



HR Solutions in
Travel & Hospitality



ACI REPORT - 2017

SALARY & EMPLOYMENT TRENDS

FOREWORD

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FOREWORD

Foreword

I'm very pleased to present our 2017 ACI Report – now into its 5th edition, the ACI Report is unrivalled, offering a comprehensive insight into the salary and employment trends of the travel, tourism, hospitality and lifestyle industry across Asia Pacific. The report is a unique publication produced annually, this year we saw a sample size of over 700 travel, tourism and hospitality professionals working across the Asia Pacific region. The respondents provided an extensive view of industry salaries and satisfaction levels, giving the report not only a unique statistical view of the travel, tourism, hospitality and lifestyle labour market, but also an invaluable insight into the mindset of industry personnel.

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

The Travel & Tourism Industry has shown extraordinary strength and resilience; International travel continues to grow, contributing to job creation and the wellbeing of communities across the globe. We expect demand in 2017 to remain mostly positive in Asia Pacific, although cautious that political events globally may have an impact in the region. We can however gain some confidence from the hiring managers we surveyed, with forty percent indicating an expectation for new headcounts in 2017.

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



Andrew Chan
Founder & CEO



ABOUT ACI

About ACI

Established in 2012, ACI stemmed from a need identified by Founder & CEO, Andrew Chan for a specialist firm owned and operated by people from within the industry. With over 60 years of combined management experience in the sectors we serve, ACI is an award-winning specialist Recruitment, Executive Search and Professional Training firm dedicated to the Travel, Tourism, Hospitality and Lifestyle Industries.

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

OUR PEOPLE

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 are 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.

AWARDS



In 2016, ACI was honoured to be recognised with the following accolades:

- Best Recruitment Firm, Hospitality – Gold Winner, Human Resources Vendors of the Year
- Best Recruitment Site, Innovations – Silver Winner, Human Resources Vendors of the Year
- Best Permanent Roles, Recruitment Agency – Silver Winner, Human Resources Vendors of the Year
- Best Recruitment Portal – Silver Winner, Human Resources Vendors of the Year
- Best Recruitment Innovation, Recruitment Agency – Gold Winner, Human Resources Asia
- Best Recruitment Agency – Bronze Winner, Human Resources Asia
- Best Career Website, Recruitment Agency – Bronze Winner, Human Resources Asia
- Entrepreneur of the Year (Andrew Chan) – RI Awards Australia

INTRODUCTION

Introduction

SALARY SURVEY METHODOLOGY

An internet survey link was sent to over 12,000 clients and candidates of ACI HR Solutions throughout Asia Pacific in January 2017 for employees of different levels to complete. We received a 27% open rate, well above the industry average¹ 12.5%, and a 2.7% click rate (industry average 1.5%). The survey link was also posted on the acihr.com website and included in a range of advertising, social media campaigns, and distributed to industry association (PATA, ACTE, HSMAI) members. We received 709 respondents.

REPORT FORMAT

The 2017 ACI Report is presented in a simple format to ensure information can be obtained in the most practical manner from the findings.

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

DEFINITIONS

Detailed below are the definitions for the salary data tables:

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

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

DISCLAIMER

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

Analysis

IN BRIEF

Demand for international tourism remained robust in 2016 despite challenges. International tourist arrivals grew by 3.9% to reach a total of 1,235 million, according to the latest UNWTO World Tourism Barometer. Some 46 million more tourists (overnight visitors) travelled internationally last year compared to 2015.

2016 was the seventh consecutive year of sustained growth following the 2009 global economic and financial crisis. A comparable sequence of uninterrupted solid growth has not been recorded since the 1960s. As a result, 300 million more international tourists travelled the world in 2016 as compared to the pre-crisis record in 2008.

By region, Asia and the Pacific (+8%) led growth in international tourist arrivals in 2016, fueled by strong demand from both intra- and interregional source markets. Africa (+8%) enjoyed a strong rebound after two weaker years. In the Americas (+4%) the positive momentum continued. Europe (+2%) showed rather mixed results, with double-digit growth in some destinations offset by decreases in others. Demand in the Middle East (-4%) was also uneven, with positive results in some destinations, but declines in others.

Asia and the Pacific (+8%) led growth across regions in both relative and absolute terms, recording 24 million more international tourist arrivals in 2016 to total 303 million. Growth was strong in all four sub-regions, with Oceania receiving 10% more arrivals, South Asia 9% more and North-East Asia and South-East Asia both 8% more².

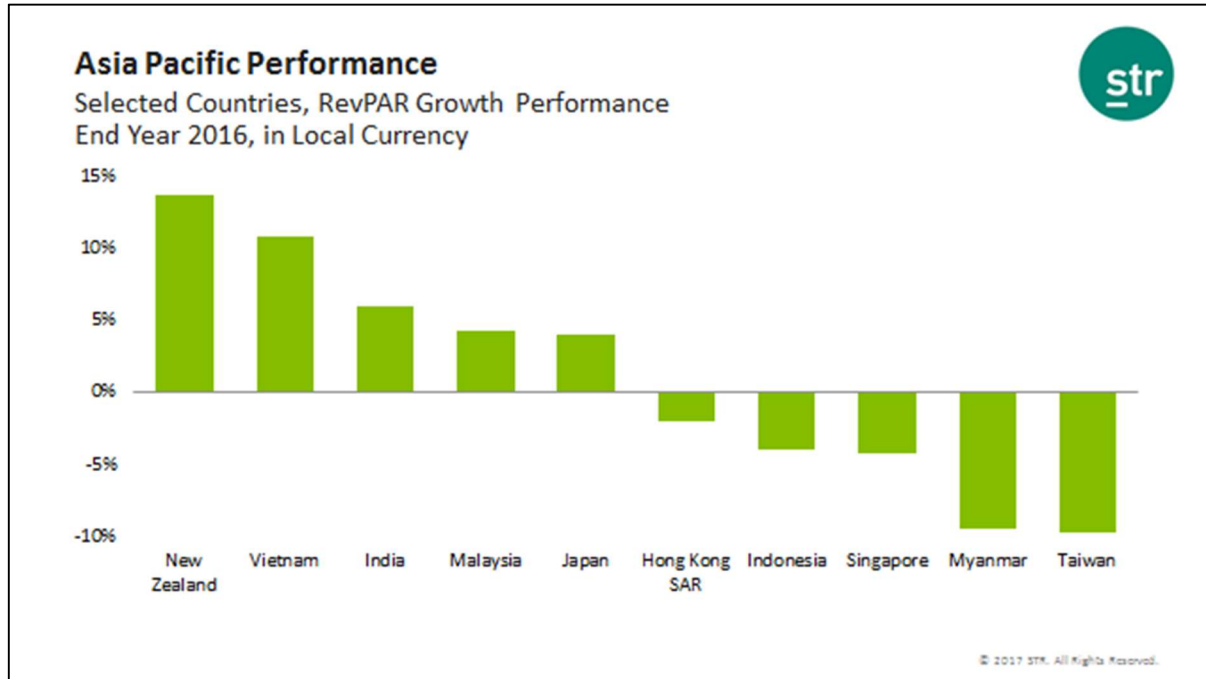
STR Asia Pacific Hotel Performance Update

Hotels in the Asia Pacific region reported mixed results in the three key performance metrics when reported in U.S. Dollar constant currency, according to year-end 2016 data from STR.

Compared with 2015, the Asia Pacific region reported a 1.5% increase in occupancy to 69.0%. Average daily rate (ADR) dipped 1.4% to USD100.44. Revenue per available room (RevPAR) grew 0.1% to USD69.29.

ANALYSIS

Performance of featured countries for year-end 2015 (local currency, year-over-year comparisons):



Through the first 11 months of the year, international arrivals to **Australia** increased 11.3% compared with the same time period in 2015, according to the Australian Bureau of Statistics. December 2016 marked the country's highest monthly ADR on record (AUD200.33), which was a 3.2% increase compared with the previous December.

The country's hotel industry was helped by major events throughout the year, including the NRL Telstra Premiership Grand Final (2 October) in Sydney and the cricket Boxing Day Test (26 December kickoff) in Melbourne. Sydney finished the year with RevPAR growth of 4.4%, while Melbourne reported a slight increase of 0.8%.

Japan welcomed 24 million visitors in 2016, a 21.8% increase year over year, according to preliminary figures from the Japan National Tourism Organization. The country's main feeder markets during the year were other Asian countries, namely China, South Korea and Taiwan. STR analysts note that the yen's recent pickup in value has made travel more expensive for visitors from other continents. By the end of 2016, the yen had increased nearly 10% against the U.S. dollar, marking the first time the yen has increased in value since 2011. Regardless of that, Japan continued to see solid performance growth with limited new supply in key cities across the nation.

Thailand turned in a second straight year with performance growth, continuing its recovery from a period of political instability in 2014. Throughout 2016, Thailand recorded 48 nights with occupancy above 85.0%, and ADR during those nights was 20.5% higher than nights with occupancy below 85.0%. That performance came

ANALYSIS

even with weaker than usual occupancy during the fourth quarter, Thailand's high season for tourism, which STR analysts believe partially occurred as a result of floods in major tourist areas in Southern Thailand.

Performance of featured markets for year-end 2015 (local currency, year-over-year comparisons):

Hong Kong SAR, showed signs of recovery in Q4 2016 as RevPAR increased by 3.3%. Hotel demand was up 2.9%, helped by the Hong Kong Winterfest (25 November 2016 to 1 January 2017) and New Year's Eve, when the city's RevPAR increased 9.3% to HKD2,738.49.

Beijing, China, registered a 2.9% increase in occupancy to 73.4% in addition to a 2.0% rise in ADR to CNY570.54. As a result, RevPAR grew 5.0% to CNY418.58. The market's supply has remained stable (+0.7% year to date), allowing an increase in demand (+3.7% year to date) to boost performance.

Kyoto, Japan, experienced a 9.8% growth in RevPAR, mainly driven by a 10.0% increase in ADR. Kyoto also led the country in compression, with 180 nights with occupancy levels above 90.0%, followed by Osaka (157 nights) and Tokyo (104 nights). Compression can be defined as when a market is operating with an occupancy at or above a particularly high level, and ADR increases significantly as rooms available in the market become more valuable.

Additional performance data

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

About Constant Currency

Constant Currency methodology eliminates the effects of exchange rate fluctuations when calculating performance figures. STR utilizes Constant Currency to present the most accurate performance summary of a region comprising different local currencies. All ADR and RevPAR calculations use 31 January 2016 exchange rates.

Hotel Data provided by:



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

Founded in 1985, STR's presence has expanded to 10 countries around the world with a corporate North American headquarters in Hendersonville, Tennessee, and an international headquarters in London, England.

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

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ANALYSIS

THE SURVEY

The ACI Report is a unique publication with a sample of 709 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 (50%) was based in Singapore, with Australia (13%), Hong Kong (10%) and China (6%) also providing solid 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, 67% came from large companies (of 100 staff or more), 55% were male and 93% held permanent full-time employment.

