



ACI REPORT - 2020

SALARY & EMPLOYMENT TRENDS

V1.03 07 Feb 2020

FOREWORD

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FOREWORD

Foreword



I'm very pleased to present our **2020 ACI Report** – now into its **8th 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 **808 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 global political and economic landscape was littered with unprecedented volatility in 2019. Influences such as the US-China trade war, Brexit, and the Hong Kong protests impacted the region, leaving business pressures not experienced since the Global Financial Crisis a decade earlier.

Economic growth is projected to pick up to 3.4% in 2020 from 3% in 2019 according to the International Monetary Fund's World Economic Outlook update of October 2019, reflecting primarily an improvement in a number of emerging markets. In a more favorable scenario, the Brexit transition, the first phase of the US-China trade deal and the gradual improvement of the social environment, could give more clearer signs to the economy as tensions unwind.

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.

A handwritten signature in black ink, appearing to read 'Andrew Chan'. The signature is fluid and cursive, with a prominent loop at the end.

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 2019, ACI was honoured to be recognised with the following accolades:

- Best Recruitment Firm, Hospitality – Gold Winner, HR Vendors of the Year
- Best Recruitment Entrepreneur (Andrew Chan) – Gold Winner, Asia Recruitment Awards
- Best Executive Search Firm – Silver Winner, Asia Recruitment Awards
- Best Recruitment Portal – Silver Winner, Asia Recruitment Awards
- Best Cross Border Recruitment Agency – Silver Winner, HR Vendors of the Year
- Best Cross Border Recruitment Strategy – Bronze Winner, Asia Recruitment Awards
- Best Executive Search Firm – Bronze Winner, HR Vendors of the Year
- Best Permanent Roles Recruitment Agency – Bronze Winner, HR Vendors of the Year

INTRODUCTION

Introduction

SALARY SURVEY METHODOLOGY

A survey link was sent to nearly 19,000 from ACI's database throughout Asia Pacific in December 2019 for employees of various levels to complete. We received a 30% open rate, and an 5.2% 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 **808** respondents.

REPORT FORMAT

The 2020 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

Growth in international tourist arrivals continues to outpace the economy

International tourist arrivals (overnight visitors) worldwide grew 4% in 2019 to reach 1.5 billion, based on data reported by destinations around the world.

2019 was another year of strong growth, although slower compared to the exceptional rates of 2017 (+6%) and 2018 (+6%). Demand was slower mainly in advanced economies and particularly in Europe.

Uncertainty surrounding Brexit, geopolitical and trade tensions, and the global economic slowdown, weighed on growth. 2019 was also the year of major shifts in the sector with the collapse of Thomas Cook and of several low-cost airlines in Europe.

All regions enjoyed an increase in arrivals. The Middle East (+8%) led growth, followed by Asia and the Pacific (+5%). International arrivals in Europe and Africa (both +4%) increased in line with the world average, while the Americas saw growth of 2%.

As per the main source markets, France reported the strongest increase in international tourism expenditure among the top ten markets, while the United States led growth in absolute terms.

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 2020.

STR Asia Pacific Update for the annual ACI report

As we reported last year in the ACIHR report, 2019 was always going to be more subdued compared to what we can now consider the peak year of 2018, and it's most easily seen in the balance in growth between supply (new accommodation rooms) and demand (sold rooms). At a high level across the region, 2019 was the first year since the years following GFC where demand growth was well below that of new supply (+2.1% and +3.4% respectively), and as a result performance numbers saw a decline overall.

Recession fears leading into an economic extended stagnation, an increased pace in overall accommodation supply and a general pace slowdown in Chinese outbound travellers combine to put pressure on authorities, owners and operators; but to counter this there is continued focus on the growing intra-Asian travel class as a facilitator, and this can also be seen by strong increases in airlift and infrastructure development in the region.

One of the major reasons creating the demand shift was in the continued evolution of the Chinese travellers. As the country has invested heavily in domestic tourism via airlift, roads, trains, activities and facilities – it is now easier, more accommodating, faster and more affordable than ever to travel within China. The outbound travel from China keeps on growing, but the pace has slowed down quite drastically, and a number of markets found it hard to adapt to this new reality.

ANALYSIS

Occupancy for the region recorded a drop at -1.3% and ADR (Average Daily Rates) fell by -2.0% (USD, Constant Currency), but as usual, there are major nuances across the vast region. Broadly speaking the Pacific and Greater China saw stronger declines, with Southeast Asia remaining almost flat and out west around the Indian Ocean there was positive growth in a market like India.

UNWTO tourism data for 2019 also as expected showed a slowdown in the persevering growth, with Asia Pacific arrivals growth numbers down to +4.6% from +7.3% the year prior, with a forecast for 2020 to remain similar as 2019 – with a caveat for impact from the 2019-nCoV virus.

The crystal ball just got filled with mud named 2019-nCoV

Looking ahead to 2020 and 2021, there is certainly a more muted sentiment. Not only did we cyclically see the broader trends turning softer before the year started, due in part to an increase in new accommodation supply and a growth shift in the aforementioned Chinese outbound travellers, along with other geopolitical and economic factors; but in addition at least in the first quarter and quite possibly also into the second quarter in 2020 we will see a strong negative impact coming from the rise and spread of the virus named 2019-nCoV, emanating from China and initially the city of Wuhan. Forecasts for any destination that normally sees Chinese travellers will have to be revised, and there may very well also be revisions done based on a drop in other travel due to health concerns with transiting passengers in the region.

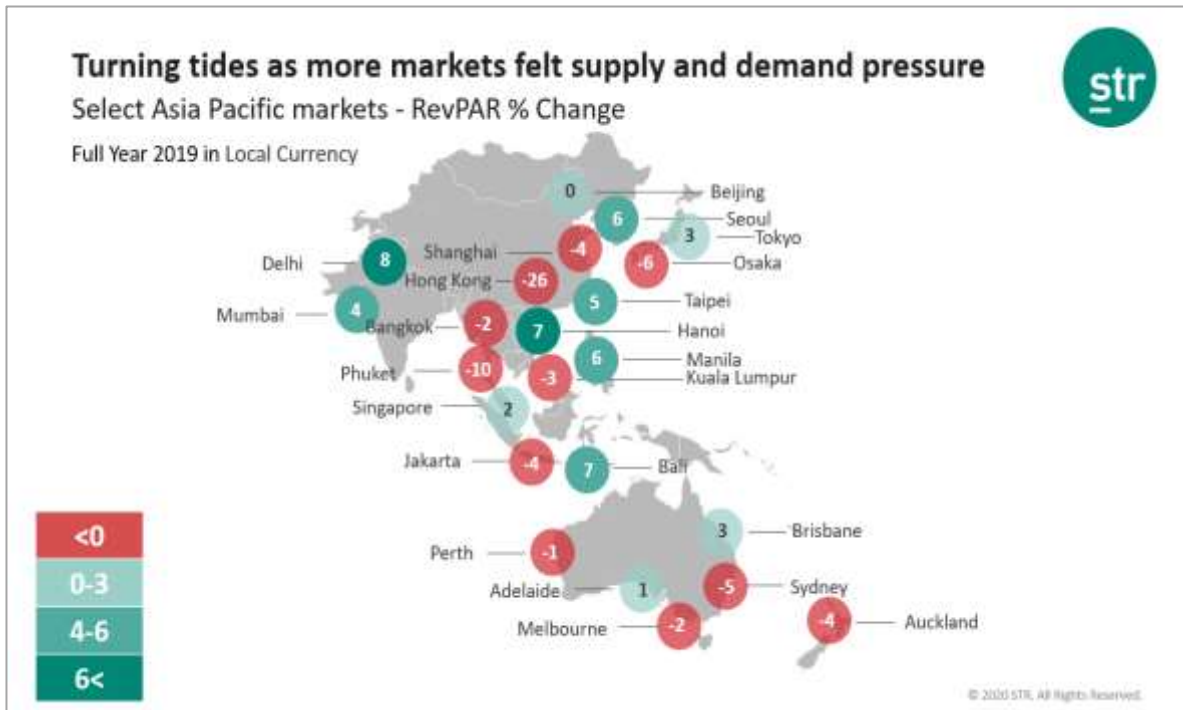
The pipeline of new hotels for 2020 and beyond remains strong, and if used as an indication that the region is attractive for investment and development, there is certainly still strong interest in existing and new locations.

The accommodation industry remains fragmented compared to other industries and travel verticals, and further consolidation is likely to proceed in the APAC region, and we have more recently seen growth in alternative models such as condotels and increased serviced apartments that still maintain a hotel license.

The next decade should move the branded portion of Asia Pacific accommodation well above 50% and see majority of hotels in either a local, regional or global brand. In terms of room count this shift has already occurred, with the simple reason that room count per hotel has often been larger in this region than elsewhere.

ANALYSIS

Performance of various markets for year-end 2019 (local currency, year-over-year comparisons):



Hong Kong continues to see one of the more challenging times ever, following the protests that create tourism and business travel instability. The constant decline in retail, F&B and hotel spend compared to a normal year, which first saw gradual slowdown from May onwards, saw more drastic declines from August to the end of the year. The fourth quarter is usually the strongest for the city, but December recorded a RevPAR decline of over -62% compared to 2018, with ADR and Occupancy numbers not seen since post-SARS years. With the added complexity of 2019-nCoV, the 2020 outlook for Hong Kong remains uncertain and challenging.

Hanoi was one of the strongest growing markets in 2019, with a combination of increased arrivals and limited new supply competing with existing hotels, and it stands out also within Vietnam with a diverse business mix and more balanced development approach. Challenges on the horizon certainly exist, for instance an increased need for infrastructure development, trade war uncertainty and reported alarming levels of air pollution – but so far, the city is seeing both leisure and corporate business demand increasing. Close to 5,000 rooms are projected over the next few years, many in international brands, there are new metro lines running and in April 2020 the first Vietnam Grand Prix F1 will take place on the streets of the city on the new Hanoi Street Circuit.

Guangzhou was one of the few big markets in mainland China that achieved a positive RevPAR performance (+2.7%), driven by investment into its position as a commercial hub and major events like the Canton Fair. The city has quickly seen better performance since the 2016 low point, now often sees compression-levels of Occupancy and depending on uncertain prolonged effects from 2019-nCoV - the city has good fundamentals in place for continued growth.

ANALYSIS

Brisbane goes against the grain in Australia where Sydney and Melbourne are now seeing tighter times thanks to increase in supply, as the popular Queensland market already went through the supply increase from 2014 onwards and saw increased demand picking up. Driven by steady confidence and more investment, Brisbane seems set for more recovery and improved performance for operators.

Phuket reported a full year RevPAR decline for 2019 of -10.0%, a decline starting back in July 2018 and continues to see a drastic shift in Chinese arrivals, making the diversification of source markets into for instance India very important to sustain growth and go beyond the next big target mark in arrivals of 10 million people, especially given all new supply underway in the market. Long-term the market remains attractive for development and the real question when the turnaround will come in terms of performance, and at the moment 2020 seems probably too early for that switch to occur.

