

2016 INTERNATIONAL MANAGEMENT SURVEYS



INTRODUCTION SOURCE OF INFORMATION

The 2016 Renard International Salary review was finalized in February 2016 using a variety of sources. The outcomes were accumulated from a comprehensive attitudinal analysis extracted from Renard International's own database of 45,000 candidates and supplemental 15,000 contacts. The sources also include, written answers to our global survey sent to Executives in over 50 countries. The information was also taken from thousands of resumes received monthly by Renard offices and Consultants worldwide, which confirm in writing individuals current remuneration, benefits, bonuses.

They also signpost desired salary information, preferred location and ideal role.

We also take into consideration the information which has been shared with us in confidence by Clients, when they retain Renard for executive searches.

After completing an important assignment in Mongolia, Renard International has now completed a search in every major nation worldwide.

In 2015 alone, Renard Consultants worked on assignments in over 40 countries from Culinary to the CEO of major Hotels and Restaurants. We have now assisted Clients in nations that were non-existent when we commenced business 46 years ago.

Our Salary surveys are produced using an **average format** in which the information is totaled and divided by the number of replies, or, in a **median format**, which is calculated using data mid-range to extremes.



**RENARD INTERNATIONAL
HOSPITALITY SEARCH
CONSULTANTS**

WORLDWIDE SPA SURVEY 2016

INTRODUCTION

THE GROWTH OF SPAS AS PROFIT CENTRES

“Making guests feel at home” has long been one of the missions of hoteliers worldwide. Early on, this simply meant offering a clean room with a comfortable bed. Yet, as home amenities and lifestyles have changed, hotels have reacted by adding to their facilities and services. Air conditioning, remote control television, and internet access are now all examples of household trends that have become commonplace in hotels.

Profitable Operations

Historically, spa operations were treated by management as similar to other revenue departments like food and beverage or telephone. These departments were simply perceived to be amenities needed to attract guests to the hotel. As long as these departments broke even, or didn't lose too much money, their ability to increase occupancy was deemed sufficient justification for their existence. However, in the last ten years, hotel spas have followed the path of the other operating departments and transformed from support facilities to profit centers.

From 2011 to 2016, Renard International's poll showed that when spas are operating in conjunction with a hotel, they represented 12.2% of sales. (See Renard Spa Dictionary of all terms used in spa treatments at www.renardnewsletter.com in the article archives)

2016 INDUSTRY SALARY SURVEY IN USA \$ (000'S)

DAY SPA - HOTEL RESORT SPA

Position	Day Spa				Hotel/Resort Spa			
	Canada USA		International		USA Canada		International	
*10 year change	2006	2016 ⁵	2006	2016 ⁵	2006	2016 ⁵	2006	2016 ⁵
VP Spa Director Single Unit Manager Only	No data	\$90-125	\$70-90	\$90-130	\$52-82	\$60-85	\$50-70 ²	\$65-90 ²
Spa Director/Manager (Sometimes a #2)	\$20-33/hr \$50-60K/yr	N/A ³	34-42K/yr	36-43K/yr	\$38-48	\$40-55	\$34-45/yr ²	\$36-48 ²
Licensed Massage Therapist	\$11-21/hr	\$15-25 ³	As country salary policy dictates (Europe is higher than Asia, etc.)		\$15-22/hr	\$15-30 ¹	As country salary policy dictates (Europe is higher than Asia, etc.)	As country salary policy dictates (Europe is higher than Asia, etc.)
Reflexologist	hourly	hourly ¹	hourly ³	hourly ³	hourly	hourly+		
Kinesiologist	hourly	hourly ¹	hourly ³	hourly ³	hourly	hourly+	hourly ³	hourly ³
Clinical Nutrition Manager	\$36-48K/yr	\$35-49	\$40-45	\$42-49				
Chef	\$15-20/hr	\$25-30/hr	\$30-36	Average \$36-45/yr	\$60-120K/yr	\$75-90	\$36-50 ²	\$48-65 ²
Aestheticians	hourly	hourly ³	As country policy dictates	hourly ³	\$15-20/hr	\$20-25 ³	As country policy dictates	As country policy dictates ³

Note:

- International expatriate roles, always includes tax free salary + accommodation.
- Canada and U.S.A. are gross salaries. No expatriate benefits except sometimes an allowance for cell phone, health program, meals on duty, and sometimes travel allowance. There is a huge variance in executive chef salary, depending on the duality of the spa, and whether it is a day or overnight spa.

