



HR Solutions in
Travel & Hospitality



SALARY REPORT - ASIA PACIFIC

2013

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FOREWORD

Foreword

I'm pleased to present our 2013 ACI Salary Report – a comprehensive insight into salary information and trends in the travel, tourism and hospitality industry across Asia Pacific. The ACI Salary Report is a unique publication with a sample of close to 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 and hospitality 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.

We saw an eventful 2012 that has left its influence on the job market and salaries across Asia Pacific coming into 2013. The continued labor crunch and skills shortage across much of the region mean that those with specialist skills continue to drive higher salary demands and compensation packages. Despite the lingering economic doubts and slowdown of the European markets, business confidence in the Asia Pacific appears to remain high in 2013, and companies HR policies can be seen to be focusing on recruitment rather than retrenchment.

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 combined experience of over 50 years in the Travel, Tourism and Hospitality 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 and hospitality and recruitment.

INTRODUCTION

Introduction

SALARY SURVEY METHODOLOGY

An internet survey link was sent to over 5000 clients and candidates of ACI HR Solutions throughout Asia in February 2013 for employees of different levels to complete. The survey link was posted on the acihr.com website and included in a range of advertising. We received responses from close to 900 recipients.

REPORT FORMAT

The ACI Salary Report 2013 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

With an additional 39 million international tourists in 2012, up from 996 million the previous year, international tourist arrivals surpassed 1 billion (1.035 billion) for the first time in history. By region, Asia and the Pacific (+7%) was the best performer – up by 15 million arrivals in 2012, reaching a total 233 million international tourists. South-East Asia (+9%) was the best performing sub-region much due to the implementation of policies that foster intraregional cooperation and coordination in tourism. Growth was also strong in North-East Asia (+6%), as Japanese inbound and outbound tourism recovered, while it was comparatively weaker in South Asia (+4%) and in Oceania (+4%)¹. The only exception was China, which, with a contraction in growth of 2.2%³, is estimated to have lost around three million international arrivals (foreign and compatriot) from its 2011 total international inbound count

In the region's hotel sector, occupancy remained relatively flat, except for Thailand which was the only country to experience double digit growth to both occupancy and REVPAR. Hotels in general were able to boost rates, albeit marginally, with Hong Kong and Singapore who in 2011 saw double digit growth now having to settle for a more modest 5% increases to ADR in 2012. Jakarta underpinned its reputation as SE Asia's largest economy with >10% growth to both ADR and REVPAR in 2012².

2012 saw continued economic volatility around the globe, particularly in the Eurozone. Yet international tourism managed to stay on course. The sector has shown its capacity to adjust to the changing market conditions and, although at a slightly more modest rate, is expected to continue expanding in 2013. Business confidence may appear weaker but still remains mostly positive and companies HR policies are continuing to focus on recruitment rather than retrenchment.

THE SURVEY

The ACI Salary Report is a unique publication with a sample of close to 900 travel, tourism and hospitality personnel right across the Asia Pacific region, giving an extensive view of industry salaries and employee satisfaction. The largest proportion of respondent (52%) was based in Singapore, with Australia (13.7%), China (8.8%) and Thailand (7.8%) also providing robust samples.

By Sector, most respondents were employed in the hospitality industry (41%), 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), 53% were male and 96% held permanent full-time employment.

A telling factor was the spread across respondents' tourism career spans. The majority 39% had worked in tourism for 11-20 years (slightly higher than 34% in 2011's survey), while the overwhelming majority (84%) has been employed with their current employer for 5 years or less – similar to past surveys. The number of those employed with the present company for 12 months or less however, was significantly down to 28%, down from the 39% we saw in 2011. This could be the result of one or more of the following factors:

- Employees less inclined to 'job-hop' during uncertain economic conditions
- Companies recruiting fewer new employees

ANALYSIS

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 has increased to 31% from 25% in 2011, back to levels seen in 2010 but still well short of the 44% experienced in 2009. However, those who received a 1-5% salary increase rose to 51% from 48% in 2011 and 40% in 2010 and a further 18% saw an increase of more than 6%, down from the 27% seen in 2011 and 2010.

The divided nature of the response 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.
- Realisation that the 'War for talent' continues in Asia; employers attempting to retain good staff with increased remuneration, but more conservative than the >6% levels seen in 2011 and 2010.

CAREER PROGRESSION

The importance of career development on employee satisfaction dropped slightly on previous years; 66% of respondents said that career progression was either 'extremely important' or 'very important' compared to 72% in 2011. And 7% said that career progression was unimportant, up from the 3% who responded to the same question in 2011. Interestingly, employees appear less satisfied with their current prospects than they did in 2011. Only 28% of those surveyed said they believed that their current employer offered 'excellent' or 'good' opportunities for career progression, well below 2011's 39%. Alarming, 35% felt career prospects with their employer were 'poor' or 'zero'; the highest negative response in the 5 years we've conducted this survey.

Decline of career progression satisfaction could indicate:

- A more competitive job market is making employees feel insecure about long-term prospects within a company
- Multinational companies are becoming especially elastic and employees are more vulnerable to retrenchment when departments are mandated to cut costs
- As more jobs become available, employees again considering opportunities with other companies to advance careers – a return to *'job hopping'*.

ACTUAL SALARIES

Underlining Indonesia's surging economy, average salaries from respondents grew by 118% according to the 2012/13 survey. This was followed closely by the other emerging markets of India (113%) and the Philippines (51%). On actual highest average salaries from the survey, that belonged to Macau with (U\$100,100), followed by Hong Kong (U\$81,564) and Australia (U\$79,371). Malaysia posted the survey's lowest average salary (U\$39,118).

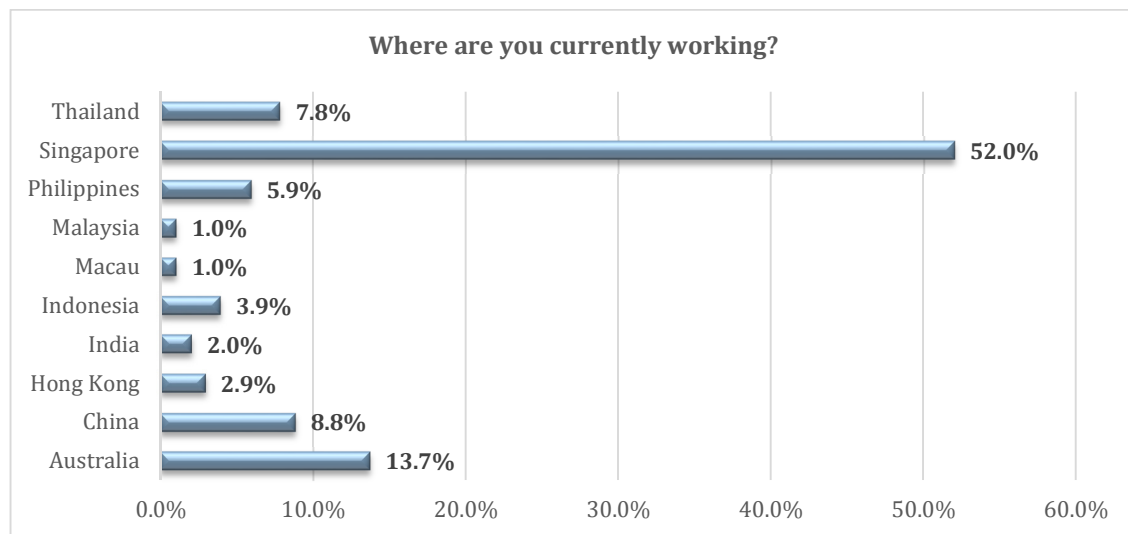
- 1) Source: UNWTO World Tourism Barometer
- 2) Source: STR Global
- 3) PATA

