



HR Solutions in
Travel & Hospitality



SALARY REPORT - ASIA PACIFIC

2014

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Qooco's mobile hospitality learning solution is tailored to the specific needs of the hospitality industry. With better associate-guest communication comes greater guest satisfaction, increased guest loyalty and greater revenues

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With upselling, associates are equipped to drive revenues higher

Virtual daily line-ups keep associates on their toes and provide management with daily feedback on competencies



For Management, Qooco provides:

- Summary and detailed reporting on how well associates are doing, time on task, learning trends
- Monthly assessments to ensure the skills learned are retained
- Clear, data-driven visibility into how well associates are performing, by individual, department, or property
- Platform to integrate other learning materials, and a comprehensive view of each associate
- Tracked workflows to ensure best practices
- Employment pre-screening and on-going assessment

In short, higher quality service, lower cost, higher revenues, and greater visibility into performance. Happier guests and improved financial performance.

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FOREWORD

Foreword

I'm pleased to present our 2014 ACI Salary Report – a comprehensive insight into salary information and trends in the travel, tourism, hospitality and lifestyle industry across Asia Pacific. The ACI Salary Report is a unique publication with a sample of over 800 travel, tourism, hospitality and lifestyle 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 Salary 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.

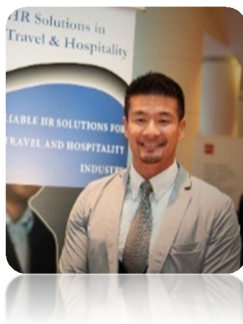
2013 proved to be an excellent year for international tourism which showed a remarkable capacity to adjust to changing market conditions, fuelling growth and job creation around the globe, despite the lingering economic and geopolitical challenges. Indeed, tourism has been among the few sectors generating positive news for many economies.

I take this opportunity to thank everyone who took the time to participate in this year's survey and hope that this survey 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 Pacific in January 2014 for employees of different levels to complete. The survey link was posted on www.acihr.com and included in a range of advertising. We received responses from over 800 recipients.

REPORT FORMAT

The ACI Salary Report 2014 is presented in a 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 calculated by adding together the quantities in a group and dividing the result 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

Analysis

IN BRIEF

International tourist arrivals grew by 5% in 2013, reaching a record 1,087 million arrivals. Despite global economic challenges, international tourism results were well above expectations, with an additional 52 million international tourists travelling the world in 2013. Demand for international tourism was strongest for destinations in Asia and the Pacific (+6%) with South-East Asia (+10%) the leading sub-region.¹

In the region's hotel sector, occupancy remained relatively flat, except for Myanmar which was the only country to experience double digit growth to Occupancy and ADR. Thailand has shown a strong increase in RevPAR by 13% compared to 2012. South East Asia was able to boost rates, which is reflected in an overall increase in RevPAR at the end of 2013. Hong Kong and Singapore both show a small decline in ADR and RevPAR growth, which is mainly influenced by the year on year increase in supply. Indonesia had the strongest supply increase in South East Asia by 8%. Jakarta finished the year 2013 with a growth in ADR and RevPAR with both >11%.²

UNWTO forecasts international arrivals to increase by 4% to 4.5% in 2014, again above its long term forecast of +3.8% per year between 2010 and 2020. The positive results of 2013, and the expected global economic improvement in 2014, set the scene for another positive year for international tourism.

THE SURVEY

The ACI Salary Report is a unique publication with a sample of over 800 travel, tourism, hospitality and lifestyle personnel right across the Asia Pacific region, giving an extensive view of industry salaries and employee satisfaction. The largest proportion of respondent (37%) was based in Singapore, with China (31%), Hong Kong (17%) and Thailand (4%) also providing robust samples.

By Sector, most respondents were employed in the hospitality industry (54%), but the study includes a broad cross-section of industries, including aviation, GDS/technology, MICE, travel agencies and tourism boards. Of the respondents, 75% came from large companies (of 100 staff or more), 60% were male and 89% held permanent full-time employment.

A telling factor was the spread across respondents' tourism career spans. The majority 46% had worked in tourism for 11-20 years (higher than 39% in 2013's survey), while the overwhelming majority (82%) has been employed with their current employer for 5 years or less – similar to past results. The number of those employed with the present company for 12 months or less however, rose slightly to 32%, up from the 28% we saw last year.

This could be the result of one or more of the following factors:

- Employees confidence returned from the positive economic conditions and are more inclined to seek new opportunities and higher salaries

ANALYSIS

- Companies recruiting new employees to capitalize on positive outlook
- More companies look to Asia in its expansion plans, and setting up of offices particularly in sub-regions

While female executives continue to make strides toward professional equality, a divide between the earning powers of males and females continues to exist with male respondents earning an average 12% higher than female respondents. Although this gap has significantly reduced from the 40% disparity we saw in 2013, perhaps a sign that we are slowly but surely approaching parity.

SALARY SATISFACTION AND CAREER PROGRESSION

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 increased slightly to 33% from 31% in 2013. Those who received a 1-5% salary increase dropped to 39% from 51% in 2013 and 48% in 2012. However, 29% saw their salary increase in excess of 6%, significantly up from the 18% seen in 2013.

The divided nature of the response could indicate the following:

- With business confidence up, the 'War for talent' is again heating up in Asia; employers attempting to retain their best talents with increased remuneration at the higher range and/or poaching new talents with the lure of higher salaries

CAREER PROGRESSION

The importance of career development on employee satisfaction rose on previous years; 71% of respondents said that career progression was either 'extremely important' or 'very important' compared to 66% in 2013. And only 3% said that career progression was unimportant, down from the 7% who responded to the same question in 2013. Interestingly, employees appear more satisfied with their current prospects than they did in 2013 with 34% of those surveyed said they believed that their current employer offered 'excellent' or 'good' opportunities for career progression, higher than 2013's 28%. 22% felt career prospects with their employer were 'poor' or 'zero'; down from the 35% seen in last year's report.

Increase of career progression satisfaction could indicate:

- The 'war for talent' is encouraging employers to retain good staff with increased responsibility, training and salary

ANALYSIS

- Improved economic outlook allowing companies to expand, creating new opportunities for existing staff in new areas of the business or sub-regions

ACTUAL SALARIES

Underlining Singapore's reputation as one of the most expensive city globally, average salaries from respondents grew by 19.5% according to the 2014 survey. This was followed closely by Thailand (11.5%) and China (10.8%). On actual highest average salaries from the survey, that once again belonged to Macau with (U\$106,800), followed by Hong Kong (U\$84,936) and Australia (U\$81,939). Malaysia once again posted the survey's lowest average salary (U\$37,418).

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



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THAT'S RECOGNIZED
INTERNATIONALLY**

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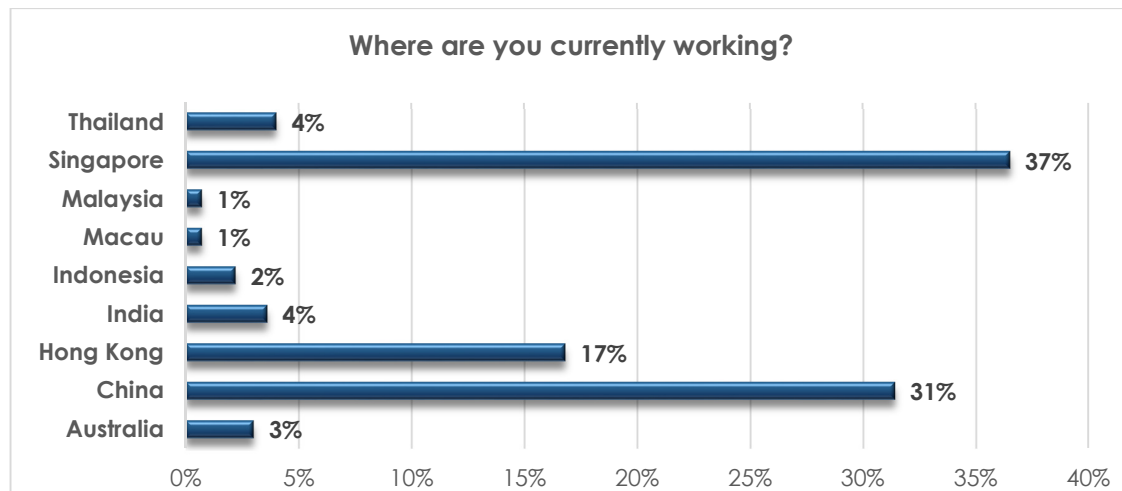
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BREAKDOWN OF RESPONDENTS