¹ Hourly gross

² Expatriate benefits apply

³ Hourly plus some expatriate benefits

⁴ Self Managed, not outsourced or franchised to a spa management company

⁵ The lowest figure of each range in the column is the average of all compensation data received. The highest figure of each range in the column is the highest salary figure reported to us.

WORLDWIDE SPA SURVEY 2016

2016 INDUSTRY SALARY SURVEY IN USA \$ (000'S) MULTI-UNIT POSITIONS

Position	Multi-Unit Positions			
	Canada USA		International	
	2006	2016 ⁵	2006	2016 ⁵
VP Spa Director 2 or more units	\$95-105	\$100-155	\$100-125	\$120-175
Spa Director Single Unit Management Only	\$80-110	\$80-125	\$76-90	\$80-150
Spa Director/Manager (Number 2 in Spa)	NOT APPLICABLE	\$50-75	NOT APPLICABLE	\$48-72
Licensed Massage Therapist	No Information Available	hourly	No Information Available	hourly ³
Reflexologist	hourly	hourly	hourly ³	hourly ³
Kinesiologist	\$36-45	\$36-50	\$23-25 ³	\$29-50 ³
Clinical Nutrition Manager	\$50-60	usually outside consultant	usually outside consultant	usually outside consultant
Executive Chef ² (more than one unit)	\$60-110	\$65-150	\$40-61 ²	\$52-80 ²
Aestheticians	\$15-25/hr	As company policy dictates	As company policy dictates	As company policy dictates

Notes:

- These are average salaries and include in our calculation all spa types i.e. Day, Destination etc.
- International expatriate roles, always includes tax free salary + accommodation.
- Canada and U.S.A. are gross salaries. No expatriate benefits except sometimes an allowance for cell phone, health programs, insurance, meals on duty, and travel.

Note: There is a huge variance in this executive chef salary, depending on the duality of the spa, and whether it is a day or overnight spa.

³ Hourly gross

³ Expatriate benefits apply

³ Hourly plus some expatriate benefits

⁴ Self Managed Spa, not outsourced or franchised to a spa management company

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2016 INDUSTRY SALARY SURVEY IN USA \$ (000'S) DESTINATION SPA

Position	Destination Spa			
	Canada USA		International	
	2006	2016 ⁵	2006	2016 ⁵
Spa Director Single Unit Management Only	\$73-85	\$75-100	\$73-80	\$75-100
Spa Director / Manager (Number 2 in Spa)	\$39-50	\$48-60	\$36-48	\$40-60
Licensed Massage Therapist	\$15-24 hr	Hourly based on location	As country salary policy dictates (Europe higher than Asia, etc.)	Hourly based on location
Reflexologist	hourly	hourly	Hourly based on location ³	Hourly based on location ³
Kinesiologist	\$25-31	\$28-39	\$20-25 ³	\$24-40 ³
Clinical Nutrition Manager	\$42-50	\$43-60	usually outside consultant	usually outside consultant
Executive Chef Single Unit (one or two outlets only)	\$52-80	\$60-100	\$36-52	\$48-72
Aestheticians	\$15-20/hr	Hourly based on location	As country policy dictates	Hourly based on location

Notes:

- International expatriate roles, always includes tax free salary + accommodation.
- Canada and USA are gross salaries. No expatriate benefits except sometimes an allowance for cell phone, health program, meals on duty, and sometimes travel allowance.

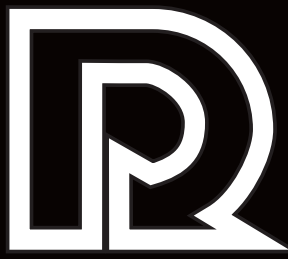
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² Expatriate benefits apply

³ Hourly some expatriate benefits

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