BREAKDOWN OF RESPONDENTS

Breakdown of respondents

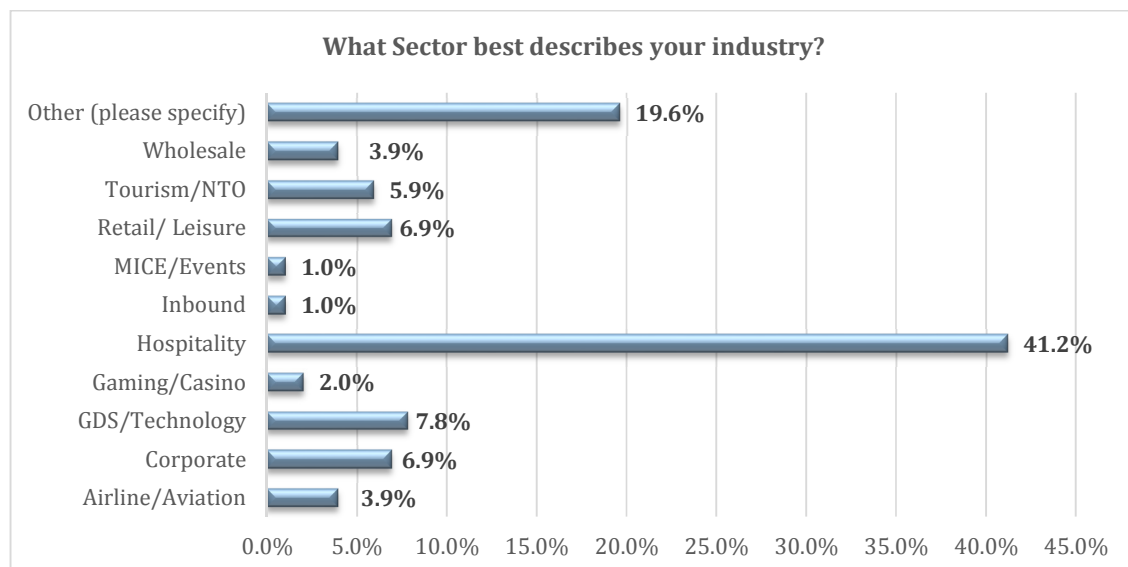
RESPONDENTS BY LOCATION

The graph below shows the country where the respondents work.



SECTOR BREAKDOWN

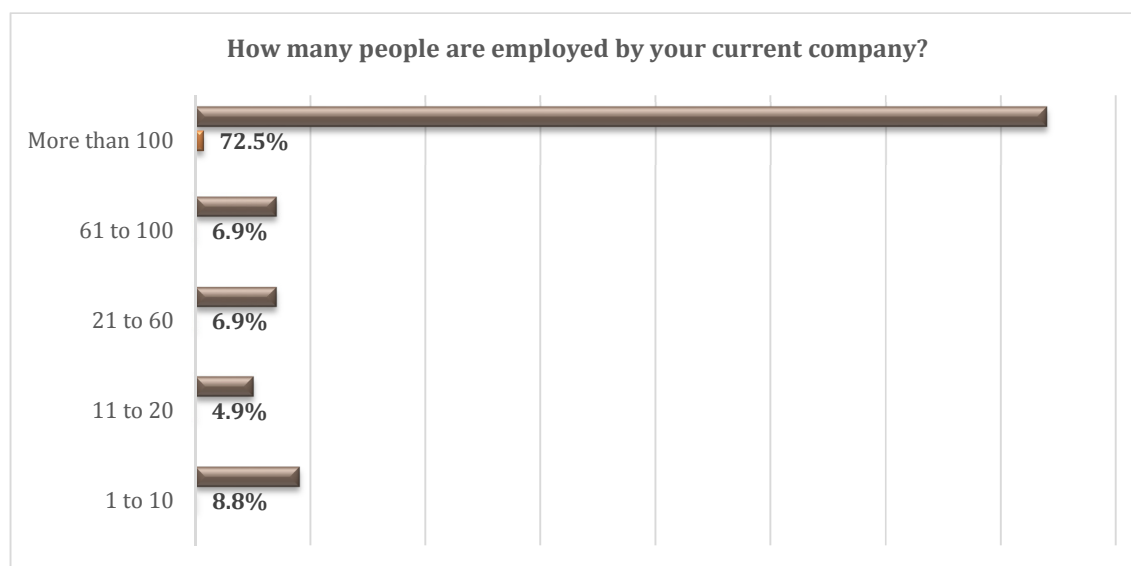
The graph below shows what sectors of the industry the respondents work in.