Breakdown of respondents

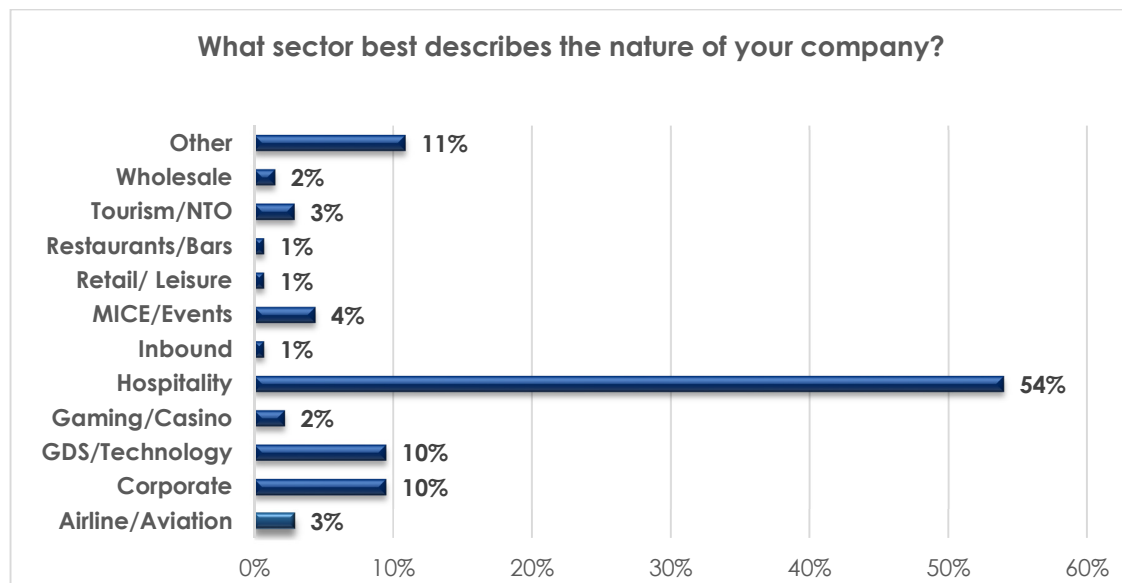
RESPONDENTS BY LOCATION

The graph below shows the country where the respondents works.



SECTOR BREAKDOWN

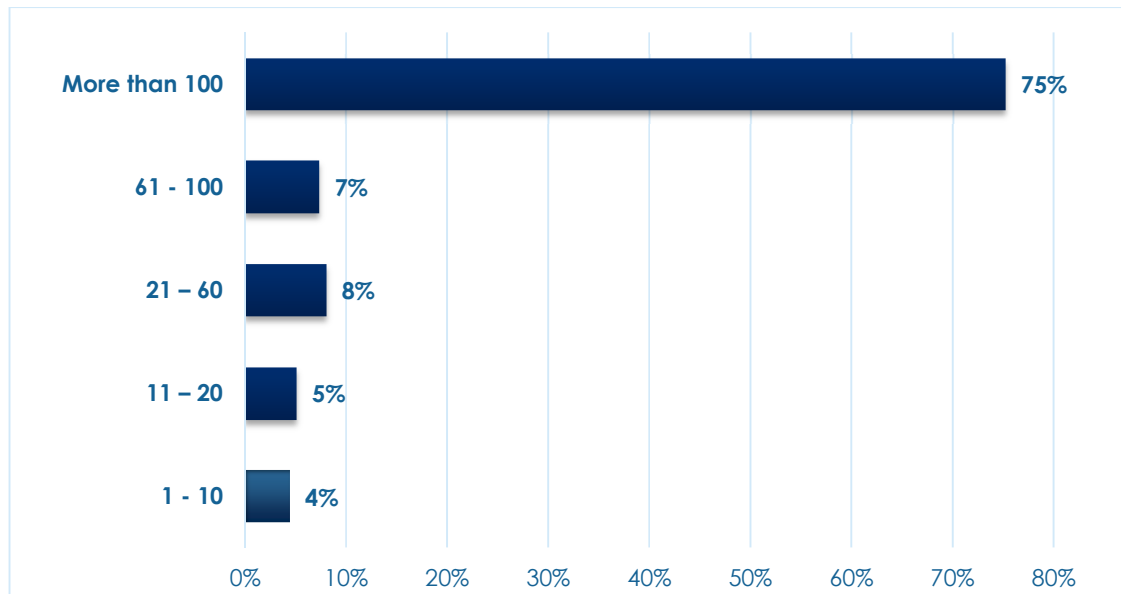
The graph below shows what sectors of the industry the respondents work in.



BREAKDOWN OF RESPONDENTS

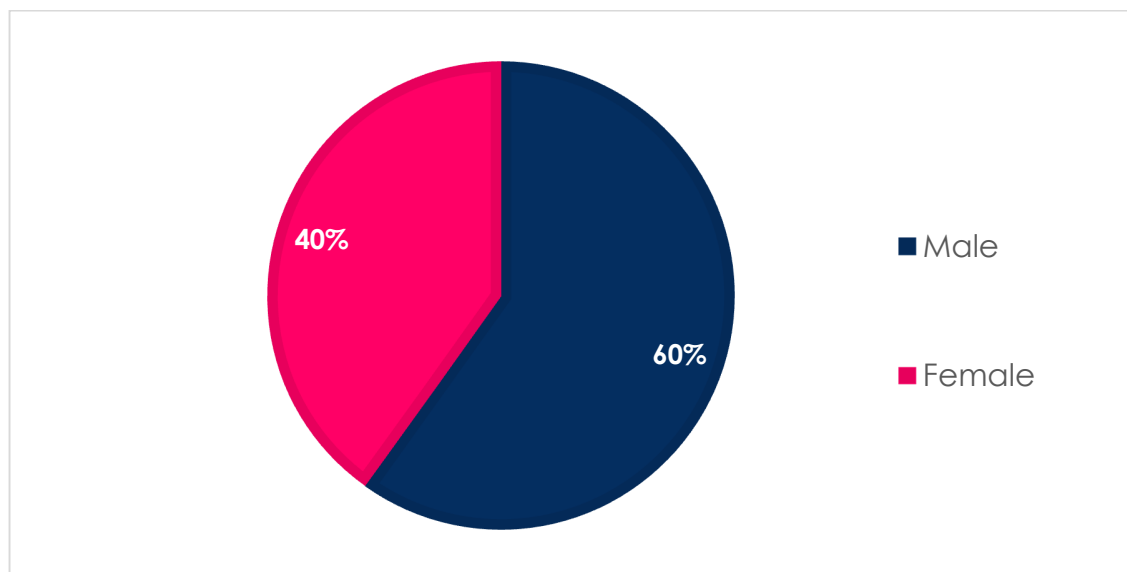
NUMBER OF PEOPLE IN ORGANISATION

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



GENDER OF RESPONDENTS

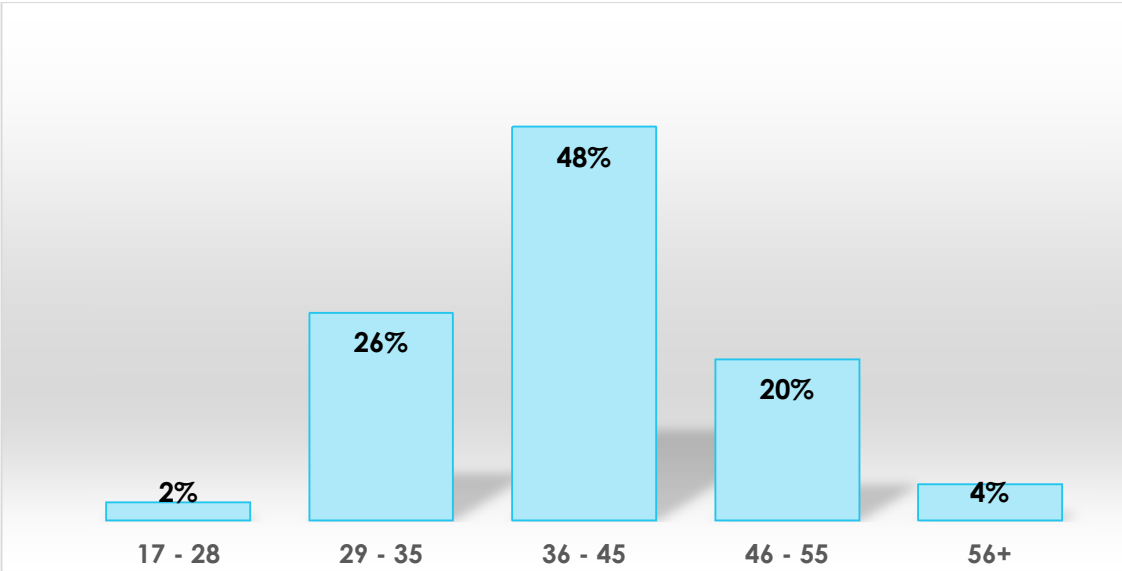
The graph below shows the gender of all respondents.