Bali managed to drive rate strongly compared to 2018, ending with an ADR growth of +5.9% - one of the fastest in the entire APAC region, with Occupancy levels around 70% for the year.

Additional performance data

Looking for performance data for a market not featured in this release? STR's world-leading hotel performance sample comprises 67,000 properties and 9.0 million rooms around the globe. Please contact apinfo@str.com for any data requests.

Hotel Data provided by:



STR provides premium data benchmarking, analytics and marketplace insights for global hospitality sectors. Founded in 1985, STR maintains a presence in 15 countries with a corporate North American headquarters in Hendersonville, Tennessee, an international headquarters in London, and an Asia Pacific headquarters in Singapore. STR was acquired in October 2019 by CoStar Group, Inc. (NASDAQ: CSGP), the leading provider of commercial real estate information, analytics and online marketplaces. For more information, please visit str.com and costargroup.com.

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ANALYSIS

THE SURVEY

The ACI Report is a unique publication with a sample of 808 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 (37%) was based in Singapore, with Indonesia (10%) and Thailand (7%) also providing solid samples.

By Sector, most respondents were employed in the hospitality industry (47%), but the study includes a broad cross-section of industries, including Aviation, GDS, Technology, MICE, Travel Agencies and Corporate Travel. Of the respondents, 64% came from large companies (of 100 staff or more), 76% were male and 81% held permanent full-time employment.

72% of the respondents have worked in travel & hospitality for 10 years or more, while the majority (76%) 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 2019 or new entrants) saw an increase to 26% from 22% in our previous report.

While female executives continue to make inroads toward professional equality, a divide between earning powers still exist although the gap appears to be narrowing, with male respondents earning on average 8% higher than female respondents.

Want to know how your salary compare against peers your age? We analysed the average salary of each age bracket, with new entrants (17yr to 28yr) earning on average U\$26,797, and perhaps confirming that salary does in fact increase with age and experience, the top end of the scale with an average salary of U\$99,289 belonging to 56yrs and over.

SALARY SATISFACTION

On the question of salary progression, 65% of respondents indicated they had received some form of a salary increment, with the majority 40% in the range of a 1-5% increase – a slight drop when compared to this time last year where 68% of respondents indicated a bump in their pay.

On respondents' bonus amounts received, a majority 38% saw 1-2 months' bonus, with a further 29% receiving greater than 2 months' bonus; an identical finding to the 2019 report.

CAREER PROGRESSION AND TRAINING

The importance of career development and employee satisfaction increased; 70% of respondents said that career progression was either 'extremely important' or 'very important' compared to 67% in 2019; 40% of those surveyed said they believed their current employer offered 'excellent' or 'good' opportunities for career progression, slightly up from 2019's 38%. However, 30% of respondents still felt career prospects with their current employer were 'poor' or 'zero'; up from last year's 27%.

ANALYSIS

In a worrying sign for employers, when asked about respondents' plans to change employers and/or industry over the next 12-months, 62% indicated to the positive, with 15% of those even looking to explore opportunities outside the industry. This was a jump from the 56% in 2019; perhaps after 12-months of uncertainties, employees are starting to feel more confident in employment market outlook.

We again asked respondents how they felt about the training they had received from their present company, while the majority 33% indicated they had received fair training, a note of caution to employers that 34% still felt they had received poor or none in training and development, an increase from 29% in 2019.

If that was not a cause for alarm, we further analyzed the correlation between respondents who had indicated poor career progression opportunities, and poor training development against their response to leaving their present employer; with little surprise 86% indicated they would look to change employment in 2020.

ACTUAL SALARIES

Salary fluctuated across the different countries surveyed; perhaps not surprising, Hong Kong's average salary contracted -2%, reversing its strong double-digit growth of 12% in early 2019. Meanwhile, Singapore saw its average salary grow 5% over the past 12 months along with a more modest 3% increase in China. Perhaps this is a close reflection of the current economic sentiments in the region. On actual highest average salaries from the survey, UAE (U\$128,254) and Japan (U\$99,173) claimed top honors; and despite recent turmoil Hong Kong (U\$90,837) still came in third highest, followed by Australia (U\$91,743), Singapore (U\$83,141) and China (U\$82,143). Malaysia posted the survey's lowest average salary (U\$44,761).

**12% 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, Sri Lanka, France, Canada, Africa, Spain, Turkey.*

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

In Partnership with:

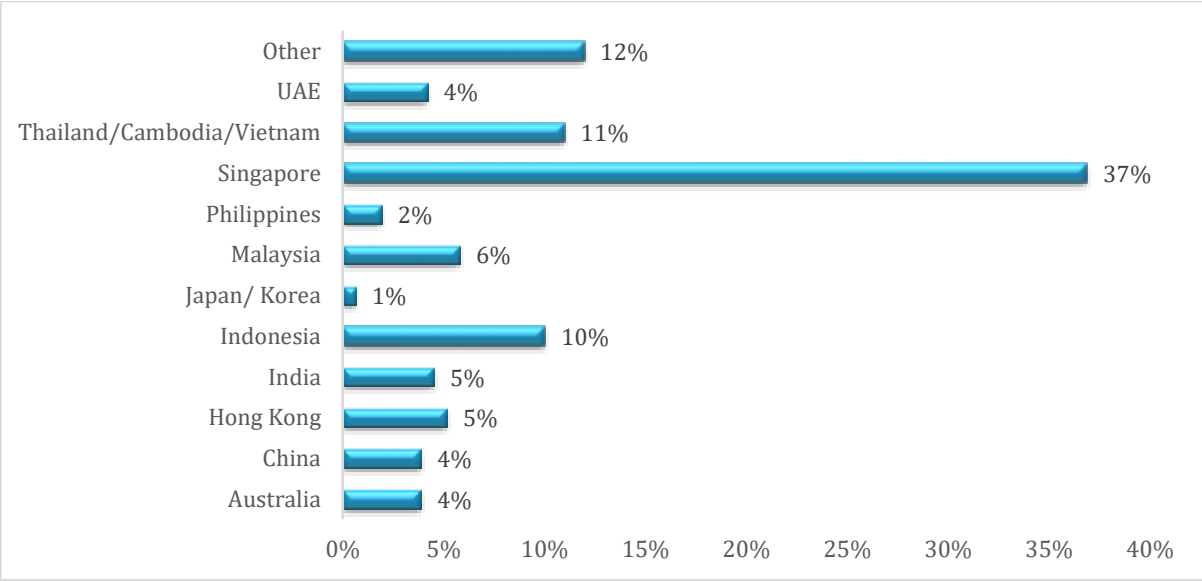


BREAKDOWN OF RESPONDENTS

Breakdown of Respondents

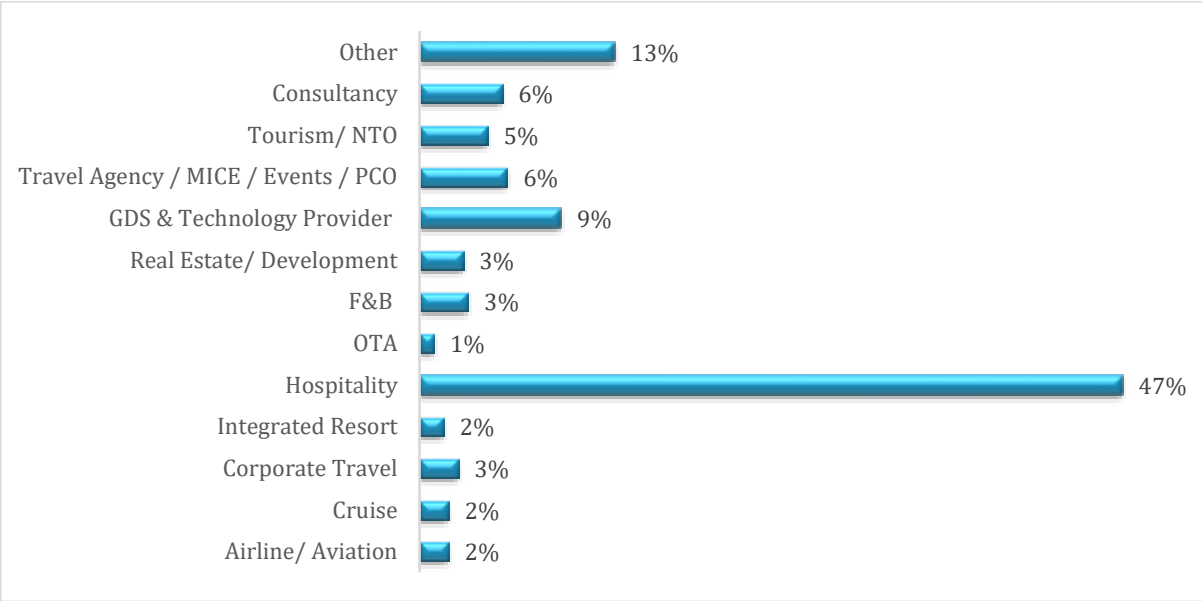
RESPONDENTS BY LOCATION

The graph below shows the country where respondents are working.



SECTOR BREAKDOWN

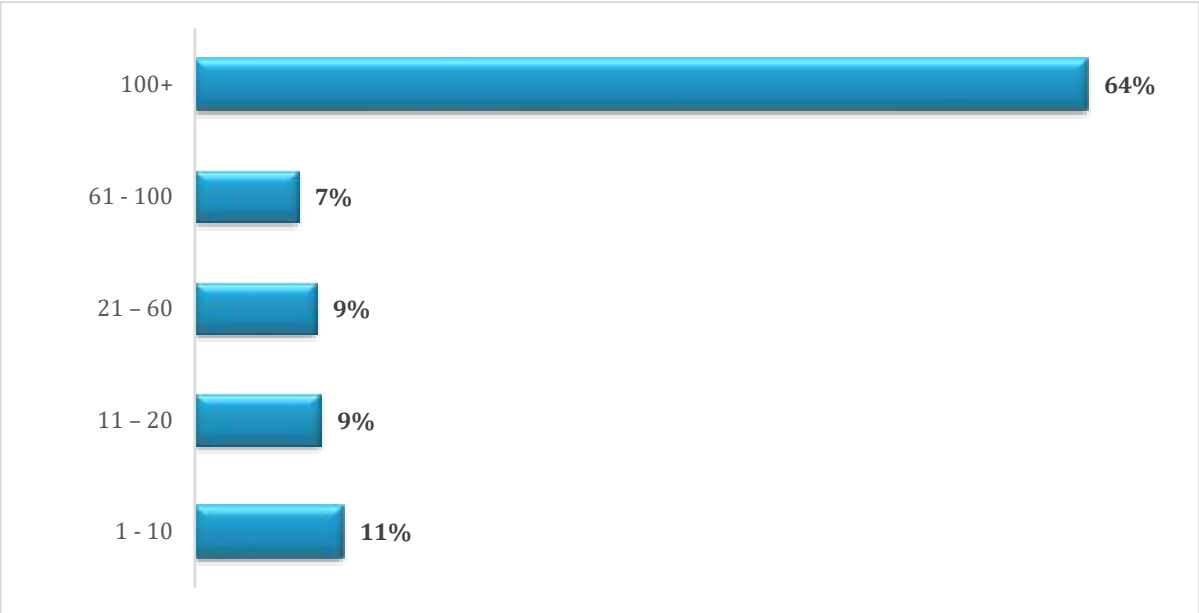
The graph below shows what sectors of the industry the respondents work in.



