



HR Solutions in
Travel & Hospitality



ACI REPORT - 2019

SALARY & EMPLOYMENT TRENDS

FOREWORD

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FOREWORD

Foreword

I'm very pleased to present our 2019 ACI Report – now into its 7th 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 870 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.

Whilst international tourist arrivals worldwide increased 6% in 2018 to 1.4 billion, a mark reached two years ahead of UNWTO's long term forecast issued in 2010, and much of the data this year indicating a similar trend to last year's report; there are several key indicators in this report that I feel throw caution to the wind for 2019. Uncertainty from hiring managers rose sharply; 17% indicated they were unsure whether they will hire this year, an increase from 10% last year, at the same time, new headcount forecast dropped from 53% in 2018's report to 41% this year. Average salary also remained relatively flat across the region, with a slight contraction experienced in the key markets of Singapore and China. Lastly, respondents indicated receiving less bonus amounts in this year's survey, with 68% receiving one-month bonus or more compared with 77% last year. Whilst I don't have a crystal ball, these have traditionally offered a hint to what lies ahead, and with Brexit taking place on March 29, 2019, geopolitics may again affect the region's employment landscape.

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 unrivalled 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

Understanding nuances and macro talent issues of an industry takes people from the industry to appreciate; ACI consultants have unparalleled experience in the Travel, Tourism, Hospitality and Lifestyle Industries, and are genuinely passionate not only about our clients' and candidates' success but the industry as a whole.

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 2018, ACI was honoured to be recognised with the following accolades:

- Overall Winner, Best Recruitment 2018 – HR Vendors of the Year
- Best Recruitment Firm, Hospitality – Gold Winner, HR Vendors of the Year
- Best Cross Border Recruitment Agency – Gold Winner, HR Vendors of the Year
- Best Permanent Roles, Recruitment Agency – Silver Winner, HR Vendors of the Year
- Best Recruitment Firm, Senior Management – Silver Winner, HR Vendors of the Year
- Best Recruitment Firm, Non-Management – Silver Winner, HR Vendors of the Year
- Best Candidate Experience – Bronze Winner, Human Resources Asia
- Best Career Website, Recruitment Agency – Bronze Winner, Human Resources Asia

INTRODUCTION

Introduction

SALARY SURVEY METHODOLOGY

A survey link was sent to over 14,500 from ACI's database throughout Asia Pacific in January 2019 for employees of various levels to complete. We received a 31% open rate, and an 8% click rate. 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 members. We received 870 respondents.

REPORT FORMAT

The 2019 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

2018: International tourist arrivals worldwide reach 1.4 billion two years ahead of forecasts

International tourist arrivals (overnight visitors) worldwide increased 6% in 2018 to 1.4 billion, based on data reported by destinations around the world.

Given the remarkable growth of international arrivals in recent years, the 1.4 billion mark has been reached two years ahead of UNWTO's long term forecast issued in 2010.

2018 consolidates the very strong results of 2017 (+7%) and is the second strongest year since 2010.

Middle East (+10%) and Africa (+7%) led growth, while arrivals to Asia and the Pacific and Europe (both +6%) increased in line with the world average. The Americas saw growth of 3%.

Overall results were driven by a favorable economic environment and strong outbound demand from major source markets.

Among the world's top ten spenders, the Russian Federation (+16%), France (+10%) and Australia (+9%) reported the strongest increase in outbound expenditure in the first nine to eleven months of 2018. The United States (+7%) and the Republic of Korea (+6%) also recorded solid spending figures, all of them fueling inbound growth in their respective regions and beyond.

Based on current trends, economic prospects and the UNWTO Confidence Index, UNWTO forecasts a growth of 3% to 4% in international tourist arrivals worldwide in 2019, more in line with the historical growth trends.

STR Asia Pacific Hotel Performance Update for the annual ACI report

As per data from UNWTO, the pace of international tourism and travel softened slightly in 2018, even if the expected global increase of 5-6% is above the historical average, especially when combining with the strong 2017. In line with hotel performance growth in Asia Pacific, it is expected that the arrivals pace will also soften slightly in 2019. Southeast Asia continued to drive faster tourism growth than elsewhere, high numbers were carried particularly by Indonesia, Thailand but above all Vietnam. The maintained source of this increase was driven by Chinese travellers throughout the region and the first quarter of the year gained the most momentum compared to historical trends.

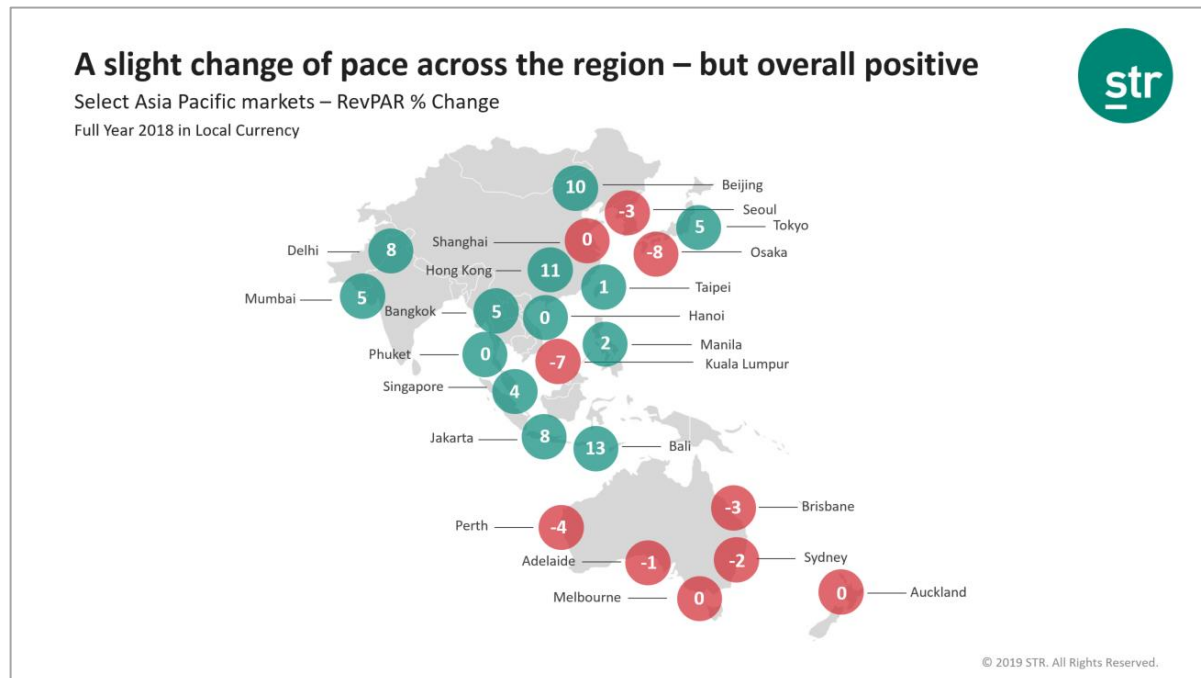
As expected, supply growth dropped to +3.5% for Asia Pacific, the lowest in over 5 years and a far cry from the levels above 4% during 2013-2015 that put pressure on quite a few markets. But the biggest shift was in demand growth, where the pace was almost halved from the buoyant 2017, now sitting at a more normal +3.7%.

Overall the Asia Pacific region saw Revenue per Available Room (RevPAR) in accommodation providers growing by 1.4% in USD and constant currency, primarily driven by Average Daily Rates (ADR) at +1.2% and with Occupancy growth almost flat at +0.2%, all according to STR, global leader in data benchmarking.

ANALYSIS

Confidence levels for 2019 are more subdued than those seen 12 months ago, and the reason for this is the change and diversity in performance towards the end of 2018, where some growth markets in 2017 either saw a shift in supply putting pressure on the market or sees them struggling with demand from certain source markets.

Performance of various markets for year-end 2018 (local currency, year-over-year comparisons):



When looking at the pipeline of hotels coming online for the region, we are likely to see the supply pace pick up again, which could put pressure on performance moving forward.

But at a high-level for the Asia Pacific region 2018 provided another strong year with growth in majority of markets, sustaining similar factors as that of 2017 but also a tilt towards generally more rate growth. After a couple of years with strong improved demand and occupancy there was now less space for rates to go up.

Darwin continues to adapt to a new reality after the official commission of the very large multi-year pipeline project, where a surplus of supply now needs to get used to different demand levels. RevPAR fell less in 2018 but still noted a -5.8% decline.

Osaka experienced a very eventful year with both a powerful earthquake and the strongest typhoon to hit landfall in 25 years, limiting the growth in performance along with new supply in the market – but there are strong benefitting factors ahead in 2019, including the G20 Summit in June.

Danang saw a lot of new supply, and despite the increase in tourist arrivals in actual numbers, the city experienced a drop in occupancy in 2018 compared to the previous year. RevPAR for Danang fell by a substantial -16.3%, mainly driven by Occupancy at -13.3%.

ANALYSIS

Bangkok had another year of strong RevPAR growth (+4.9%), now with over four years of consecutive performance progress. Notably, the strongest RevPAR growth were reported in central areas of the city in Sukhumvit and Pathum Wan areas, thus keeping up with the supply increase in those areas as some projects were also delayed.

Beijing benefitted from the Belt and Road Initiative while also experiencing booming MICE and leisure travel business, and the hospitality performance of the Beijing market achieved the best levels since 2009, just after the summer Olympics.

Pune was once seen exclusively as a manufacturing city but has progressed into also becoming one of India's top three IT service hubs. Pune's occupancy for 2018 is at a ten-year peak of 70.4% and average rate grew at its fastest pace of 7.4% since positivity returned in 2014 – even if for perspective it should be mentioned that the absolute rate levels in Pune traditionally sit among the lowest of key Indian cities.

Maldives is coming off some strong years but in 2018 had an increase in villas and rooms across the atolls, which created minor headwind and a RevPAR decline of -2.6%, mainly driven by softening rates.

Indonesia showed strong resilience in main destinations, where even if it was a year full of earthquakes, volcano eruptions and flight incidents, travel demand drove Jakarta and Bali onwards with +8% and +13% RevPAR growth in local currency, respectively.

Singapore as expected when the years of supply growth of around 2,500 keys per year had settled down, Singapore was back to normal with occupancy levels back up to 83.7% for the full year of 2018. It is also normal for Singapore that rates will take quite a few years to push up across the island, even if the numbers get a boost by the mere fact that many of the new hotels opened recently are high-end, that would sit in the higher rate band. ADR moved slightly up by +0.7% to hit S\$271.49.

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.

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 markets.

Founded in 1985, STR's presence has expanded to 17 countries 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 870 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 (40%) was based in Singapore, with Hong Kong (12%) and China (9%) also providing solid samples.

By Sector, most respondents were employed in the hospitality industry (38%), but the study includes a broad cross-section of industries, including Aviation, GDS, Technology, MICE, Travel Agencies and Corporate Travel. Of the respondents, 69% came from large companies (of 100 staff or more), 63% were male and 89% held permanent full-time employment.

72% of the respondents have worked in travel & hospitality for 10 years or more, while the majority (68%) have been employed with their current employer for 5 years or less. The number of those employed with their present company for 12 months or less (i.e. those that changed jobs in 2018 or new entrants) was similar to 2018's finding at 22% (21% in 2018).

While female executives continue to make inroads toward professional equality, a divide between earning powers still exist and the gap is not narrowing, with male respondents earning on average 32% higher than female respondents; a similar result to previous reports.

Want to know how your salary compare against peers your age? We analysed the average salary of each age bracket for the first time in this year's report, with 17yr to 28yr old earning on average U\$36,610, and perhaps unsurprising, the top end of the scale with average salary of U\$113,492 belonging to 56yrs and over.

SALARY SATISFACTION

On the question of salary progression, 68% of respondents indicated they had received some form of a salary increment, with the majority 47% in the range of a 1-5% increase – again showing similarity to last year where 69% of respondents indicated a bump in their pay.

On respondents' bonus amounts received, a majority 39% saw 1-2 months' bonus, with a further 29% receiving greater than 2 months' bonus; this was a contraction from the 36% who saw 2 months+ bonuses in the 2018 report.

CAREER PROGRESSION AND TRAINING

The importance of career development and employee satisfaction was similar to previous years'; 67% of respondents said that career progression was either 'extremely important' or 'very important' compared to 66% in 2018. However, employees' sentiments dipped, with 38% of those surveyed saying they believed their current employer offered 'excellent' or 'good' opportunities for career progression, slightly down from 2018's 41%. 27% of respondents feeling career prospects with their current employer were 'poor' or 'zero'; up from last year's 24%.