BREAKDOWN OF RESPONDENTS

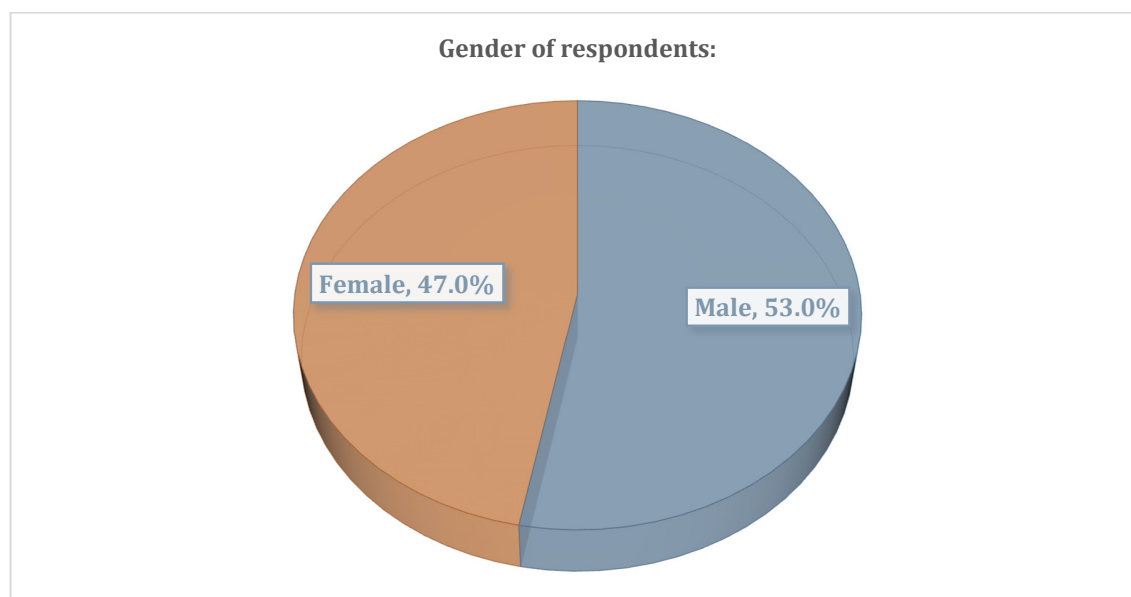
NUMBER OF PEOPLE IN ORGANISATION

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



GENDER OF RESPONDENTS

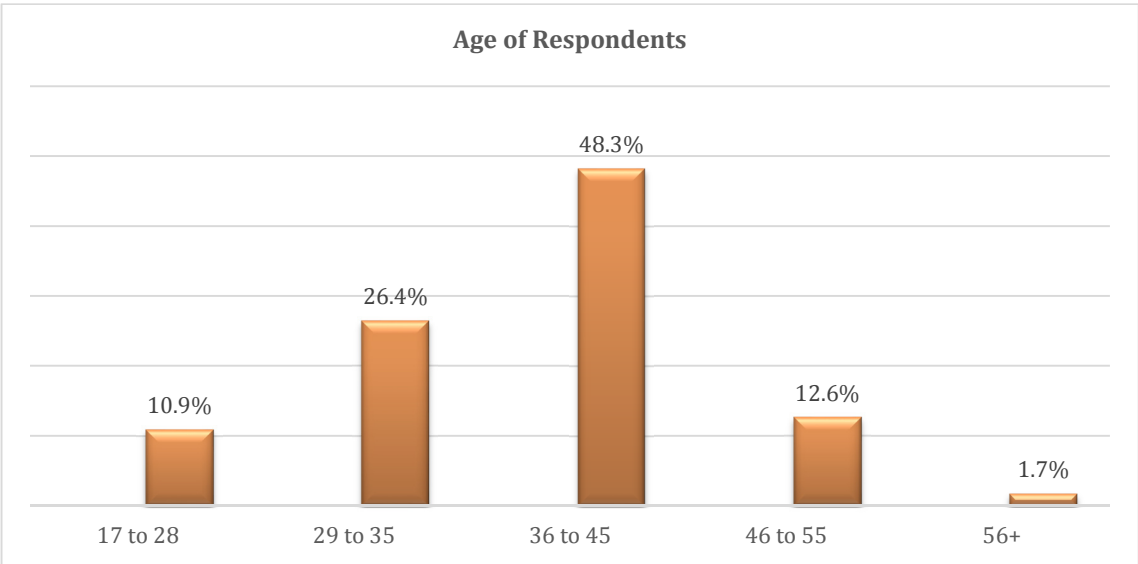
The graph below shows the gender of all respondents.



BREAKDOWN OF RESPONDENTS

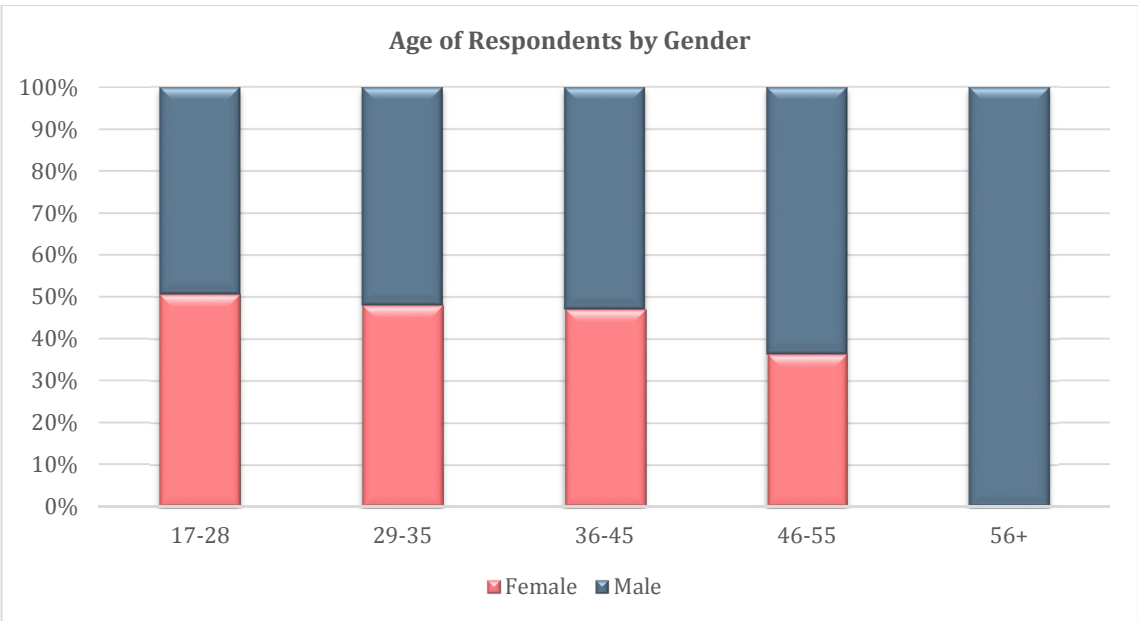
AGE OF RESPONDENTS

The graph below shows the age of all respondents.



AGE OF RESPONDENTS BY GENDER

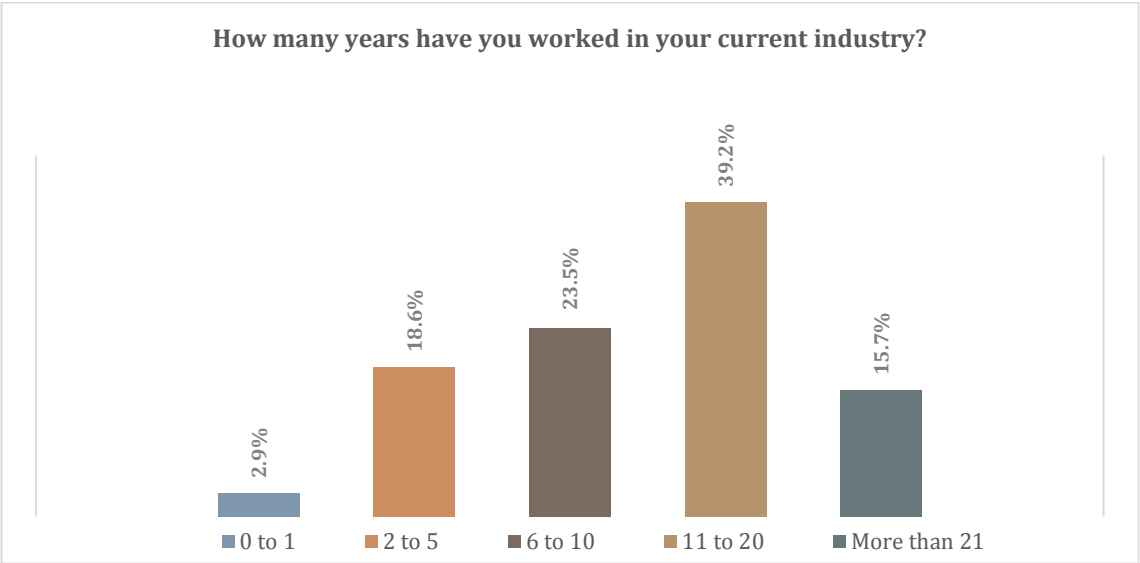
The graph below shows the age of the respondents by gender.