BREAKDOWN OF RESPONDENTS

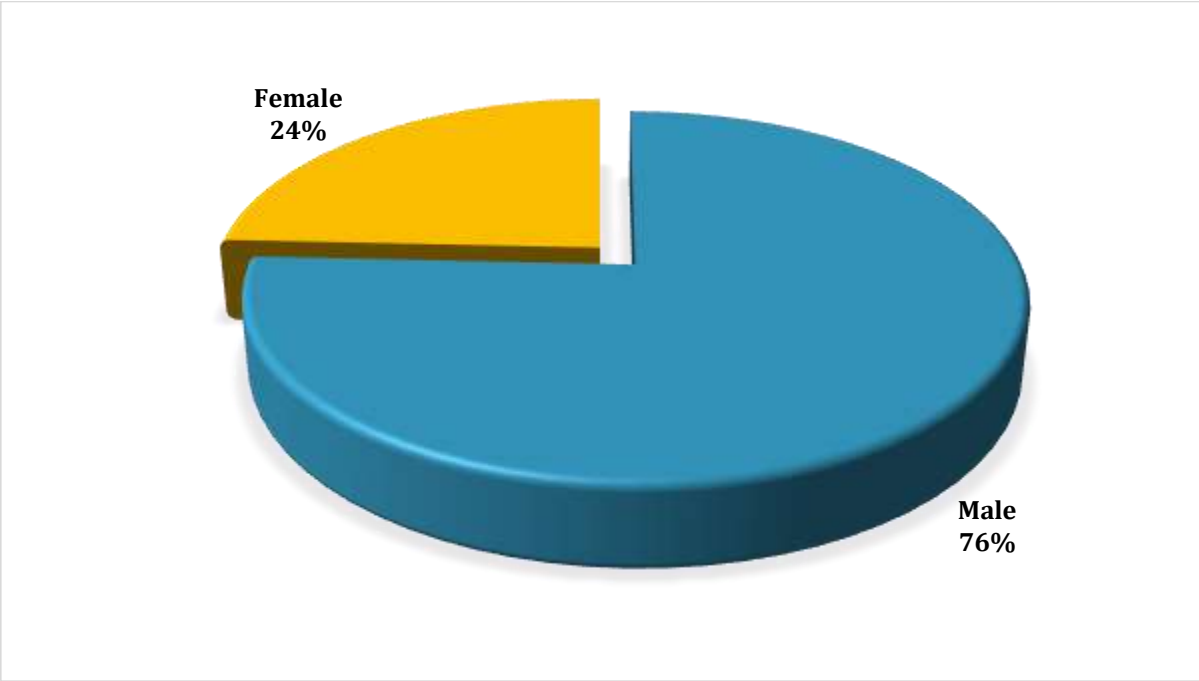
NUMBER OF PEOPLE IN ORGANISATION

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



GENDER OF RESPONDENTS

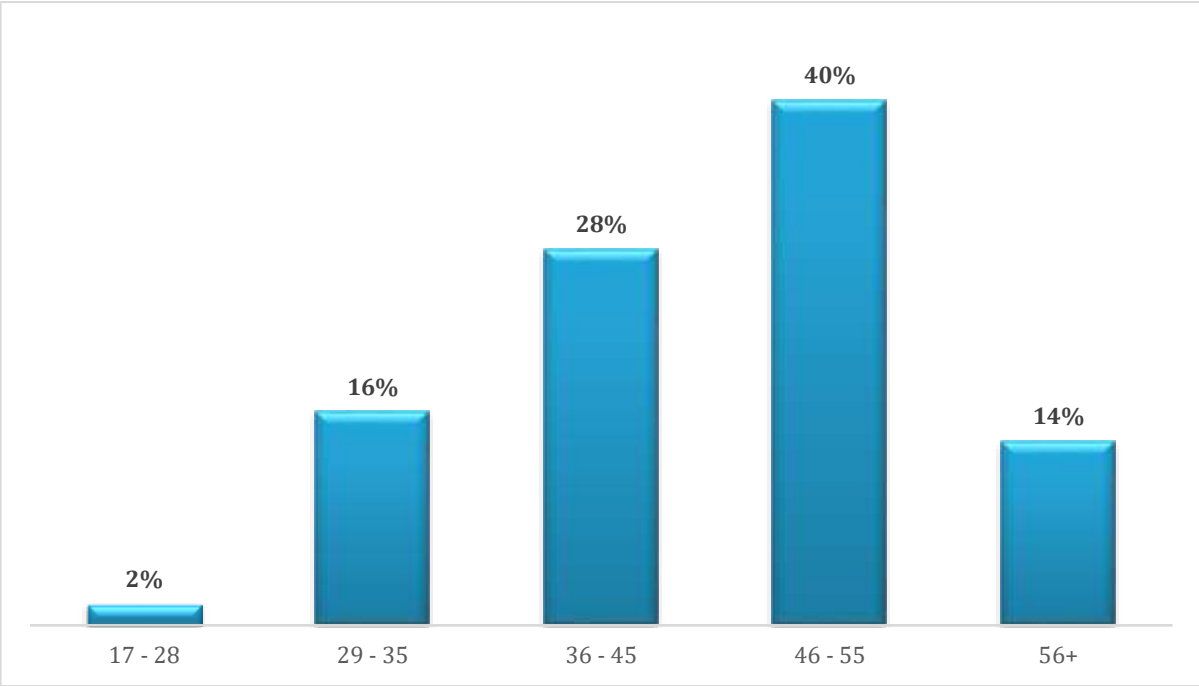
The graph below shows the gender of all respondents.



BREAKDOWN OF RESPONDENTS

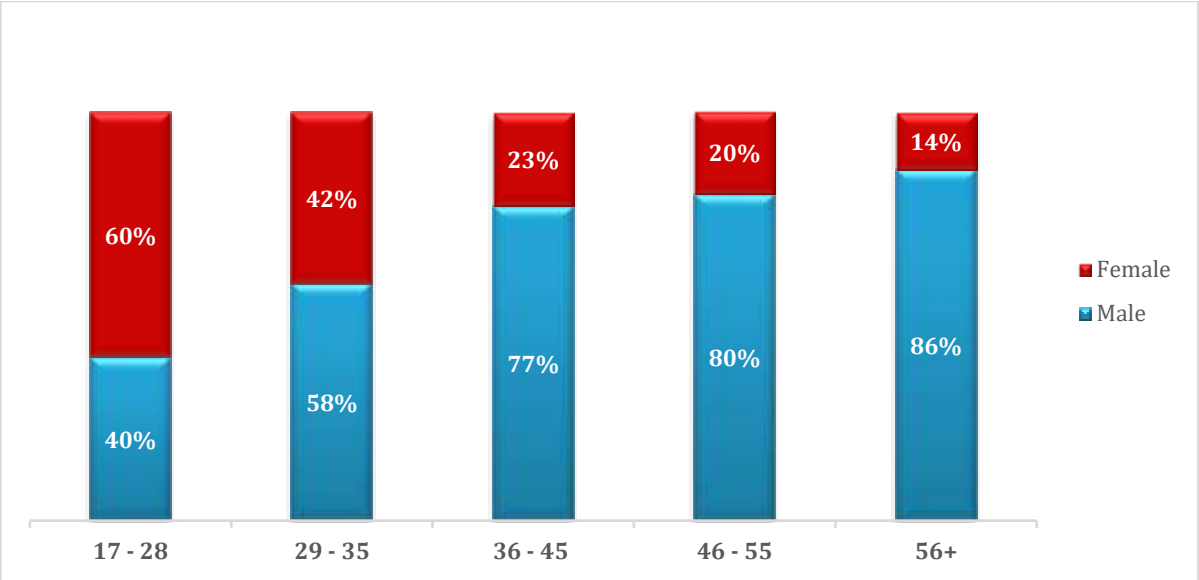
AGE OF RESPONDENTS

The graph below shows the age bracket of all respondents.



AGE OF RESPONDENTS BY GENDER

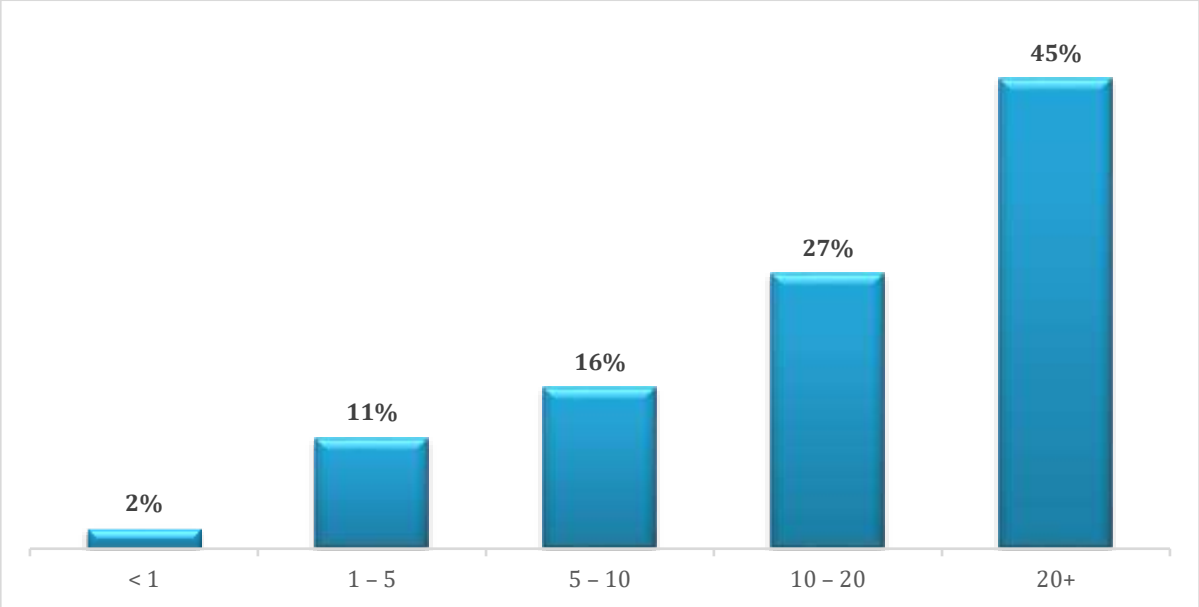
The graph below shows the age of the respondents by gender.