ANALYSIS

In a worrying sign for employers, when asked about respondents' plans to change employers and/or industry over the next 12-months, 56% indicated to the positive, with 12% of those even looking to explore opportunities outside the industry. A similar response to last year's survey (57% and 11%).

We again asked respondents how they felt about the training they had received from their present company, while the majority 32% indicated they had received fair training, a note of caution to employers that 29% still felt they had received poor or none in training and development.

If that was not a cause for alarm, we further analyzed the correlation between those who had indicated poor career progression opportunities, and poor training development, with their response to leaving their present employer; with little surprise 75% indicated they would look to change employment in 2019.

ACTUAL SALARIES

Salary growth was mostly modest across the different countries; with only Hong Kong showing double digit growth of 12% (reversing a 5% drop the previous year). This was followed by Thailand (+7), Malaysia (+6%), Australia (+4%) and Indonesia (+2). At the other end of the spectrum, the Indian subcontinent contracted by (-21%) albeit from a lower base of respondents which tends to fluctuate results more drastically. Perhaps a closer reflection of the current economic sentiments are China and Singapore's results, with both showing a slowdown to the growth in average salary they saw in last year's report, dipping (-3% and -1%) respectively this year. Japan and Korea also saw contraction of (-6%). On actual highest average salaries from the survey, Hong Kong rose back up to claim its tradition mantle of highest average salaries in the region (U\$92,391), followed by last year's leader Japan & Korea (U\$87,063), China (U\$80,085) and Singapore (U\$78,972). India & Subcontinent posted the survey's lowest average salary (U\$47,094).

**6% of data came from "other" regions which fell below 10 respondents; for accuracy, we did not capture salary information and only the information pertaining to their employment sentiments. Those countries include (but not limited to), UAE, USA, UK, Taiwan, Philippines, Pakistan, Canada, Netherlands, Italy.*

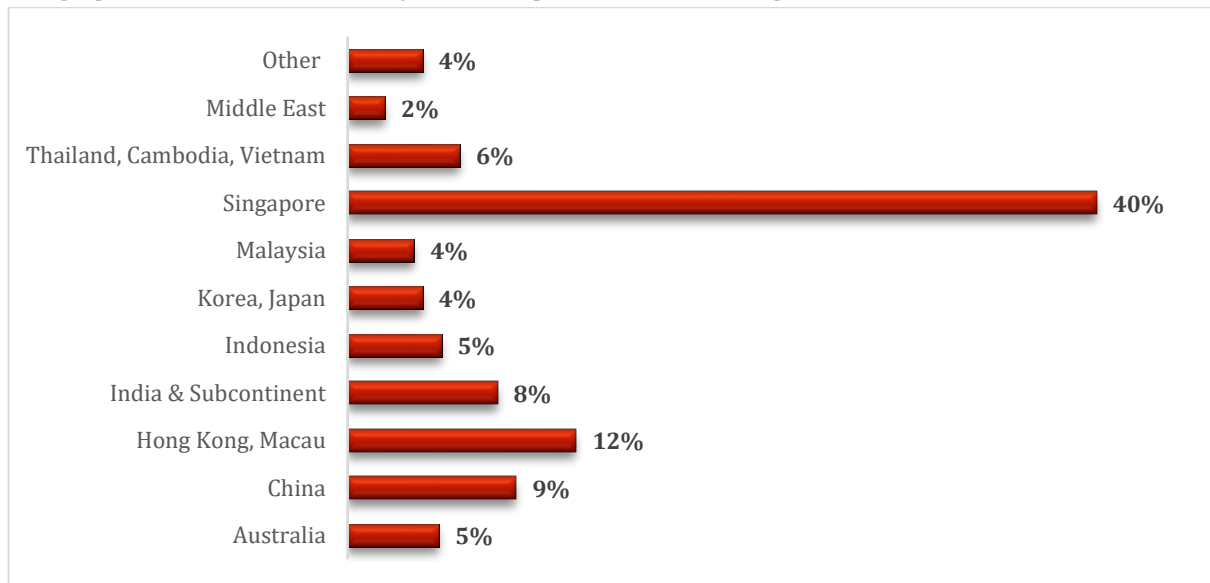
- 1) Source: Mailjet
- 2) Source: UNWTO World Tourism Barometer

BREAKDOWN OF RESPONDENTS

Breakdown of Respondents

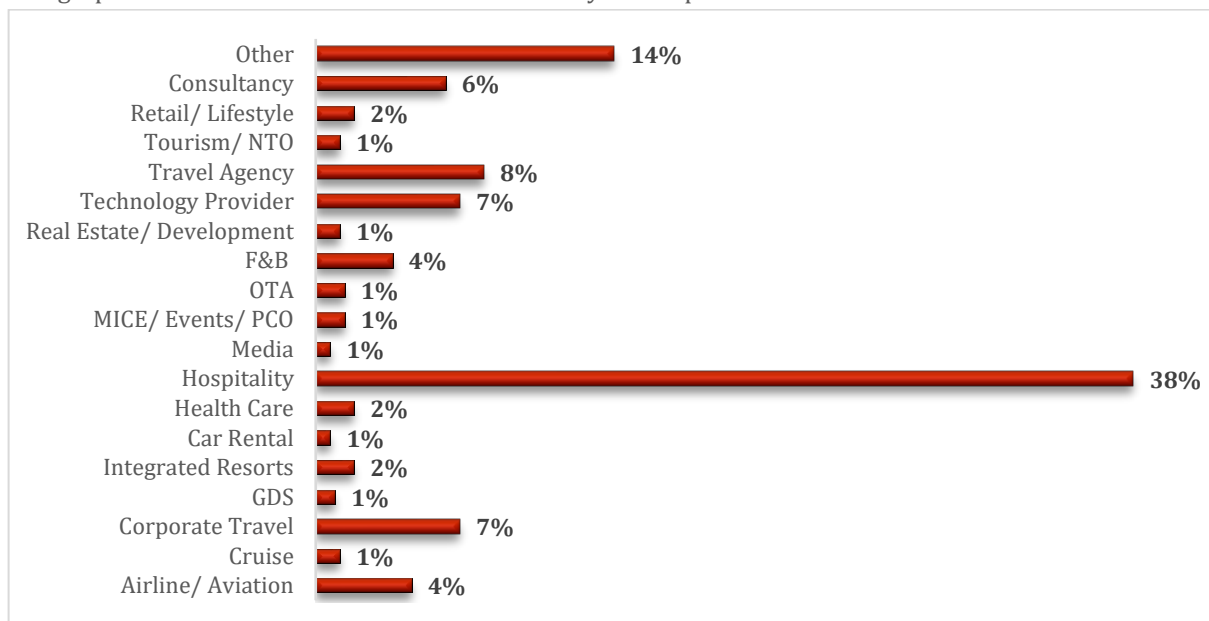
RESPONDENTS BY LOCATION

The graph below shows the country where respondents are working.



SECTOR BREAKDOWN

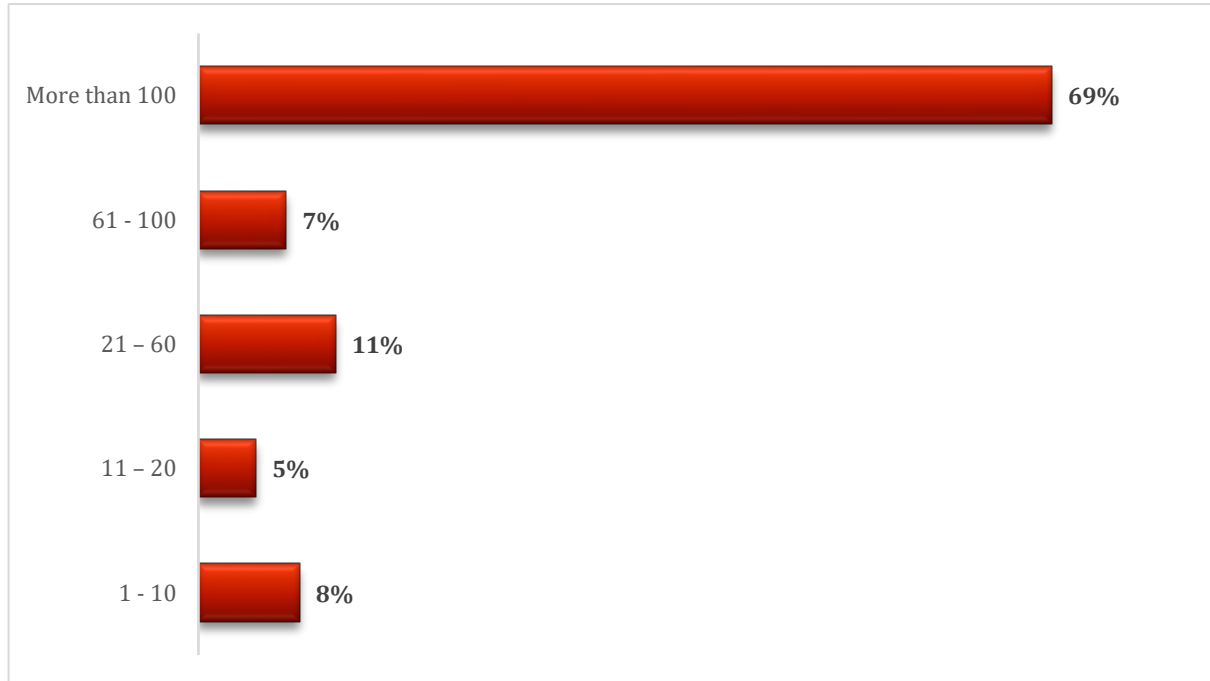
The graph below shows what sectors of the industry the respondents work in.