63% of the respondents have worked in travel & hospitality for 10 years or more, while the overwhelming majority (79%) have been employed with their current employer for 5 years or less – similar to last year's survey. The number of those employed with their present company for 12 months or less jumped from 25% in the 2016 survey to 43%. This could be the result of one or more of the following factors:

- Employees felt optimistic about the employment landscape, and thus changed employment
- Companies increased headcount for new employees in the region on positive economic outlook
- Or thirdly, 2016 saw some major consolidations in the industry leading to increased retrenchment activities, however employees were able to transition to new employment quickly

While female executives continue to make inroads toward professional equality, a divide between earning powers still exist, with male respondents earning on average a staggering 55% higher than female respondents. Although correlation can be drawn with the declining female respondents from age 36 onwards; traditionally when salary start increasing with age.

SALARY SATISFACTION

On the question of salary progression, 60% of respondents indicated they had received some form of a salary increment, with the majority 45% in the range of a 1-5% increase – this was however down from the previous year, where 77% of respondents indicated a bump in their pay.

The decline could indicate the following:

- Companies maintaining a more cautious approach to salary during 2016 and heading into 2017 with uncertainties surrounding global political events.

We also asked respondents for their salary expectations if they were considering a new job offer, and it was a slightly more modest result, with 56% of respondents indicating they expected a greater than 10% salary increase before making a switch, down from the 67% of those surveyed in 2016 who sought the same amount.

On respondents' bonus amounts received, a majority 51% saw 1-2 month bonus, with a further 22% receiving greater than 2 months bonus. However, 26% of respondents received an amount less than one month or zero bonus, slightly higher than the 20% we saw in 2016's report.

ANALYSIS

CAREER PROGRESSION

The importance of career development and employee satisfaction was similar to previous years'; 64% of respondents said that career progression was either 'extremely important' or 'very important' compared to 69% in 2016. Employees' sentiments with their current career prospects though dropped for the second year running, with only 34% of those surveyed saying they believed their current employer offered 'excellent' or 'good' opportunities for career progression, down on 2016's 36% and 2015's 39%. This was further highlighted with 29% of respondents feeling career prospects with their current employer were 'poor' or 'zero'; similar when compared with last year's 30%, but still higher than the 26% just 2 years back.

Declining career progression satisfaction could indicate:

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

When asked about respondents' plans to change employers and/or industry over the next 12-months, 47% indicated to the positive, with 12% of those even looking to explore opportunities outside the industry. This was down from the 69% we saw in last year's survey, which may explain why we saw the spike in the under 12 months employed with present company result.

ACTUAL SALARIES

Salary growth was mainly positive; with most countries experiencing an average increase in salary per the 2017 survey; Thailand led the way with an impressive 29% average salary increase and Singapore had a robust 16% salary growth, reversing on the -15% slide from last year. India (9%), Indonesia (4%), Australia (3%) and Hong Kong (1%) all showed modest growth. At the other end of the spectrum, Malaysia (-27%) and China (-8%) saw average salary contract. On actual highest average salaries from the survey, for the first time, this belonged to Thailand (U\$98,441), although to put this into perspective, Thailand based respondents were mostly at the higher end of the salary scale. This was followed by Hong Kong (U\$87,164), Singapore (U\$72,857) and Australia (U\$70,046). Malaysia posted the survey's lowest average salary (U\$50,568), not helped by the depreciating Ringgit undoubtedly.

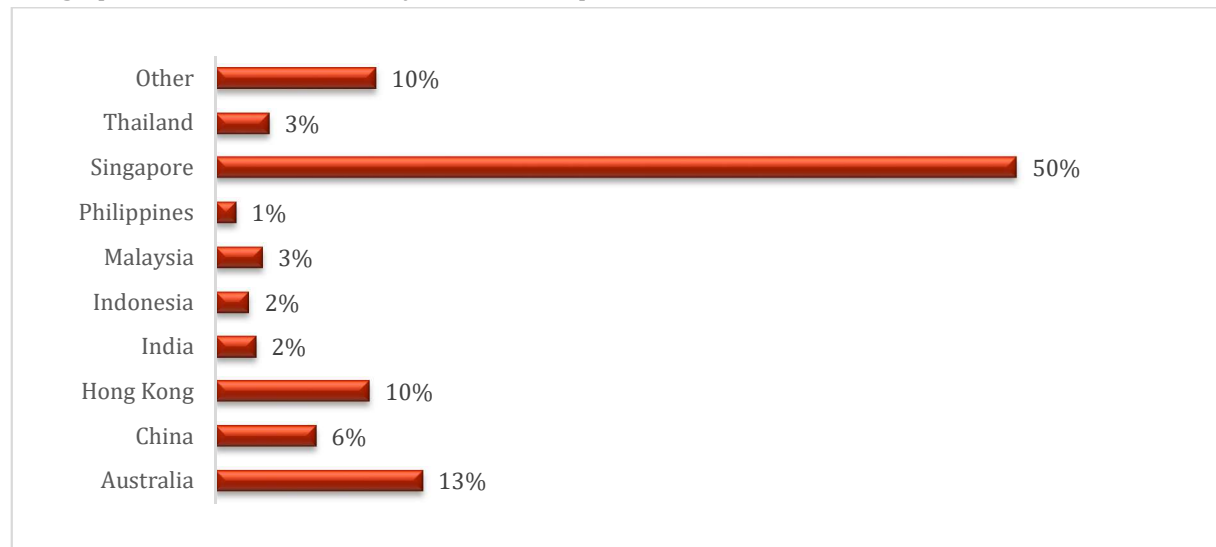
- 1) Source: Survey Monkey
- 2) Source: UNWTO World Tourism Barometer

BREAKDOWN OF RESPONDENTS

Breakdown of Respondents

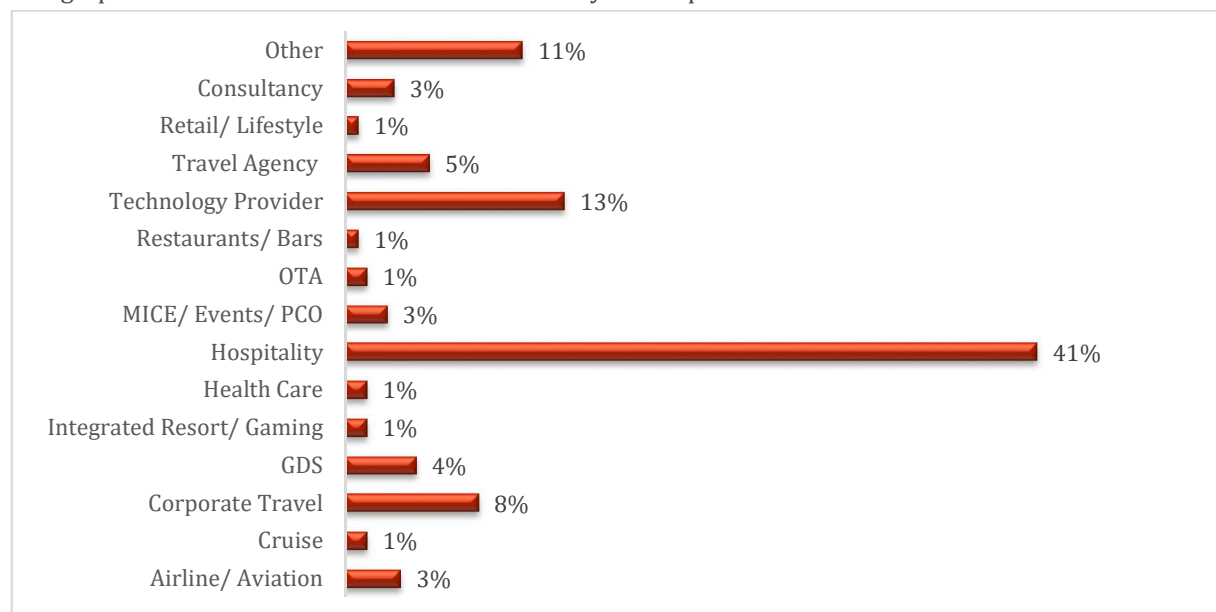
RESPONDENTS BY LOCATION

The graph below shows the country where the respondents works.



SECTOR BREAKDOWN

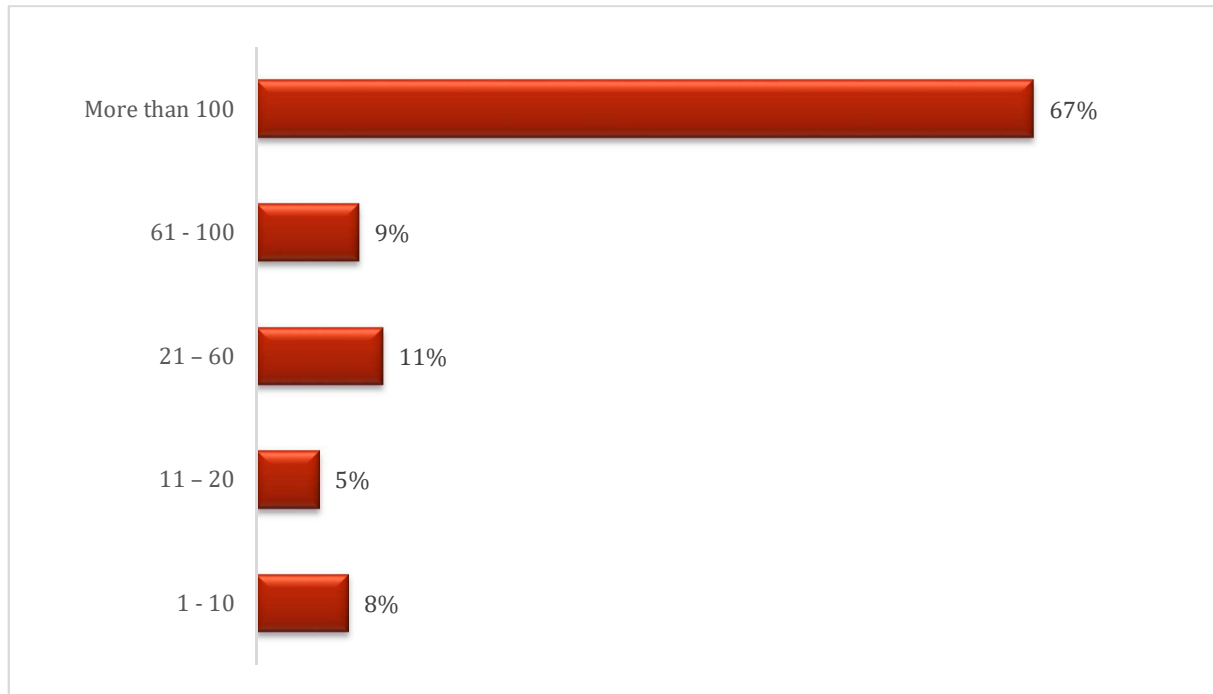
The graph below shows what sectors of the industry the respondents work in.