BREAKDOWN OF RESPONDENTS

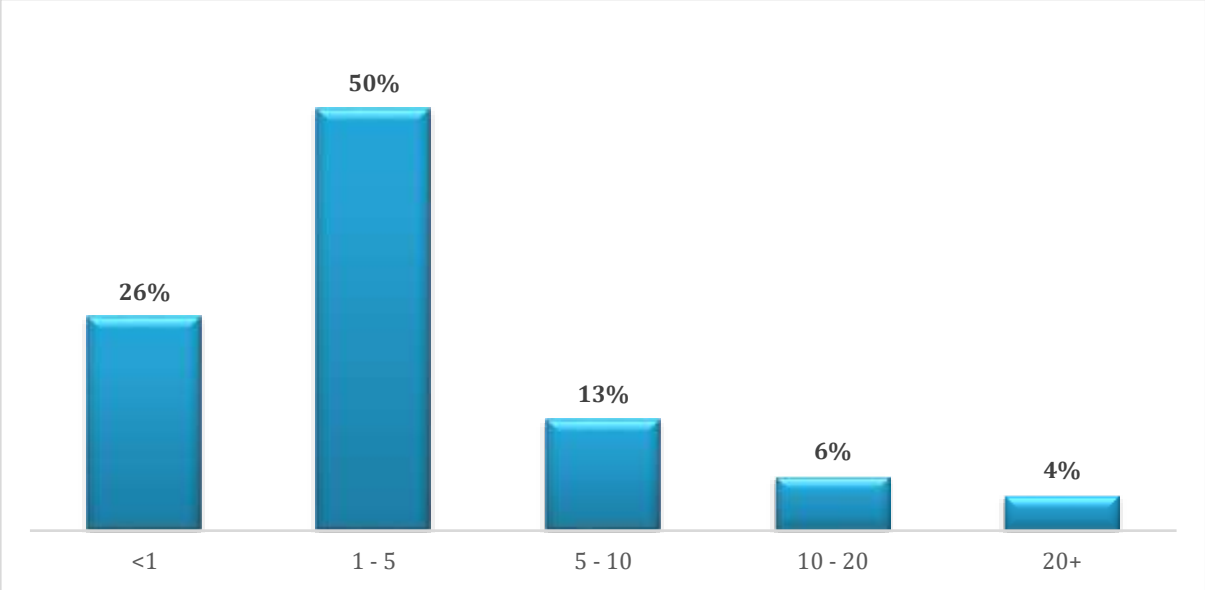
TRAVEL & HOSPITALITY INDUSTRY EXPERIENCE

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



CURRENT EMPLOYER

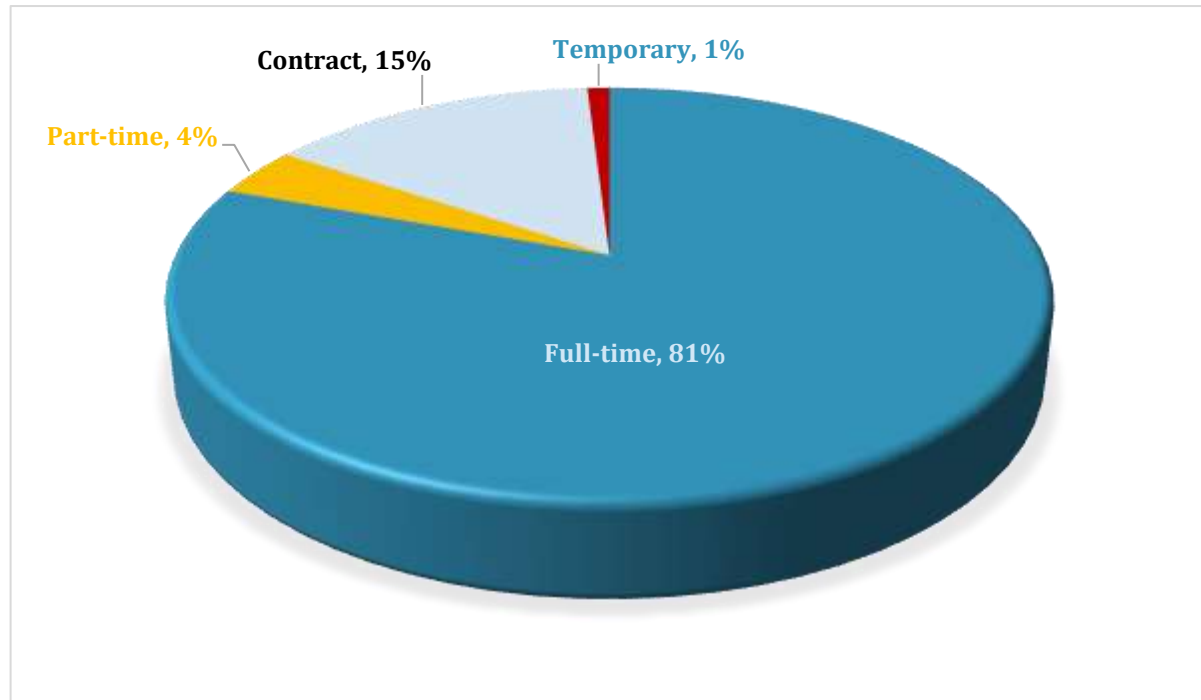
The graph below shows a breakdown of the respondents' years of employment with their current employer.