BREAKDOWN OF RESPONDENTS

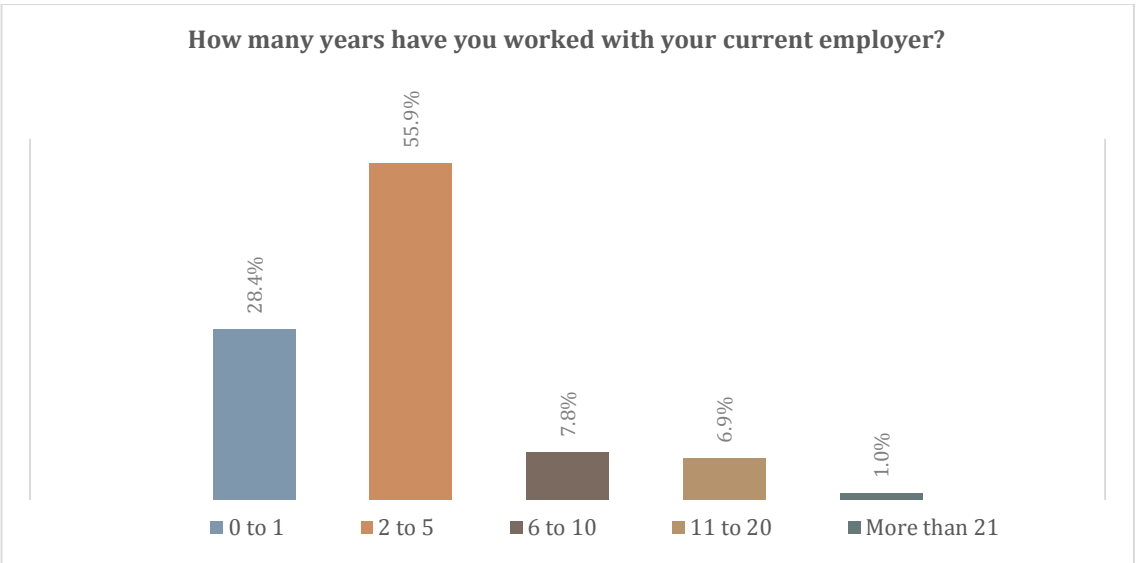
TRAVEL & HOSPITALITY INDUSTRY EXPERIENCE

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



CURRENT EMPLOYER

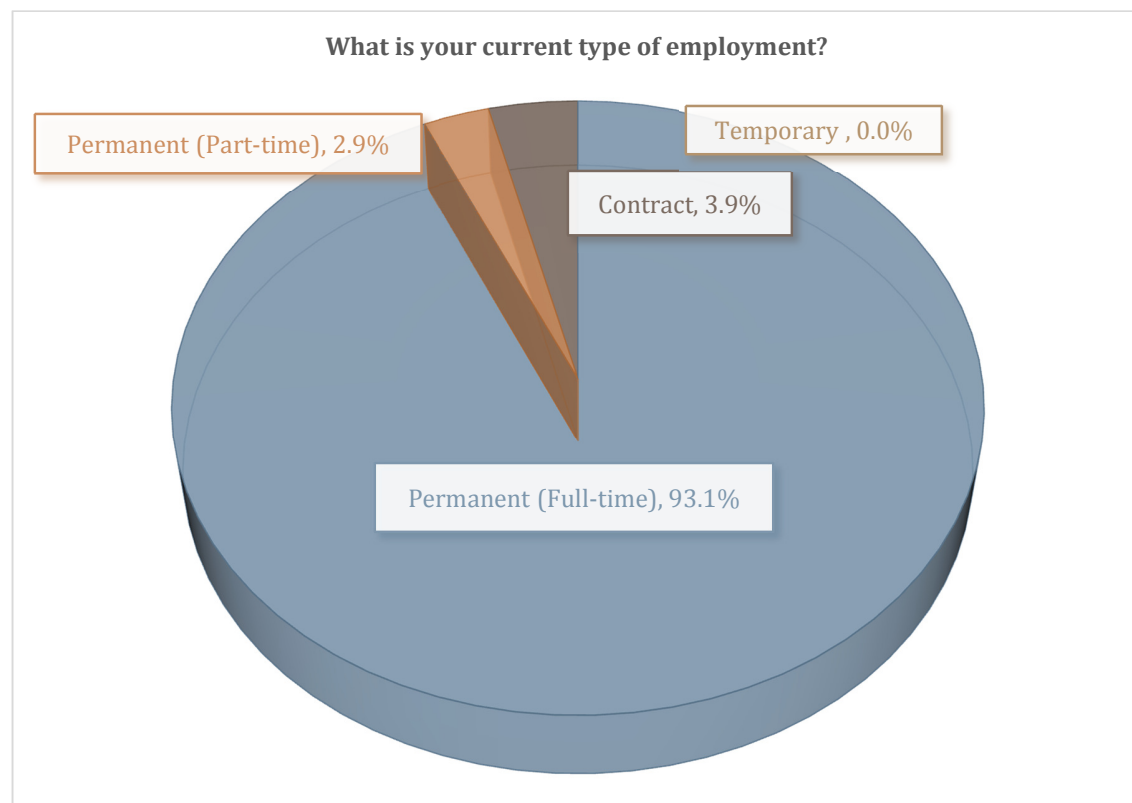
The graph below shows a breakdown of the number of years working with current employer of all respondents.



