000	\$81,600	\$69,955
Director of Sales & Marketing	\$36,000	\$82,700	\$120,000	\$82,308
EAM	\$60,000	\$72,000	\$120,000	\$72,000
Executive Chef	\$24,000	\$60,000	\$90,000	\$58,500
F&B Manager	\$30,000	\$60,000	\$80,000	\$57,120
General Manager	\$48,000	\$125,000	\$320,000	\$148,646
Human Resources Manager	\$18,000	\$30,000	\$38,000	\$28,993
Manager	*	\$150,000	*	\$150,000
Managing Director	*	\$120,000	*	\$120,000
Marketing Manager	\$20,000	\$40,000	\$60,000	\$36,861
Regional Director of Marketing	*	\$125,000	*	\$125,000
Regional HR Director	*	\$105,750	*	\$105,750
Revenue Manager	\$20,000	\$35,000	\$46,760	\$36,428
Sales Manager	\$12,000	\$28,000	\$50,000	\$32,325
Senior Development Manager	*	\$46,155	*	\$46,155
VP Hotels Group	*	\$200,000	*	\$200,000

BASIC SALARY ANALYSIS

Salaries by Country – Hong Kong 7% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager	\$40,000	\$43,000	\$47,000	\$45,000
Administration Manager	\$30,000	\$41,000	\$50,000	\$37,750
Business Development Manager	\$46,000	\$77,395	\$80,000	\$63,254
CEO	\$100,000	\$200,000	\$360,000	\$201,000
Director of E-Commerce	*	\$154,000	*	\$154,000
Director of Investment	*	\$100,615	*	\$100,615
Director of Operations	\$64,000	\$100,000	\$215,000	\$114,750
Director of Sales	\$55,000	\$74,300	\$134,000	\$83,010
Director of Sales & Marketing	\$60,000	\$105,000	\$140,000	\$108,630
Executive Chef	\$65,000	\$76,000	\$95,000	\$77,500
General Manager	\$120,000	\$130,000	\$180,000	\$139,608
Manager	*	\$100,000	*	\$100,000
Market Executive	*	\$31,000	*	\$31,000
Market Manager	*	\$81,650	*	\$81,650
Marketing Manager	\$45,500	\$72,000	\$83,000	\$66,625
Sales Manager	\$39,000	\$43,000	\$65,000	\$50,675
Senior Market Manager	*	\$65,000	*	\$65,000
Senior Sales Executive	*	\$30,000	*	\$30,000
Travel Consultant	\$18,000	\$21,000	\$27,000	\$26,455

Salaries by Country – Thailand 6% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$21,000	\$25,000	\$92,100	\$34,461
Business Development Manager	*	\$50,000	*	\$50,000
Chief Operating Officer	\$200,000	*	\$240,000	\$220,000
Country Manager	*	\$80,000	*	\$80,000
Director of Food & Beverage	*	\$60,000	*	\$60,000
Director of HR	\$24,000	\$35,000	\$75,000	\$44,666
Director of IT	*	\$65,000	*	\$65,000
Director of Marketing	\$27,500	\$73,000	\$96,000	\$64,675
Director of Revenue	\$48,000	\$57,000	\$100,000	\$64,400
Director of Sales & Marketing	\$34,000	\$76,000	\$105,000	\$67,867
General Manager	\$72,000	\$110,000	\$212,000	\$119,290
Marketing Manager	\$10,600	\$26,650	\$40,000	\$25,750
CEO	*	\$80,000	*	\$80,000
Product Manager	\$24,000	\$36,000	\$77,000	\$39,400
Sales Executive	*	\$67,762	*	\$67,762
Sales Manager	*	\$9,600	*	\$9,600

BASIC SALARY ANALYSIS

Salaries by Country – Australia 4% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Administration Manager	\$40,000	\$55,000	\$62,000	\$53,800
Area Revenue Manager	\$60,000	\$85,000	\$125,000	\$82,500
Business Development Manager	\$35,000	\$65,000	\$140,000	\$76,555
CEO	\$195,000	\$200,000	\$330,000	\$241,667
Consultant	*	\$100,000	*	\$100,000
Customer Service Manager/ Officer	*	\$35,000	*	\$35,000
Director of Sales	\$75,000	\$90,000	\$140,000	\$106,250
F&B Manager	*	\$63,000	*	\$63,000
Finance Manager	\$77,000	\$90,000	\$120,000	\$94,250
General Manager	\$60,000	\$85,000	\$210,000	\$105,780
Guest Services Assistant	*	\$35,000	*	\$35,000
Marketing Manager	*	\$120,000	*	\$120,000
Product Manager	\$36,000	\$65,000	\$105,000	\$67,533
Sales Executive	\$39,000	\$57,000	\$66,000	\$53,000
Sales Manager	\$50,400	\$59,000	\$150,000	\$75,566
Travel Consultant	\$28,000	\$56,000	\$72,000	\$51,622
VP Sales & Marketing	*	\$155,000	*	\$155,000

Salaries by Country – Indonesia 3% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Director of Sales	\$48,000	\$60,000	\$66,000	\$58,500
Director of Sales & Marketing	\$36,000	\$60,000	\$84,000	\$67,200
EAM	\$9,600	\$48,000	\$72,000	\$49,200
General Manager	\$42,000	\$114,000	\$162,500	\$109,369
Head of Business Development	*	\$99,060	*	\$99,060
Marketing Manager	\$24,000	\$42,500	\$60,000	\$40,625
Operations Manager	\$45,000	\$54,000	\$60,000	\$49,500
Travel Consultant	\$22,000	\$30,000	\$37,000	\$28,250
VP Development	*	\$136,200	*	\$136,200