BREAKDOWN OF RESPONDENTS

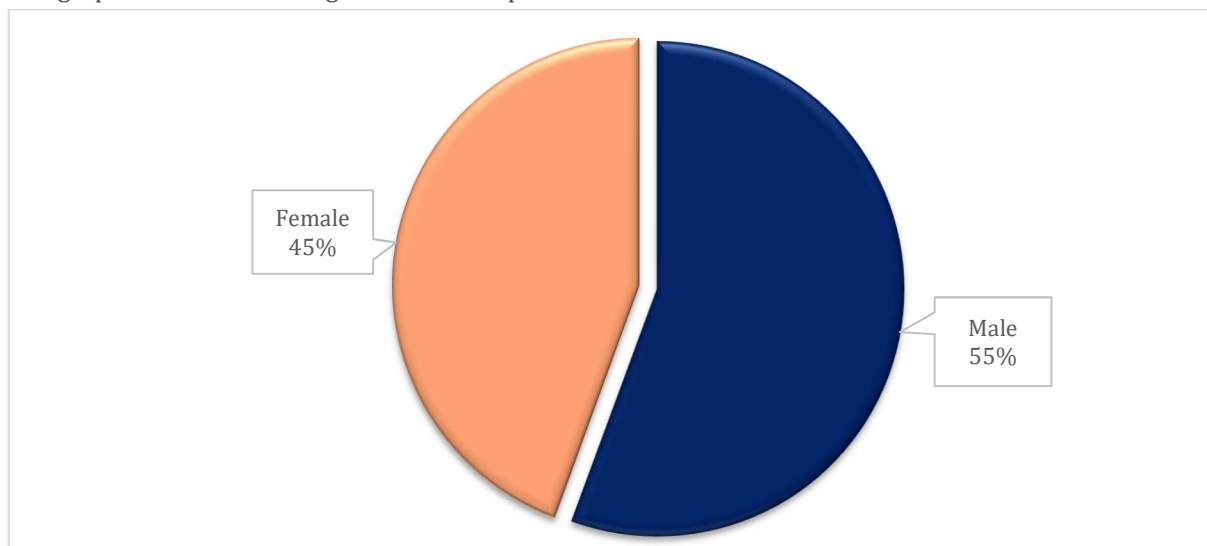
NUMBER OF PEOPLE IN ORGANISATION

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



GENDER OF RESPONDENTS

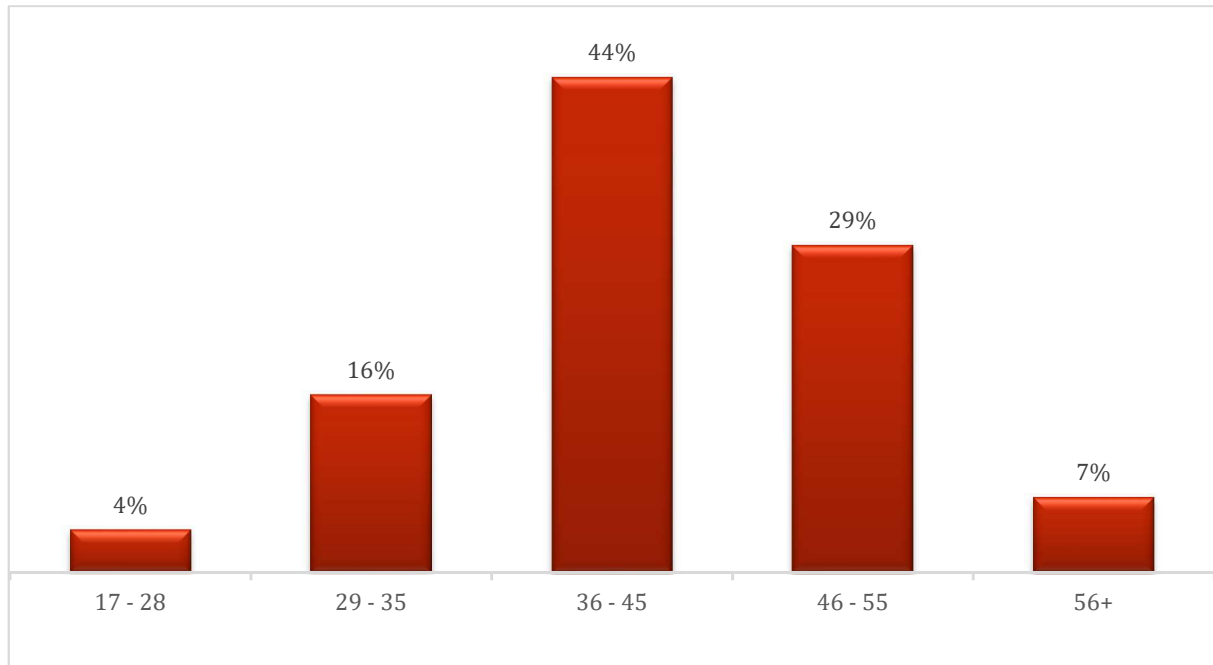
The graph below shows the gender of all respondents.



BREAKDOWN OF RESPONDENTS

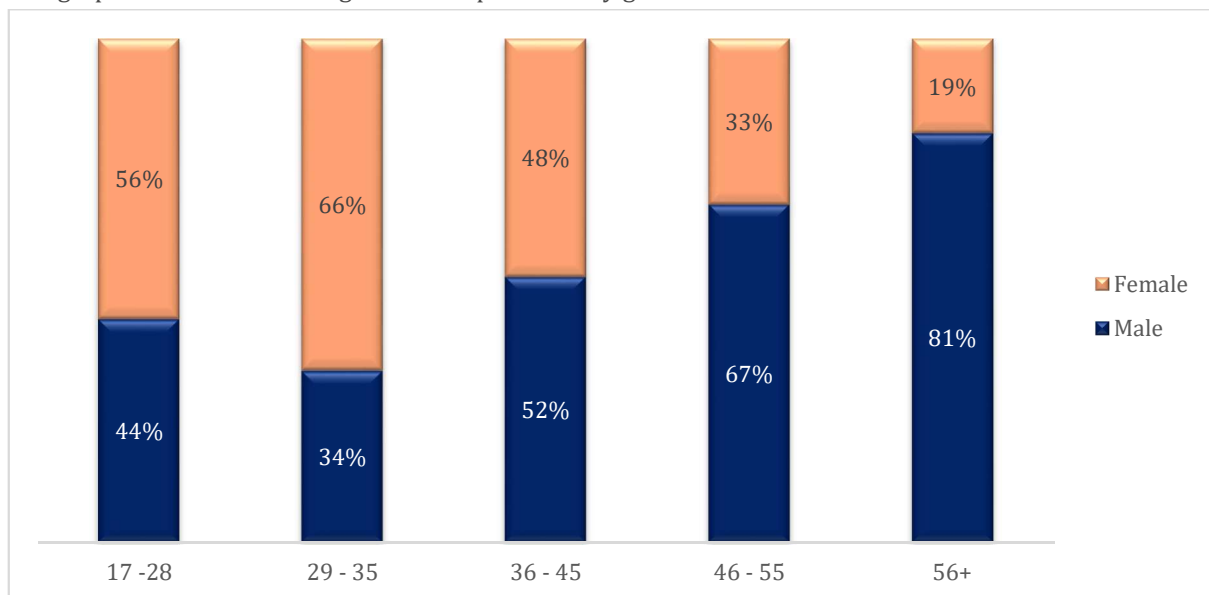
AGE OF RESPONDENTS

The graph below shows the age of all respondents.



AGE OF RESPONDENTS BY GENDER

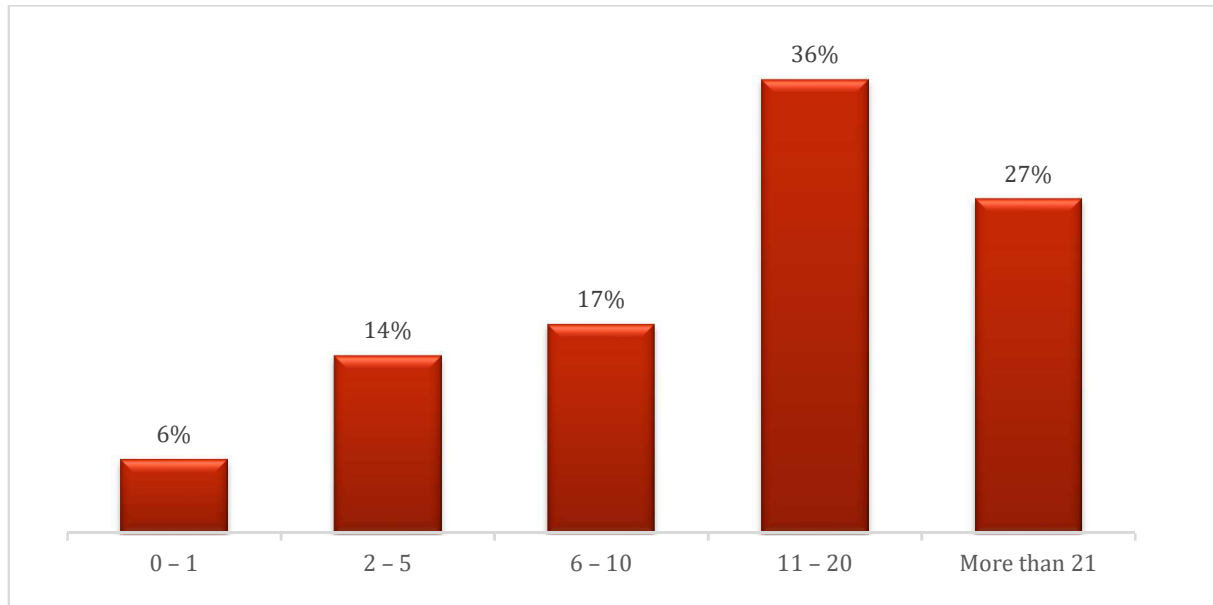
The graph below shows the age of the respondents by gender.