BREAKDOWN OF RESPONDENTS

EMPLOYMENT STATUS

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

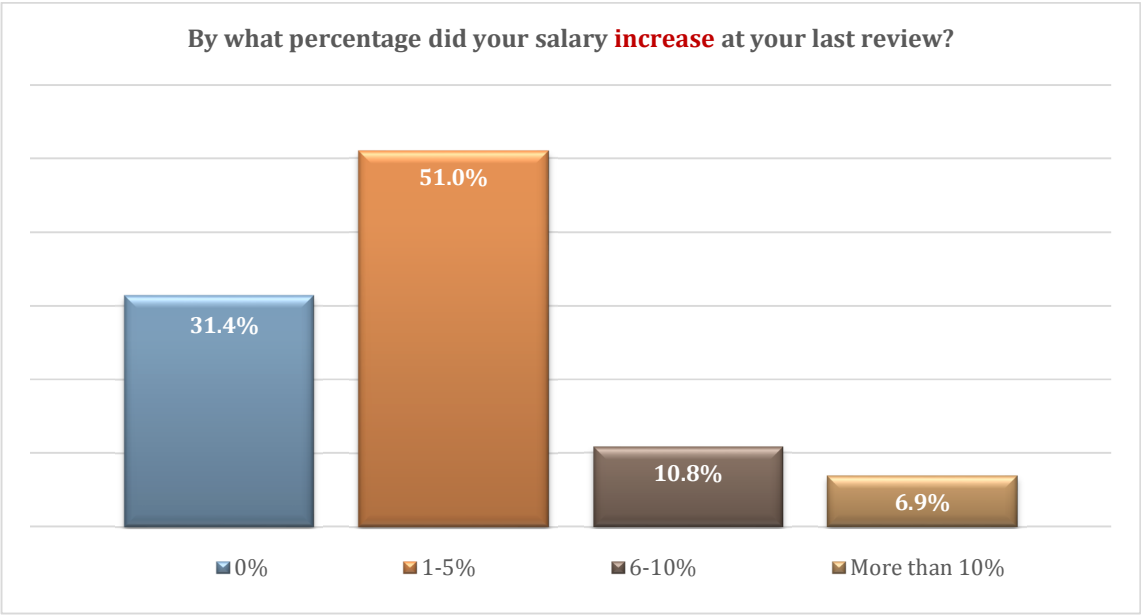


SALARY AND CAREER PROGRESSION

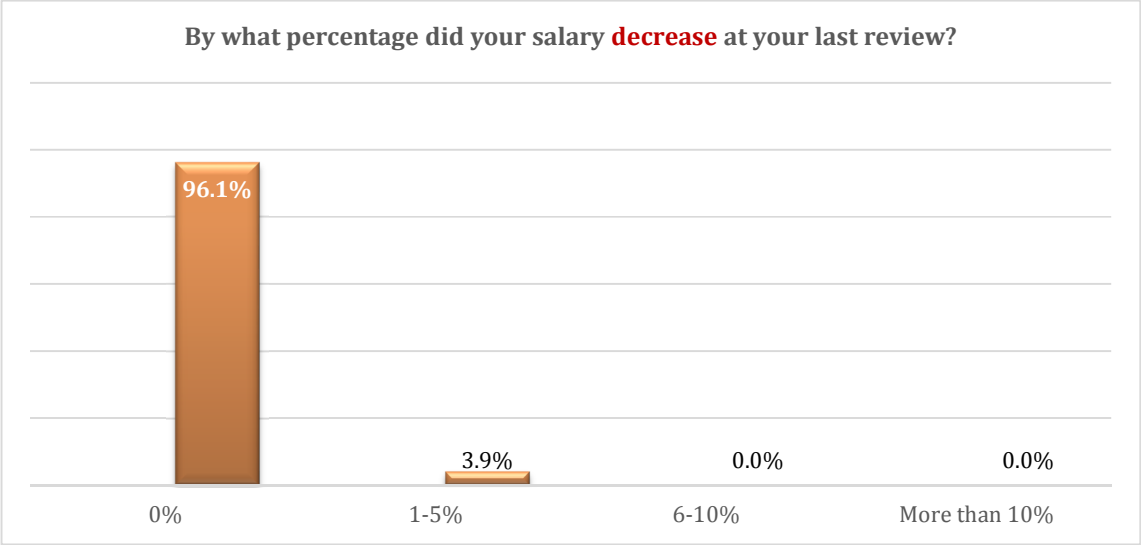
Salary and Career progression

SALARY INCREASE / DECREASE OVER PAST 12 MONTHS

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



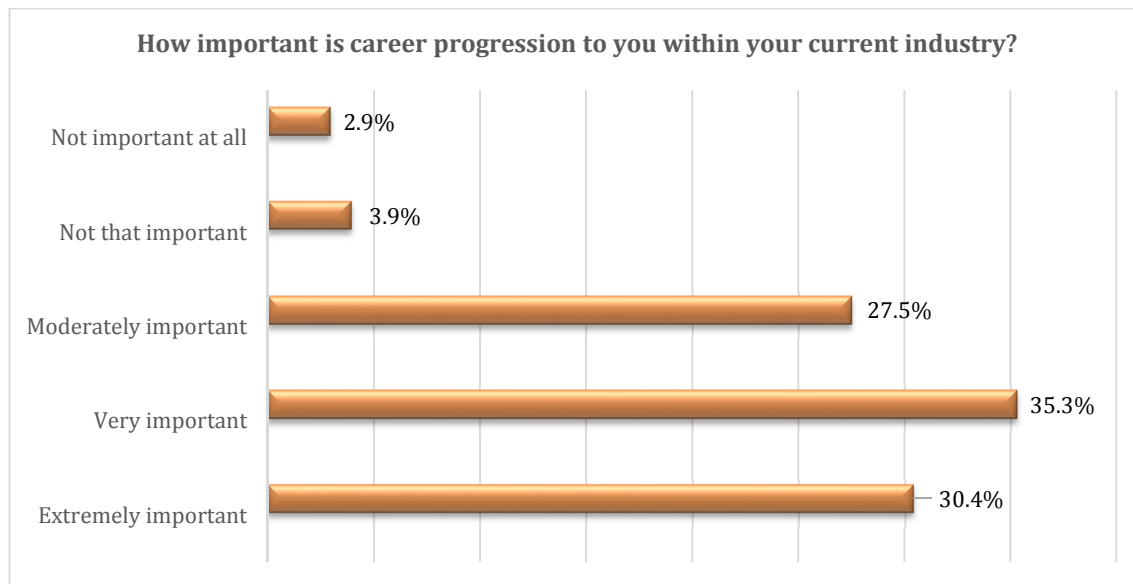
The graph below shows the salary decreases of respondents over the past year.



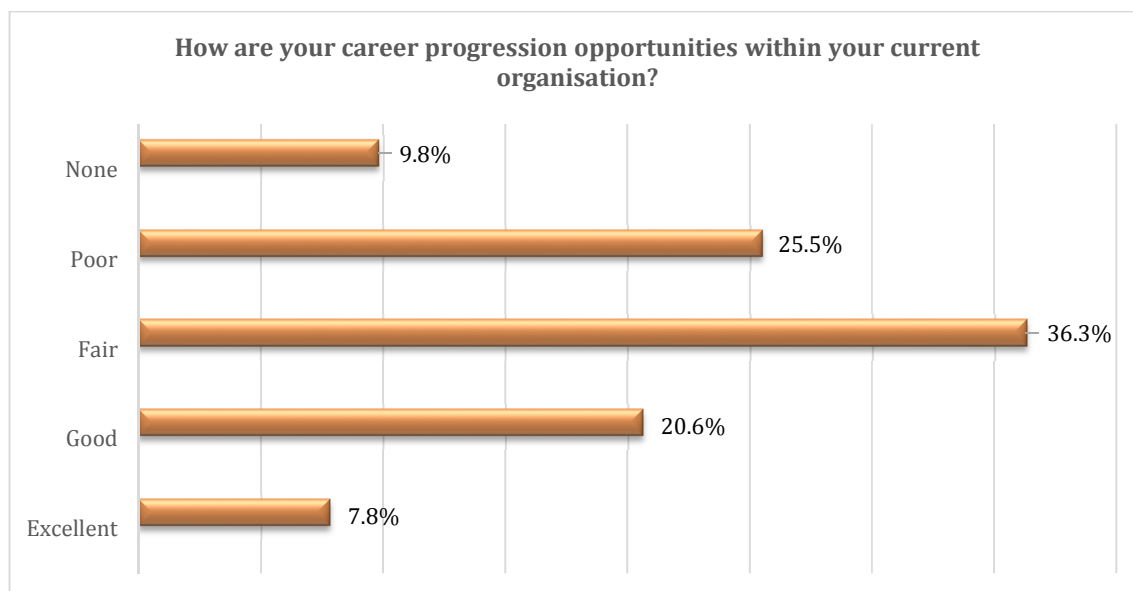
SALARY AND CAREER PROGRESSION

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.