BREAKDOWN OF RESPONDENTS

EMPLOYMENT STATUS

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







CV FORMATTING SERVICE



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

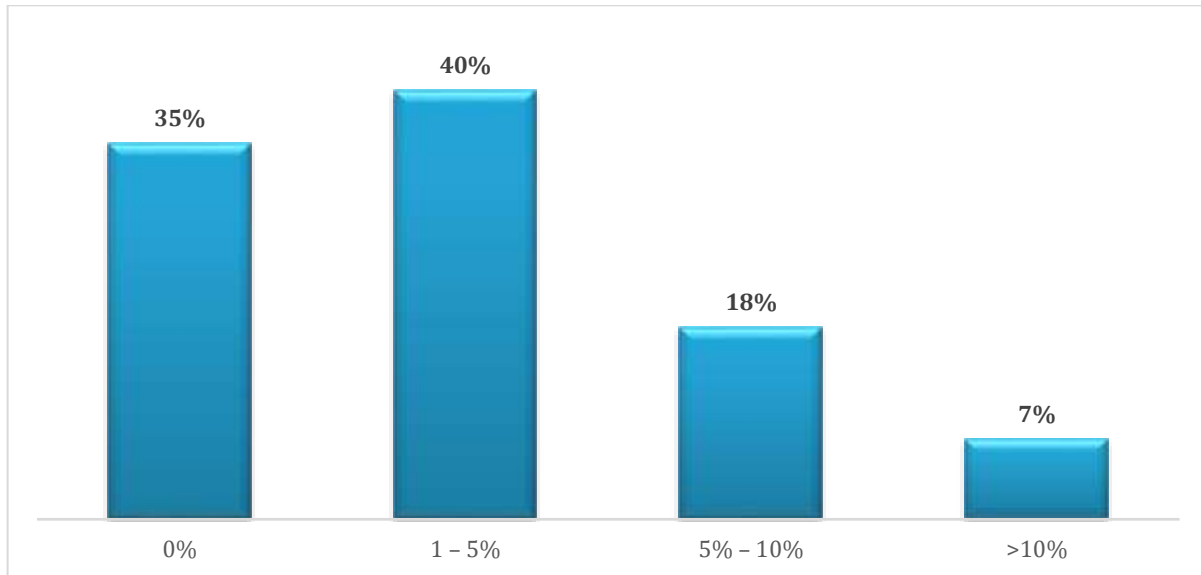


SALARY AND CAREER PROGRESSION

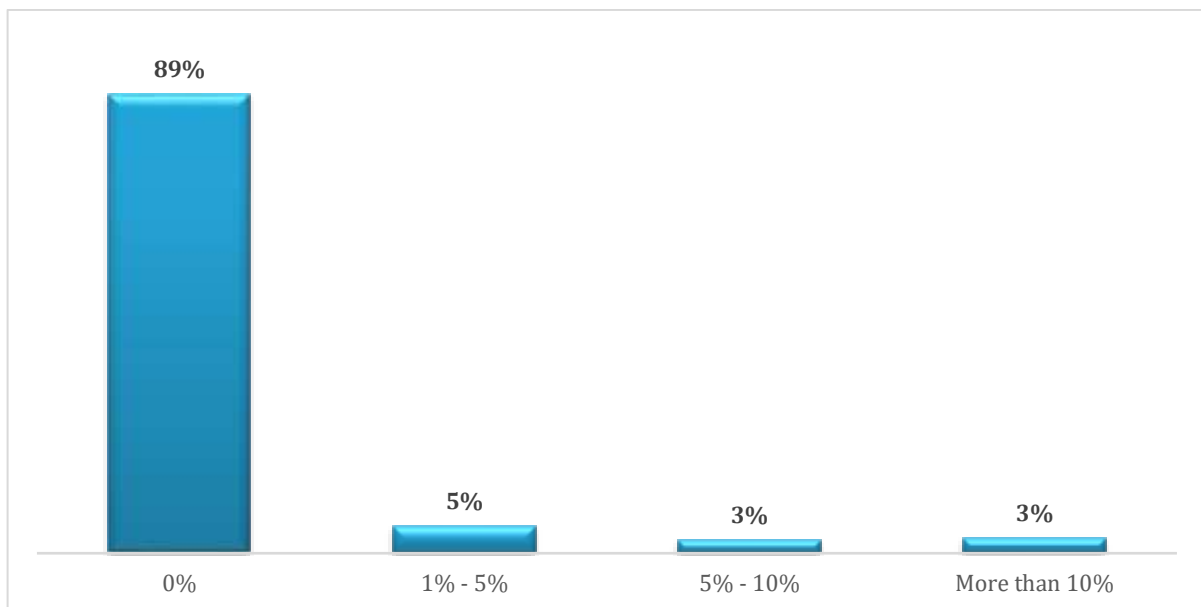
Salary and Career Progression

SALARY INCREASE / DECREASE OVER PAST 12 MONTHS

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



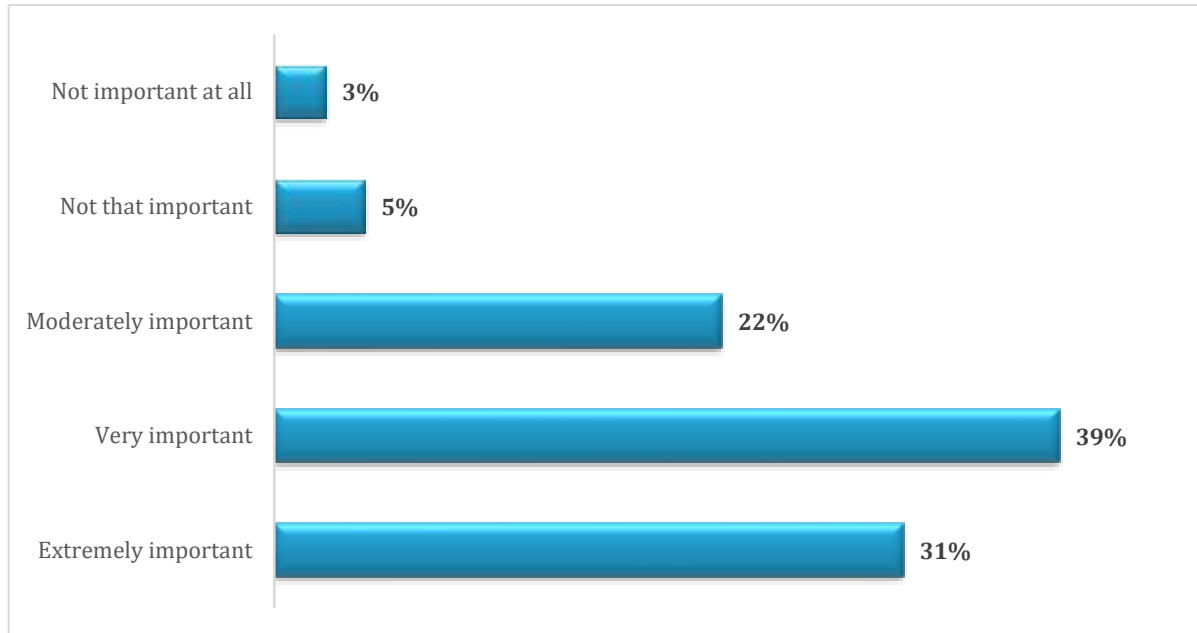
The graph below shows the salary **DECREASES** of respondents over the past year.



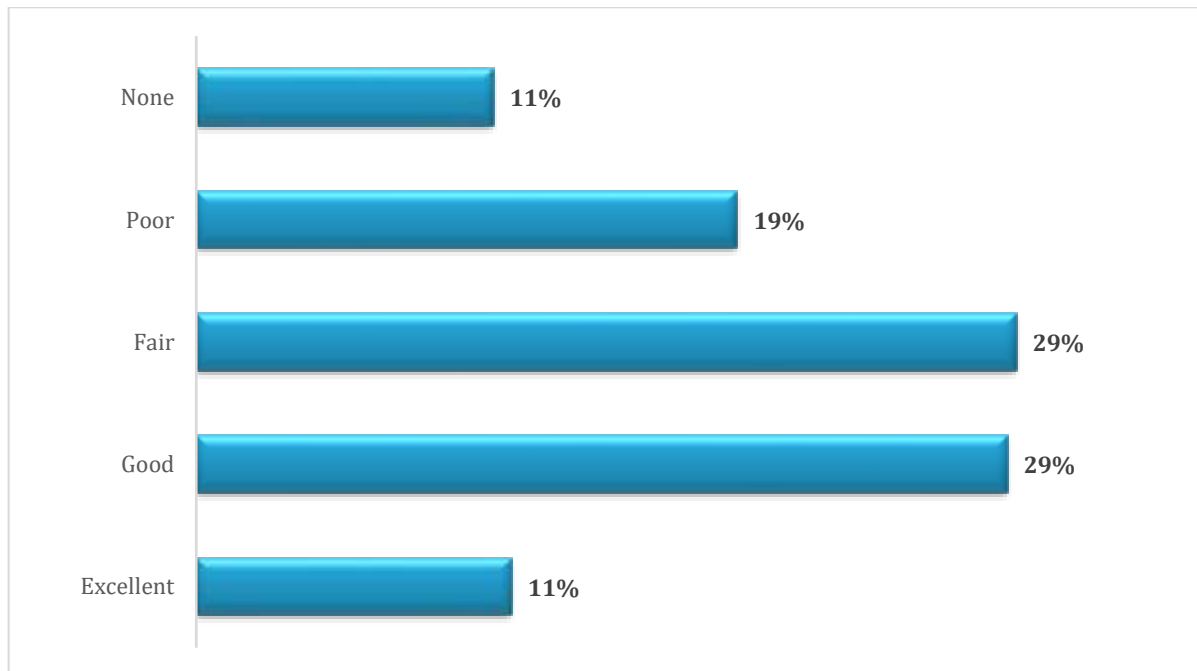
SALARY AND CAREER PROGRESSION

IMPORTANCE OF CAREER PROGRESSION AND TRAINING

Respondents were asked how important career progression was to them.

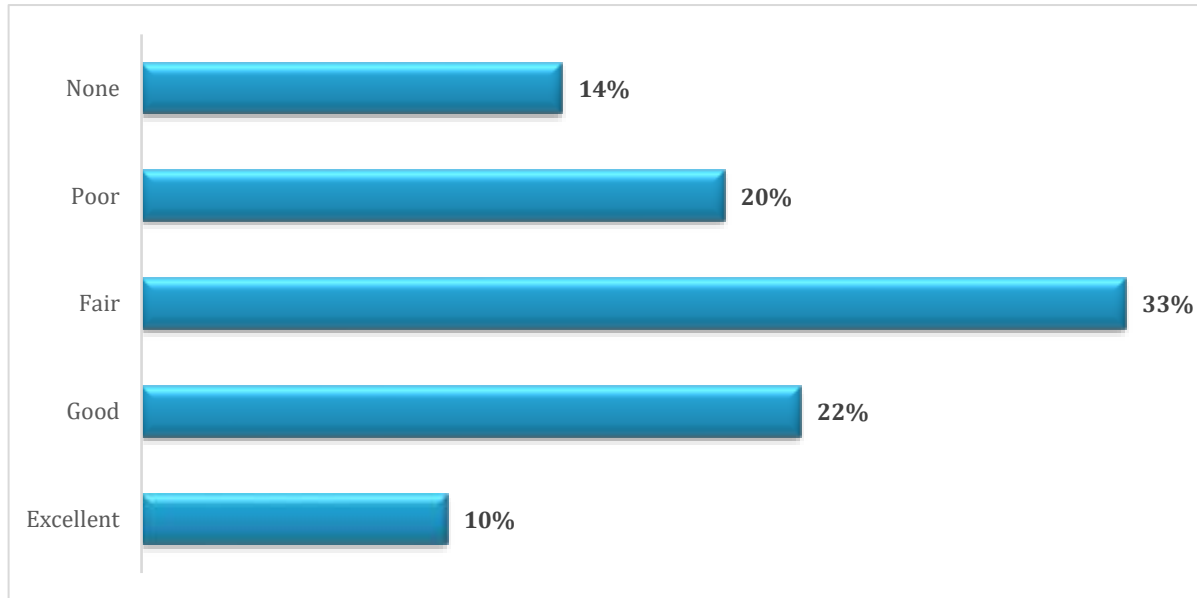


Respondents were also asked what their career progression opportunities were within their current organization.



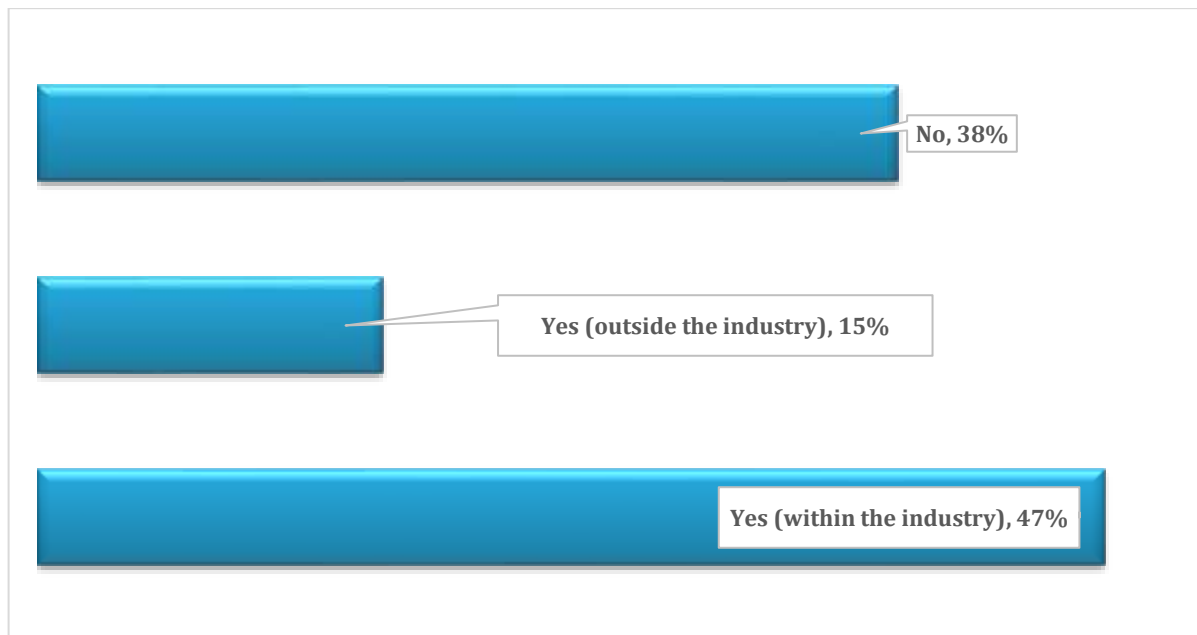
SALARY AND CAREER PROGRESSION

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 2020 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	20%	28%	33%	35%	21%
Very Important	20%	52%	45%	34%	26%
Moderately Important	60%	18%	18%	25%	28%
Not that important	0%	0%	3%	3%	16%
Not important at all	0%	2%	0%	2%	9%



COST: \$880

2-DAYS CORPORATE TRAVEL MANAGEMENT WORKSHOP

The ever-changing corporate travel industry is influenced by technological advancements and unpredictable economy worldwide not only affect business travel operators of all sizes but also shape the habits of business travellers. The comprehensive workshop will cover the fundamentals of the business travel ecosystem from business processes, trends, safety, policy to performance measurement.