BREAKDOWN OF RESPONDENTS

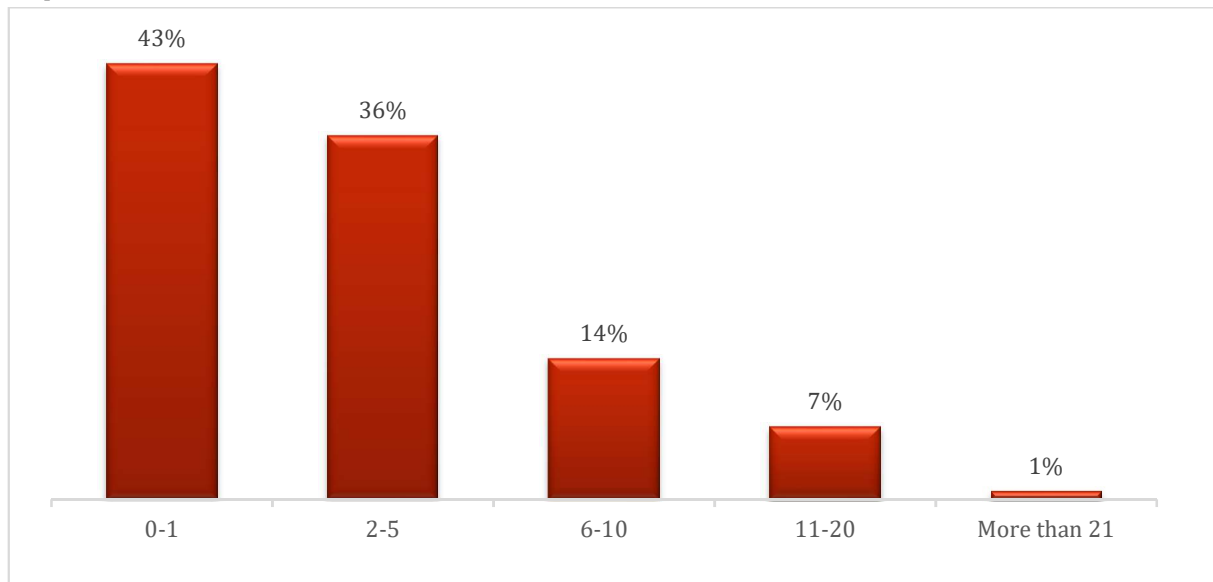
TRAVEL & HOSPITALITY INDUSTRY EXPERIENCE

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



CURRENT EMPLOYER

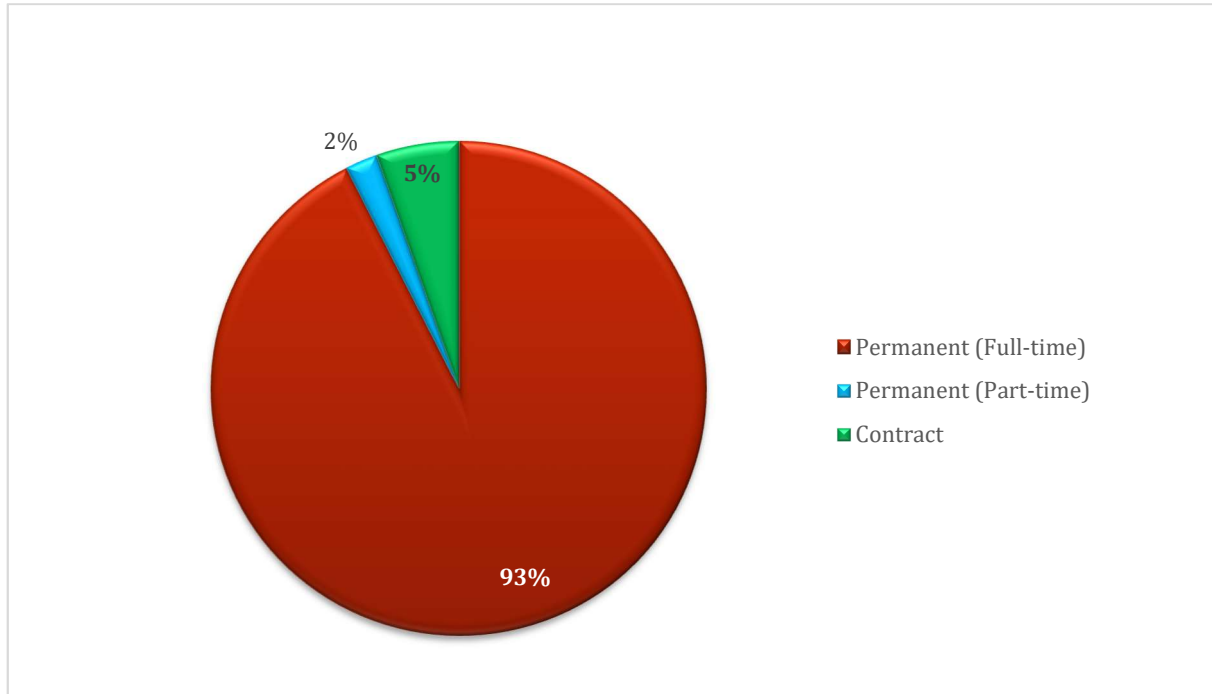
The graph below shows a breakdown of the number of years working with their current employer of all respondents.



BREAKDOWN OF RESPONDENTS

EMPLOYMENT STATUS

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

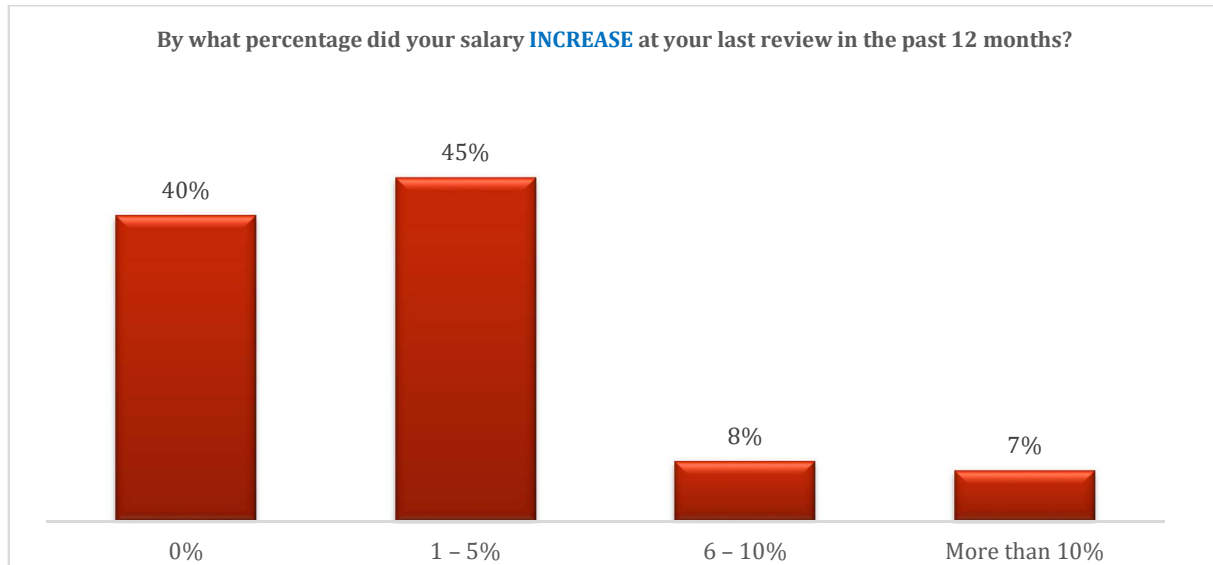


SALARY AND CAREER PROGRESSION

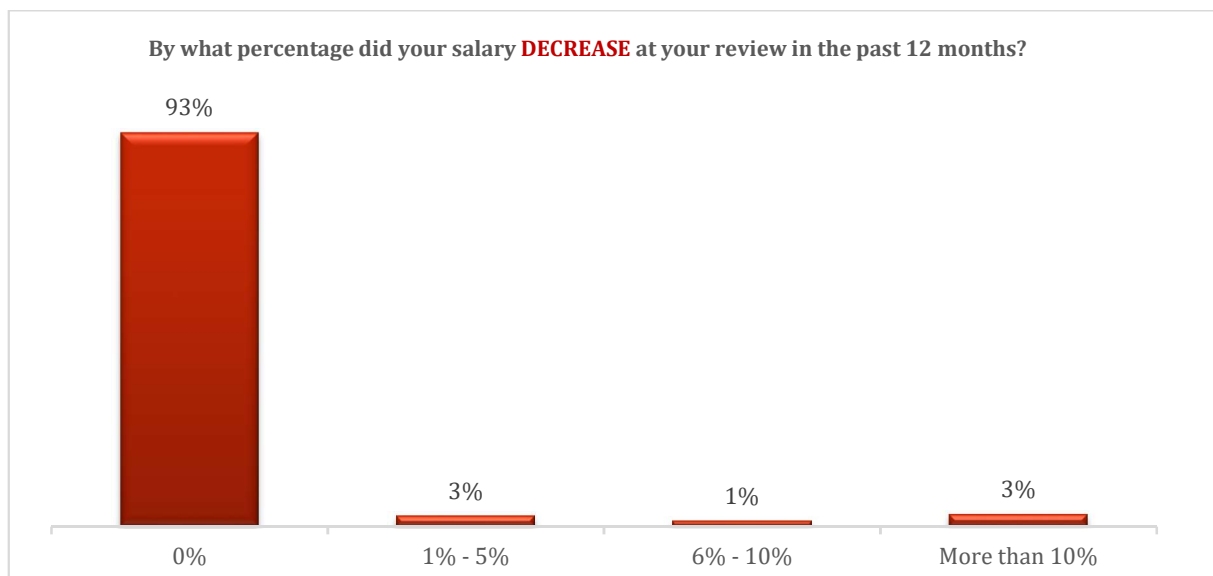
Salary and Career Progression

SALARY INCREASE / DECREASE OVER PAST 12 MONTHS

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



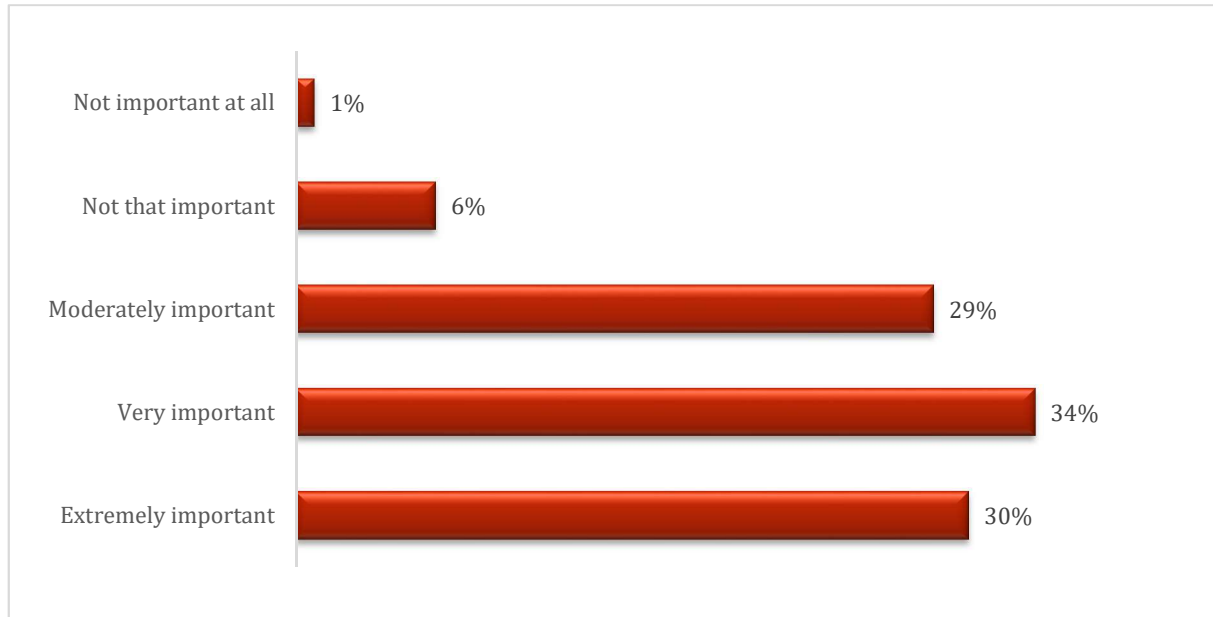
The graph below shows the salary decreases of respondents over the past year.