BREAKDOWN OF RESPONDENTS

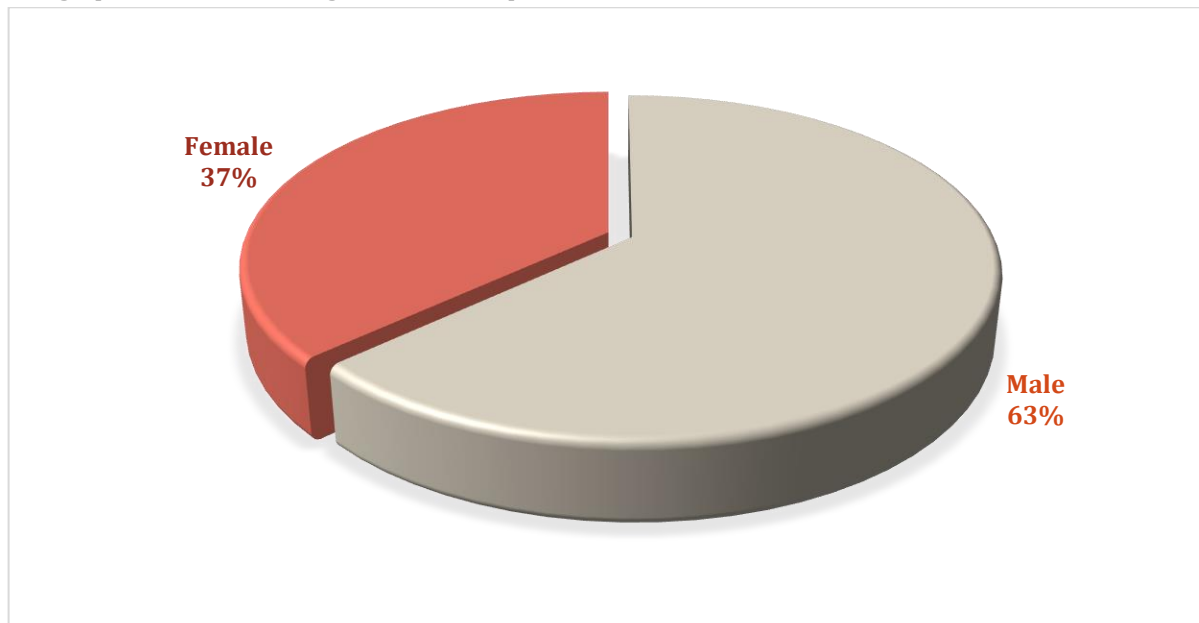
NUMBER OF PEOPLE IN ORGANISATION

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



GENDER OF RESPONDENTS

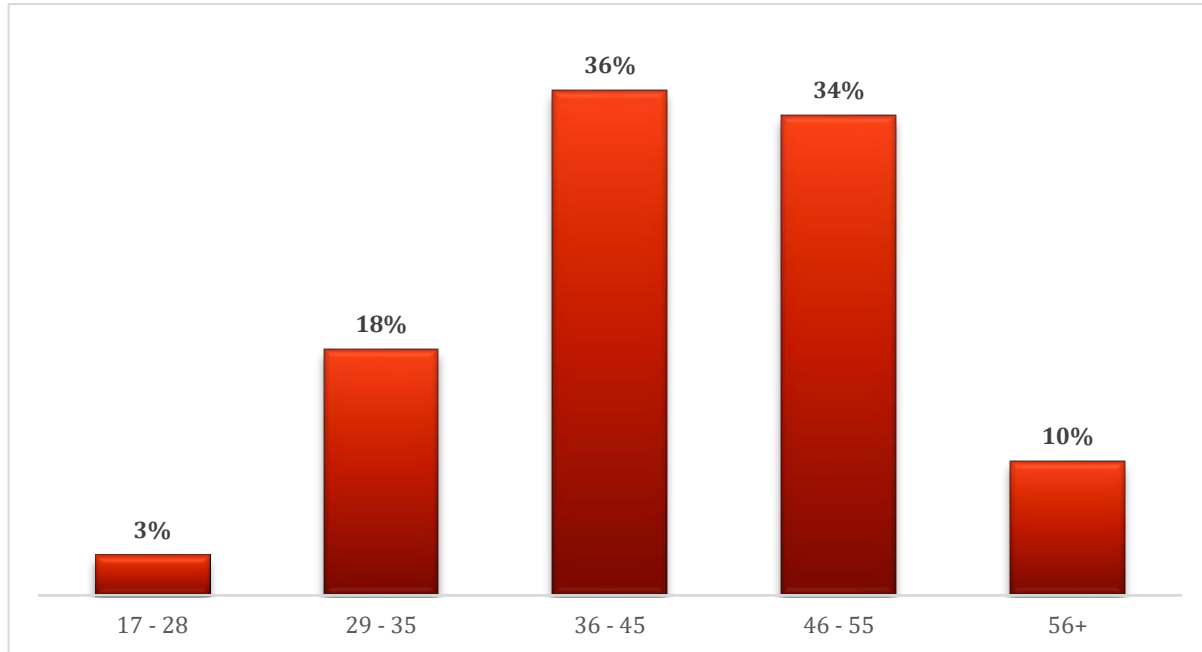
The graph below shows the gender of all respondents.



BREAKDOWN OF RESPONDENTS

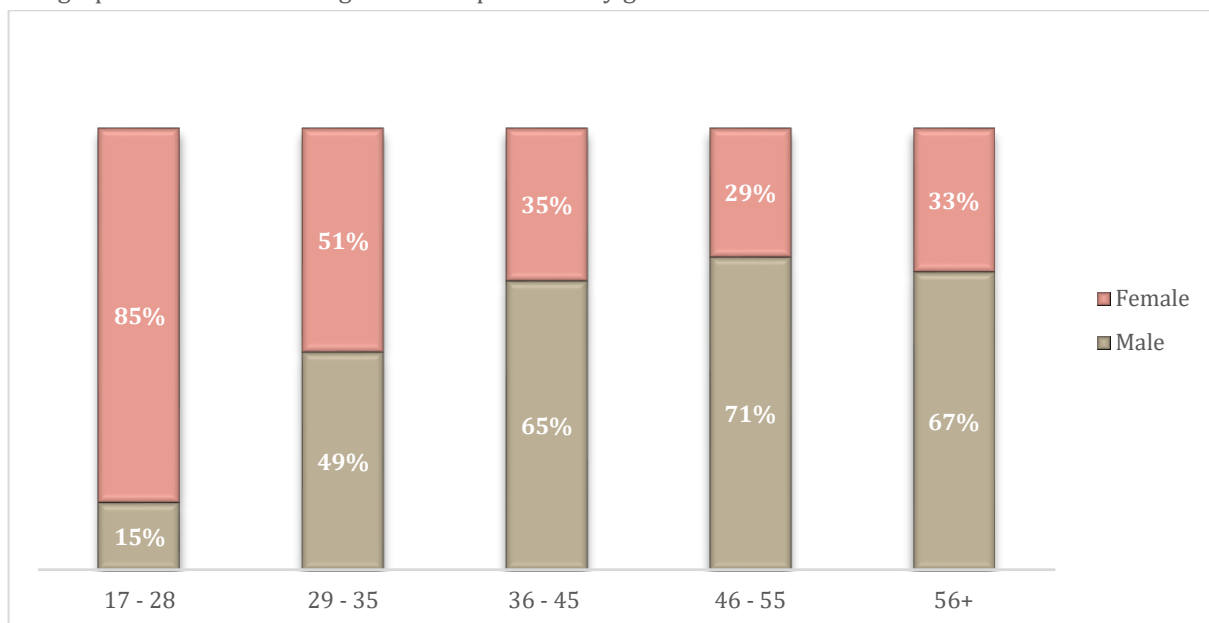
AGE OF RESPONDENTS

The graph below shows the age bracket of all respondents.



AGE OF RESPONDENTS BY GENDER

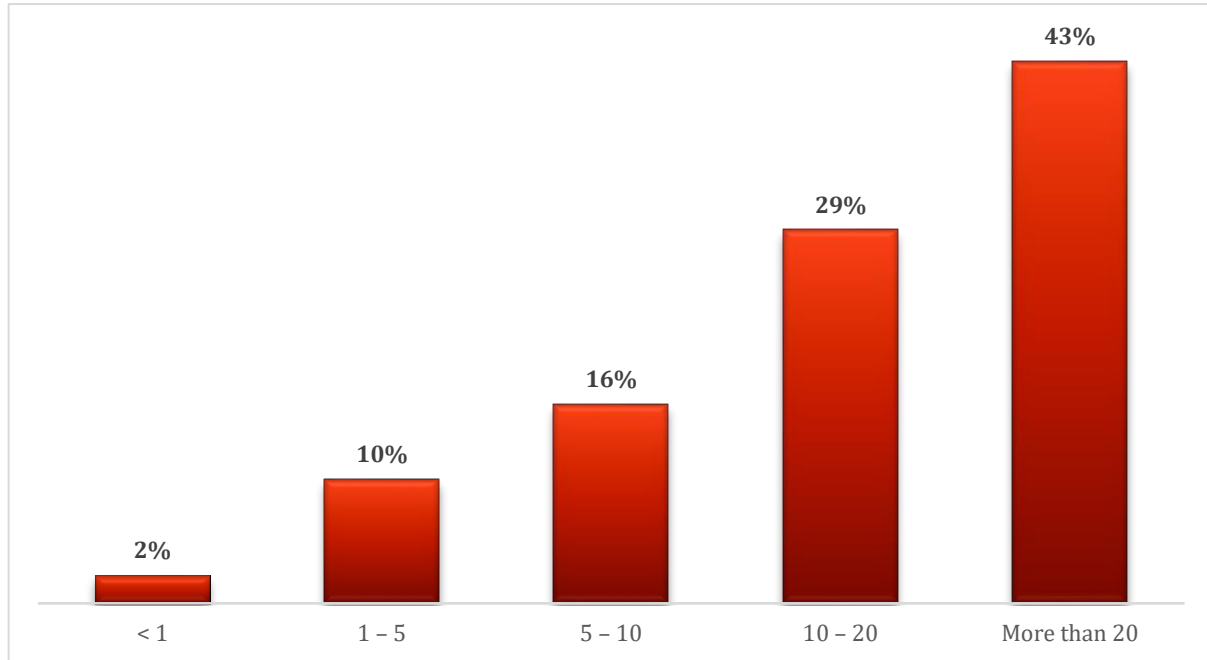
The graph below shows the age of the respondents by gender.



BREAKDOWN OF RESPONDENTS

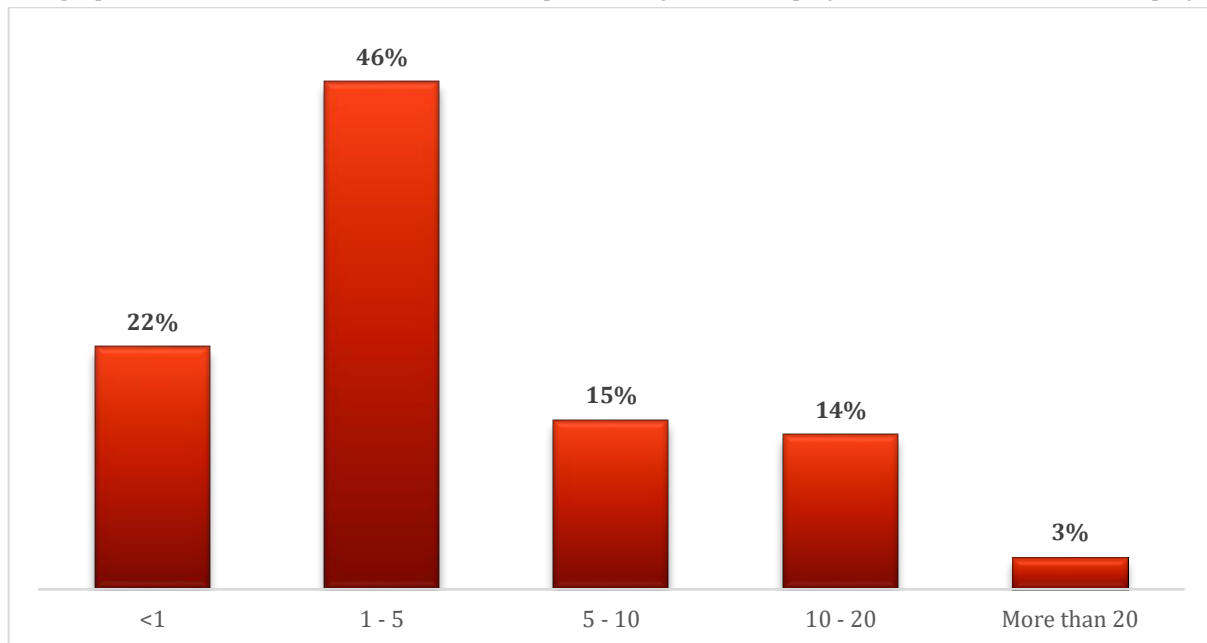
TRAVEL & HOSPITALITY INDUSTRY EXPERIENCE

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



CURRENT EMPLOYER

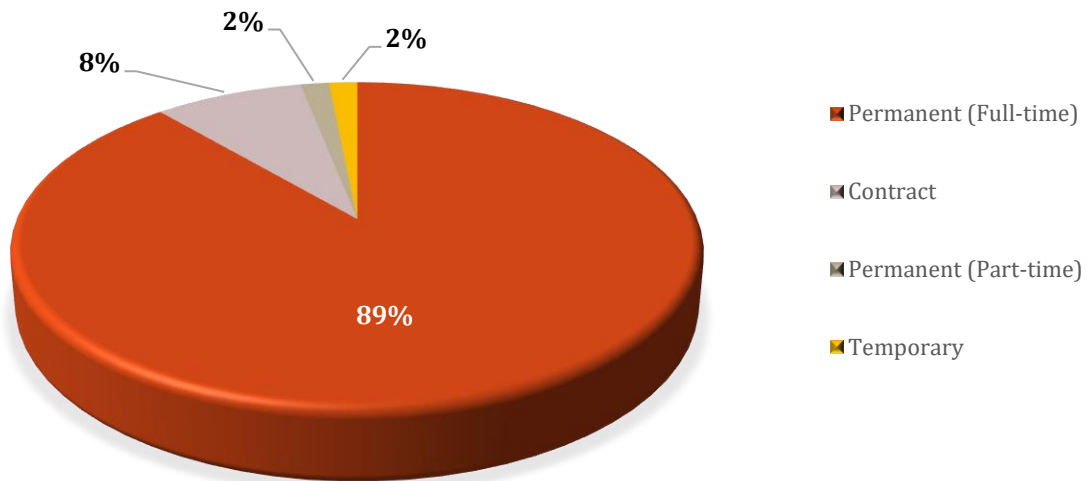
The graph below shows a breakdown of the respondents' years of employment with their current employer.



BREAKDOWN OF RESPONDENTS

EMPLOYMENT STATUS

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







CV FORMATTING SERVICE



Well written CVs makes the difference between getting an interview or being overlooked!