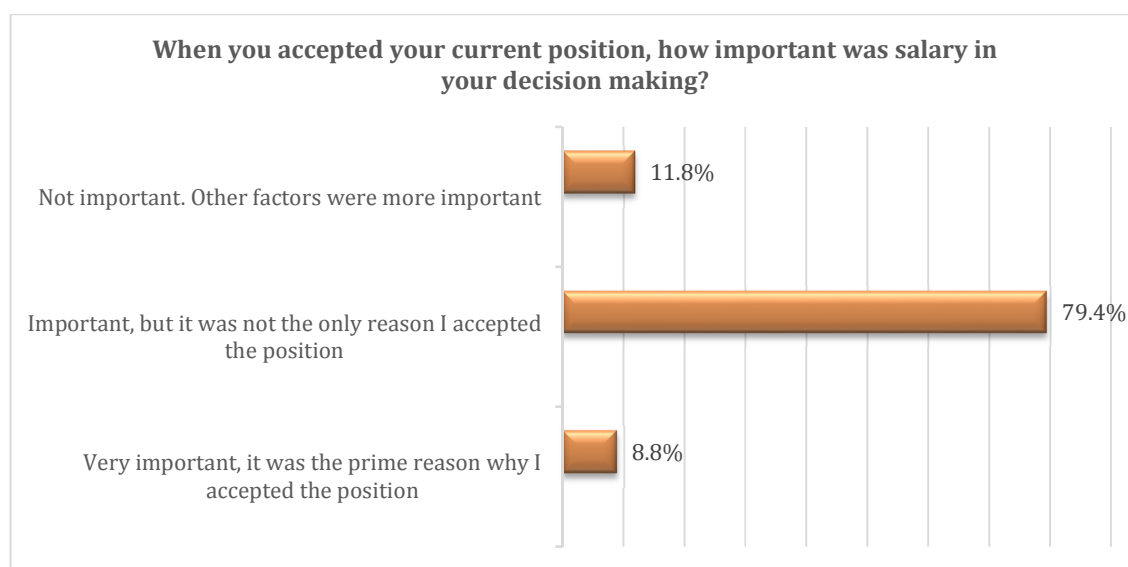


BASIC SALARY ANALYSIS

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%	31%	28%	13%	50%
Very Important	-	58%	32%	27%	-
Moderately Important	17%	4%	38%	40%	-
Not that important	-	4%	2%	7%	-
Not important at all	-	4%	-	13%	50%

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	17%	4%	11%	7%	
Important	50%	88%	79%	79%	100%
Not important	33%	8%	9%	21%	

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	\$5,850	\$28,000	\$56,000	\$29,556
Accountant	\$18,000	\$22,000	\$60,000	\$20,833
Accounts Manager	\$10,000	\$55,661	\$78,000	\$54,124
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	\$84,000	\$40,471
Assistant Director of Sales	\$24,000	\$35,000	\$50,000	\$32,789
Assistant Front Office Manager	\$28,680	\$34,392	\$41,460	\$34,788
AV IT Technician	\$16,092	\$18,540	\$23,412	\$19,740
Business Development Manager	\$14,000	\$55,000	\$156,000	\$51,577
Catering Executive	\$14,148	\$20,856	\$23,412	\$19,488
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	\$168,333
Chief Financial Officer	\$120,000	\$150,000	\$220,000	\$180,200
Chief Operating Officer	*	\$70,000	*	\$70,000
Commis Chef	\$13,656	\$17,556	\$21,468	\$17,448
Commercial Director		\$240,000		\$240,000
Concierge	\$13,000	\$26,640	\$28,000	\$22,546
Consultant	\$50,238	*	\$70,000	\$60,119
Cook	\$11,220	\$12,684	\$17,556	\$13,008
Customer Service Manager	\$18,500	\$20,000	\$36,000	\$30,250
Director of Engineering	\$28,000	\$50,000	\$117,072	\$60,848
Director of Finance	\$54,000	\$80,000	\$160,000	\$92,424
Director of Food & Beverage	\$30,000	\$60,000	\$85,000	\$60,333
Director of HR	\$24,000	\$65,000	\$171,696	\$57,967
Director of IT	\$40,000	\$65,000	\$85,000	\$68,333
Director of Marketing	\$27,500	\$85,000	\$180,000	\$74,788
Director of Operations	\$36,000	\$93,000	\$215,000	\$74,528
Director of Revenue	\$48,000	\$65,000	\$160,000	\$70,630
Director of Rooms	\$50,000	\$60,000	\$75,000	\$61,250
Director of Sales	\$23,000	\$80,000	\$200,000	\$69,867

BASIC SALARY ANALYSIS

Director of Sales & Marketing	\$36,000	\$84,000	\$140,000	\$80,152
Director of Security	*	\$60,000	*	\$60,000
Duty Manager	\$23,904	\$28,824	\$40,980	\$32,256
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	\$65,000	\$129,756	\$76,181
Executive Housekeeper	\$53,664	\$66,000	\$120,684	\$69,462
Executive Secretary	\$7,000	\$27,000	\$54,000	\$28,086
F&B Manager		\$63,000		\$63,000
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	\$108,636	\$178,860	\$97,968
Food & Beverage Manager	\$27,600	\$44,800	\$80,000	\$40,571
Front Office Manager	\$22,000	\$36,000	\$70,248	\$34,779
General Manager	\$42,000	\$96,000	\$320,000	\$115,986
Guest Service Supervisor	\$15,612	\$25,608	\$33,624	\$24,864
Head of Sourcing	*	\$150,000	*	\$150,000
Housekeeper	\$10,728	\$14,028	\$17,556	\$14,640
Housekeeping Supervisor	\$31,224	\$45,252	\$50,736	\$43,044
HR Executive	\$24,396	\$33,468	\$45,528	\$34,788
HR Manager	\$18,000	\$60,000	\$120,000	\$55,514
IT Manager	\$30,000	\$55,000	\$110,000	\$48,500
Kitchen Helper	\$8,292	\$10,200	\$20,976	\$10,752
Manager	\$22,000	\$52,000	\$150,000	\$59,000
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	\$10,600	\$45,500	\$120,000	\$48,030
MICE Manager	\$35,000	*	\$43,000	\$39,000
Online Marketing Manager	\$80,000	\$94,000	\$100,000	\$91,333
Operations Manager	\$24,000	\$45,000	\$60,000	\$41,467
Operator	\$12,192	\$15,492	\$19,512	\$15,156
Procurement Manager	\$66,000	\$85,000	\$120,000	\$89,000
Product Manager	\$24,000	\$65,000	\$105,000	\$55,011
Project Manager	\$30,000	\$38,750	\$70,000	\$56,458
Purchasing Manager	*	\$200,000	*	\$200,000
Regional Director of Sales	\$80,000	\$81,280	\$100,000	\$89,570
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