BREAKDOWN OF RESPONDENTS

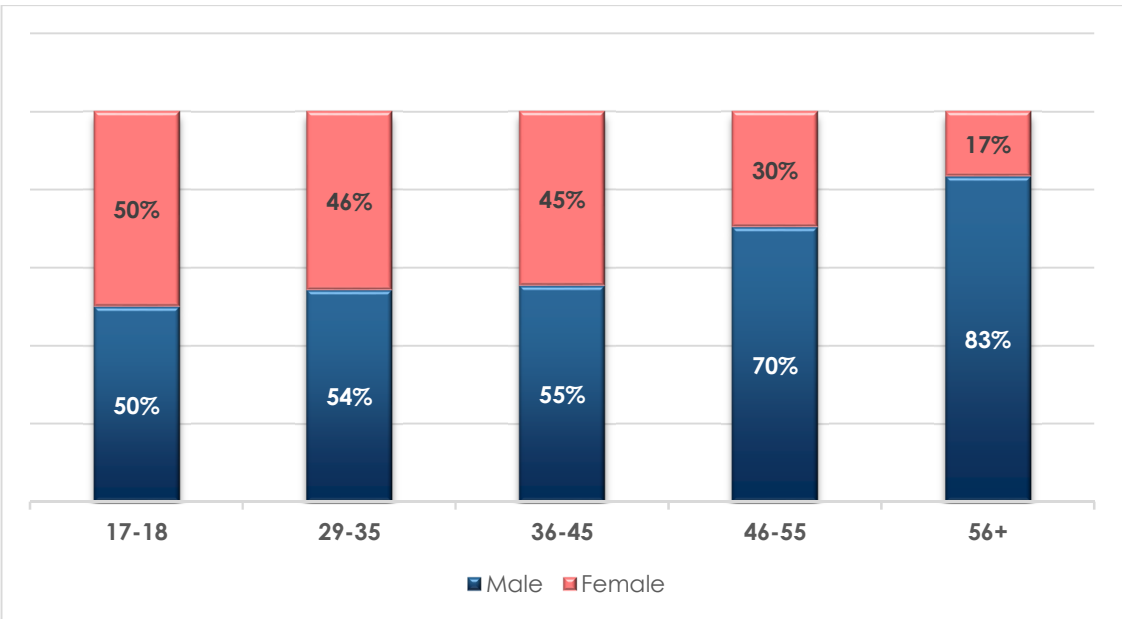
AGE OF RESPONDENTS

The graph below shows the age of all respondents.



AGE OF RESPONDENTS BY GENDER

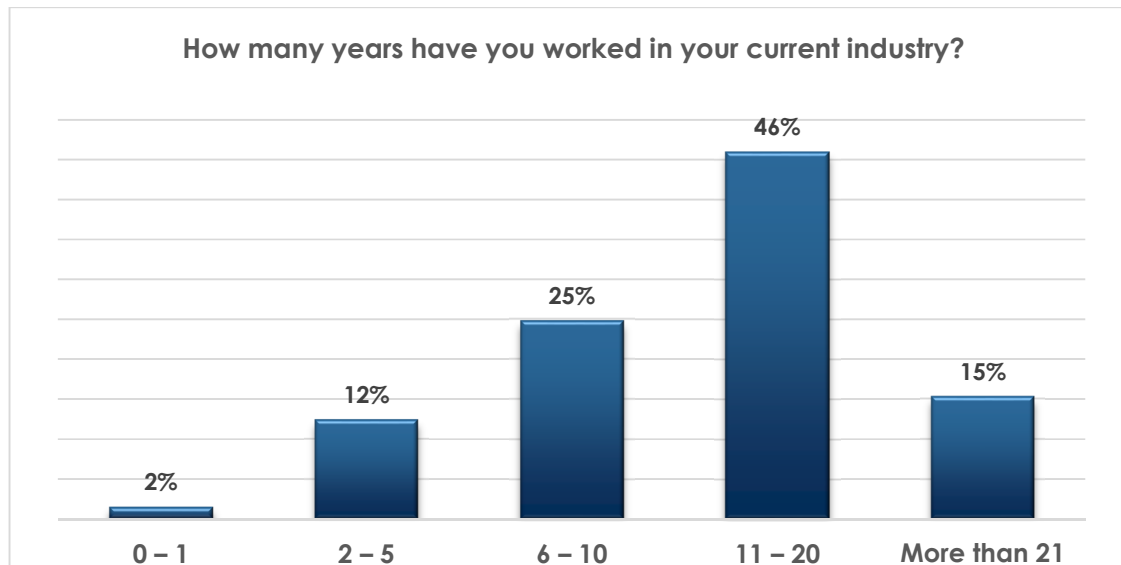
The graph below shows the age of the respondents by gender.



BREAKDOWN OF RESPONDENTS

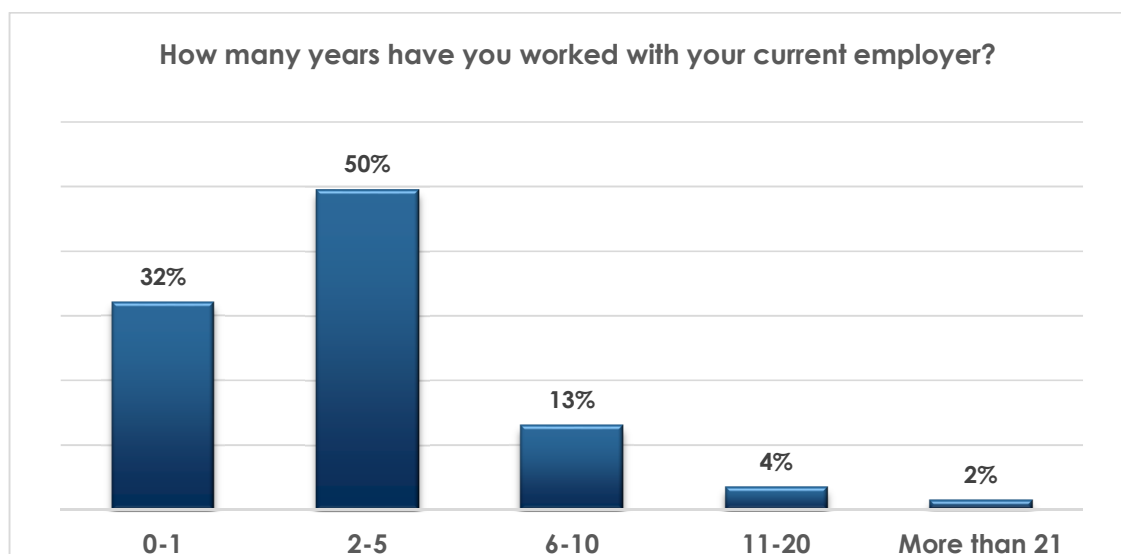
TRAVEL & HOSPITALITY INDUSTRY EXPERIENCE