US\$89

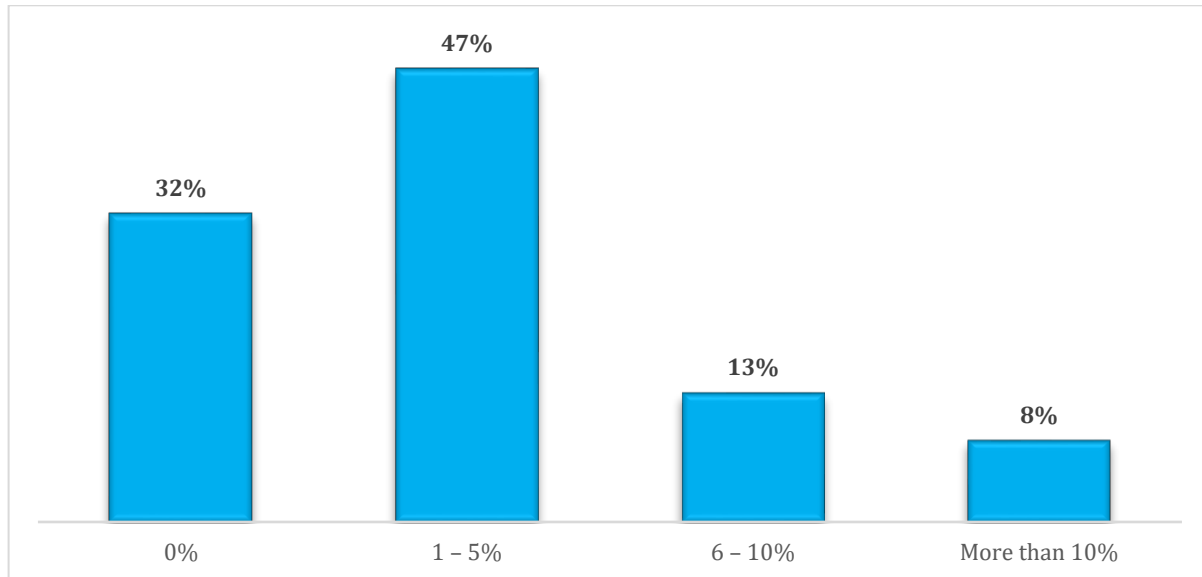
-  Full formatting of your current CV - customised around your individual information
-  Content filtering and additional information suggestions
-  Words and content corrections
-  You receive a final copy in Word and PDF

SALARY AND CAREER PROGRESSION

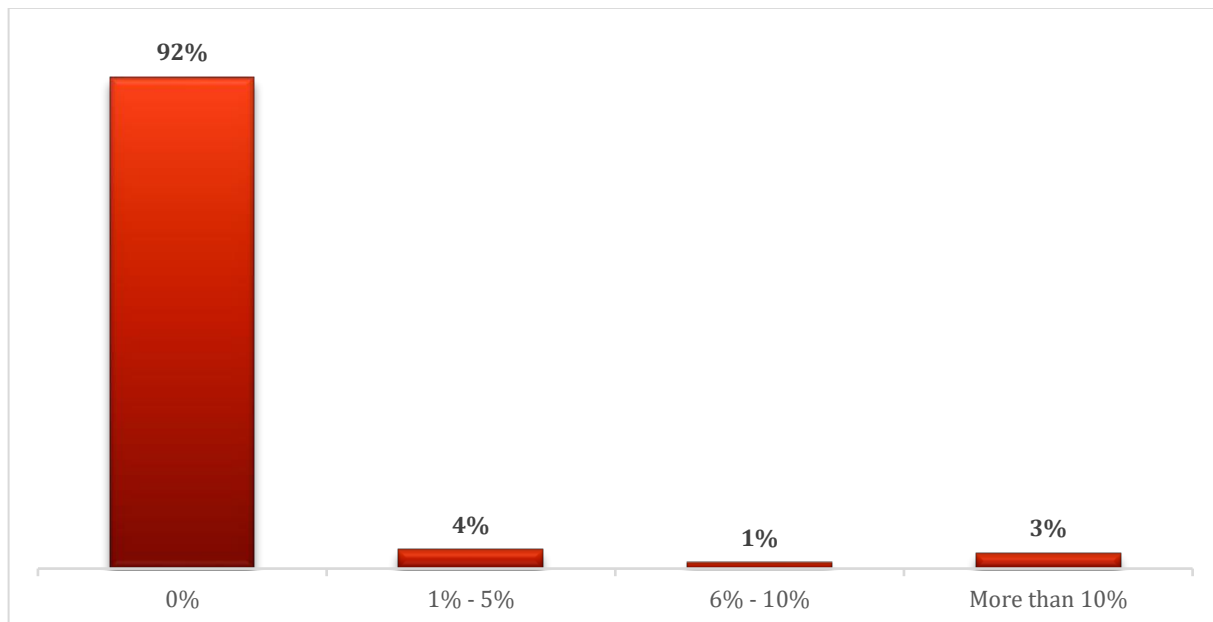
Salary and Career Progression

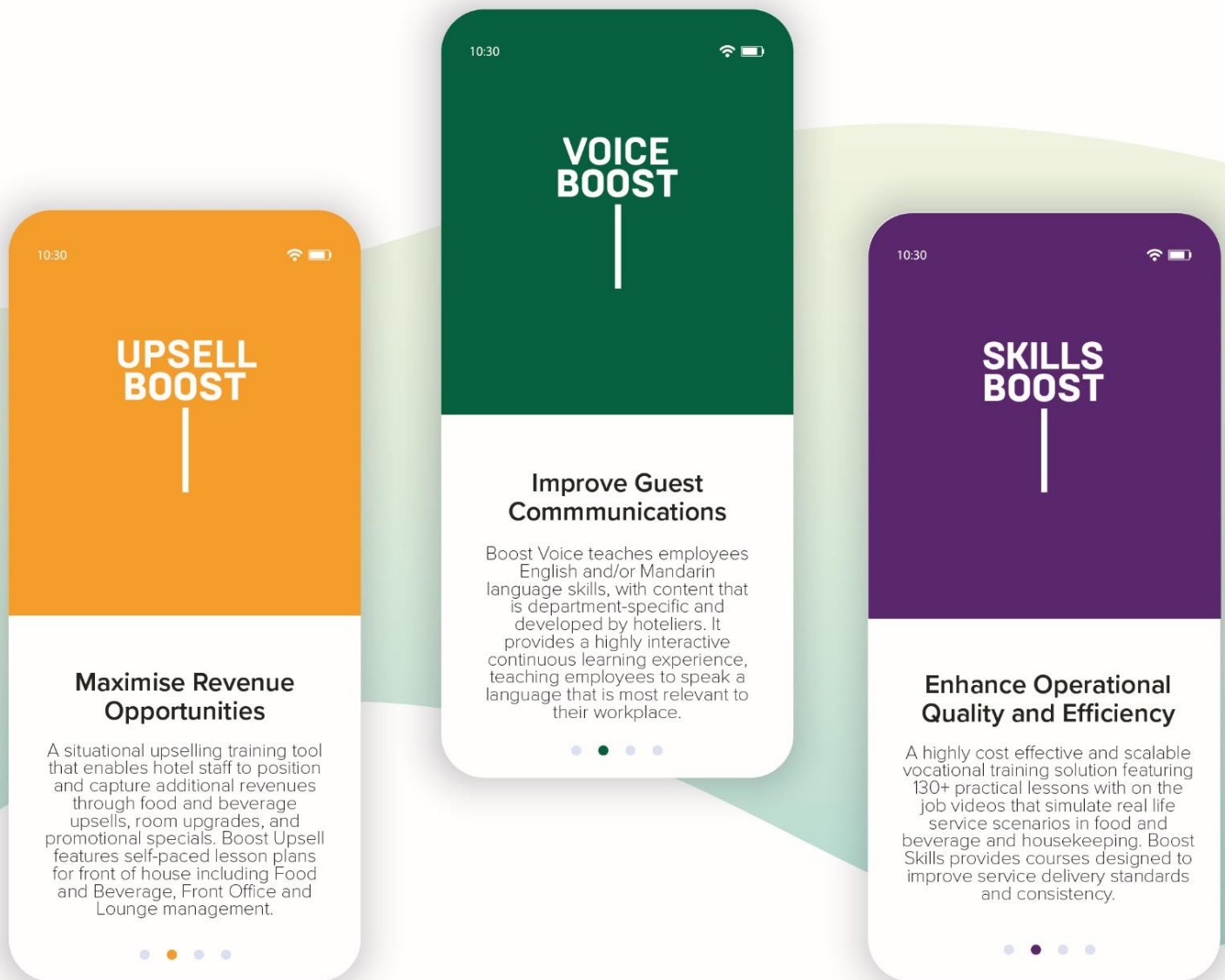
SALARY INCREASE / DECREASE OVER PAST 12 MONTHS

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.





About Boost

Boost improves employee service skills through mobile spoken language assessment, learning, upselling and vocational skills training. Boost solutions can be accessed and used anytime, anywhere, with employee performance tracked and measured in real-time. Boost is scalable, consistently providing high-quality learning for organisations of all sizes, from independent hotels to global hotel chains.

Why Boost?

Boost's mobile learning solutions have been proven to increase and enhance vocational and language skills faster and more effectively than traditional methods. This results in better service, higher guest satisfaction, and a happier bottom line.



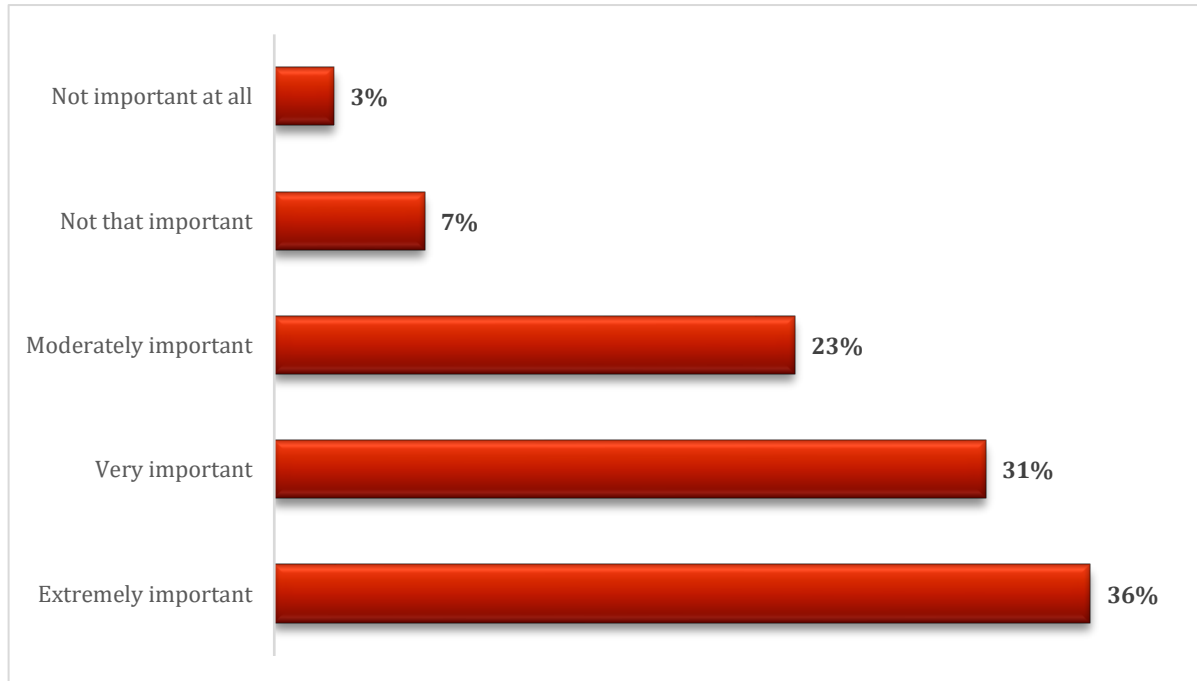
contact: sales@myboost.com
www.myboost.com

BOOST
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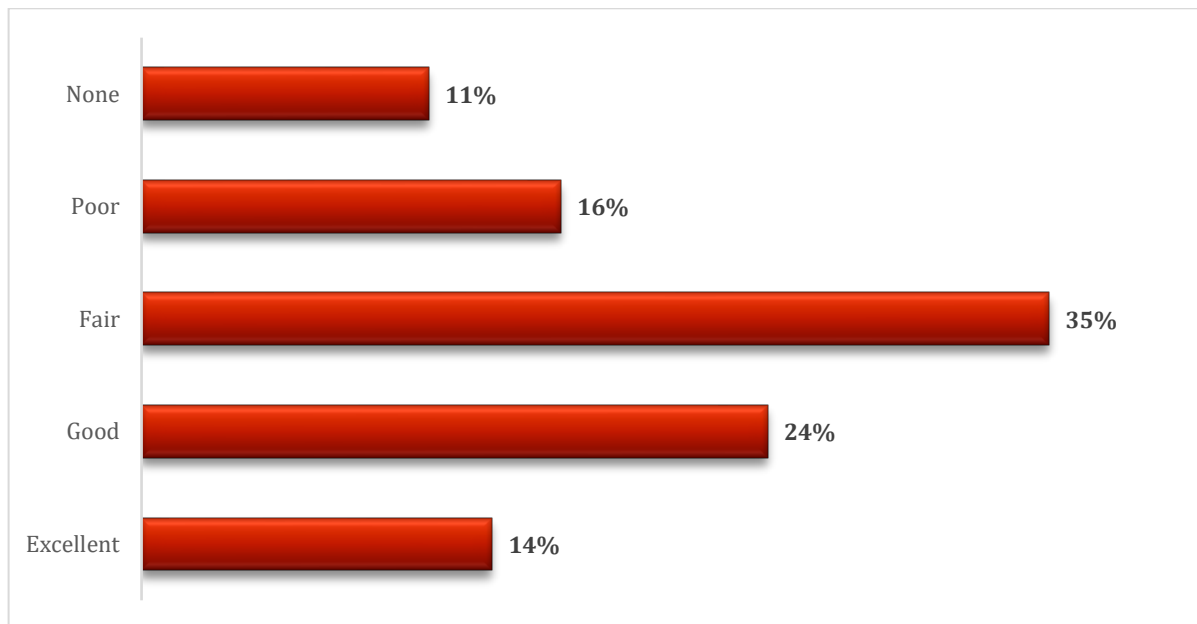
SALARY AND CAREER PROGRESSION

IMPORTANCE OF CAREER PROGRESSION AND TRAINING

Respondents were asked how important career progression was to them.