BASIC SALARY ANALYSIS

Salaries by Country – India 2% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Director of HR	\$28,000	\$48,000	\$65,000	\$47,000
Director of Marketing	\$36,000	\$40,000	\$85,000	\$50,250
Director of Revenue	\$50,000	\$63,500	\$70,000	\$60,062
Director of Sales	\$33,000	\$50,000	\$55,000	\$46,500
Director of Sales & Marketing	\$36,000	\$68,000	\$120,000	\$71,840
EAM	\$44,000	\$48,000	\$105,000	\$61,250
General Manager	\$60,000	\$120,000	\$327,348	\$142,570

Salaries by Country – Malaysia 2% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$30,000	\$36,000	\$56,000	\$38,000
Area Revenue Manager	*	\$60,000	*	\$60,000
Business Development Manager	\$14,000	\$28,000	\$50,000	\$26,590
Cabin Attendant		\$30,000	*	\$30,000
Consultant	*	\$5,000	*	\$5,000
e-commerce director	*	\$50,000	*	\$50,000
General Manager	\$50,000	\$84,000	\$95,000	\$77,200
Managing Director	*	\$200,000	*	\$200,000
Sales Executive	\$14,000	\$14,500	\$16,200	\$14,675
Vice President Sales	*	\$138,000	*	\$138,000

Salaries by Country – Philippines 1% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Director of Sales & Marketing	\$45,000	\$66,000	\$96,000	\$66,750
General Manager	\$48,000	\$81,600	\$120,000	\$88,320
Sales Executive	\$12,000	\$18,000	\$39,000	\$25,800
Sales Manager	\$24,000	\$32,000	\$36,750	\$32,250
Subject Matter Expert/Demand Expert	*	\$7,090	*	\$7,090

Salaries by Country – Macau 1% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Customer Service Manager/ Officer	*	\$36,000	*	\$36,000
Front Office Manager	*	\$69,000	*	\$69,000
General Manager	\$90,000	\$135,000	\$320,000	\$176,600
Revenue Manager	\$48,000	\$50,000	\$60,000	\$53,600
Vice President Sales	\$180,000	\$200,000	\$240,000	\$205,000

BASIC SALARY ANALYSIS

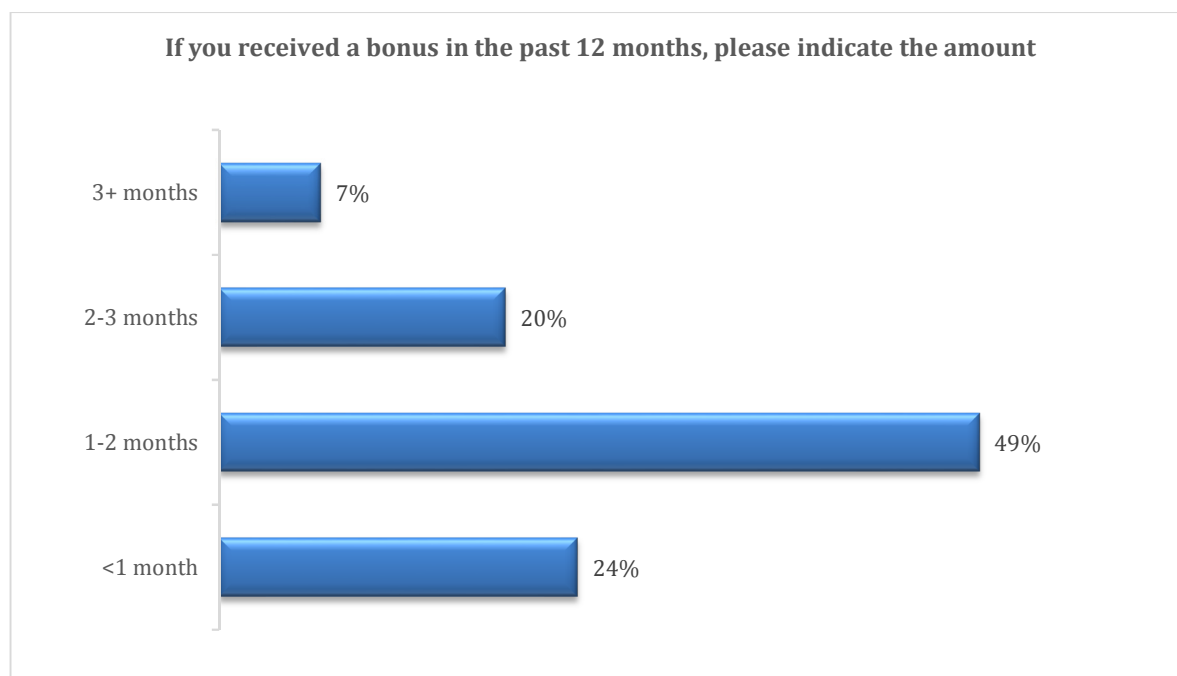
ADDITIONAL BENEFITS

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

Bonus	74%
Share allocation	9%
Profit Share	8%
Lump sum / cash incentives	6%
Non-cash incentives	7%
More than the statutory holidays / days off	9%
Housing allowance	11%
Company car	6%
Car allowance / mileage	14%
Parking	11%
Clothing allowance/ uniform	9%
Mobile phone/ phone allowance	43%
Complimentary/ discounted hotel rooms, airfare, tour packages	22%
Other (please specify)	10%

AVERAGE BONUS

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



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