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



CURRENT EMPLOYER

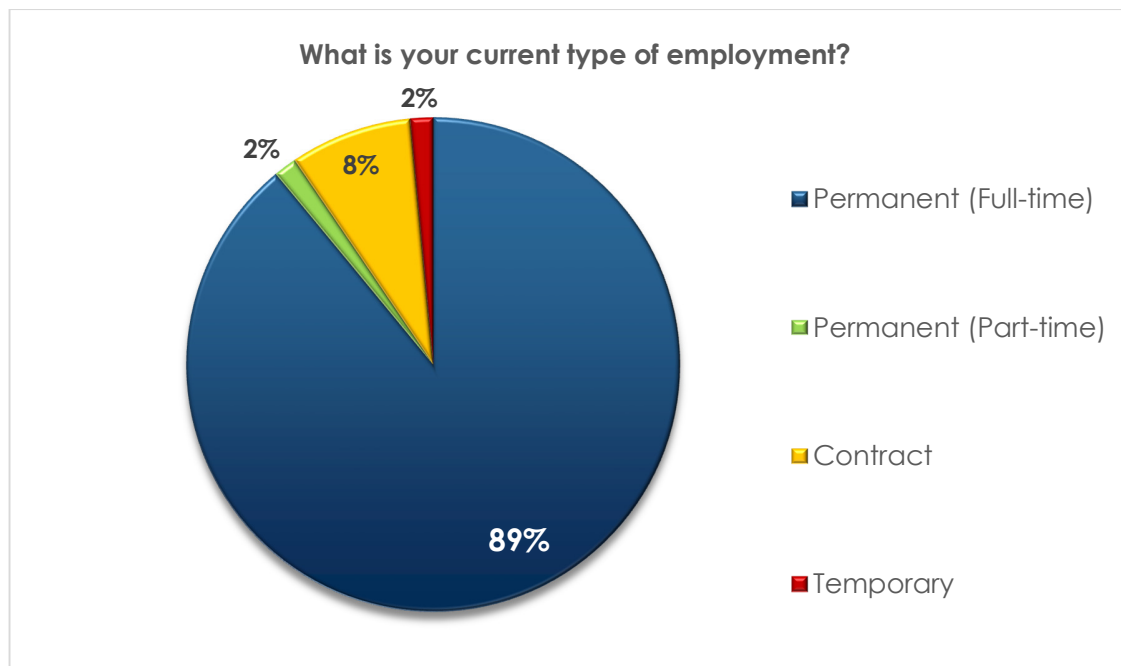
The graph below shows a breakdown of the number of years working with current employer of all respondents.



BREAKDOWN OF RESPONDENTS

EMPLOYMENT STATUS

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

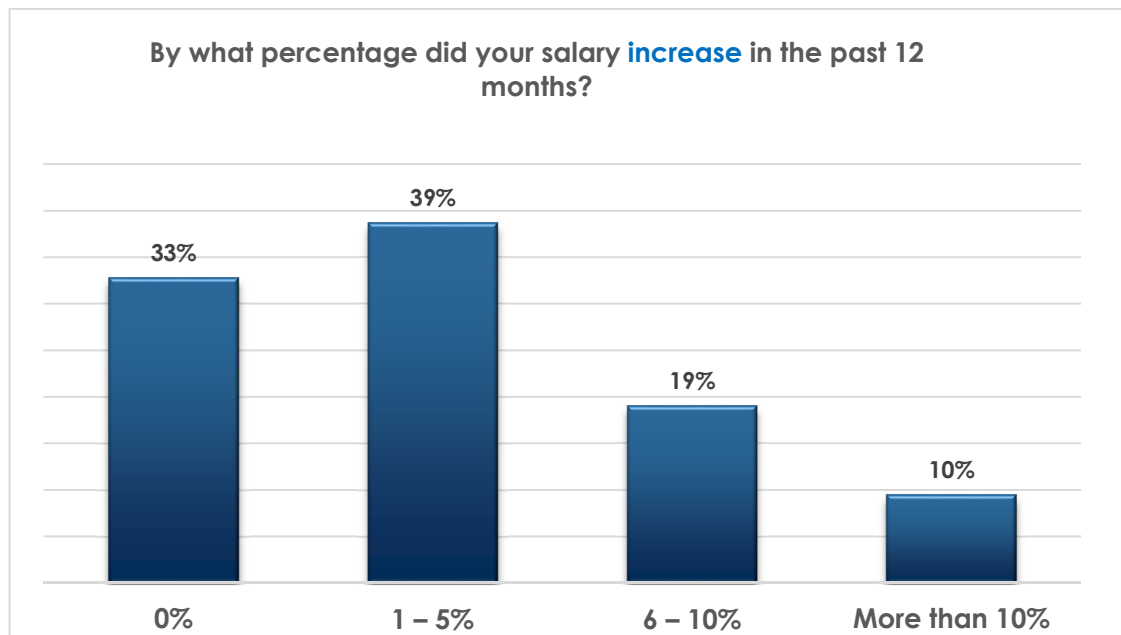


SALARY AND CAREER PROGRESSION

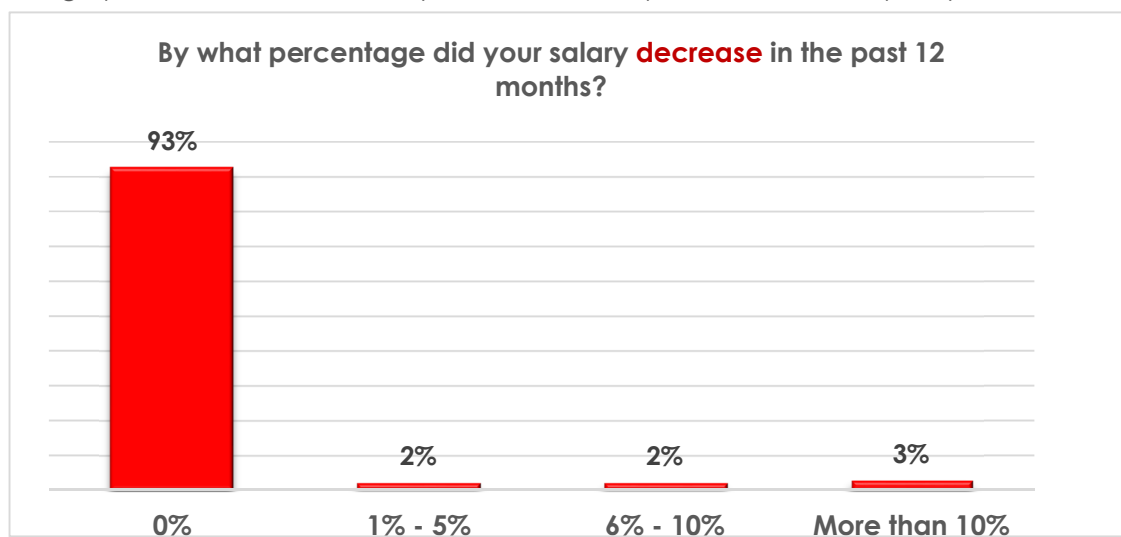
Salary and Career progression

SALARY INCREASE / DECREASE OVER PAST 12 MONTHS

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



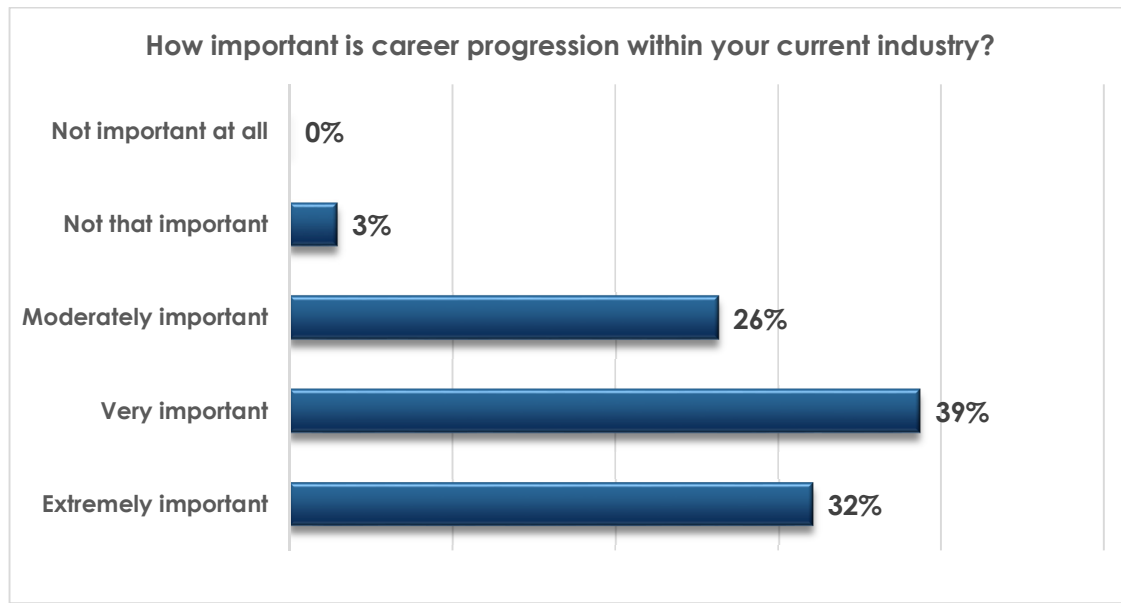
The graph below shows the salary decreases of respondents over the past year.