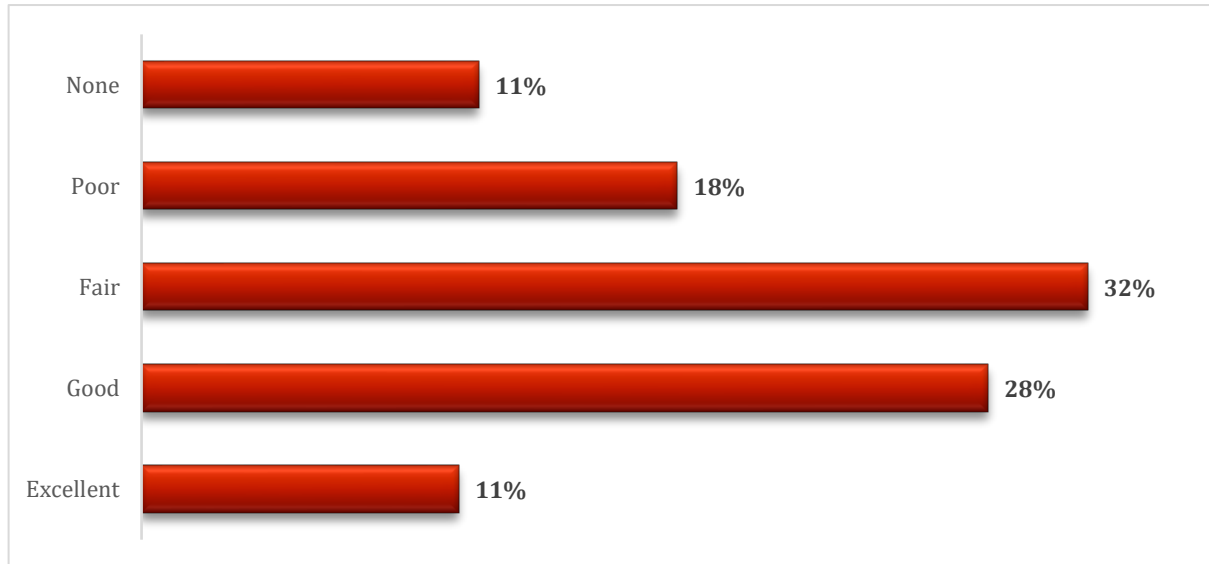


Respondents were also asked what their career progression opportunities were within their current organization.



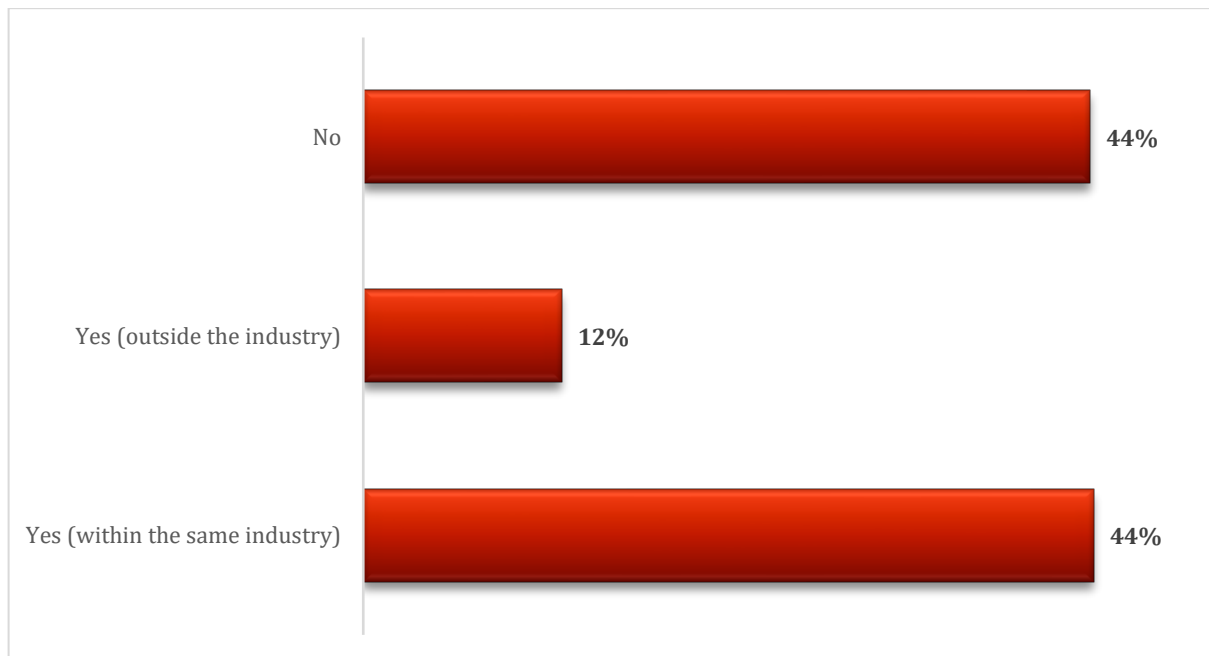
SALARY AND CAREER PROGRESSION

Respondents were asked if they felt they had received adequate training and development from their organisation.



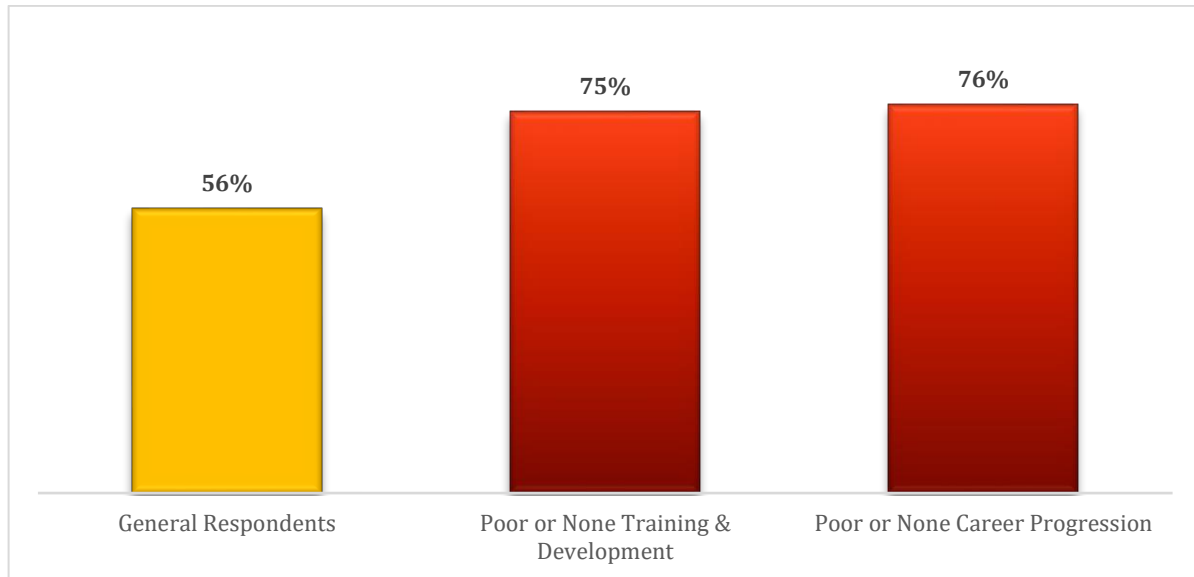
EMPLOYEE MOVEMENT

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



SALARY AND CAREER PROGRESSION

Underlining the importance of career progression and training & development; the graph below indicates respondents who are looking to leave employment in 2019 that are dissatisfied with their Training & Development and Career Progression needs in comparison to overall respondents.



Age of respondents matched with importance of career progression.

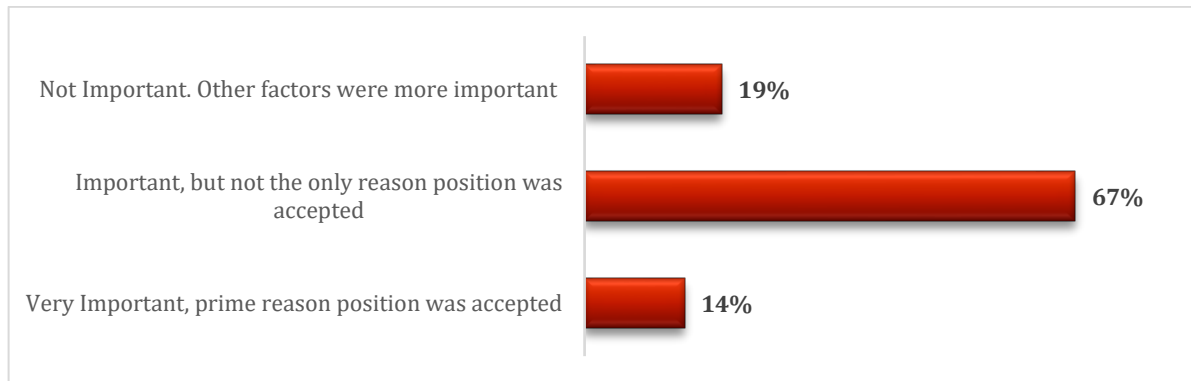
	17-28yrs	29-35yrs	36-45yrs	46-55yrs	56+yrs
Extremely Important	31%	35%	37%	38%	27%
Very Important	54%	37%	29%	30%	33%
Moderately Important	18%	25%	31%	30%	28%
Not that important	8%	4%	6%	9%	7%
Not important at all	0%	0%	2%	4%	5%

SALARY ANALYSIS

Salary Analysis

IMPORTANCE OF SALARY TO RESPONDENTS

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

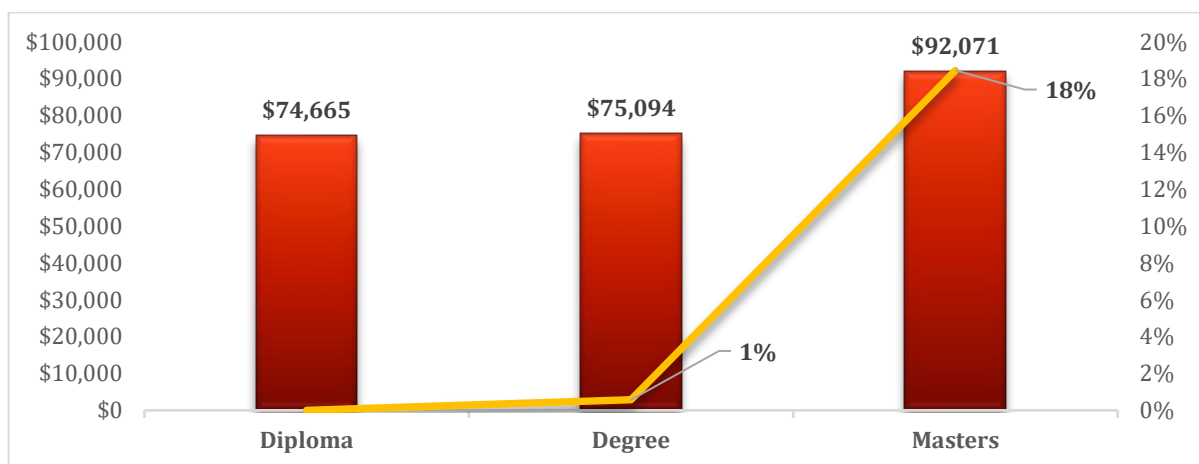


Age of respondents matched with how important salary was in accepting their last position.

	17-28yrs	29-35yrs	36-45yrs	46-55yrs	56+yrs
Very Important	23%	12%	12%	15%	16%
Important	62%	72%	69%	66%	60%
Not important	15%	16%	19%	19%	24%

SALARY VS. EDUCATION

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



Life skills for professionals
Professional skills for life



WHEREVER LIFE TAKES YOU, BE READY!