LEARNERS WILL BE ABLE TO:

- Understand the Corporate Travel Business eco-system and landscape
- Build a meaningful relationship with the Travel Buyer and Traveller
- Identify procurement strategies, trends and challenges
- Effectively negotiate with Travel Buyers
- Engage the RFP Process, understanding what it means for a corporate organisation
- Support the corporate travel policy objectives
- Effectively negotiate with Travel Buyers
- Develop effective communication engagements with Travel Buyers
- Future trends in corporate travel management



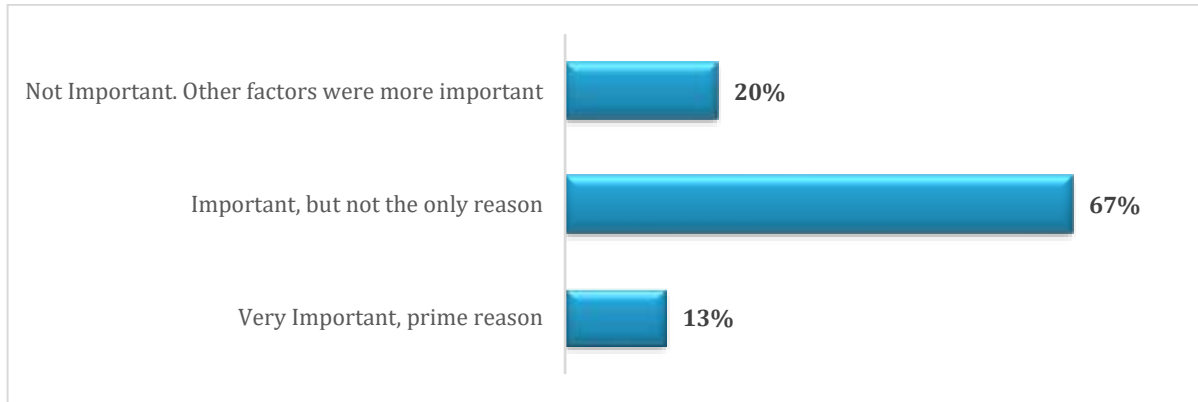
Email: betsy@acihr.com for more information

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.

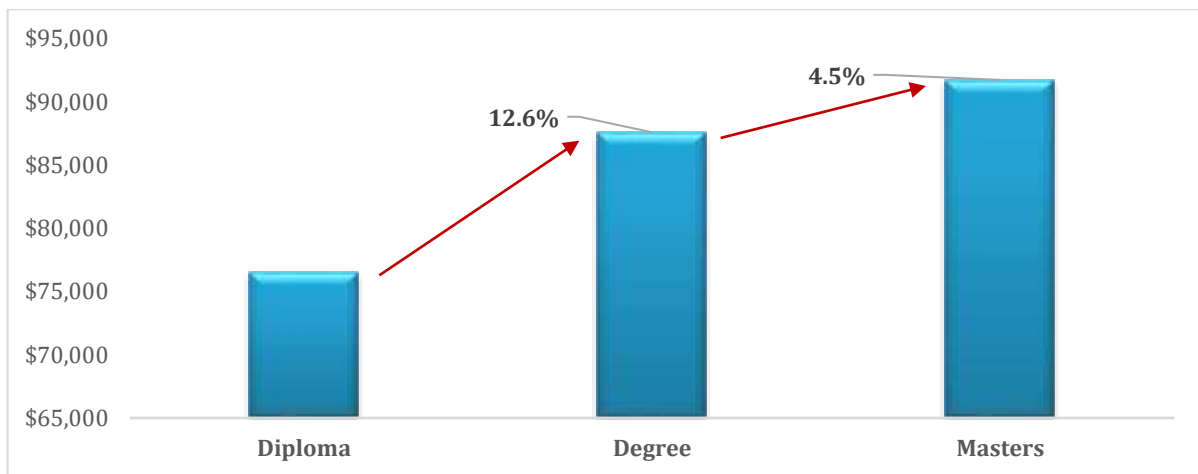


Age of respondents matched with how important salary was in accepting their last position.

	17-28yrs	29-35yrs	36-45yrs	46-55yrs	56+yrs
Very Important	20%	20%	13%	15%	5%
Important	80%	80%	62%	66%	67%
Not important	0%	0%	25%	19%	28%

SALARY VS. EDUCATION

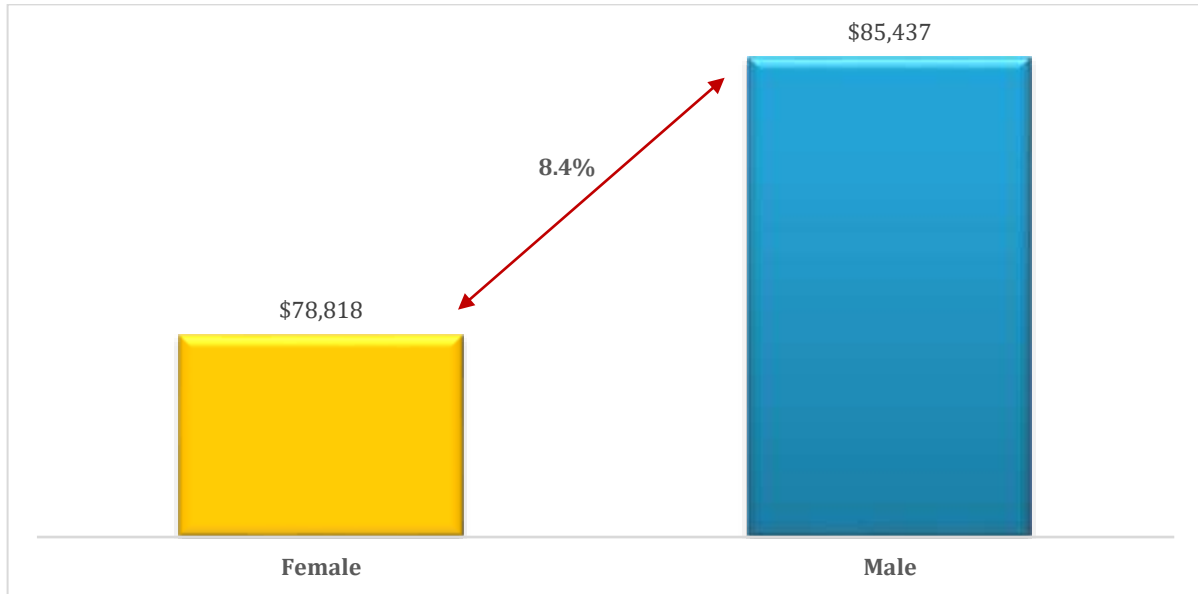
From the results, we examined the correlation between average salaries and the education levels of respondents.



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	\$49,936	\$122,222	\$52,336
Admin Assistant	*	\$35,556	*	\$35,556
Administration Manager	\$44,444	\$62,222	\$76,296	\$62,817
Area Director of Sales & Marketing	\$53,040	\$125,926	\$134,089	\$107,131
Area Sales Manager	\$13,464	\$48,889	\$53,333	\$42,255
Assistant Director of Sales & Marketing	\$48,000	\$53,333	\$62,222	\$54,519
Assistant General Manager	*	\$55,556	*	\$55,556
Assistant Manager	\$11,852	*	\$20,337	\$16,094
Assistant Vice President (Sales, Marketing or Revenue)	\$77,333	\$84,444	\$114,003	\$90,056
Associate Director (L&D)	*	\$67,556	*	\$67,556
Brand Manager	*	\$64,741	*	\$64,741
Business Development Manager	\$40,741	\$51,852	\$133,333	\$64,142
C&B Manager	*	\$61,776	*	\$61,776
CEO	\$30,776	\$150,000	\$481,481	\$166,687
Chief Product Officer	*	\$240,000	*	\$240,000
Client Servicing Manager	\$37,037	\$38,827	\$48,519	\$41,461
Company Director/ Owner	\$51,852	\$111,111	\$168,889	\$113,333
Conference, Incentive & Events Consultant	*	\$81,481	*	\$81,481
Consultant	\$10,345	\$65,926	\$160,000	\$67,384
Corporate Director of Revenue Management & Distribution	*	\$97,385	*	\$97,385
Country Manager	*	\$35,063	*	\$35,063
Director of Account Management	\$108,000	\$106,667	\$163,488	\$120,660
Director of Asset Management	*	\$125,000	*	\$125,000
Director of E-Commerce/ Digital	\$60,000	\$120,370	\$131,274	\$103,882
Director of Engineering/ Chief Engineer	*	\$74,074	*	\$74,074
Director of F&B	\$29,557	\$81,374	\$142,222	\$89,275
Director of Finance	\$37,371	\$72,000	\$210,379	\$82,632
Director of HR	\$48,000	\$86,788	\$140,000	\$85,317
Director of Marketing	\$50,000	\$88,889	\$150,376	\$89,154

SALARY ANALYSIS

Director of Operations	\$40,000	\$84,000	\$223,684	\$94,407
Director of Revenue	\$29,455	\$64,000	\$115,385	\$65,587
Director of Rooms	\$36,585	\$71,111	\$99,248	\$70,922
Director of Sales	\$30,000	\$79,569	\$263,794	\$86,639
Director of Sales & Marketing	\$59,627	\$105,000	\$177,778	\$112,063
Director of Security	\$19,213	*	\$19,344	\$19,279
Director of Technical Services	\$120,000	\$126,000	\$152,593	\$132,864
Director of Events (MICE)	\$74,436	\$81,203	\$101,466	\$85,702
EAM	\$35,216	\$60,779	\$120,000	\$66,512
E-Commerce Manager	*	\$19,500	*	\$19,500
Event associate	*	\$41,699	*	\$41,699
Events Project Executive	*	\$12,174	*	\$12,174
Executive Chef	\$40,000	\$76,000	\$129,755	\$78,930
Executive Housekeeper	\$32,400	\$59,185	\$72,000	\$57,552
Executive Secretary	\$29,333	*	\$77,220	\$53,277
Finance Manager	\$26,379	*	\$28,684	\$27,532
Front Office Manager	\$14,778	\$52,845	\$64,296	\$47,868
General Manager	\$15,828	\$88,889	\$466,667	\$104,461
Head - Solution Consultancy	*	\$113,333	*	\$113,333
Head of Commercial	*	\$225,926	*	\$225,926
Hotel Manager	\$28,020	\$51,631	\$121,739	\$55,641
HR Executive	\$31,111	\$31,111	\$53,333	\$38,519
HR Manager	\$8,796	\$50,955	\$97,744	\$51,510
IT Manager	\$39,098	\$55,448	\$65,345	\$53,297
Lecturer	\$55,000	*	\$73,973	\$64,486
Manager	\$15,043	\$23,256	\$61,644	\$31,038
Managing Director	\$133,333	\$202,222	\$231,660	\$190,164
Market Analyst	*	\$7,914	*	\$7,914
Marketing Manager	\$13,225	\$54,222	\$88,674	\$56,375
MICE Manager	\$48,000	\$73,985	\$88,889	\$76,240
Online Marketing Manager	*	\$60,290	*	\$60,290
Operations Manager	\$15,990	\$37,671	\$92,578	\$44,620
Operations Officer	*	\$16,578	*	\$16,578
Owner's Rep	*	\$57,778	*	\$57,778
Partner	*	\$163,488	*	\$163,488
Product Assistant/ Coordinator	*	\$38,519	*	\$38,519
Product Manager	\$41,379	\$46,330	\$54,135	\$46,124
Project Director	*	\$93,333	*	\$93,333