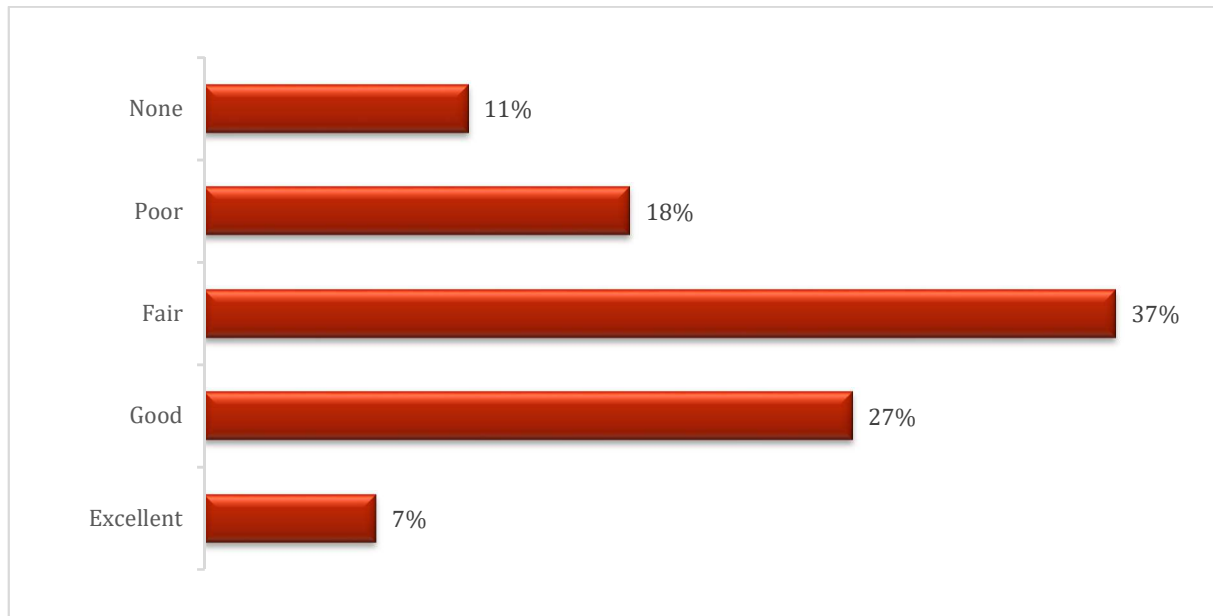
SALARY AND CAREER PROGRESSION

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.



SALARY AND CAREER PROGRESSION

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

	17-28yrs	29-35yrs	36-45yrs	46-55yrs	56+yrs
Extremely Important	44%	26%	36%	24%	12%
Very Important	44%	55%	31%	27%	25%
Moderately Important	0%	18%	29%	37%	38%
Not that important	11%	0%	3%	11%	19%
Not important at all	0%	0%	1%	0%	6%

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	0%	18%	14%	6%	18%
Important	89%	71%	76%	85%	64%
Not important	11%	11%	10%	9%	18%



PATA ANNUAL SUMMIT 2017

'Disruption. Innovation. Transformation: The Future of Tourism'

May 18-21 | Negombo, Sri Lanka

Join us at the PATA Annual Summit 2017, a 4-day event that brings together thought leaders and industry professionals from around the world under the theme *'Disruption. Innovation. Transformation: The Future of Tourism'*. The Annual Summit includes a one-day conference and embraces the PATA Annual General Meeting and the PATA Youth Symposium that allows students and young professionals to engage with industry leaders.

As part of the PAS2017 programme in partnership with the the World Tourism Organisation (UNWTO), the Pacific Asia Travel Association (PATA) will also host the UNWTO/PATA Ministerial Debate which brings together Tourism Ministers and leading industry experts to address thought-provoking issues.

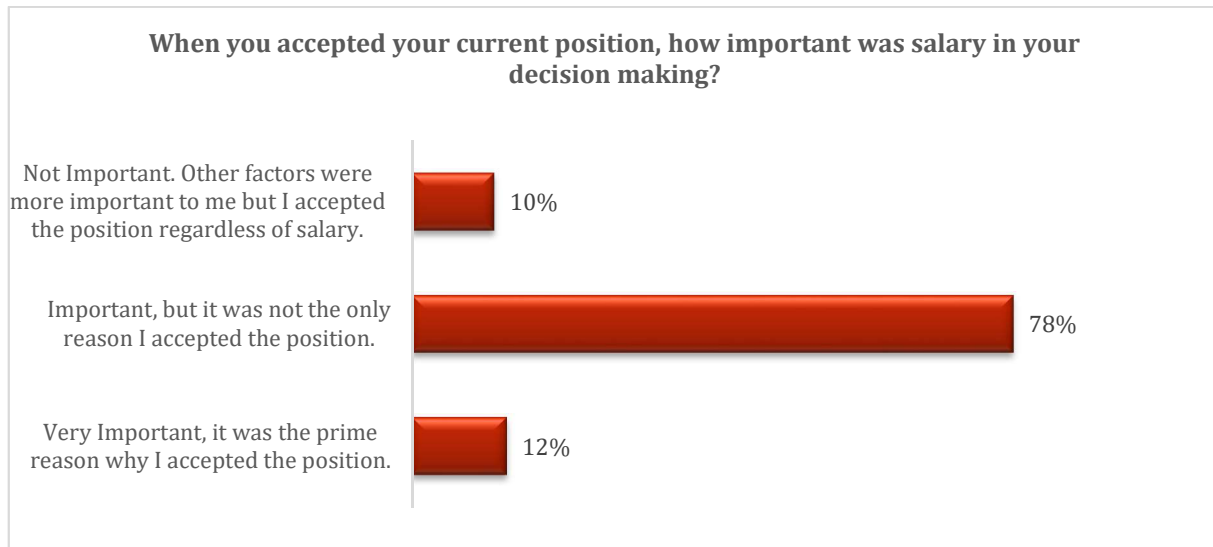


BASIC SALARY ANALYSIS

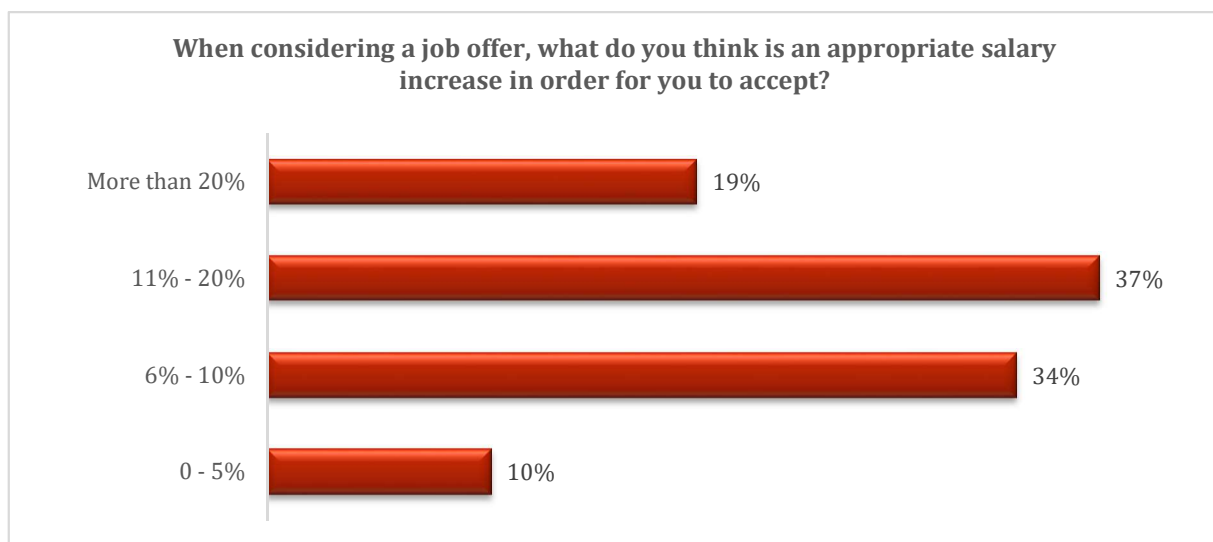
Basic Salary Analysis

IMPORTANCE OF SALARY TO RESPONDENTS

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



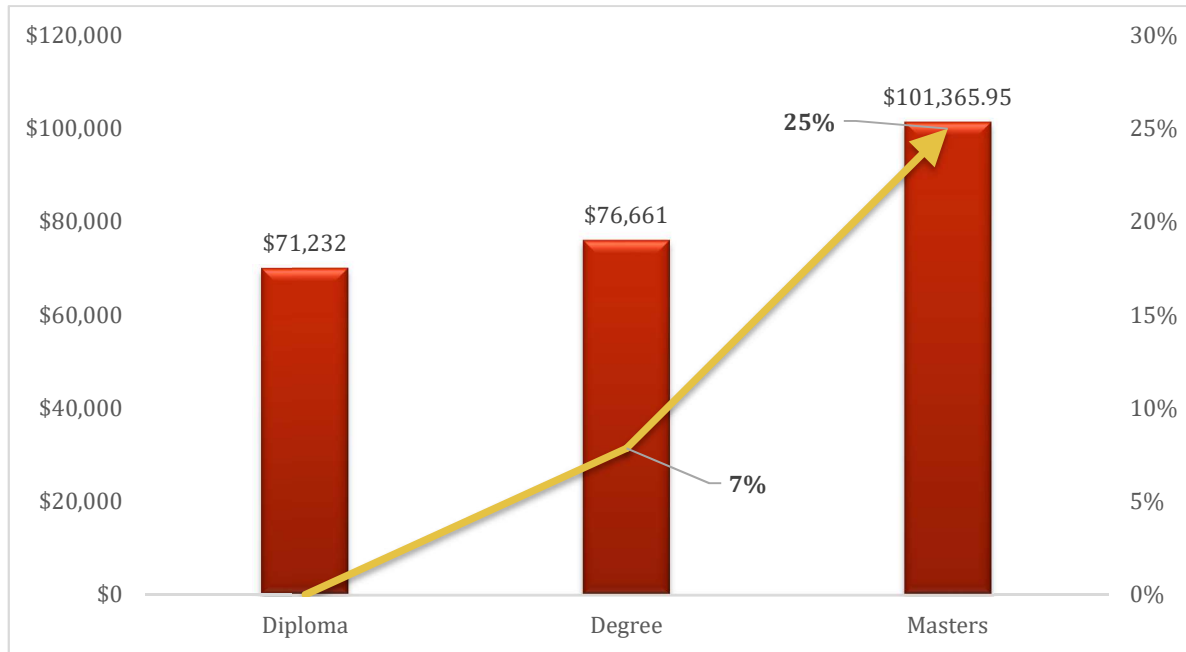
Respondents were asked when considering a job offer, what they thought was an appropriate salary increase in order to accepting the job?