? DID YOU KNOW...

93% of employers agree that soft skills are a key hiring factor
75% of long-term career success depends on soft skills

Discover our 5 hospitality management schools in Switzerland with specialisations in :

- > International Business
- > Culinary Arts
- > Design Management
- > Entrepreneurship
- > Resort & Wellbeing Management

Whatever path you choose in life,
we make sure you are ready for the adventure.

HOSPITALITY OPEN DAYS

15TH - 16TH APRIL 2019
20TH - 21ST MAY 2019

CULINARY OPEN DAYS

MARCH, APRIL AND MAY 2019:
Dates vary according to interest
(Culinary Arts or Pastry and Chocolate)

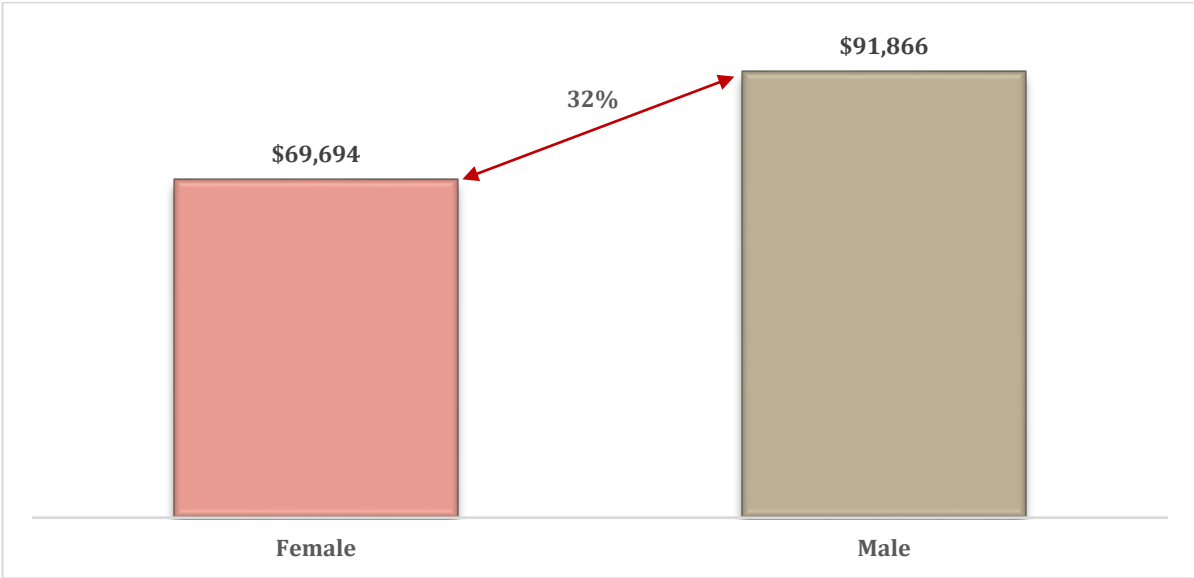


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SALARY ANALYSIS

GENDER GAP

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



SALARY VS AGE PROGRESSION

For the first time, we analyzed salary progression against the age of the respondents and indicated the average salary in each age group.



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 been 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	\$12,594	\$41,047	\$111,111	\$45,740
Admin Assistant	*	\$4,702	*	\$4,702
Administration Manager	\$53,333	\$71,111	\$78,981	\$67,538
Area Director of Revenue	\$37,595	\$60,000	\$71,203	\$48,797
Area Director of Sales & Marketing	\$99,042	\$120,000	\$134,089	\$117,467
Area General Manager	\$144,000	*	\$165,605	\$154,803
Area Manager	*	\$39,037	*	\$39,037
Area Revenue Manager	\$13,006	\$35,556	\$59,688	\$36,083
Area Sales Manager	*	\$63,218	*	\$63,218
Assistant Director of Sales & Marketing	\$39,510	\$53,333	\$64,204	\$51,943
Assistant Operations Manager	*	\$39,855	*	\$39,855
Assistant VP (Sales, Marketing or Revenue)	\$84,444	\$111,951	\$144,361	\$113,585
Brand Manager	\$30,770	\$42,667	\$88,889	\$54,108
Business Analyst	\$26,752	\$44,530	\$140,741	\$54,470
Business Development Executive	*	\$9,809	*	\$9,809
Business Development Manager	\$6,812	\$50,000	\$109,459	\$48,834
Business Travel Management - Senior Specialist	*	\$53,503	*	\$53,503
Butcher	*	\$36,000	*	\$36,000
CEO	\$25,189	\$144,000	\$325,000	\$166,088
Chef de Cuisine	\$39,574	\$63,158	\$71,111	\$56,302
Chief Concierge	\$45,180	\$59,259	\$63,158	\$56,374
Chief Operating Officer	*	\$144,275	*	\$144,275
Chief Product Officer	*	\$220,000	*	\$220,000
Chief Steward	*	\$40,471	*	\$40,471
Client Servicing Manager	\$36,165	\$60,741	\$88,889	\$64,045
Commercial Manager	\$32,000	*	\$69,120	\$50,569
Company Director/ Owner	\$81,481	\$96,296	\$144,444	\$107,408
Consultant	\$13,294	\$80,000	\$189,000	\$96,408
Cost Controller	*	\$66,732	*	\$66,732

SALARY ANALYSIS

Customer Service (Success) Manager	\$12,978	\$54,348	\$75,188	\$50,472
Director Consulting Services	*	\$108,696	*	\$108,696
Director of Account Management	\$46,875	\$90,738	\$163,488	\$105,645
Director of Asset Management (Real Estate)	*	\$125,000	*	\$125,000
Director of Engineering/ Chief Engineer	*	\$76,000	*	\$76,000
Director of F&B	\$25,189	\$80,348	\$127,389	\$84,408
Director of Finance	\$33,019	\$74,005	\$133,333	\$72,639
Director of Global Sales	*	\$95,847	*	\$95,847
Director of HR	\$38,339	\$80,000	\$140,000	\$79,284
Director of IT	\$58,479	\$81,203	\$118,519	\$78,520
Director of Marketing	\$45,113	\$76,677	\$150,376	\$93,768
Director of Operations	\$28,684	\$76,800	\$170,115	\$90,396
Director of Revenue	\$29,455	\$64,400	\$148,148	\$69,463
Director of Rooms	\$36,585	\$66,000	\$71,111	\$66,505
Director of Sales	\$30,000	\$73,633	\$191,083	\$82,222
Director of Sales & Marketing	\$13,434	\$93,297	\$177,778	\$96,033
Director of Technical Services	\$120,000	*	\$185,185	\$152,593
Director of Events (MICE)	\$74,436	\$90,226	\$160,000	\$101,466
EAM	\$35,216	\$76,030	\$120,000	\$78,765
Engineer	*	\$29,630	*	\$29,630
Executive Chef	\$54,000	\$76,000	\$129,755	\$79,763
Executive Housekeeper	\$59,185	\$60,358	\$72,000	\$62,239
F&B Manager	\$44,444	*	\$67,391	\$55,918
Finance Manager	\$28,684	*	\$52,632	\$40,658
Financial Controller	\$11,250	\$19,362	\$49,524	\$24,619
Fitness & Recreation Manager	*	\$8,537	*	\$8,537
Front Office Manager	\$44,444	\$43,486	\$59,155	\$51,445
General Manager	\$6,098	\$106,667	\$256,410	\$101,429
Global Account Director	*	\$106,667	*	\$106,667
Global Sales Director	*	\$80,400	*	\$80,400
Global Senior Account Manager	*	\$55,000	*	\$55,000
Group Operations Director	\$140,000	*	\$229,885	\$184,943
Guest Services Assistant/ Agent	\$18,000	*	\$24,444	\$21,222
Head of Commercial	\$26,049	*	\$264,000	\$145,025
Head of Costumes/Makeup	*	\$91,553	*	\$91,553
Hotel Manager	\$17,561	\$47,822	\$133,333	\$56,523
HR Executive	*	\$31,111	*	\$31,111

SALARY ANALYSIS

HR Manager	\$12,245	\$50,955	\$97,744	\$54,097
IT Manager	\$39,098	\$64,968	\$91,852	\$65,291
IT Solutions Supplier	*	\$43,902	*	\$43,902
Learning & Development Consultant/ Executive	\$26,667	*	\$68,841	\$47,753
Lifestyle Specialist	\$36,688	*	\$36,688	\$36,688
Manager	\$15,043	\$39,474	\$237,037	\$48,443
Managing Director	\$100,000	\$161,972	\$300,000	\$170,964
Market Lead	*	\$63,694	*	\$63,694
Marketing Manager	\$12,000	\$50,667	\$82,721	\$54,471
MICE Manager	\$73,985	*	\$88,889	\$81,437
Online Marketing Manager	\$58,647	*	\$66,667	\$62,657
Operations Manager	\$15,990	\$45,433	\$93,750	\$57,326
Owner / Partner	\$95,238	\$115,288	\$136,240	\$117,754
Pastry Chef	*	\$60,000	*	\$60,000
Pricing and Sales Support	*	\$35,556	*	\$35,556
Principal, Professor, Academia	\$82,721	\$104,240	\$254,777	\$127,183
Procurement/ Purchasing Manager	\$13,333	\$48,000	\$112,782	\$52,958
Product Manager	\$24,000	\$38,600	\$84,615	\$45,984
Project Director	*	\$48,978	*	\$48,798
Project Manager	\$32,995	\$54,135	\$122,293	\$65,675
Regional Director	\$116,667	\$122,293	\$180,451	\$148,995
Regional Procurement Manager	*	\$148,148	*	\$148,148
Regional Sales Manager	\$27,988	\$54,217	\$90,226	\$55,602
Reservations Officer	\$23,438	\$37,594	\$53,173	\$38,068
Restaurant Manager	\$17,561	\$31,111	\$38,028	\$31,086
Revenue Manager	\$11,195	\$49,624	\$63,380	\$45,749
Sales & Marketing Manager	\$23,810	\$43,000	\$134,375	\$55,524
Sales Executive	\$21,127	\$27,716	\$43,478	\$31,830
Sales Manager	\$11,111	\$44,780	\$100,100	\$46,577
Senior Consultant	\$44,444	*	\$45,113	\$44,779
Senior Director	*	\$120,000	*	\$120,000
Senior Internal Auditor	*	\$86,957	*	\$86,957
Senior Manager	\$60,444	\$60,444	\$66,667	\$62,519
Senior Marketing Executive	*	\$37,333	*	\$37,333
Senior Marketing Manager	\$54,135	*	\$77,778	\$65,956
Senior Project Manager	\$39,111	\$68,790	\$106,667	\$63,642
Senior Regional Lead	*	\$103,704	*	\$103,704

SALARY ANALYSIS

Senior Sales Engineer	*	\$73,913	*	\$73,913
Senior Sales Manager	\$12,594	\$49,632	\$80,000	\$52,103
Senior Security Consultant	*	\$69,333	*	\$69,333
Senior Travel Consultant/ Supervisor/ Team Leader	\$40,889	\$53,191	\$56,000	\$49,227
Sous Chef	*	\$27,632	*	\$27,632
Sports Manager	*	\$13,984	*	\$13,984
Supervisor	\$8,780	\$25,926	\$51,282	\$33,272
SVP	*	\$198,726	*	\$198,726
Training Manager	\$26,667	\$56,750	\$67,545	\$51,545
Travel Co-ordinator	\$9,244	\$34,286	\$36,012	\$29,770
Travel Manager	\$7,417	\$71,429	\$178,344	\$80,959
Travel/ Travel Consultant	\$17,778	\$24,269	\$39,098	\$26,668
Vendor Manager	*	\$30,573	*	\$30,573
Vice President Account Management	\$97,778	\$120,770	\$138,947	\$116,171
Vice President Engineering	\$110,000	\$120,000	\$135,338	\$122,002
Vice President Marketing	\$133,333	\$200,000	\$228,535	\$180,449
Vice President Operations	\$54,688	\$133,333	\$240,000	\$131,188
Vice President Sales	\$33,585	\$144,000	\$850,000	\$198,765
VP Data Protection	*	\$44,444	*	\$44,444
Writer	*	\$72,593	*	\$72,593

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 been converted to USD to enable analysis on an equal basis.