SALARY ANALYSIS

Project Executive	*	\$36,000	*	\$36,000
Purchasing Manager	\$20,069	\$63,158	\$112,782	\$65,061
Regional Business Manager, Asia Pacific	*	\$67,407	*	\$67,407
Regional Sales Manager	\$27,988	\$46,479	\$65,215	\$46,433
Restaurant Manager	\$10,345	\$26,667	\$38,028	\$27,080
Revenue Manager	\$15,856	\$50,068	\$63,380	\$46,936
Safety & Security Manager	*	\$8,793	*	\$8,793
Sales & Marketing Manager	\$40,602	\$62,667	\$70,644	\$54,367
Sales Manager	\$26,735	\$50,200	\$111,111	\$53,844
Senior Learning & Development Executive	*	\$37,000	*	\$37,000
Senior Project Manager	\$40,000	*	\$43,556	\$41,778
Senior Sales Manager	\$44,444	\$55,111	\$66,667	\$54,190
Senior Travel Consultant/ Supervisor/ Team Leader	\$53,191	\$54,595	\$56,000	\$54,595
Senior Warehouse Officer	*	\$82,418	*	\$82,418
Site Lead	*	\$33,333	*	\$33,333
Sous Chef	*	\$27,632	*	\$27,632
Sponsorship Manager	*	\$11,594	*	\$11,594
Supervisor	*	\$84,000	*	\$84,000
Technical Services Manager	*	\$95,890	*	\$95,890
Ticketing Supervisor/ Team Leader	*	\$81,481	*	\$81,481
Trade Specialist	*	\$88,889	*	\$88,889
Training Manager	\$14,400	\$52,648	\$56,750	\$37,616
Travel Consultant	\$21,000	\$24,269	\$27,763	\$24,488
Travel Manager	\$36,726	\$75,200	\$178,344	\$83,875
Vice President	*	\$74,074	*	\$74,074
Vice President Distribution	*	\$250,000	*	\$250,000
Vice President Operations	\$72,000	\$152,000	\$350,000	\$159,809
Vice President Sales	\$84,444	\$144,000	\$200,514	\$144,148
Vice President Strategy	*	\$114,815	*	\$114,815

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

Salaries by Country – SINGAPORE 37% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	\$39,293	\$73,156	\$122,222	\$74,741
Admin Assistant	*	\$35,556	*	\$35,556
Administration Manager	\$44,444	\$62,222	\$76,296	\$62,387
Area Director of Sales & Marketing	\$92,593	\$130,007	\$134,089	\$120,654
Area Sales Manager	\$48,889	\$53,333	\$53,333	\$51,852
Assistant Director of Sales & Marketing	\$48,000	\$53,333	\$62,222	\$54,519
Assistant General Manager	*	\$55,556	*	\$55,556
Assistant Vice President (Sales, Marketing or Revenue)	\$77,333	\$84,444	\$114,003	\$90,056
Associate Director of L&D	*	\$67,556	*	\$67,556
Business Development Manager	\$40,741	\$68,444	\$133,333	\$67,104
CEO	\$185,185	\$325,000	\$200,300	\$236,828
Chief Product officer	*	\$240,000	*	\$240,000
Client Servicing Manager	\$37,037	\$38,827	\$48,519	\$41,461
Company Director/ Owner	\$51,852	\$111,111	\$168,889	\$113,333
Conference, Incentive & Events Consultant	*	\$81,481	*	\$81,481
Consultant	\$44,444	\$74,074	\$125,926	\$76,889
Director of Account Management	\$104,486	*	\$106,667	\$105,576
Director of E-Commerce/ Digital	*	\$120,370	*	\$120,370
Director of Engineering/ Chief Engineer	*	\$74,074	*	\$74,074
Director of F&B	\$60,000	\$81,374	\$142,222	\$94,913
Director of HR	\$65,000	\$95,893	\$120,000	\$95,073
Director of Marketing	\$80,000	\$91,286	\$150,376	\$102,638
Director of Operations	\$62,222	\$74,074	\$87,348	\$76,811
Director of Revenue	\$62,963	\$64,000	\$97,895	\$74,304
Director of Rooms	\$71,111	\$80,000	\$99,248	\$80,737
Director of Sales	\$53,333	\$89,975	\$186,667	\$98,889
Director of Sales & Marketing	\$87,111	\$99,267	\$177,778	\$113,261
Director of Technical Services	\$120,000	\$126,000	\$152,593	\$132,864
Director of Events (MICE)	\$74,436	\$81,203	\$101,466	\$85,702
EAM	\$76,030	\$97,548	\$120,000	\$97,993

SALARY ANALYSIS

Executive Chef	\$74,648	\$89,461	\$129,755	\$97,717
Executive Housekeeper	\$59,185	\$59,859	\$62,030	\$60,358
Executive Secretary	*	\$29,333	*	\$29,333
Front Office Manager	\$52,845	\$55,111	\$64,296	\$56,865
General Manager	\$62,222	\$125,511	\$200,000	\$119,795
Head of Commercial	*	\$225,926	*	\$225,926
Hotel Manager	\$66,667	\$75,556	\$86,392	\$76,865
HR Executive	\$31,111	\$31,111	\$53,333	\$38,519
HR Manager	\$44,444	\$53,333	\$97,744	\$62,869
IT Manager	\$39,098	\$55,448	\$65,345	\$53,297
L&D Executive	*	\$37,000	*	\$37,000
Lecturer	*	\$55,000	*	\$55,000
Managing Director	\$133,333	\$177,778	\$202,222	\$173,704
Marketing Manager	\$29,630	\$37,895	\$54,222	\$43,103
MICE Manager	\$73,985	\$81,437	\$88,889	\$83,300
Operations Manager	\$16,578	\$40,889	\$79,259	\$41,448
Product Assistant/ Coordinator	*	\$38,519	*	\$38,519
Project Director	*	\$93,333	*	\$93,333
Project Executive	*	\$36,000	*	\$36,000
Project Manager	\$40,602	\$46,330	\$54,135	\$47,311
Purchasing Manager	\$35,556	\$69,493	\$112,782	\$74,716
Regional Sales Manager	\$32,593	\$63,697	\$67,407	\$51,329
Restaurant Manager	\$26,667	\$36,090	\$38,028	\$33,644
Revenue Manager	\$39,331	\$50,068	\$63,380	\$50,845
Sales & Marketing Manager	\$40,602	\$43,556	\$62,667	\$48,941
Sales Manager	\$32,000	\$44,996	\$111,111	\$53,067
Senior Project Manager	\$40,000	*	\$43,556	\$41,778
Senior Sales Manager	\$44,444	\$55,731	\$66,667	\$55,488
Site Lead	*	\$33,333	*	\$33,333
Ticketing Supervisor/ Team Leader	*	\$81,481	*	\$81,481
Trade Specialist	*	\$88,889	*	\$88,889
Training Manager	\$26,667	\$52,648	\$56,750	\$45,355
Travel Manager	\$63,556	\$106,667	\$177,778	\$115,537
Vice President	*	\$74,074	*	\$74,074
Vice President Operations	\$120,301	\$222,222	\$240,000	\$180,304
Vice President Sales	\$84,444	\$141,253	\$179,433	\$133,393
Vice President Strategy	*	\$114,815	*	\$114,815

SALARY ANALYSIS

Salaries by Country – **INDONESIA** 10% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Assistant Manager	*	\$11,852	*	\$11,852
CEO	\$30,776	*	\$150,000	\$90,388
Consultant	*	\$52,759	*	\$52,759
Director of E-Commerce/ Digital	*	\$60,000	*	\$60,000
Director of Finance	\$37,371	\$62,101	\$75,000	\$59,735
Director of Sales	\$49,125	\$105,518	\$263,794	\$139,479
Director of Security	\$19,213	*	\$19,344	\$19,279
EAM	\$35,216	\$47,608	\$69,000	\$49,239
Executive Chef	\$55,611	\$66,000	\$99,600	\$73,751
Finance Manager	\$26,379	*	\$28,684	\$27,532
General Manager	\$15,828	\$72,000	\$120,000	\$62,533
Hotel Manager	\$28,020	\$28,684	\$51,631	\$36,112
HR Manager	*	\$8,796	*	\$8,796
Market Analyst	*	\$7,914	*	\$7,914
Risk Manager	*	\$51,293	*	\$51,293
Safety & Security Manager	*	\$8,793	*	\$8,793

Salaries by Country – **THAILAND, CAMBODIA & VIETNAM** 11% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
CEO	\$150,000	\$200,000	\$240,000	\$179,709
Consultant	*	\$120,000	*	\$120,000
Director of F&B	\$60,000	*	\$60,000	\$60,000
Director of HR	\$51,667	\$53,446	\$75,000	\$60,308
Director of Marketing	\$50,000	*	\$79,025	\$63,339
Director of Operations	\$66,000	\$79,025	\$98,993	\$82,404
Director of Revenue	\$48,000	\$57,000	\$72,000	\$59,573
Director of Sales	\$60,000	*	\$100,000	\$70,000
Director of Sales & Marketing	\$97,500	\$128,416	\$138,986	\$117,476
EAM	\$60,000	\$66,000	\$78,000	\$68,000
E-Commerce Manager	*	\$19,500	*	\$19,500
Executive Chef	*	\$64,559	*	\$64,559
General Manager	\$54,000	\$96,000	\$230,491	\$106,932
HR Manager	*	\$40,303	*	\$40,303

SALARY ANALYSIS

Marketing Manager	*	\$54,000	*	\$54,000
MICE Manager	*	\$48,000	*	\$48,000
Senior Sales Manager	*	\$48,996	*	\$48,996
Vice President Operations	\$144,000	\$160,000	\$206,400	\$165,600
Vice President Sales	\$118,538	*	\$144,000	\$131,269

Salaries by Country - **HONG KONG** 5% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
CEO	\$122,265	\$180,000	\$305,732	\$198,210
Account Manager / Key Account Manager	\$39,745	\$48,917	\$61,146	\$49,936
C&B Manager	*	\$61,776	*	\$61,776
Director of E-Commerce/ Digital	*	\$131,274	*	\$131,274
Director of HR	*	\$57,915	*	\$57,915
Director of Sales	\$81,783	*	\$94,218	\$88,001
Director of Sales & Marketing	\$76,454	\$112,408	\$155,844	\$118,154
EAM	*	\$60,779	*	\$60,779
Event Associate	*	\$41,699	*	\$41,699
Executive Chef	\$65,000	\$76,000	\$95,000	\$78,649
Executive Secretary	*	\$77,220	*	\$77,220
General Manager	\$60,232	\$144,215	\$256,410	\$137,715
HR Manager	\$50,955	\$61,776	\$64,103	\$58,640
Managing Director	\$162,420	\$210,191	\$231,660	\$201,424
Marketing Manager	\$61,776	\$76,923	\$88,674	\$75,352
Purchasing Manager	*	\$61,776	*	\$61,776
Regional Sales Manager	\$44,444	\$51,282	\$65,215	\$53,301
Revenue Manager	\$46,154	\$50,597	\$55,641	\$50,797
Sales Manager	\$44,780	\$50,200	\$100,100	\$62,184
Travel Consultant	\$21,000	\$24,269	\$27,763	\$24,488
Travel Manager	\$63,694	\$128,535	\$178,344	\$125,215
Vice President Sales	\$167,310	*	\$200,514	\$183,912