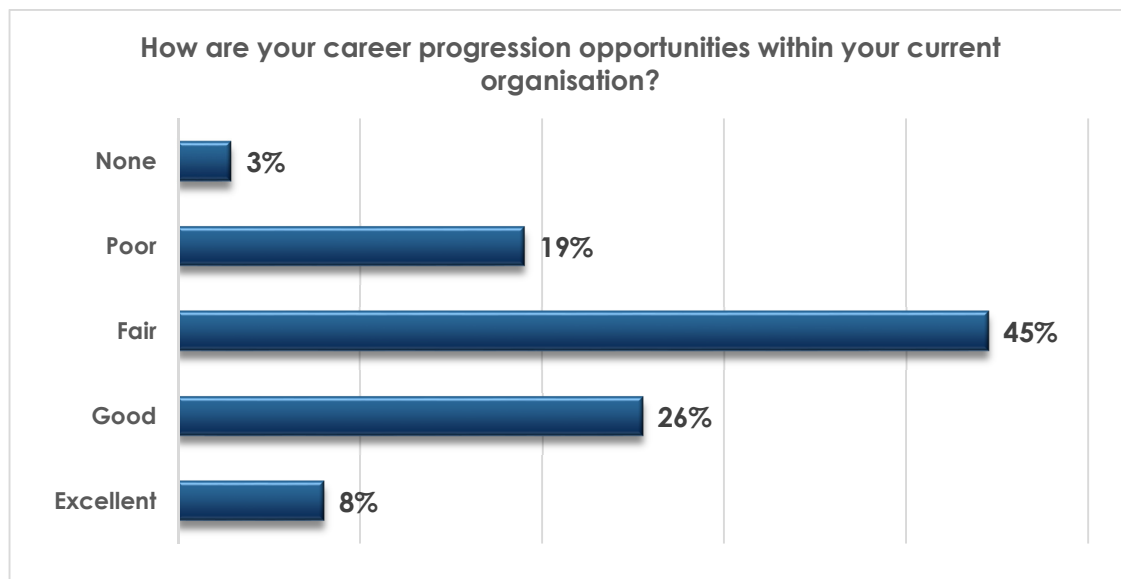
SALARY AND CAREER PROGRESSION

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.

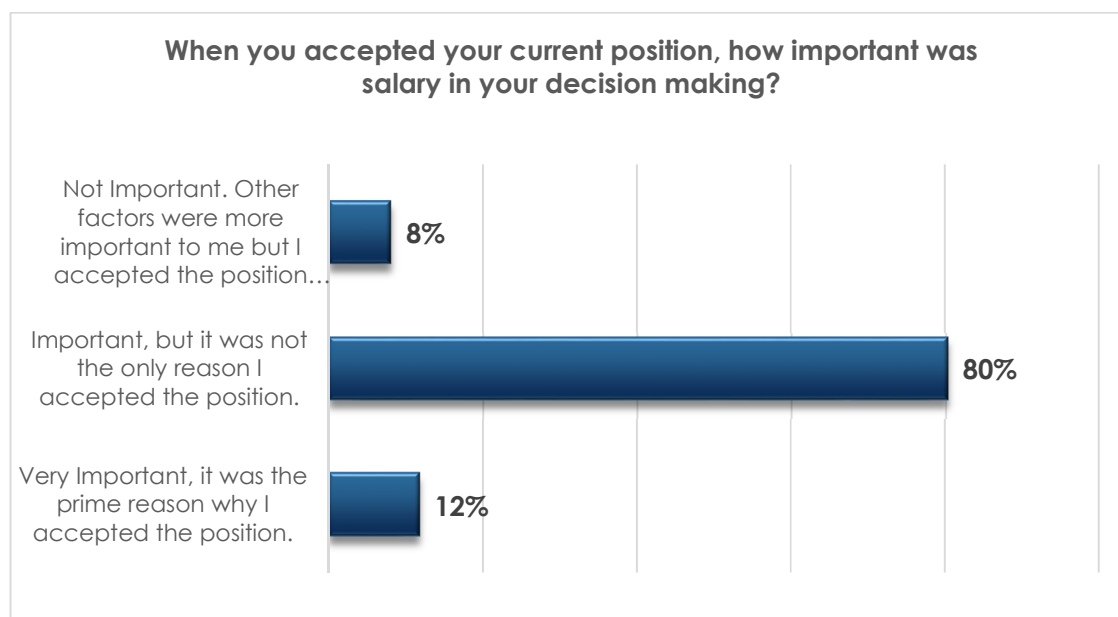


BASIC SALARY ANALYSIS

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	75%	31%	32%	31%	33%
Very Important	-	40%	40%	35%	50%
Moderately Important	25%	29%	25%	35%	17%
Not that important	-	-	3%	-	-
Not important at all	-	-	-	-	-

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	25%	20%	9%	7%	67%
Important	50%	77%	86%	78%	17%
Not important	25%	3%	5%	15%	17%

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 Mgr	\$5,850	\$30,000	\$90,000	\$43,629
Accountant	\$18,000	\$28,000	\$60,000	\$31,812
Accounts Support	\$15,000	\$20,000	\$43,000	\$22,742
Administration Executive	\$10,728	\$17,400	\$29,268	\$15,324
Administration Manager	\$30,000	\$42,000	\$62,000	\$44,517
Area Director of Revenue	*	\$55,000	*	\$55,000
Area Revenue Manager	\$60,000	\$85,000	\$125,000	\$82,500
Area Sales Manager	\$12,000	\$50,000	\$90,200	\$55,334
Assistant Manager	*	\$38,000	*	\$38,000
Assistant Professor	*	\$77,000	*	\$77,000
Assistant Director of Sales	\$24,000	\$35,000	\$50,000	\$32,789
Assistant Front Office Manager	\$28,680	\$34,392	\$41,460	\$34,788
Assistant Vice President Marketing	*	\$170,000	*	\$170,000
AV IT Technician	\$16,092	\$18,540	\$23,412	\$19,740
Business Analyst	\$46,000	\$48,000	\$53,600	\$49,200
Business Development Manager	\$14,000	\$34,000	\$156,000	\$55,762
Cabin Crew	\$30,000	\$33,000	\$34,000	\$32,333
Catering Executive	\$15,000	\$21,000	\$23,400	\$19,725
Chef de Cuisine	\$40,980	\$49,752	\$61,464	\$55,320
Chef de Partie	\$17,556	\$25,608	\$29,760	\$24,780
Chief Concierge	\$24,000	\$27,000	\$34,000	\$29,750
Chief Executive Officer	\$80,000	\$150,000	\$550,000	\$191,190
Chief Financial Officer	\$120,000	\$150,000	\$220,000	\$180,200
Commercial Director	\$103,100		\$240,000	\$171,550
Concierge	\$13,000	\$26,640	\$28,000	\$22,546
Consultant	\$50,238	*	\$70,000	\$60,119
Customer Service Manager	\$18,500	\$20,000	\$36,000	\$27,260
Digital Marketing Director	*	\$104,000	*	\$104,000
Director of Development	\$79,400	\$90,000	\$103,000	\$90,800
Director of Engineering	\$28,000	\$50,000	\$117,072	\$60,848
Director of E-Commerce	\$40,000	\$74,200	\$132,000	\$82,066
Director of Events	*	\$225,000	*	\$62,880
Director of Finance	\$54,000	\$80,000	\$160,000	\$92,424
Director of Food & Beverage	\$30,000	\$72,000	\$85,000	\$64,593
Director of HR	\$24,000	\$120,000	\$200,000	\$101,292
Director of IT	\$40,000	\$77,500	\$85,000	\$67,166