BASIC SALARY ANALYSIS

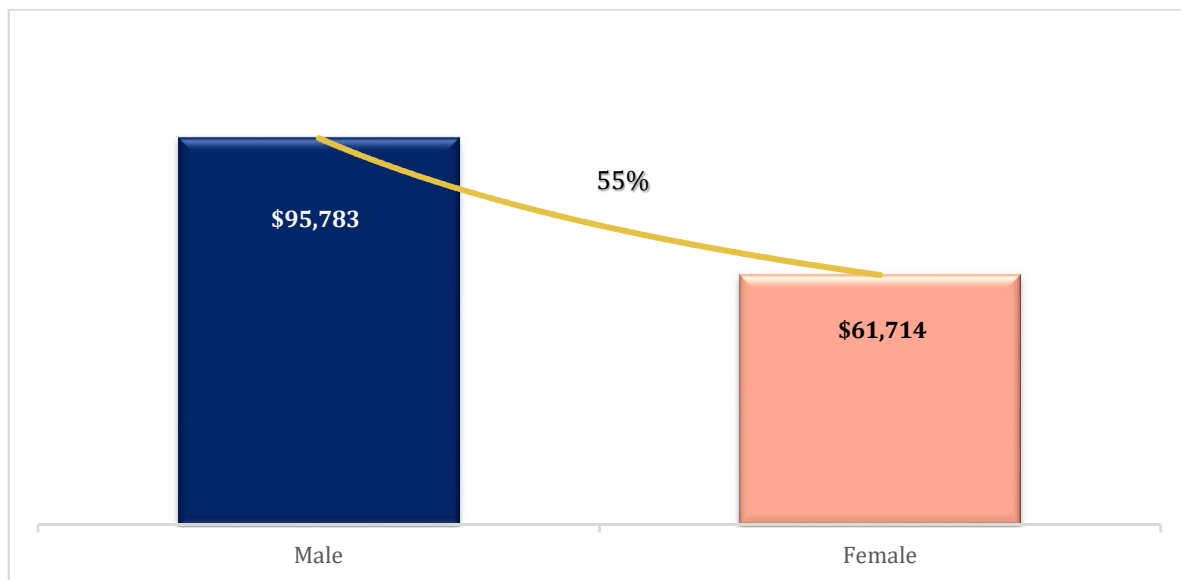
SALARY VS. EDUCATION

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



GENDER GAP

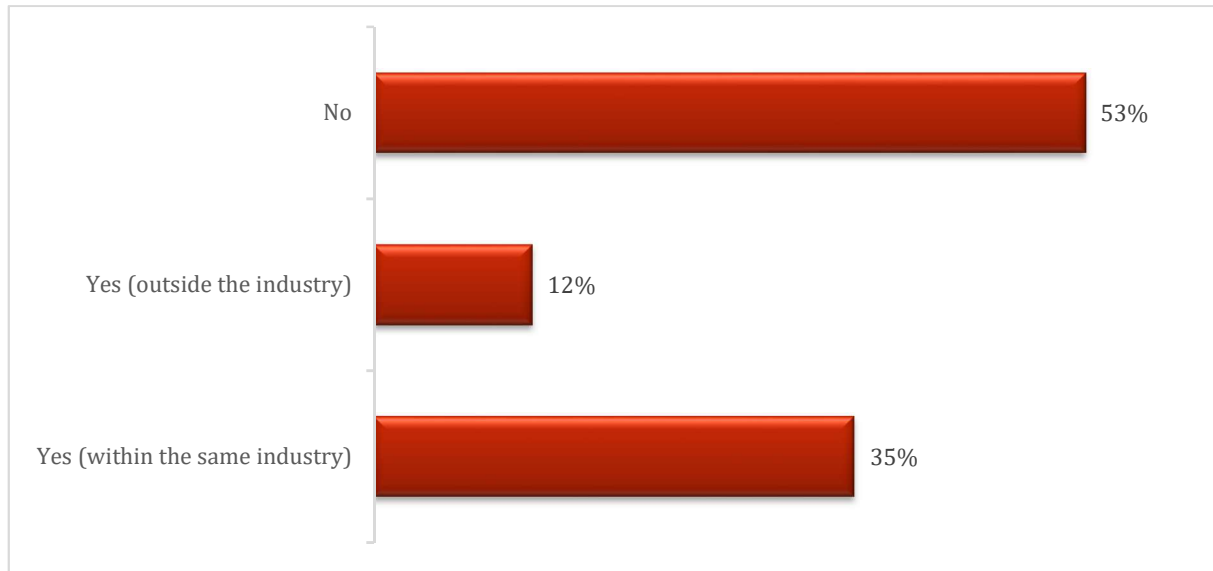
From the results, we took the average salary of male respondents vs. female respondents.



BASIC SALARY ANALYSIS

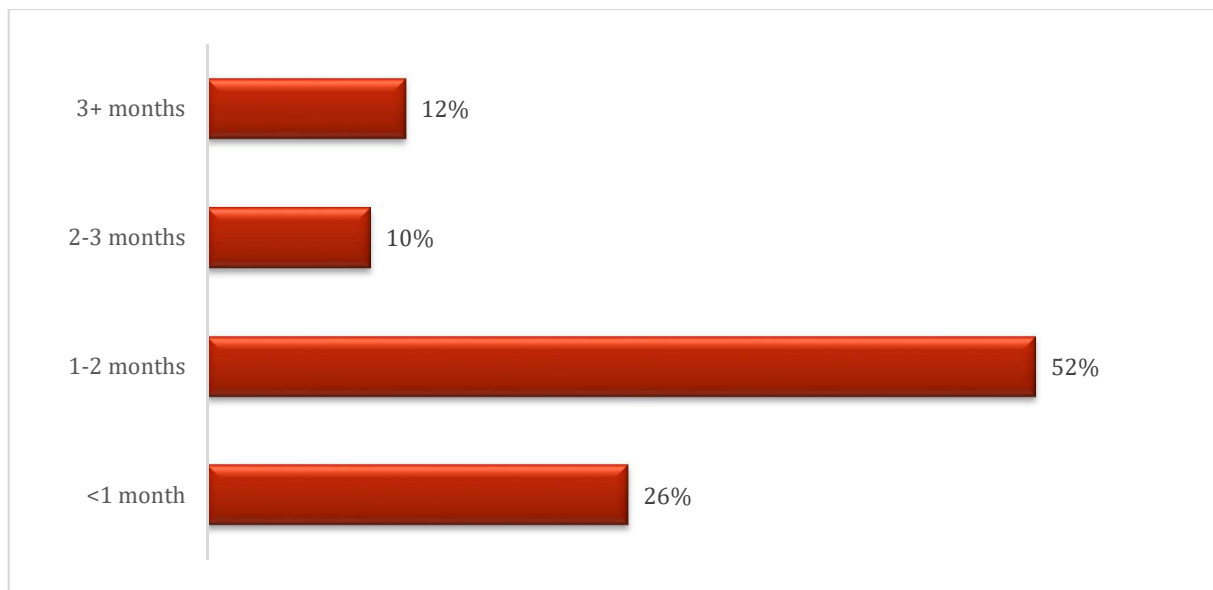
EMPLOYEE MOVEMENT

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



AVERAGE BONUS

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



BASIC SALARY ANALYSIS

BASIC SALARY OF ALL RESPONDENTS

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

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

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$30,968	\$51,773	\$75,000	\$54,985
Admin Assistant/ Assistant	\$51,064	*	\$55,385	\$53,224
Administration Manager	\$11,089	\$25,352	\$42,254	\$26,231
Airlines Services Officer	*	\$38,462	*	\$38,462
Area Director of Revenue	*	\$163,320	*	\$163,320
Area DOSM	*	\$78,603	*	\$78,603
Area Sales Manager	*	\$12,415	*	\$12,415
Assistant Director	*	\$141,844	*	\$141,844
Assistant Director of Sales and Marketing	\$19,409	\$56,902	\$76,596	\$51,850
Assistant Manager	\$16,253	\$30,000	\$56,738	\$32,633
Brand Manager	*	\$89,362	*	\$89,362
Business Analyst	\$31,690	\$39,689	\$51,064	\$42,284
Business Development Manager	\$18,000	\$60,426	\$76,056	\$60,146
Call Centre Guest Service Agent	\$17,797	*	\$19,007	\$18,402
CCO/ COO	\$102,000	\$144,000	\$250,000	\$161,135
CEO	\$64,000	\$118,853	\$392,199	\$150,436
Chef de Cuisine	\$19,437	*	\$59,574	\$39,506
Chief Concierge	\$34,000	\$45,148	\$59,574	\$48,033
Client Servicing Manager	\$21,549	\$30,986	\$91,549	\$48,028
Company Director/ Owner	\$93,617	*	\$161,702	\$127,660
Consultant	\$10,213	\$42,308	\$99,291	\$45,027
Customer Service Manager	\$18,500	\$30,320	\$67,254	\$36,711
Director of Account Management	*	\$63,830	*	\$63,830
Director of Wardrobe	*	\$102,935	*	\$102,935
Director of F&B	\$48,000	\$85,000	\$120,019	\$82,872
Director of Finance/ Analysis	\$60,000	80,000	\$145,000	\$88,750
Director of HR	\$77,803	\$92,199	\$140,000	\$98,352
Director of IT	\$55,161	\$76,596	\$131,105	\$87,620

BASIC SALARY ANALYSIS

Director of Marketing / Communications	\$61,972	\$89,362	\$180,000	\$101,435
Director of Operations	\$51,064	\$115,385	\$155,000	\$100,528
Director of Revenue	\$29,455	\$65,000	\$128,983	\$66,763
Director of Sales	\$27,234	\$68,085	\$165,289	\$76,448
Director of Sales & Marketing	\$42,553	\$70,922	\$177,305	\$89,117
Director of Technical Services	\$67,376	*	\$78,000	\$72,688
Director of Events (MICE)	\$63,830	*	\$68,120	\$65,975
EAM	\$50,400	\$76,030	\$120,000	\$77,186
E-Commerce Manager	\$35,745	\$37,589	\$48,908	\$39,780
Executive Chef	\$51,709	\$78,014	\$129,756	\$78,817
Executive Housekeeper	\$58,511	*	\$59,859	\$59,185
Executive Secretary	\$3,026	\$31,690	\$58,980	\$34,121
Front Office Manager	\$42,000	\$55,319	\$67,000	\$54,171
General Manager	\$27,000	\$85,106	\$258,065	\$101,703
Group Director of Sales & Marketing	*	\$84,000	*	\$84,000
Head of Commercial/ Business Development	\$60,426	\$119,231	\$280,000	\$136,401
Head/ VP Revenue Management	\$149,296	\$170,213	\$170,213	\$163,241
Hotel Manager	\$41,408	\$83,288	\$131,105	\$86,051
HR Executive	\$26,323	*	\$27,394	\$26,858
HR Manager	\$30,926	\$48,232	\$61,887	\$48,576
Integration Manager	*	\$40,851	*	\$40,851
IT Manager	\$36,000	\$47,896	\$55,319	\$48,139
Manager	\$38,028	\$63,672	\$89,000	\$58,415
Managing Director	\$25,806	\$138,462	\$212,766	\$133,233
Marketing & Partnerships	*	\$93,617	*	\$93,617
Marketing Director	\$106,383	\$141,844	\$180,645	\$145,928
Marketing Manager	\$31,563	\$49,645	\$88,462	\$50,757
Mobile Platform Manager	*	\$48,908	*	\$48,908
Online Marketing Manager	*	\$61,538	*	\$61,538
Operations Manager	\$33,590	\$54,945	\$67,606	\$53,603
Payroll officer	*	\$34,615	*	\$34,615
Product Manager	\$13,100	\$53,846	\$65,000	\$45,374
Project Executive	\$19,718	\$30,000	\$34,043	\$27,155
Project Manager	\$20,983	\$46,479	\$61,697	\$46,862