Salaries by Country – SINGAPORE 40% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$39,293	\$53,333	\$111,111	\$73,156
Administration Manager	\$53,333	\$71,111	\$76,296	\$66,914
Area Director of Sales & Marketing	\$125,926	*	\$134,089	\$130,007
Area Manager	*	\$39,037	*	\$39,037
Area Revenue Manager	*	\$35,556	*	\$35,556
Area Sales Manager	*	\$63,218	*	\$63,218
Assistant Director of Sales & Marketing	\$42,667	*	\$53,333	\$48,000

SALARY ANALYSIS

Assistant Vice President (Sales, Marketing or Revenue)	\$84,444	*	\$144,361	\$114,003
Brand Manager	\$42,667	*	\$88,889	\$65,778
Business Analyst	\$31,690	\$44,530	\$140,741	\$57,936
Business Development Manager	\$13,333	\$44,444	\$74,074	\$50,617
CEO	\$88,889	\$185,185	\$325,000	\$200,300
Chef de Cuisine	\$39,574	\$51,366	\$71,111	\$56,302
Chief Concierge	\$59,259	\$54,122	\$63,158	\$56,374
Chief Product Officer	*	\$220,000	*	\$220,000
Chief Steward	*	\$40,741	*	\$40,741
Client Servicing Manager	\$27,068	\$60,741	\$88,889	\$60,060
Company Director/ Owner	\$81,481	\$96,296	\$144,444	\$107,407
Consultant	\$71,111	\$80,000	\$185,185	\$112,099
Director of Account Management	\$57,778	\$106,667	\$160,741	\$109,045
Director of F&B	\$60,000	\$78,186	\$112,782	\$81,374
Director of Finance	*	\$133,333	*	\$133,333
Director of HR	\$65,000	\$95,893	\$120,000	\$94,162
Director of IT	\$58,479	\$68,520	\$118,519	\$78,520
Director of Marketing	\$45,113	\$80,000	\$150,376	\$91,286
Director of Operations	\$62,222	\$83,600	\$148,148	\$87,348
Director of Revenue	\$83,008	\$97,895	\$148,148	\$110,458
Director of Rooms	\$57,778	\$71,111	\$99,248	\$72,590
Director of Sales	\$53,333	\$89,870	\$150,376	\$89,975
Director of Sales & Marketing	\$59,511	\$88,889	\$177,778	\$99,267
Director of Technical Services	\$120,000	*	\$185,185	\$152,593
Director of Events (MICE)	\$74,436	\$81,203	\$160,000	\$101,466
EAM	\$76,030	\$97,548	\$120,000	\$98,394
Engineer	*	\$29,630	*	\$29,630
Executive Chef	\$74,648	\$89,461	\$129,755	\$97,002
Executive Housekeeper	\$59,185	\$59,859	\$62,030	\$60,358
F&B Manager	*	\$44,444	*	\$44,444
Finance Manager	*	\$52,632	*	\$52,632
Front Office Manager	\$55,111	\$52,920	\$59,155	\$52,845
General Manager	\$53,333	\$125,511	\$200,000	\$126,511
Global Account Director	*	\$106,667	*	\$106,667
Guest Services Assistant/ Agent	*	\$24,444	*	\$24,444
Hotel Manager	\$47,822	\$66,667	\$133,333	\$86,392
HR Executive	*	\$31,111	*	\$31,111

SALARY ANALYSIS

HR Manager	\$44,444	\$59,155	\$97,744	\$59,669
IT Manager	\$39,098	\$55,448	\$91,852	\$65,345
Learning & Development Consultant/ Executive	*	\$26,667	*	\$26,667
Manager	\$42,667	\$39,474	\$81,481	\$45,888
Managing Director	\$177,778	\$161,972	\$225,564	\$179,952
Marketing Manager	\$37,895	\$50,667	\$79,740	\$55,147
MICE Manager	\$73,985	*	\$88,889	\$81,437
Online Marketing Manager	\$58,647	*	\$66,667	\$62,657
Operations Manager	\$29,774	\$40,889	\$88,889	\$48,819
Owner/ Partner	\$106,667	\$115,288	\$135,338	\$113,133
Pricing and Sales Support	*	\$35,556	*	\$35,556
Procurement/ Purchasing Manager	\$35,556	\$63,158	\$112,782	\$69,493
Project Manager	\$40,602	\$46,330	\$54,135	\$48,176
Regional Director	\$116,667	*	\$180,451	\$148,559
Regional Procurement Manager	*	\$148,148	*	\$148,148
Regional Sales Manager	\$46,479	\$63,697	\$90,226	\$64,465
Restaurant Manager	\$26,667	\$36,090	\$38,028	\$33,791
Revenue Manager	\$39,331	\$50,068	\$63,380	\$50,601
Sales & Marketing Manager	*	\$40,602	*	\$40,602
Sales Executive	\$21,127	\$27,716	\$34,260	\$29,501
Sales Manager	\$35,556	\$44,845	\$62,963	\$44,996
Senior Consultant	\$44,444	*	\$45,113	\$44,779
Senior Manager	\$60,444	\$60,444	\$66,667	\$62,519
Senior Marketing Executive	*	\$37,333	*	\$37,333
Senior Marketing Manager	\$54,135	*	\$77,778	\$65,956
Senior Project Manager	\$40,000	*	\$106,667	\$73,333
Senior Regional Lead	*	\$103,704	*	\$103,704
Senior Sales Manager	\$34,986	\$55,111	\$80,000	\$55,731
Senior Security Consultant	*	\$69,333	*	\$69,333
Senior Travel Consultant/ Supervisor/ Team Leader	\$36,090	*	\$40,889	\$38,489
Supervisor	*	\$25,926	*	\$25,926
Training Manager	\$26,667	\$56,750	\$67,545	\$52,648
Travel Co-ordinator	\$34,286	*	\$36,012	\$35,149
Travel Manager	\$40,000	\$71,429	\$113,534	\$72,379
Travel/ Travel Consultant	*	\$39,098	*	\$39,098
Vice President Account Management	\$97,778	\$120,770	\$138,947	\$116,171

SALARY ANALYSIS

Vice President Engineering	\$110,000	\$122,669	\$135,338	\$122,669
Vice President Marketing	*	\$133,333	*	\$133,333
Vice President Operations	\$120,301	\$157,895	\$240,000	\$161,102
Vice President Sales	\$88,889	\$179,433	\$300,752	\$172,947
Writer		\$72,593	*	\$72,593

Salaries by Country – HONG KONG 12% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$39,745	\$48,917	\$61,146	\$49,936
Administration Manager	*	\$78,981	*	\$78,981
Area Director of Sales & Marketing	*	\$108,280	*	\$108,280
Area General Manager	*	\$165,605	*	\$165,605
Assistant Director of Sales & Marketing	*	\$64,204	*	\$64,204
Brand Manager	*	\$30,770	*	\$30,770
Business Analyst	*	\$26,752	*	\$26,752
Business Development Manager	*	\$76,433	*	\$76,433
Business Travel Management - Senior Specialist	*	\$53,503	*	\$53,503
CEO	\$148,148	\$180,000	\$305,732	\$234,903
Director of F&B	\$95,083	\$120,522	\$127,389	\$116,197
Director of Operations	*	\$76,433	*	\$76,433
Director of Revenue	*	\$53,503	*	\$53,503
Director of Sales	\$53,846	\$81,783	\$191,083	\$94,218
Director of Sales & Marketing	\$76,454	\$112,408	\$135,385	\$110,677
Executive Chef	\$65,000	\$76,000	\$95,000	\$78,594
General Manager	\$73,846	\$144,215	\$256,410	\$153,874
Global Sales Director	*	\$80,400	*	\$80,400
Hotel Manager	*	\$122,293	*	\$122,293
HR Manager	\$50,955	\$59,006	\$64,103	\$57,361
IT Manager	*	\$64,968	*	\$64,968
Lifestyle Specialist	\$36,688	*	\$36,688	\$36,688
Manager	\$30,769	\$53,503	\$76,923	\$53,760
Managing Director	\$114,650	*	\$210,191	\$162,420
Market Lead	*	\$63,694	*	\$63,694
Marketing Manager	\$76,433	*	\$76,923	\$76,678
Principal, Professor, Academia	\$104,240	\$130,000	\$254,777	\$163,006
Product Manager	*	\$84,615	*	\$84,615

SALARY ANALYSIS

Project Manager	\$61,697	\$73,984	\$122,293	\$83,646
Regional Director	*	\$122,293	*	\$122,293
Regional Sales Manager	\$44,444	\$51,282	\$65,215	\$52,262
Revenue Manager	\$46,154	\$50,597	\$55,641	\$50,797
Sales & Marketing Manager	\$34,704	\$50,200	\$65,000	\$48,226
Sales Manager	\$26,221	\$44,780	\$100,100	\$50,839
Senior Project Manager	*	\$68,790	*	\$68,790
Supervisor	*	\$51,282	*	\$51,282
SVP	*	\$198,726	*	\$198,726
Travel Manager	\$63,694	\$128,535	\$178,344	\$130,287
Travel/ Travel Consultant	\$21,000	\$24,269	\$27,763	\$24,918
Vendor Manager	*	\$30,573	*	\$30,573
Vice President Marketing	*	\$228,535	*	\$228,535
Vice President Sales	*	\$200,514	*	\$200,514

Salaries by Country – CHINA 9% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	*	\$26,667	*	\$26,667
Area Director of Revenue	*	\$71,203	*	\$71,203
CEO	\$57,143	\$126,984	\$215,038	\$129,500
Commercial Manager	\$32,000	*	\$69,120	\$50,560
Customer Success Manager	*	\$12,978	*	\$12,978
Director of HR	\$48,000	\$86,788	\$140,000	\$92,506
Director of Operations	\$63,492	*	\$118,519	\$91,005
Director of Revenue	*	\$72,000	*	\$72,000
Director of Sales	\$49,778	\$100,000	\$177,778	\$90,459
Director of Sales & Marketing	\$86,650	\$98,981	\$152,381	\$109,380
EAM	\$60,000	\$84,000	\$120,000	\$87,000
Executive Chef	*	\$71,111	*	\$71,111
Financial Controller	*	\$49,524	*	\$49,524
Front Office Manager	*	\$44,444	*	\$44,444
General Manager	\$80,000	\$125,719	\$180,000	\$126,769
Global Senior Account Manager	*	\$55,000	*	\$55,000
Manager	\$35,556	\$44,444	\$237,037	\$105,679
Managing Director	*	\$162,933	*	\$162,933
Marketing Manager	\$12,000	\$41,905	\$60,000	\$39,129
Operations Manager	*	\$44,444	*	\$44,444

SALARY ANALYSIS

Procurement/ Purchasing Manager	\$13,333	\$23,810	\$29,048	\$25,119
Sales & Marketing Manager	*	\$23,810	*	\$23,810
Sales Manager	\$11,111	\$26,735	\$38,950	\$28,919
Senior Project Manager	*	\$39,111	*	\$39,111
Senior Sales Manager	\$35,556	\$41,905	\$74,074	\$55,344
Travel Co-ordinator	*	\$9,244	*	\$9,244
Travel Manager	\$58,667	\$63,492	\$126,984	\$74,059
Travel/ Travel Consultant	*	\$17,778	*	\$17,778
Vice President Operations	\$92,958	\$133,333	\$146,479	\$124,257
Vice President Sales	\$95,238	*	\$850,000	\$472,619

Salaries by Country – INDONESIA 5% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	*	\$20,653	*	\$20,653
Area Director of Revenue	\$37,595	*	\$60,000	\$48,798
Director of Finance	\$50,197	*	\$74,005	\$62,101
Director of Operations	*	\$28,684	*	\$28,684
Director of Sales	\$30,000	\$48,000	\$66,000	\$49,125
EAM	\$35,216	\$47,608	\$60,000	\$47,608
Executive Chef	\$55,611	\$66,000	\$99,600	\$73,791
Finance Manager	*	\$28,684	*	\$28,684
Financial Controller	\$11,250	\$18,342	\$19,362	\$16,318
General Manager	\$6,098	\$79,200	\$162,500	\$82,728
Guest Services Assistant/ Agent	*	\$18,000	*	\$18,000
Hotel Manager	\$28,020	\$28,684	\$51,631	\$36,112
Manager	*	\$25,816	*	\$25,816
Managing Director	\$100,000	\$110,051	\$300,000	\$170,017
Sports Manager	*	\$13,984	*	\$13,984
Vice President Engineering	*	\$120,000	*	\$120,000
Vice President Operations	*	\$144,000	*	\$144,000
VP Data Protection	*	\$44,444	*	\$44,444