SALARY ANALYSIS

Salaries by Country – INDIA & SUBCONTINENT 5% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Director of Finance	*	\$210,379	*	\$210,379
Account Manager / Key Account Manager	\$12,594	\$16,830	\$18,192	\$16,326
Area Sales Manager	*	\$13,464	*	\$13,464
Assistant Manager	*	\$20,337	*	\$20,337
CEO	\$120,000	\$125,000	\$201,964	\$148,988
Consultant	*	\$17,000	*	\$17,000
Country Manager	*	\$35,063	*	\$35,063
Director of HR	*	\$104,000	*	\$104,000
Director of Marketing	*	\$50,000	*	\$50,000
Director of Operations	\$66,000	*	\$78,000	\$72,000
Director of Revenue	\$29,455	\$51,015	\$70,000	\$50,147
Director of Sales	\$40,650	\$46,500	\$55,000	\$47,383
Director of Sales & Marketing	\$59,627	\$71,840	\$120,000	\$89,058
General Manager	\$70,143	\$81,375	\$168,303	\$117,455
Manager	\$15,043	\$17,969	\$18,192	\$17,068
Regional Sales Manager	\$27,988	*	\$29,000	\$28,494
Travel Manager	\$39,183	*	\$44,636	\$41,909
Vice President Operations	\$72,000	\$90,625	\$150,000	\$100,643

Salaries by Country – AUSTRALIA 4% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Account Manager / Key Account Manager	*	\$71,233	*	\$71,233
CEO	*	\$219,178	*	\$219,178
Director of F&B	*	\$123,973	*	\$123,973
Director of Operations	*	\$126,712	*	\$126,712
General Manager	\$47,101	\$82,246	\$117,391	\$75,383
Lecturer	*	\$73,973	*	\$73,973
Manager	\$31,250	\$40,987	\$61,644	\$43,770
Operations Manager	\$37,671	\$91,406	\$92,578	\$73,885
Sales Manager	\$50,400	\$58,594	\$75,566	\$61,490
Senior Travel Consultant/ Supervisor/ Team Leader	\$53,191	\$54,595	\$56,000	\$54,595
Technical Services Manager	*	\$95,890	*	\$95,890
Travel Manager	\$41,406	\$75,200	\$122,656	\$80,834

SALARY ANALYSIS

Salaries by Country - CHINA 4% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Director of Marketing	*	\$126,000	*	\$126,000
Director of HR	\$48,000	\$86,788	\$140,000	\$92,506
Director of Operations	\$63,492	\$91,005	\$124,638	\$95,183
Director of Rooms	*	\$66,000	*	\$66,000
Director of Sales	\$49,778	\$100,000	\$177,778	\$90,459
Director of Sales & Marketing	\$86,650	\$98,981	\$152,381	\$107,478
Events Project Executive	*	\$12,174	*	\$12,174
General Manager	\$80,000	\$125,719	\$180,000	\$129,615
Hotel Manager	*	\$121,739	*	\$121,739
Online Marketing Manager	*	\$60,290	*	\$60,290
Sales Manager	\$26,735	\$38,950	\$28,919	\$31,535
Sponsorship Manager	*	\$11,594	*	\$11,594
Travel Manager	\$58,667	\$63,492	\$74,059	\$65,406
Vice President Operations	\$124,257	\$146,479	\$156,000	\$140,017

Salaries by Country - MALAYSIA 6% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Area Director of Sales & Marketing	*	\$53,040	*	\$53,040
CEO	\$92,331	\$131,980	\$150,000	\$124,770
Consultant / Contractor	\$10,345	*	\$14,778	\$12,562
Director of F&B	*	\$29,557	*	\$29,557
Director of Operations	\$40,000	*	\$84,000	\$62,000
Director of Sales	\$36,000	\$74,400	\$110,500	\$73,633
Front Office Manager	*	\$14,778	*	\$14,778
General Manager	\$20,690	\$65,000	\$123,153	\$60,177
Hotel Manager	\$28,020	\$31,721	\$50,400	\$36,714
HR Manager	\$35,533	\$41,878	\$48,223	\$41,878
Operations Manager	\$15,990	\$22,843	\$26,601	\$21,113
Owners Representative	*	\$57,778	*	\$57,778
Product Manager	*	\$41,379	*	\$41,379
Restaurant Manager	\$10,345	*	\$17,561	\$13,953
Senior Marketing Manager	*	\$28,079	*	\$28,079

SALARY ANALYSIS

Salaries by Country - PHILIPPINES 2% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
CEO	\$95,570	*	\$100,000	\$95,570
Consultant	\$113,333	*	\$160,000	\$136,667
Director of Rooms	*	\$36,585	*	\$36,585
General Manager	\$30,072	\$58,870	\$105,965	\$64,969
Manager	*	\$23,256	*	\$23,256
Purchasing Manager	*	\$20,069	*	\$20,069
Revenue Manager	*	\$15,856	*	\$15,856
Sales & Marketing Manager	*	\$70,644	*	\$70,644
Training Manager	*	\$14,400	*	\$14,000

Salaries by Country - JAPAN & KOREA 1% of All Respondents

Positions	Lowest Salary USD	Median USD	Highest Salary USD	Average USD
Director of Operations	\$66,000	*	\$120,000	\$93,000
Account Manager / Key Account Manager	\$40,214	\$51,081	\$60,769	\$50,085
Director of Sales	\$79,569	\$90,000	\$92,903	\$87,491
Director of Sales & Marketing	\$94,300	\$120,301	\$165,289	\$125,264
General Manager	\$96,000	\$150,000	\$186,000	\$142,725

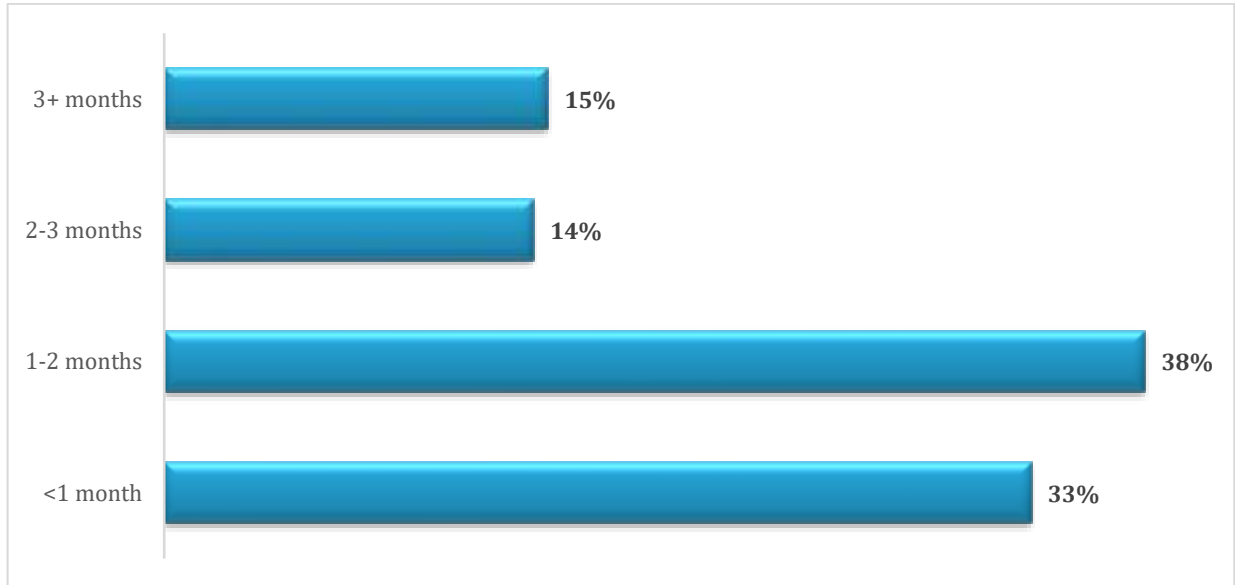
EXCHANGE RATES

SGD = 1.35	AUD = 1.46	HKD = 7.77	CNY = 6.9	MYR = 4.06	VND = 23191
THB = 30.37	INR = 71.3	IDR = 13647	AED = 3.67	PHP = 50.96	JPY = 109.9

SALARY ANALYSIS

AVERAGE BONUS

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



ADDITIONAL BENEFITS

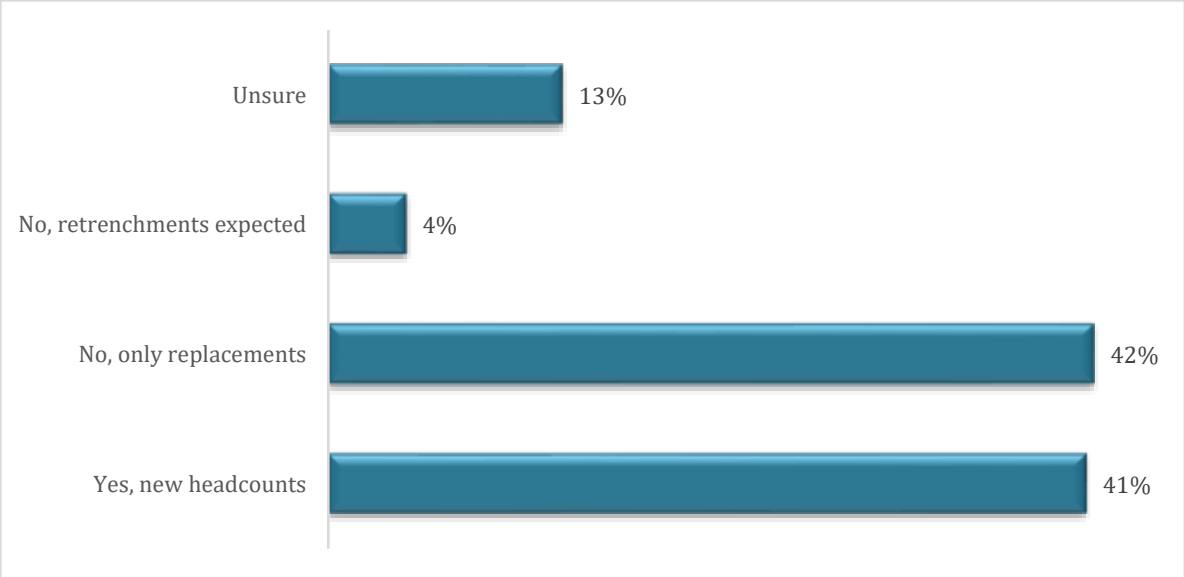
Respondents were asked what other benefits they receive in addition to their annual salary.

Bonus	73%
Share allocation	9%
Profit Share	12%
Lump sum / cash incentives	8%
Non-cash incentives	9%
More than the statutory holidays / days off	20%
Housing allowance	27%
Company car	15%
Car allowance	15%
Parking	17%
Clothing allowance/ uniform	18%
Mobile phone/ phone allowance	56%
Complimentary/ discounted hotel rooms, airfare, tour packages	34%
Other	17%

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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