BASIC SALARY ANALYSIS

Purchasing Manager	\$31,441	\$38,072	\$71,989	\$50,800
Regional Director of Sales	\$102,128	*	\$154,839	\$128,483
Regional Manager	*	\$127,660	*	\$127,660
Regional Sales Manager	\$12,480	\$51,613	\$80,986	\$53,071
Reservations Officer	*	\$55,203	*	\$55,203
Restaurant Manager	\$38,028	*	\$53,168	\$45,597
Revenue Manager	\$20,000	\$46,809	\$98,093	\$51,502
Safety and Security Manager	*	\$58,723	*	\$58,723
Sales and Marketing Manager	\$34,704	\$43,000	\$65,000	\$46,476
Sales Director	\$70,922	\$95,070	\$187,404	\$110,071
Sales Executive	\$21,127	\$34,260	\$66,000	\$37,700
Sales Manager	\$25,352	\$43,262	\$106,383	\$54,933
Senior Manager/ Senior Sales Manager	\$34,986	\$43,262	\$102,128	\$57,659
Senior Travel Consultant	\$53,191	*	\$56,000	\$54,595
Technical Service Manager	\$65,915	\$70,638	\$75,787	\$70,780
Technical Support	\$47,872	*	\$51,064	\$49,468
Ticketing Consultant	\$32,308	\$51,622	\$72,000	\$46,032
Training Manager	\$30,250	\$42,553	\$84,507	\$50,139
Travel Consultant	\$24,044	\$27,763	\$35,461	\$28,431
Travel Co-ordinator	*	\$50,000	*	\$50,000
Travel Manager	\$23,077	\$70,922	\$154,839	\$79,549
Vice President	*	\$124,113	*	\$124,113
Vice President Marketing	\$150,000	*	\$170,000	\$160,000
Vice President Operations	\$71,429	\$148,936	\$200,000	\$132,064
Vice President Sales	\$85,106	\$179,433	\$283,688	\$176,160
Vice President, Property Services	*	\$240,000	*	\$240,000
VP Engineering	*	\$110,000	*	\$110,000
Web Designer/ Webmaster	*	\$55,319	*	\$55,319
Writer	*	\$36,170	*	\$36,170

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 50% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$42,254	\$54,155	\$73,944	\$55,308
Administration Manager	\$25,352	*	\$42,254	\$33,803
Area Director of Revenue	*	\$163,320	*	\$163,320
Assistant	*	\$51,064	*	\$51,064
Assistant Director	*	\$141,844	*	\$141,844
Assistant Director of Sales and Marketing	\$46,809	\$60,329	\$76,596	\$60,786
Assistant Manager	\$21,127	\$23,830	\$56,738	\$29,782
Brand Manager	*	\$89,362	*	\$89,362
Business Analyst	\$31,690	\$46,000	\$51,064	\$43,551
Business Development Manager	\$36,620	\$60,426	\$92,846	\$64,743
Call Centre Guest Service Agent	\$17,797	*	\$19,007	\$18,402
CEO	\$70,922	\$85,106	\$392,199	\$147,323
Chef de Cuisine	\$19,437	*	\$59,574	\$39,574
Chief Concierge	\$34,000	\$45,148	\$59,574	\$48,033
Client Servicing Manager	\$21,540	*	\$30,986	\$26,268
Company Director/ Owner	\$93,617	*	\$161,702	\$127,660
Consultant	\$10,213	\$38,383	\$99,291	\$44,789
CCO/ COO	\$102,000	\$105,634	\$250,000	\$159,677
Customer Service Manager	\$18,500	\$31,489	\$67,254	\$37,847
Director of Account Management	*	\$63,830	*	\$63,830
Director of F&B	\$60,000	\$70,423	\$106,383	\$78,186
Director of HR	\$65,000	\$92,199	\$120,000	\$91,458
Director of IT	\$55,161	*	\$76,596	\$65,878
Director of Marketing / Communications	\$61,972	\$89,362	\$101,408	\$77,488
Director of Operations	\$59,155	\$76,056	\$98,442	\$76,302
Director of Sales	\$27,234	\$55,319	\$125,250	\$67,888
Director of Sales & Marketing	\$42,553	\$70,922	\$177,305	\$86,146
Director of Technical Services	*	\$67,376	*	\$67,376
Director of Events (MICE)	*	\$63,830	*	\$63,830
EAM	\$76,030	\$100,000	\$120,000	\$93,804
E-Commerce Manager	\$35,745	\$36,879	\$37,589	\$36,738

BASIC SALARY ANALYSIS

Executive Chef	\$74,648	\$78,014	\$129,755	\$89,461
Executive Housekeeper	\$58,511	*	\$59,859	\$59,185
Executive Secretary	\$31,690	\$33,004	\$58,980	\$41,424
Front Office Manager	\$43,486	\$55,319	\$59,155	\$52,920
General Manager	\$55,319	\$114,894	\$200,000	\$116,760
Head of Commercial/ Business Development	\$60,426	\$111,174	\$140,845	\$101,024
Head/ VP Revenue Management	\$149,296	\$160,704	\$170,213	\$159,754
Hotel Manager	\$41,408	\$76,030	\$123,239	\$80,226
HR Manager	\$38,028	\$45,106	\$59,155	\$49,357
Integration Manager	*	\$40,851	*	\$40,851
IT Manager	\$36,000	\$47,896	\$55,319	\$48,139
Manager	\$38,028	\$42,958	\$52,394	\$43,644
Managing Director	\$95,745	\$161,972	\$212,766	\$156,875
Marketing & Partnerships	*	\$93,617	*	\$93,617
Marketing Director	\$106,383	*	\$141,844	\$124,113
Marketing Manager	\$35,745	\$49,645	\$78,014	\$47,986
Operations Manager	\$33,590	\$54,945	\$67,606	\$53,603
Product Manager	\$59,155	\$64,320	\$65,000	\$62,825
Project Executive	\$19,718	\$30,000	\$34,043	\$27,155
Project Manager	\$42,254	\$46,479	\$59,616	\$48,179
Regional Director of Sales	*	\$102,128	*	\$102,128
Regional Manager	*	\$127,660	*	\$127,660
Regional Sales Manager	\$46,479	\$51,064	\$80,986	\$61,481
Restaurant Manager	*	\$38,028	*	\$38,028
Revenue Manager	\$39,331	\$46,809	\$63,380	\$47,940
Safety and Security Manager	*	\$58,723	*	\$58,723
Sales Director	\$70,922	\$90,000	\$95,070	\$83,945
Sales Executive	\$21,127	\$25,532	\$34,260	\$28,410
Sales Manager	\$25,352	\$40,426	\$106,383	\$51,297
Senior Sales Manager	\$34,986	\$43,262	\$102,128	\$53,253
Technical Services Manager	\$65,915	\$70,638	\$75,787	\$69,564
Technical Support	\$47,872	*	\$51,064	\$49,468
Training Manager	\$30,250	\$42,553	\$84,507	\$67,545
Travel Consultant	*	\$35,461	*	\$35,461
Travel Manager	\$52,000	\$75,887	\$138,732	\$88,957
Vice President	*	\$124,113	*	\$124,113
Vice President Operations	\$113,475	*	\$148,936	\$131,206
Vice President Sales	\$85,106	\$179,433	\$283,688	\$169,485
VP Engineering	*	\$110,000	*	\$110,000

BASIC SALARY ANALYSIS

Web Designer/ Webmaster	*	\$55,319	*	\$55,319
Writer	*	\$36,170	*	\$36,170

Salaries by Country – Australia 13% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$42,553	\$63,846	\$75,000	\$62,657
Admin Assistant	*	\$55,385	*	\$55,385
Airlines services officer	*	\$38,462	*	\$38,462
Business Development Manager	\$35,000	\$69,231	\$140,000	\$74,041
CEO	*	\$200,000	*	\$200,000
Consultant	\$34,615	\$42,308	\$65,385	\$46,154
Director of Operations	*	\$115,385	*	\$115,385
General Manager	\$63,077	\$106,082	\$139,231	\$104,111
Head of Commercial/ Business Development	*	\$119,231	*	\$119,231
Marketing Manager	*	\$88,462	*	\$88,462
Online Marketing Manager	*	\$61,538	*	\$61,538
Payroll officer	*	\$34,615	*	\$34,615
Product Manager	\$53,846	*	\$57,692	\$55,769
Reservations Officer	*	\$55,203	*	\$55,203
Revenue Manager	*	\$51,538	*	\$51,538
Sales Executive	\$41,538	\$53,000	\$66,000	\$55,241
Sales Manager	\$50,400	\$59,000	\$75,566	\$61,655
Senior Travel Consultant	\$53,191	\$54,596	\$56,000	\$54,596
Ticket Consultant	\$32,308	\$51,500	\$72,000	\$55,421
Training Manager	*	\$40,000	*	\$40,000
Travel Co-ordinator	*	\$50,000	*	\$50,000
Travel Manager	\$23,077	\$40,769	\$120,769	\$61,538

Salaries by Country – Hong Kong 10% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$30,968	\$52,645	\$70,968	\$49,426
Assistant Director of Sales and Marketing	\$58,612	*	\$66,324	\$62,468
Assistant Manager	\$30,000	\$43,188	\$50,000	\$40,388
Business Development Manager	\$46,000	\$64,516	\$91,890	\$67,573
CEO	*	\$64,000	*	\$64,000
Consultant	*	\$58,612	*	\$58,612
Director of F&B	*	\$120,019	*	\$120,019