SALARY ANALYSIS

Salaries by Country – INDIA & SUBCONTINENT 8% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$12,594	\$18,192	\$18,192	\$16,326
Admin Assistant	*	\$4,702	*	\$4,702
Assistant Vice President (Sales, Marketing or Revenue)	*	\$111,951	*	\$111,951
Business Development Manager	*	\$15,211	*	\$15,211
CEO	\$25,189	\$120,000	\$125,000	\$114,238
Consultant	*	\$13,294	*	\$13,294
Director of Account Management	\$46,875	\$51,777	\$62,500	\$53,960
Director of F&B	*	\$25,189	*	\$25,189
Director of Operations	*	\$32,186	*	\$32,186
Director of Revenue	\$29,455	\$51,015	\$70,000	\$50,118
Director of Rooms	*	\$66,000	*	\$66,000
Director of Sales	\$40,650	\$46,500	\$55,000	\$47,383
Director of Sales & Marketing	\$13,434	\$71,840	\$120,000	\$59,627
General Manager	\$31,250	\$81,375	\$150,000	\$118,965
HR Manager	\$12,245	*	\$45,000	\$28,622
Manager	\$15,043	\$17,969	\$18,192	\$17,068
Managing Director	*	\$100,000	*	\$100,000
Product Manager	*	\$25,189	*	\$25,189
Project Director	*	\$48,978	*	\$48,978
Regional Sales Manager	*	\$27,988	*	\$27,988
Revenue Manager	*	\$11,195	*	\$11,195
Senior Sales Manager	*	\$12,594	*	\$12,594
Travel Manager	\$7,417	\$39,183	\$112,500	\$44,636
Vice President Operations	\$55,983	\$90,625	\$150,000	\$89,947
Vice President Sales	\$33,585	*	\$50,378	\$41,982

Salaries by Country – AUSTRALIA 5% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Administration Manager	*	\$57,971	*	\$57,971
Assistant Operations Manager	*	\$39,855	*	\$39,855
Consultant	*	\$39,855	*	\$39,855
Customer Service Manager	*	\$54,348	*	\$54,348
Director Consulting Services	*	\$108,696	*	\$108,696

SALARY ANALYSIS

Director of Sales	*	\$90,580	*	\$90,580
F&B Manager	*	\$67,391	*	\$67,391
General Manager	\$47,101	*	\$117,391	\$82,246
Learning & Development Consultant	*	\$68,841	*	\$68,841
Manager	\$31,250	*	\$50,725	\$40,987
Operations Manager	\$91,406	\$92,578	\$93,750	\$92,578
Procurement/ Purchasing Manager	*	\$78,125	*	\$78,125
Product Manager	\$76,087	*	\$83,333	\$79,710
Reservations Officer	\$23,438	\$37,594	\$53,173	\$38,068
Sales & Marketing Manager	*	\$134,375	*	\$134,375
Sales Executive	*	\$43,478	*	\$43,478
Sales Manager	\$50,400	\$58,594	\$75,566	\$61,400
Senior Internal Auditor	*	\$86,957	*	\$86,957
Senior Sales Engineer	*	\$73,913	*	\$73,913
Senior Travel Consultant/ Supervisor/ Team Leader	\$53,191	\$54,595	\$56,000	\$54,595
Supervisor	*	\$47,101	*	\$47,101
Training Manager	*	\$44,928	*	\$44,928
Travel Manager	\$41,406	\$75,200	\$122,656	\$84,073
Travel/ Travel Consultant	*	\$31,884	*	\$31,884
Vice President Marketing	*	\$144,928	*	\$144,928

Salaries by Country – MALAYSIA 4% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Area General Manager	*	\$144,000	*	\$144,000
Business Development Manager	*	\$24,390	*	\$24,390
CEO	\$52,683	*	\$131,980	\$92,331
Cost Controller	*	\$66,732	*	\$66,732
Director of HR	*	\$87,805	*	\$87,805
Director of Marketing	*	\$72,000	*	\$72,000
Director of Operations	*	\$84,000	*	\$84,000
Director of Sales	\$36,000	\$74,400	\$110,500	\$73,633
Fitness & Recreation	*	\$8,537	*	\$8,537
General Manager	\$48,780	\$87,000	\$156,000	\$86,020
Head of Commercial	*	\$26,049	*	\$26,049
Hotel Manager	\$17,561	\$28,020	\$50,400	\$31,721
HR Manager	\$35,533	\$41,878	\$48,223	\$41,878

SALARY ANALYSIS

IT solution supplier	*	\$43,902	*	\$43,902
Manager	*	\$15,228	*	\$15,228
Managing Director	*	\$220,000	*	\$220,000
Operations Manager	\$15,990	*	\$22,843	\$19,417
Project Manager	*	\$32,995	*	\$32,995
Restaurant Manager	*	\$17,561	*	\$17,561
Sales & Marketing Manager	*	\$101,523	*	\$101,523
Supervisor	*	\$8,780	*	\$8,780

Salaries by Country – THAILAND, CAMBODIA & VIETNAM 6% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Area Director of Sales & Marketing	\$99,042	*	\$120,000	\$109,521
CEO	\$99,681	\$150,000	\$240,000	\$158,546
Director of F&B	*	\$60,000	*	\$60,000
Director of Global Sales	*	\$95,847	*	\$95,847
Director of HR	\$38,339	\$51,667	\$75,000	\$53,446
Director of Marketing	*	\$76,677	*	\$76,677
Director of Operations	\$66,000	*	\$90,000	\$78,000
Director of Revenue	\$48,000	\$57,000	\$64,400	\$56,467
Director of Sales & Marketing	\$70,000	\$76,000	\$105,000	\$84,743
EAM	\$54,000	*	\$66,000	\$60,000
Executive Housekeeper	*	\$60,000	*	\$60,000
General Manager	\$54,000	\$96,000	\$159,744	\$96,532
Managing Director	*	\$100,000	*	\$100,000
Operations Manager	*	\$82,000	*	\$82,000
Product Manager	\$24,000	\$34,000	\$39,400	\$34,000
Senior Director	*	\$120,000	*	\$120,000
Travel Manager	*	\$111,821	*	\$111,821
Vice President Operations	\$144,000	*	\$160,000	\$152,000
Vice President Sales	*	\$144,000	*	\$144,000

Salaries by Country – JAPAN & KOREA 4% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$40,214	\$51,081	\$60,769	\$48,278
Area Revenue Manager	*	\$59,688	*	\$59,688

SALARY ANALYSIS

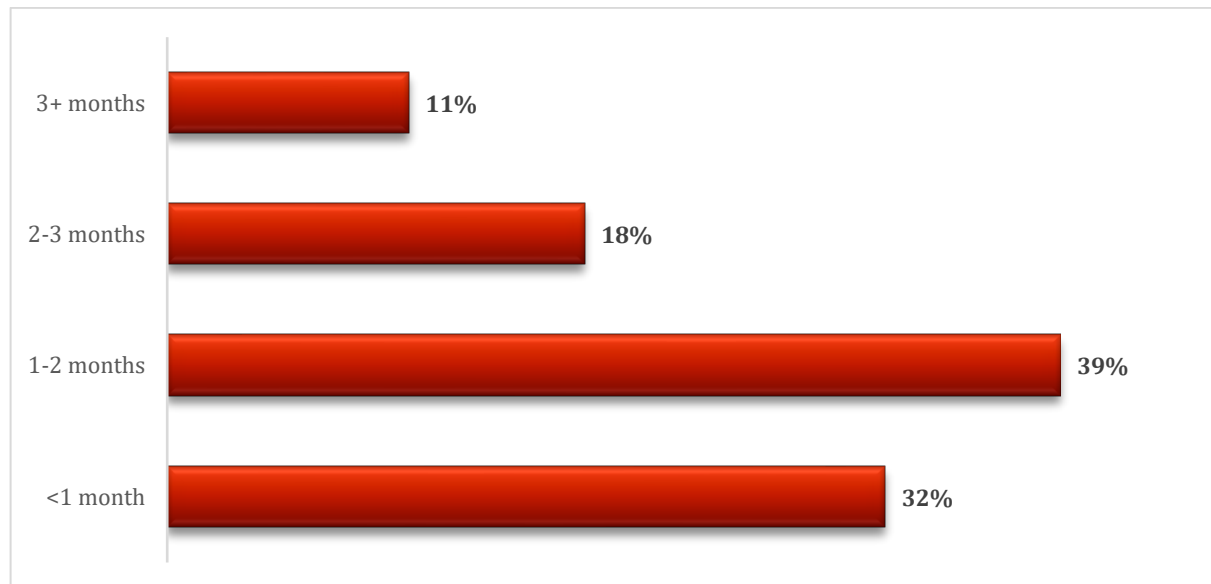
Business Development Manager	*	\$109,459	*	\$109,459
CEO	*	\$100,000	*	\$100,000
Director of Account Management	*	\$150,000	*	\$150,000
Director of Sales	\$79,569	\$90,000	\$92,903	\$87,491
Director of Sales & Marketing	\$94,300	\$120,301	\$165,289	\$121,164
General Manager	\$96,000	\$150,000	\$186,000	\$138,900
Marketing Manager	*	\$82,721	*	\$82,721
Pastry Chef	*	\$60,000	*	\$60,000
Principal, Professor, Academia	\$82,721	\$91,360	\$100,000	\$91,360
Procurement/ Purchasing Manager	*	\$89,366	*	\$89,366
Project Manager	*	\$78,341	*	\$78,341
Senior Sales Manager	*	\$49,632	*	\$49,632
Travel Co-ordinator	*	\$39,539	*	\$39,539

EXCHANGE RATES

<i>SGD = 1.35</i>	<i>AUD = 1.38</i>	<i>HKD = 7.85</i>	<i>CNY = 6.75</i>	<i>MYR = 4.10</i>
<i>THB = 31.3</i>	<i>INR = 71.46</i>	<i>IDR = 13945</i>	<i>KRW = 1119</i>	<i>JPY = 109.63</i>

AVERAGE BONUS

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



SALARY ANALYSIS

ADDITIONAL BENEFITS

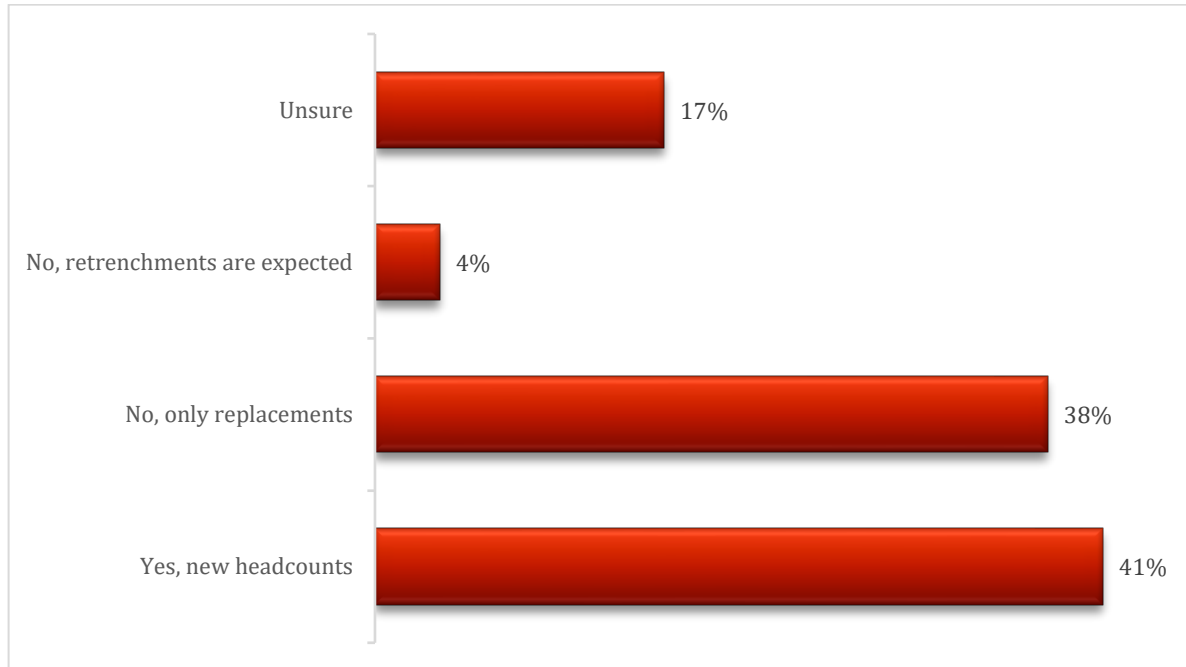
Respondents were asked what other benefits they receive in addition to their annual salary.

Bonus	69%
Share allocation	8%
Profit Share	8%
Lump sum / cash incentives	6%
Non-cash incentives	9%
More than the statutory holidays / days off	16%
Housing allowance	23%
Company car	13%
Car allowance	14%
Parking	18%
Clothing allowance/ uniform	13%
Mobile phone/ phone allowance	54%
Complimentary/ discounted hotel rooms, airfare, tour packages	31%
Other (please specify)	21%

HIRING FORECAST

Hiring Forecast

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



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