BASIC SALARY ANALYSIS

Director of Market Management	*	\$123,000	*	\$123,000
Director of Marketing	\$27,500	\$100,000	\$180,000	\$99,387
Director of Operations	\$36,000	\$80,600	\$215,000	\$99,854
Director of Revenue	\$48,000	\$70,000	\$170,000	\$102,726
Director of Rooms	\$36,000	\$48,000	\$75,000	\$55,041
Director of Sales	\$23,000	\$77,500	\$200,000	\$83,168
Director of Sales & Marketing	\$36,000	\$84,000	\$140,000	\$89,581
Director of Security	\$60,000	*	\$200,000	\$130,000
Director of Technical Services	*	\$120,000	*	\$120,000
Duty Manager	\$23,904	\$28,824	\$40,980	\$32,256
E-Commerce Manager	*	\$75,000	*	\$75,000
EAM	\$30,000	\$72,000	\$120,000	\$76,030
Engineer	\$24,000	\$67,200	\$75,000	\$55,400
Event Producer	*	\$8,000	*	\$8,000
Executive Chef	\$24,000	\$76,000	\$130,000	\$76,187
Executive Director	*	\$288,000	*	\$288,000
Executive Housekeeper	\$53,664	\$68,000	\$120,684	\$69,462
Executive Secretary	\$7,000	\$28,000	\$54,000	\$32,974
Executive Vice President	*	\$120,000	*	\$120,000
F&B Manager	\$45,000	*	\$63,000	\$54,000
Facilities Manager	\$41,952	\$69,612	\$75,120	\$63,396
Finance Executive	\$19,512	\$39,516	\$57,072	\$35,604
Finance Manager	\$36,288	\$77,000	\$120,000	\$76,850
Financial Controller	\$58,536	\$120,000	\$178,860	\$102,800
Food & Beverage Manager	\$27,600	\$44,800	\$80,000	\$40,571
Front Office Manager	\$22,000	\$36,000	\$70,248	\$34,779
General Manager	\$32,000	\$128,900	\$315,000	\$141,758
Guest Service Supervisor	\$15,612	\$25,608	\$40,000	\$27,941
Head of IT	\$116,000	*	\$245,000	\$180,500
Hotel Manager	*	\$70,000	*	\$70,000
Housekeeping Supervisor	\$31,224	\$45,252	\$50,736	\$43,044
HR Executive	\$24,396	\$33,468	\$45,528	\$34,788
HR Manager	\$18,000	\$55,500	\$120,000	\$72,530
IT Manager	\$30,000	\$48,500	\$110,000	\$54,366
Manager	\$22,000	\$52,000	\$150,000	\$68,250
Manager, Development	*	\$64,300	*	\$64,300
Manager, Feasibility Study	\$79,000	*	\$130,000	\$104,500
Market Manager	\$25,000	\$36,000	\$48,000	\$28,750
Marketing Coordinator	\$16,000	\$34,000	\$72,000	\$43,227
Marketing Director	\$100,000	\$120,000	\$180,000	\$132,000
Marketing Executive	\$19,512	\$44,892	\$60,084	\$41,280
Marketing Manager	\$44,500	\$48,000	\$120,000	\$59,850
MICE Director	*	\$90,000	*	\$90,000

BASIC SALARY ANALYSIS

MICE Manager	\$35,000	*	\$43,000	\$39,000
Online Marketing Manager	\$65,000	\$80,000	\$100,000	\$85,547
Operations Executive		\$21,000	*	\$21,000
Operations Manager	\$24,000	\$45,000	\$60,000	\$41,467
Procurement Manager	\$66,000	\$85,000	\$120,000	\$89,000
Product Manager	\$24,000	\$65,000	\$105,000	\$59,902
Project Executive	*	\$12,000	*	\$12,000
Project Manager	\$30,000	\$48,000	\$115,000	\$59,785
Purchasing Manager	\$80,000	*	\$200,000	\$140,000
Regional Director of Sales	\$80,000	\$81,280	\$100,000	\$89,570
Regional Manager	*	\$60,000	*	\$60,000
Regional Marketing Manager	\$55,000	\$60,000	\$68,600	\$61,000
Reservations Executive	\$16,092	\$19,392	\$31,224	\$20,436
Reservations Manager	\$20,000	\$50,400	\$68,000	\$49,560
Reservations Supervisor/Team Leader	\$33,000	\$42,000	\$55,000	\$44,833
Restaurant Manager	\$33,000	\$42,000	\$50,400	\$42,766
Revenue Analyst	*	\$25,380	*	\$25,380
Revenue Manager	\$20,000	\$42,000	\$48,000	\$39,574
Sales & Marketing Executive	\$21,528	\$32,568	\$42,912	\$31,440
Sales & Marketing Manager	\$35,124	\$53,892	\$81,900	\$47,988
Sales Executive	\$12,000	\$39,000	\$67,762	\$32,861
Sales Manager	\$9,600	\$41,500	\$150,000	\$54,888
Senior Director	*	\$200,000	*	\$200,000
Senior Marketing Manager	\$35,000	*	\$75,000	\$55,000
Senior Project Manager	\$49,200	\$50,000	\$59,600	\$52,933
Senior Sales Representative	*	\$90,000	*	\$90,000
Senior Vice President	*	\$120,000	*	\$120,000
Social Media Manager	\$64,500	*	\$77,300	\$70,900
Sou Chef	\$30,240	\$38,856	\$40,980	\$35,400
Supervisor	\$22,000	\$47,000	\$61,000	\$39,063
Technical Services	\$68,000	*	\$83,000	\$75,500
Technical Support	\$41,604	\$44,000	\$130,000	\$85,802
Technician	\$21,948	\$30,492	\$39,012	\$28,776
Training Manager	\$25,000	\$33,000	\$65,000	\$41,888
Travel Consultant	\$8,200	\$28,000	\$38,000	\$26,104
Travel Consultant - Senior	\$18,000	\$36,000	\$72,000	\$35,477
Vice President Hotel Partnership	*	\$64,600	*	\$64,600
Vice President HR	*	\$132,000	*	\$132,000
Vice President Marketing	\$120,000	\$132,000	\$210,000	\$154,000
Vice President Operations	\$55,000	\$120,000	\$200,000	\$118,000
Vice President Revenue	\$170,000	*	\$192,000	\$181,000
Vice President Sales	\$80,000	\$165,000	\$300,000	\$152,697

BASIC SALARY ANALYSIS

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 37% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Mgr	\$60,000	\$71,000	\$90,000	\$73,666
Accounts Support	\$15,000	\$25,200	\$43,000	\$27,733
Accountant	\$25,000	\$28,000	\$34,000	\$29,000
Administration Executive	\$10,728	\$17,400	\$29,268	\$15,324
Area Sales Manager	\$32,000	\$54,000	\$84,000	\$56,666
Assistant Director of Sales	\$34,000	\$35,000	\$37,500	\$34,000
Assistant Front Office Manager	\$28,680	\$34,392	\$41,460	\$34,788
Assistant Manager	*	\$38,000	*	\$38,000
Assistant Vice President Marketing	*	\$170,000	*	\$170,000
AV IT Technician	\$16,092	\$18,540	\$23,412	\$19,740
Business Analyst	*	\$46,000	*	\$46,000
Business Development Manager	\$34,000	\$52,000	\$156,000	\$68,311
Cabin Crew	\$30,000	\$33,000	\$34,000	\$32,333
Catering Executive	\$15,000	\$21,000	\$23,400	\$19,725
Chef de Cuisine	\$40,980	\$49,752	\$61,464	\$55,320
Chef de Partie	\$17,556	\$25,608	\$29,760	\$24,780
Chief Concierge	\$24,000	\$27,000	\$34,000	\$29,750
Chief Executive Officer	\$100,000	\$140,000	\$550,000	\$195,000
Chief Financial Officer	\$120,000	\$150,000	\$220,000	\$180,200
Concierge	\$13,000	\$26,640	\$28,000	\$22,546
Customer Service Manager	\$18,500	\$20,000	\$33,600	\$25,320
Digital Marketing Director	*	\$104,000	*	\$104,000
Director of Engineering	\$58,536	\$90,732	\$117,072	\$83,544
Director of Events	*	\$225,000	*	\$225,000
Director of Finance	\$99,500	\$112,500	\$160,000	\$124,000
Director of Food & Beverage	\$33,000	\$60,000	\$84,000	\$60,000
Director of HR	\$57,000	\$94,000	\$171,696	\$100,342
Director of IT	*	\$75,000	*	\$75,000
Director of Marketing	\$80,000	\$90,000	\$160,000	\$120,195
Director of Operations	\$80,000	\$100,000	\$180,000	\$116,600
Director of Revenue	\$59,000	\$84,000	\$160,000	\$105,055
Director of Sales	\$48,000	\$73,809	\$100,000	\$69,950
Director of Sales & Marketing	\$75,120	\$86,880	\$120,972	\$88,884