BASIC SALARY ANALYSIS

Director of IT	*	\$131,105	*	\$131,105
Director of Marketing	\$105,000	\$108,630	\$140,000	\$123,112
Director of Sales	\$54,194	\$56,774	\$106,839	\$72,602
Director of Sales & Marketing	*	\$119,226	*	\$119,226
Executive Chef	\$65,000	\$76,000	\$95,000	\$77,500
General Manager	\$74,323	\$130,000	\$258,065	\$142,811
Hotel Manager	\$100,000	*	\$131,105	\$115,552
HR Executive	*	\$26,323	*	\$26,323
Managing Director	*	\$25,806	*	\$25,806
Marketing Director	*	\$180,645	*	\$180,645
Project Manager	*	\$61,697	*	\$61,697
Purchasing Manager	*	\$61,697	*	\$61,697
Regional director of sales	*	\$154,839	*	\$154,839
Regional Sales Manager	*	\$51,613	*	\$51,613
Sales and Marketing Manager	\$34,704	\$43,000	\$65,000	\$58,094
Sales Director	\$74,300	\$144,258	\$187,404	\$131,928
Sales Executive	\$23,136	*	\$30,000	\$26,568
Sales Manager	\$26,221	\$39,000	\$65,000	\$44,780
Senior Manager	*	\$92,903	*	\$92,903
Travel Consultant	\$21,000	\$24,044	\$27,763	\$24,269
Travel Manager	\$128,535	*	\$154,839	\$141,687
Vice President Sales	*	\$200,514	*	\$200,514

Salaries by Country –Thailand 3% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
COO/ CCO	*	\$144,000	*	\$144,000
CEO	\$114,286	\$150,000	\$300,000	\$187,857
Director of HR	\$45,000	\$51,667	\$75,000	\$57,222
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	\$39,161	\$110,000	\$212,000	\$91,159
Group Director of Sales & Marketing	*	\$84,000	*	\$84,000
Managing Director	*	\$138,462	*	\$138,462
Marketing Manager	\$25,750	\$26,650	\$40,000	\$30,800
Product Manager	\$24,000	\$39,400	\$55,000	\$38,600
Vice President Marketing	\$150,000	*	\$170,000	\$160,000
Vice President Operations	*	\$71,429	*	\$71,429
Vice President Sales	*	\$144,000	*	\$144,000

BASIC SALARY ANALYSIS

Salaries by Country - Malaysia 3% 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 Sales Manager	*	\$12,415	*	\$12,415
Assistant Director of Sales and Marketing	*	\$19,409	*	\$19,409
Assistant Manager	*	\$16,253	*	\$16,253
Director of Wardrobe	*	\$102,935	*	\$102,935
Director of Sales & Marketing	*	\$51,923	*	\$51,923
EAM	*	\$50,400	*	\$50,400
General Manager	\$37,923	\$50,000	\$95,000	\$68,825
HR Manager	*	\$30,926	*	\$30,926
Managing Director	\$54,176	*	\$200,000	\$127,088
Purchasing Manager	*	\$38,072	*	\$38,072

Salaries by Country - India 2% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
CEO	*	\$118,853	*	\$118,853
Director of Revenue	\$29,455	\$50,000	\$70,000	\$54,603
Director of Sales	\$33,000	\$50,000	\$55,000	\$46,500
Director of Sales & Marketing	\$36,000	\$68,000	\$120,000	\$71,840
General Manager	\$27,000	\$60,000	\$150,000	\$84,250
Regional Sales Manager	*	\$12,480	*	\$12,480
Travel Manager	\$39,667	*	\$46,056	\$42,861
VP Operations	*	\$150,000	*	\$150,000

Salaries by Country - Indonesia 2% 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	*	\$60,000	*	\$60,000
Executive Chef	\$51,709	*	\$66,000	\$58,854
Executive Secretary	*	\$3,026	*	\$3,026
General Manager	\$37,770	\$100,934	\$162,500	\$90,515
Project Manager	*	\$20,983	*	\$20,983

BASIC SALARY ANALYSIS

Salaries by Country – Other 10% of All Respondents (not all listed)

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
General Manager - Philippines	*	\$30,072	*	\$30,072
Restaurant Manager - Philippines	*	\$53,168	*	\$53,168
VP, Property Services - Philippines	*	\$240,000	*	\$240,000
Front Office Manager - Maldives	*	\$42,000	*	\$42,000
General Manager - Maldives	*	\$72,000	*	\$72,000
Director of Sales & Marketing - Taiwan	*	\$45,016	*	\$45,016
HR Manager - Taiwan	*	\$48,232	*	\$48,232
Revenue Manager - UAE	*	\$98,093	*	\$98,093
Director of Events (MICE) - UAE	*	\$68,120	*	\$68,120
General Manager - UAE	\$77,419	\$80,000	\$121,600	\$95,804
Director of Sales - Japan	*	\$79,569	*	\$79,569
HR Manager - Japan	*	\$61,887	*	\$61,887
Director of Sales & Marketing - Korea	*	\$94,300	*	\$94,300
General Manager - Cambodia	\$54,000	\$84,000	\$96,000	\$78,000
Marketing Director - Macau	*	\$154,839	*	\$154,839
Director of Analysis - Macau	*	\$145,000	*	\$145,000

EXCHANGE RATES

<i>SGD = 1.41</i>	<i>AUD = 1.30</i>	<i>HKD = 7.75</i>	<i>CNY = 6.87</i>	<i>MYR = 4.43</i>
<i>THB = 35.00</i>	<i>INR = 67.31</i>	<i>IDR = 13344</i>	<i>AED = 3.67</i>	<i>JPY = 113.11</i>

ADDITIONAL BENEFITS

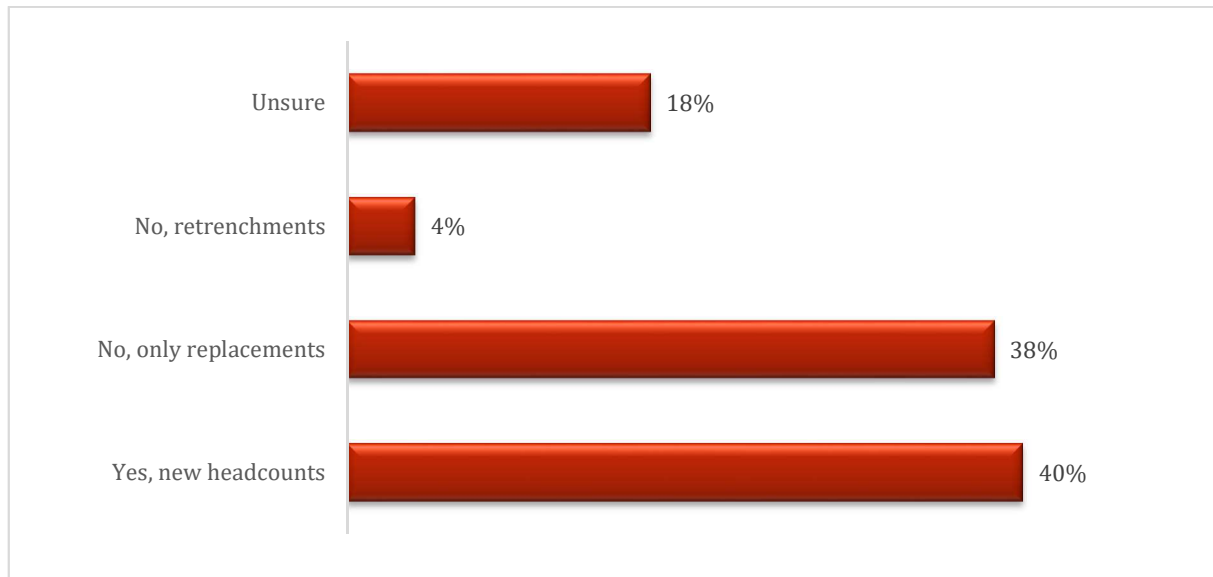
Respondents were asked what other benefits they receive in addition to their annual salary.

Bonus	70%
Share allocation	11%
Profit Share	5%
Lump sum / cash incentives	5%
Non-cash incentives	8%
More than the statutory holidays / days off	17%
Housing allowance	16%
Company car	7%
Car allowance / mileage	12%
Parking	15%
Clothing allowance/ uniform	11%
Mobile phone/ phone allowance	55%
Complimentary/ discounted hotel rooms, airfare, tour packages	29%
Other	16%

HIRING FORECAST

Hiring Forecast

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



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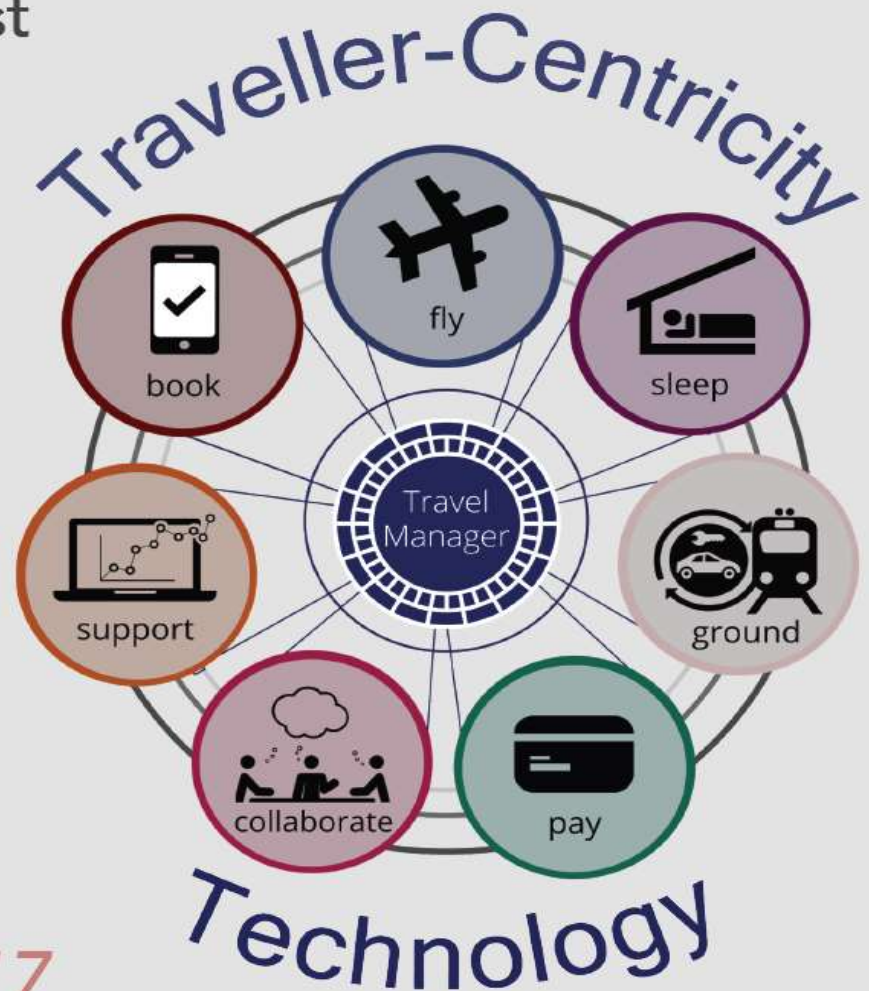
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