BASIC SALARY ANALYSIS

Restaurant Manager	\$39,000	\$42,000	\$50,400	\$42,100
Revenue Manager	\$20,000	\$48,000	\$42,000	\$59,871
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	\$43,341
Senior Marketing Manager	*	\$75,000	*	\$75,000
Senior Project Manager	*	\$59,599	*	\$59,599
Sou Chef	\$30,240	\$38,856	\$40,980	\$35,400
Sous Chef	*	\$14,400	*	\$14,400
Spa Manager	*	\$22,500	*	\$22,500
Supervisor	\$22,000	\$47,000	\$61,000	\$39,063
Technical Services	*	\$68,000	*	\$68,000
Technical Support	\$41,604	\$44,000	\$130,000	\$85,802
Technician	\$21,948	\$30,492	\$39,012	\$28,776
Ticketing Consultant	\$16,000	\$20,000	\$22,000	\$19,333
Ticketing Supervisor	\$56,000	\$57,300	\$68,000	\$60,325
Training Manager	\$25,000	\$30,000	\$60,000	\$38,333
Travel Consultant	\$8,200	\$28,000	\$38,000	\$26,104
Travel Consultant – Intermediate	*	\$35,000	*	\$35,000
Travel Consultant - Senior	\$18,000	\$36,000	\$72,000	\$35,477
Travel Manager	*	\$52,000	*	\$52,000
Vice President Operations	\$80,000	\$120,000	\$200,000	\$135,000
Vice President Sales	\$80,000	\$180,000	\$300,000	\$165,278
Web Designer / Webmaster	*	\$25,000	*	\$25,000

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 - Thailand 7.8% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	*	\$21,000	*	\$21,000
Assistant Director of Sales	\$28,250	\$30,000	\$36,000	\$31,416
MD, CEO	\$80,000	\$120,000	\$200,000	\$133,333
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
General Manager	\$72,000	\$90,000	\$212,000	\$115,333
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
Sous Chef	*	\$14,400	*	\$14,400
Sales Executive	\$18,000	\$24,000	\$67,762	\$67,764
Sales Manager	\$9,600	\$16,875	\$36,587	\$19,030
Spa Manager	*	\$22,500	*	\$22,500
Web Designer / Webmaster	*	\$25,000	*	\$25,000

BASIC SALARY ANALYSIS

Salaries by Country - Singapore 52% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Accounts Support	\$15,000	\$25,200	\$43,000	\$27,733
Accounts Manager	\$10,000	\$55,661	\$78,000	\$54,124
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
AV IT Technician	\$16,092	\$18,540	\$23,412	\$19,740
Business Development Manager	\$35,000	\$52,000	\$156,000	\$64,555
Catering Executive	\$14,148	\$20,856	\$23,412	\$19,488
Chef de Cuisine	\$40,980	\$49,752	\$61,464	\$55,320
Chef de Partie	\$17,556	\$25,608	\$29,760	\$24,780
Commis Chef	\$13,656	\$17,556	\$21,468	\$17,448
Cook	\$11,220	\$12,684	\$17,556	\$13,008
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	\$30,000	\$24,500
Director of Engineering	\$58,536	\$90,732	\$117,072	\$83,544
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	\$56,904	\$87,156	\$171,696	\$94,200
Director of IT	*	\$75,000	*	\$75,000
Director of Marketing	\$42,000	\$80,000	\$150,000	\$90,777
Director of Operations	\$80,000	\$93,000	\$180,000	\$130,000
Director of Revenue	\$59,000	\$84,000	\$160,000	\$105,055
Director of Sales	\$23,000	\$100,000	\$200,000	\$107,666
Director of Sales & Marketing	\$75,120	\$86,880	\$120,972	\$88,884
Duty Manager	\$23,904	\$28,824	\$40,980	\$32,256
EAM	\$85,000	\$99,000	\$105,000	\$99,000
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	\$45,000	\$54,000	\$50,925
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

BASIC SALARY ANALYSIS

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	\$137,472	\$195,120	\$128,160
Guest Service Supervisor	\$15,612	\$25,608	\$33,624	\$24,864
Head of Sourcing	*	\$150,000	*	\$150,000
Housekeeper	\$10,728	\$14,028	\$17,556	\$14,640
Housekeeping Supervisor	\$31,224	\$45,252	\$50,736	\$43,044
HR Manager	\$40,320	\$53,664	\$78,048	\$54,756
HR Executive	\$24,396	\$33,468	\$45,528	\$34,788
IT Manager	\$36,000	\$55,000	\$110,000	\$67,000
Kitchen Helper	\$8,292	\$10,200	\$20,976	\$10,752
Manager	\$22,000	\$50,000	\$70,000	\$45,333
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	\$54,132	\$75,720	\$54,348
MICE Manager	\$35,000	*	\$43,000	\$39,000
Online Marketing Manager	\$80,000	\$94,000	\$100,000	\$91,333
Operator	\$12,192	\$15,492	\$19,512	\$15,156
Operations Manager	\$28,000	\$37,500	\$56,000	\$42,400
Product Manager	\$45,000	*	\$90,000	\$67,500
Project Manager	\$30,000	\$38,750	\$60,000	\$42,916
Purchasing Manager	*	\$200,000	*	\$200,000
Regional Director of Sales	\$80,000	\$81,280	\$100,000	\$89,570
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	\$40,000	*	\$50,400	\$45,200
Sales Executive	\$12,000	\$19,285	\$22,500	\$17,928
Sales Manager	\$30,000	\$41,500	\$62,000	\$49,700
Sales & Marketing Executive	\$21,528	\$32,568	\$42,912	\$31,440
Sales & Marketing Manager	\$35,124	\$53,892	\$81,900	\$47,988
Senior Marketing Manager	*	\$75,000	*	\$75,000
Sou Chef	\$30,240	\$38,856	\$40,980	\$35,400
Supervisor	\$22,000	*	\$33,000	\$27,500
Technical Services	*	\$68,000	*	\$68,000
Technician	\$21,948	\$30,492	\$39,012	\$28,776
Ticketing Consultant	\$16,000	\$20,000	\$22,000	\$19,333
Training Manager	\$25,000	\$30,000	\$60,000	\$38,333
Travel Consultant - Senior	\$22,400	\$36,000	\$48,000	\$30,375
Vice President Operations	\$80,000	\$120,000	\$200,000	\$135,000
Vice President Sales	\$100,000	\$145,000	\$300,000	\$173,333

BASIC SALARY ANALYSIS

Salaries by Country - Philippines 5.9% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager	\$5,850	\$10,000	\$26,400	\$16,450
Commercial Director		\$240,000		\$240,000
Director of Food & Beverage	\$30,000	\$54,000	\$60,000	\$49,500
Director of Sales	\$24,000	\$28,000	\$48,000	\$33,200
Director of Sales & Marketing	\$45,000	\$66,000	\$96,000	\$66,750
Event Producer	*	\$8,000	*	\$8,000
Executive Secretary		\$24,000	*	\$24,000
Food & Beverage Manager	*	\$44,800	*	\$44,800
General Manager	\$48,000	\$72,000	\$120,000	\$81,600
Sales Executive	\$12,000	\$18,000	\$39,000	\$25,800
Sales Manager	\$24,000	\$36,000	\$48,000	\$36,750