BASIC SALARY ANALYSIS

Director of Security	*	\$200,000	*	\$200,000
Director of Technical Services	*	\$120,000	*	\$120,000
Duty Manager	\$23,904	\$28,824	\$40,980	\$32,256
EAM	\$85,000	\$99,000	\$105,000	\$99,000
Ecommerce Manager	*	\$75,000	*	\$75,000
Engineer	\$24,000	\$67,200	\$75,000	\$55,400
Executive Chef	\$49,560	\$86,100	\$129,756	\$92,544
Executive Housekeeper	\$53,664	\$84,636	\$120,684	\$72,924
Executive Secretary	\$27,000	\$48,784	\$54,000	\$45,141
Facilities Manager	\$41,952	\$69,612	\$75,120	\$63,396
Finance Executive	\$19,512	\$39,516	\$57,072	\$35,604
Finance Manager	\$36,288	\$59,316	\$82,932	\$59,448
Financial Controller	\$58,536	\$108,636	\$178,860	\$97,968
Food & Beverage Manager	\$37,068	\$40,980	\$58,536	\$44,856
Front Office Manager	\$30,732	\$50,244	\$70,248	\$46,932
General Manager	\$65,520	\$152,500	\$200,000	\$146,417
Guest Service Supervisor	\$15,612	\$25,608	\$40,000	\$27,941
Housekeeping Supervisor	\$31,224	\$45,252	\$50,736	\$43,044
HR Manager	\$40,320	\$67,200	\$110,000	\$64,141
HR Executive	\$24,396	\$33,468	\$45,528	\$34,788
IT Manager	\$36,000	\$55,000	\$110,000	\$67,000
Manager	\$22,000	\$50,000	\$100,000	\$52,305
Marketing Co-ordinator	\$16,000	\$30,318	\$57,420	\$34,579
Marketing Executive	\$19,512	\$44,892	\$60,084	\$41,280
Marketing Manager	\$42,024	\$60,300	\$75,720	\$57,305
MICE Director	*	\$90,000	*	\$90,000
MICE Manager	\$35,000	*	\$43,000	\$39,000
Online Marketing Manager	\$80,000	\$91,000	\$100,000	\$91,266
Operations Manager	\$28,000	\$37,500	\$56,000	\$42,400
Product Manager	\$45,000	\$50,500	\$90,000	\$63,250
Project Executive	*	\$12,000	*	\$12,000
Project Manager	\$30,000	\$48,000	\$60,000	\$43,933
Purchasing Manager	*	\$200,000	*	\$200,000
Regional Director of Sales	\$80,000	\$81,280	\$100,000	\$89,570
Regional Manager	*	\$60,000	*	\$60,000
Revenue Analyst	+	\$25,380	*	\$25,380
Revenue Manager	\$38,000	\$40,000	\$42,000	\$40,000
Reservations Executive	\$16,092	\$19,392	\$31,224	\$20,436
Reservations Manager	\$20,000	\$50,400	\$68,000	\$49,560
Restaurant Manager	\$33,000	\$40,000	\$50,400	\$42,150
Sales Executive	\$12,000	\$19,285	\$22,500	\$17,928
Sales Manager	\$30,000	\$41,500	\$62,000	\$42,640
Sales & Marketing Executive	\$21,528	\$32,568	\$42,912	\$31,440

BASIC SALARY ANALYSIS

Sales & Marketing Manager	\$35,124	\$53,892	\$81,900	\$47,988
Senior Director	*	\$200,000	*	\$200,000
Senior Marketing Manager	*	\$75,000	*	\$75,000
Senior Project Manager	*	\$49,200	*	\$49,200
Senior Vice President	*	\$120,000	*	\$120,000
Sous Chef	\$30,240	\$38,856	\$40,980	\$35,400
Supervisor	\$22,000	*	\$33,000	\$27,500
Technical Services	\$68,000	*	\$83,000	\$75,500
Technician	\$21,948	\$30,492	\$39,012	\$28,776
Training Manager	\$25,000	\$38,000	\$65,000	\$41,888
Travel Consultant - Senior	\$22,400	\$36,000	\$48,000	\$30,375
Vice President Hotel Partnership	*	\$64,600	*	\$64,600
Vice President Human Resources	*	\$132,000	*	\$132,000
Vice President Marketing	\$120,000	\$132,000	\$210,000	\$154,000
Vice President Operations	\$80,000	\$120,000	\$200,000	\$135,000
Vice President Revenue Management	*	\$170,000	*	\$170,000
Vice President Sales	\$100,000	\$145,000	\$300,000	\$167,666

Salaries by Country - Thailand 4% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Mgr	\$21,000	\$22,000	\$25,000	\$22,666
Assistant Director of Sales	\$28,250	\$30,000	\$36,000	\$31,416
MD, CEO	\$80,000	\$170,000	\$200,000	\$140,666
Director of Food & Beverage	\$42,000	\$60,000	\$85,000	\$66,333
Director of HR	\$24,000	\$35,000	\$75,000	\$44,666
Director of IT	*	\$65,000	*	\$65,000
Director of Marketing	\$27,500	\$60,000	\$96,000	\$66,875
Director of Operations	\$48,000	\$72,000	\$110,000	\$76,666
Director of Revenue	\$48,000	\$57,000	\$100,000	\$64,400
Director of Sales & Marketing	\$40,000	\$84,000	\$105,000	\$76,333
Director of Security	*	\$60,000	*	\$60,000
EAM/ Hotel Manager	\$30,000	\$72,000	\$110,000	\$86,500
Executive Secretary	\$7,000	\$9,000	\$12,000	\$9,333
Financial Controller	*	\$70,000	*	\$70,000
General Manager	\$62,000	\$90,000	\$212,000	\$110,266
Human Resources Manager	\$24,000	\$36,000	\$120,000	\$51,600
Marketing Manager	\$10,600	\$20,000	\$40,000	\$26,650
Product Manager	\$24,000	\$30,000	\$36,000	\$30,000
Purchasing Manager	*	\$80,000	*	\$80,000
Sales Executive	\$18,000	\$24,000	\$67,762	\$67,764
Sales Manager	\$9,600	\$16,875	\$36,587	\$19,030

BASIC SALARY ANALYSIS

Salaries by Country - Malaysia 1% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Mgr	\$30,000	\$36,000	\$56,000	\$38,000
Accounts Support	\$16,000	\$17,000	\$20,000	\$17,750
Business Development Manager	\$14,000	\$21,000	\$28,000	\$19,950
Director of Engineering	\$28,000	\$32,000	\$50,000	\$38,000
Director of HR	\$35,000	\$43,000	\$60,000	\$46,000
Director of Operations	*	\$60,000	*	\$60,000
Food & Beverage Manager	\$27,600	\$30,000	\$33,000	\$27,600
General Manager	\$50,000	\$84,000	\$95,000	\$77,200
Sales Executive	\$14,000	\$14,500	\$16,200	\$14,675
Senior Marketing Manager	*	\$35,000	*	\$35,000

Salaries by Country - Macau 1% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Customer Service Manager	*	\$36,000	*	\$36,000
Director of Marketing	\$120,000	\$150,000	\$165,000	\$145,000
Executive Housekeeper	*	\$68,000	*	\$68,000
General Manager	\$90,000	\$150,000	\$320,000	\$188,000
Manager	*	\$52,000	*	\$52,000
Revenue Manager	\$48,000	\$50,000	\$60,000	\$53,600
Vice President Sales	\$180,000	\$200,000	\$240,000	\$205,000

Salaries by Country - Indonesia 2% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Chief Executive Officer	\$100,000	\$120,000	\$220,000	\$165,000
Director of Rooms	\$36,000	\$42,000	\$48,000	\$42,000
Director of Sales	\$48,000	\$60,000	\$66,000	\$58,500
Director of Sales & Marketing	\$36,000	\$60,000	\$84,000	\$67,200
EAM	\$48,000	\$55,000	\$72,000	\$61,400
Food & Beverage Manager	*	\$30,000	*	\$30,000
General Manager	\$42,000	\$96,000	\$162,500	\$99,083
Manager	*	\$40,000	*	\$40,000
Marketing Manager	\$24,000	\$42,500	\$60,000	\$40,625
Operations Executive	*	\$21,000	*	\$21,000
Operations Manager	\$45,000	\$54,000	\$60,000	\$49,500
Travel Consultant	\$22,000	\$30,000	\$37,000	\$28,250