Salaries by Country - Malaysia 1% 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
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
Travel Manager	*	\$52,000	*	\$52,000

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
Executive Housekeeper	*	\$66,000	*	\$66,000
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

BASIC SALARY ANALYSIS

Salaries by Country - Indonesia 3.9% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Administration Manager	*	\$42,000	*	\$42,000
Chief Executive Officer	\$100,000	\$120,000	\$220,000	\$165,000
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 Manager	\$45,000	\$54,000	\$60,000	\$49,500
Travel Consultant	\$22,000	\$30,000	\$37,000	\$28,250

Salaries By Country - India 2% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Chief Operating Officer	*	\$70,000	*	\$70,000
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
Front Office Manager	\$22,000	\$22,500	\$24,000	\$22,625
General Manager	\$60,000	\$80,000	\$120,000	\$86,900
Marketing Manager	\$20,000	\$24,000	\$36,000	\$26,666
Project Manager	*	\$70,000	*	\$70,000
Sales Executive	*	\$20,000	*	\$18,000
Technical Support	\$41,604	\$44,000	\$130,000	\$85,802
Travel Consultant	\$8,200	\$23,000	\$38,000	\$23,958

BASIC SALARY ANALYSIS

Salaries By Country - Hong Kong 2.9% 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
Business Development Manager	\$46,000	\$55,000	\$80,000	\$57,875
Chief Executive Officer	\$120,000	\$180,000	\$360,000	\$110,000
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	\$110,500
Executive Chef	\$65,000	\$75,000	\$95,000	\$77,500
General Manager	\$120,000	\$130,000	\$180,000	\$142,000
Marketing Manager	\$45,500	\$72,000	\$83,000	\$66,625
Sales Manager	\$39,000	\$55,000	\$65,000	\$51,375
Travel Consultant - Senior	\$18,000	\$21,000	\$27,000	\$26,455

Salaries By Country - China 8.8% 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 Development Manager	\$18,000	\$38,950	\$60,000	\$38,950
Chief Executive Officer	\$80,000	\$150,000	\$250,000	\$150,000
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	\$65,500
Director of IT	\$40,000	\$55,000	\$85,000	\$65,000
Director of Marketing	\$50,000	\$75,000	\$180,000	\$91,250
Director of Operations	\$36,000	\$50,000	\$78,000	\$53,500
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	\$50,200
Director of Sales & Marketing	\$36,000	\$65,000	\$120,000	\$76,200
EAM	\$60,000	\$72,000	\$120,000	\$72,000
Executive Chef	\$24,000	\$60,000	\$90,000	\$58,500
Food & Beverage Manager	\$30,000	\$60,000	\$80,000	\$55,600
General Manager	\$48,000	\$84,000	\$160,000	\$111,111

BASIC SALARY ANALYSIS

Human Resources Manager	\$18,000	\$30,000	\$38,000	\$28,700
IT Manager	*	\$30,000	*	\$30,000
Manager	\$51,000	\$95,000	\$150,000	\$98,666
Marketing Manager	\$20,000	\$34,500	\$40,000	\$32,400
Operations Manager	\$24,000	\$36,000	\$46,000	\$32,500
Restaurant Manager	*	\$39,000	*	\$39,000
Revenue Manager	\$20,000	\$35,000	\$90,000	\$46,760
Sales Manager	\$11,500	\$28,000	\$44,000	\$27,625
Vice President Sales	\$80,000	\$110,000	\$180,000	\$117,500

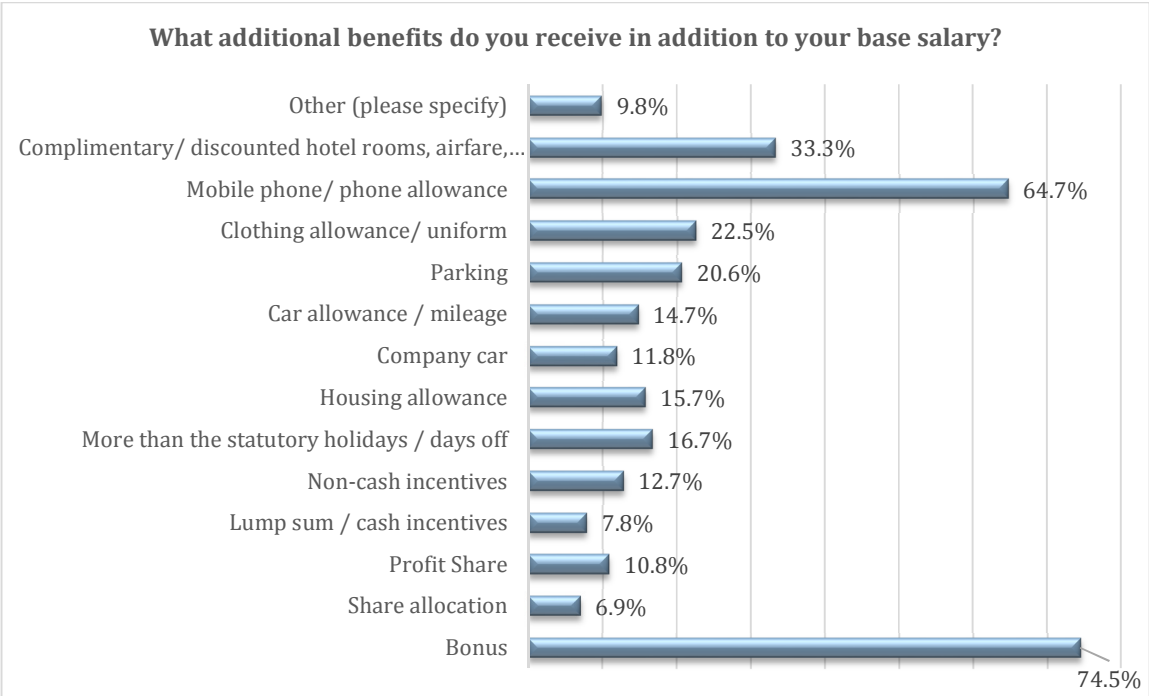
Salaries By Country - Australia 13.7% of All Respondents

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 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
Ticketing Supervisor	\$56,000	\$57,300	\$68,000	\$60,325
Travel Consultant – Intermediate	*	\$35,000	*	\$35,000
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.



AVERAGE BONUS

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

1.7 Months

CONTACT INFORMATION

Contact Information

ANDREW CHAN
FOUNDER & CEO



andrew@acihr.com

THOMAS LIM
GM, SINGAPORE



thomas@acihr.com

ADELINE LEE
GM, GREATER CHINA



adeline@acihr.com

Company Information

ACI HR Solutions Limited
Level 15, Yardley Commercial Building
1-6 Connaught Road West
Hong Kong

ACI HR Solutions (Singapore) Pte. Ltd.
10 Anson Road
#26-04 International Plaza
Singapore 079903



www.acihr.com