BASIC SALARY ANALYSIS

Salaries By Country - India 4% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Chief Executive Officer	\$150,000	\$200,000	\$250,000	\$196,000
Director of HR	\$28,000	\$48,000	\$65,000	\$47,000
Director of Marketing	\$36,000	\$40,000	\$85,000	\$50,250
Director of Operations	\$48,000	\$60,000	\$80,000	\$65,750
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	\$60,000	\$120,000	\$75,200
EAM	\$44,000	\$48,000	\$105,000	\$61,250
Executive Chef	*	\$86,000	*	\$86,000
Front Office Manager	\$22,000	\$22,500	\$24,000	\$22,625
General Manager	\$60,000	\$117,000	\$182,184	\$116,074
Marketing Manager	\$20,000	\$24,000	\$36,000	\$26,666
Technical Support	\$41,604	\$44,000	\$130,000	\$85,802
Travel Consultant	\$8,200	\$23,000	\$38,000	\$23,958
Vice President Operations	*	\$55,000	*	\$55,000

Salaries By Country - Hong Kong 17% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager	\$40,000	\$43,000	\$47,000	\$45,000
Accountant	\$36,000	\$38,000	\$60,000	\$33,500
Administration Manager	\$30,000	\$41,000	\$50,000	\$37,750
Area Sales Manager	*	\$90,200	*	\$90,200
Assistant Professor	*	\$77,000	*	\$77,000
Business Development Manager	\$46,000	\$55,000	\$80,000	\$57,875
Chief Executive Officer	\$100,000	\$180,000	\$360,000	\$198,000
Commercial Director	*	\$103,100	*	\$103,100
Director of HR	\$110,000	\$165,552	\$200,000	\$158,517
Director of IT	*	\$77,500	*	\$77,500
Director of Operations	\$64,000	\$80,000	\$215,000	\$114,750
Director of Sales	\$55,000	\$65,000	\$134,000	\$86,750
Director of Sales & Marketing	\$60,000	\$105,000	\$140,000	\$99,900
Executive Chef	\$65,000	\$75,000	\$95,000	\$77,500
General Manager	\$120,000	\$128,900	\$180,000	\$140,180
Head of IT	\$116,000	*	\$245,000	\$180,500
IT Manager	\$38,700	\$40,000	\$44,000	\$40,900
Manager Feasibility Study	*	\$79,000	*	\$79,000
Marketing Manager	\$45,500	\$72,000	\$83,000	\$66,625
Online Marketing Manager	*	\$77,500	*	\$77,500

BASIC SALARY ANALYSIS

Sales Manager	\$39,000	\$55,000	\$65,000	\$51,375
Social Media Manager	\$64,500	\$72,000	\$77,300	\$71,266
Travel Consultant - Senior	\$18,000	\$21,000	\$27,000	\$26,455
Vice President Sales	\$103,000	\$140,000	\$170,000	\$132,250
Vice President Revenue	*	\$192,000	*	\$192,000

Salaries By Country - China 31% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager	\$12,000	\$22,000	\$48,000	\$27,333
Accountant	\$18,000	\$22,000	\$35,000	\$23,250
Area Director of Revenue	*	\$55,000	*	\$55,000
Area Sales Manager	\$12,000	\$19,400	\$50,000	\$24,275
Assistant Director of Sales	\$24,000	\$35,000	\$50,000	\$32,950
Business Analyst	*	\$53,600	*	\$53,600
Business Development Manager	\$18,000	\$24,000	\$60,000	\$35,980
Chief Executive Officer	\$80,000	\$150,000	\$250,000	\$150,000
Director of Development	\$79,400	\$80,600	\$103,000	\$87,666
Director of Ecommerce	\$40,000	\$74,200	\$132,000	\$82,066
Director of Engineering	\$36,000	\$48,000	\$80,000	\$61,000
Director of Finance	\$54,000	\$60,000	\$80,000	\$62,750
Director of Food & Beverage	\$48,000	\$65,000	\$84,000	\$66,455
Director of HR	\$38,600	\$48,000	\$139,400	\$78,320
Director of IT	\$40,000	\$55,000	\$85,000	\$65,000
Director of Market Management	*	\$123,000	*	\$123,000
Director of Marketing	\$50,000	\$75,000	\$180,000	\$87,635
Director of Operations	\$36,000	\$50,000	\$80,600	\$59,620
Director of Revenue	\$48,000	\$50,000	\$65,000	\$53,000
Director of Rooms	\$50,000	\$60,000	\$75,000	\$61,250
Director of Sales	\$24,000	\$48,000	\$80,000	\$55,940
Director of Sales & Marketing	\$36,000	\$82,500	\$120,000	\$83,642
EAM	\$60,000	\$72,000	\$120,000	\$72,000
Executive Chef	\$24,000	\$60,000	\$90,000	\$58,500
Executive Vice President	*	\$120,000	*	\$120,000
Food & Beverage Manager	\$30,000	\$55,600	\$80,000	\$54,120
General Manager	\$48,000	\$140,000	\$315,000	\$156,235
Hotel Manager	*	\$70,000	*	\$70,000
Human Resources Manager	\$18,000	\$32,000	\$38,000	\$29,340
IT Manager	*	\$30,000	*	\$30,000
Manager	\$51,000	\$95,000	\$150,000	\$98,666
Manager, Development	*	\$64,300	*	\$64,300
Market Manager	*	\$25,000	*	\$25,000

BASIC SALARY ANALYSIS

Marketing Manager	\$20,000	\$47,000	\$60,000	\$40,985
Online Marketing Manager	*	\$65,000	*	\$65,000
Operations Manager	\$24,000	\$36,000	\$46,000	\$32,500
Project Manager	*	\$65,000	*	\$65,000
Regional Marketing Manager	\$59,400	*	\$68,600	\$64,000
Restaurant Manager	*	\$39,000	*	\$39,000
Revenue Manager	\$20,000	\$35,000	\$90,000	\$43,952
Sales Manager	\$11,500	\$28,000	\$44,000	\$27,625
Vice President Sales	\$80,000	\$110,000	\$180,000	\$117,500

Salaries By Country - Australia 3% 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
Chief Executive Officer	\$100,000	\$200,000	\$330,000	\$194,000
Consultant	\$50,238	*	\$70,000	\$60,119
Director of F&B	*	\$75,000	*	\$75,000
Director of Sales	\$75,000	\$90,000	\$140,000	\$106,250
Finance Manager	\$77,000	\$90,000	\$120,000	\$94,250
F&B Manager	*	\$63,000	*	\$63,000
General Manager	\$85,000	\$120,000	\$210,000	\$130,460
Human Resource Manager	\$60,000	\$85,000	\$110,000	\$87,000
Marketing Coordinator	\$38,000	\$47,500	\$72,000	\$51,875
Marketing Director	\$100,000	\$120,000	\$180,000	\$132,000
Marketing Manager	\$66,000	\$82,500	\$120,000	\$88,900
Procurement Manager	\$66,000	\$85,000	\$120,000	\$89,000
Product Manager	\$36,000	\$65,000	\$105,000	\$67,533
Reservations Supervisor/Team Leader	\$33,000	\$42,000	\$55,000	\$44,833
Revenue Manager	\$60,000	\$92,000	\$145,000	\$99,125
Sales Executive	\$39,000	\$57,000	\$66,000	\$53,000
Sales Manager	\$50,400	\$59,000	\$150,000	\$75,566
Senior Project Manager	*	\$59,599	*	\$59,599
Supervisor	\$47,000	\$48,000	\$61,000	\$50,625
Travel Consultant – Senior	\$28,000	\$55,000	\$72,000	\$49,600

BASIC SALARY ANALYSIS

ADDITIONAL BENEFITS

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

Bonus	80%
Share allocation	7%
Profit Share	7%
Lump sum / cash incentives	2%
Non-cash incentives	9%
More than the statutory holidays / days off	17%
Housing allowance	16%
Company car	8%
Car allowance / mileage	8%
Parking	14%
Clothing allowance/ uniform	10%
Mobile phone/ phone allowance	42%
Complimentary/ discounted hotel rooms, airfare, tour packages	39%
Other (please specify)	15%

AVERAGE BONUS

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

1.9 Months

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