



**2013 INTERNATIONAL  
MANAGEMENT  
SALARY SURVEYS**

**WORLDWIDE  
CAREER  
OPPORTUNITIES**

**We represent the “Superstars” of the present, and of the future.**

**We guide our clients towards new heights of financial success.**



*Stephen J. Renard*  
STEPHEN J. RENARD  
President

## INTRODUCTION

Join us as we at Renard International Hospitality Search Consultants celebrates our 43rd anniversary in 2013.

We are pleased by the success our company has achieved over these past almost 5 decades. Having received the highest ratings from international and independent Hotel Companies, Restaurants, Casinos and Food Service Organizations alike, we have become one of the most respected Hospitality Search Companies in the world.

Our achievements have been fueled by our dedicated employees; with their constant commitment to our clients and applicants, they continue to strive to refine and improve the services we provide.

Renard International Hospitality Search Consultants has been deemed as the "benchmark" of recruitment companies. We are pleased and honored by this recognition.

We thank you for your loyalty and confidence over these years. We very much appreciate it.

## OUR PEOPLE

*Specialists who know your industry*

Renard International Hospitality Search Consultants is comprised of talented hospitality professionals who make it their business to stay well-informed on current trends and practices. Renard International Hospitality Search Consultants invests considerable time and expense visiting client properties and applicant workplaces. The accuracy of our judgement is proven by our enviable success rate. Almost always, our successful placements have remained throughout the contract period, many of them advancing to the top echelons of renowned corporations in the industry.

## CONFIDENCE & CONFIDENTIALITY, RESOURCES & EXPERTISE

- Confidentiality remains fundamental and we have a proven ability to deal on a confidential basis protecting both clients and applicants alike.
- This security is necessary for applicants during the sensitive transition period, when unwanted exposure may endanger their current position. No fee is required from applicants, a factor which serves to attract outstanding individuals from around the world.
- Our resource and expertise utilized in the selection process represents a significant saving to the clients in both cost and time.



*The staff for this world class hotel was provided by Renard International Hospitality Search Consultants*

# 2013 WORLDWIDE

## Introduction/Source of Information

The 2013 Salary Review was compiled in February 2013 from many different sources including the thousands of resumes received monthly by Renard's worldwide offices. All of these executives confirm in writing, his/her current salary and desired salary and benefits, as well as preferred location and position.

We also take into consideration the salary information given to us by clients like yourself when you retain us on job searches. In last year Renard Hospitality Search Consultants worked on assignments in over 52 countries from the culinary level to the President of hotel and restaurant companies. We assisted clients in countries that when we started business in 1970, did not exist.

Our Salary Guide is produced in an **average format** where all information is totaled and divided by the number of replies or **Median format** which is mid-range from extremes.

## 2013 EAST & WEST COAST USA SALARY SURVEY +

(MARCH, 2013)

This survey is for Deluxe Hotels with a Minimum Average Room Rate of US\$225 (In San Francisco & NYC area.) Salaries are considered gross (with no deductions) in USA Dollars (Annual Salary 'USA 1000s'). Only base salaries shown. No benefits, bonuses or stock options etc are included. This survey is carried out on hotels with **up to 800 Rooms** and have **4 or 5 Diamonds** (USA Ratings)

Positions	2013 Lowest figure received	2013 Highest figure received	2013 Average
<b>VP Operation</b> supervising a maximum of 10 properties (No more than 4000 rooms) with major brand or franchise	<b>205</b>	<b>450</b>	<b>325</b>
<b>VP Human Resources</b> supervising a maximum of 10 properties (No more than 4000 rooms) with major brand or franchise	<b>170</b>	<b>340</b>	<b>250</b>
<b>VP Sales &amp; Marketings</b> supervising a maximum of 10 properties (No more than 4000 rooms) with major brand or franchise	<b>189</b>	<b>360</b>	<b>265</b>
<b>GM/VP</b> based at one hotel overlooking up to 5 hotels	<b>165</b>	<b>375</b>	<b>250</b>
<b>VP Finance</b> supervising a maximum of 10 properties (No more than 4000 rooms) with major brand or franchise	<b>180</b>	<b>299</b>	<b>225</b>
<b>General Manager</b>	<b>125</b>	<b>*390</b>	<b>195</b>
<b>Resident / Hotel Manager</b>	<b>85</b>	<b>190</b>	<b>125</b>
<b>Rooms Division Manager</b>	<b>71</b>	<b>130</b>	<b>90</b>
<b>Front Office Manager</b>	<b>65</b>	<b>95</b>	<b>78.5</b>
<b>Executive Housekeeper</b>	<b>66</b>	<b>160</b>	<b>85</b>
<b>Chief Engineer</b>	<b>70</b>	<b>140</b>	<b>93</b>
<b>Revenue Manager</b>	<b>45</b>	<b>83</b>	<b>61.5</b>
<b>Food &amp; Beverage Director</b>	<b>72</b>	<b>195</b>	<b>110</b>
<b>Restaurant Manager</b> (Fine Dining Room)	<b>45</b>	<b>96</b>	<b>61.3</b>
<b>Catering Manager</b> (Sales)	<b>48</b>	<b>111</b>	<b>69.9</b>
<b>Banquet Manager</b> (Operations)	<b>48</b>	<b>97</b>	<b>61.3</b>
<b>Executive Chef</b>	<b>64</b>	<b>162</b>	<b>101</b>
<b>Gourmet Restaurant Chef</b> (Sales)	<b>60</b>	<b>131</b>	<b>96</b>
<b>Executive Sous Chef</b>	<b>58</b>	<b>99</b>	<b>79</b>
<b>Financial Comptroller</b>	<b>61</b>	<b>162</b>	<b>108</b>
<b>Human Resources &amp; Training Manager / Director</b>	<b>60</b>	<b>121</b>	<b>86</b>
<b>Sales &amp; Marketing Director</b>	<b>69</b>	<b>165</b>	<b>111</b>
<b>Sales Manager</b> (No. 2) or <b>Dir. of Sales</b>	<b>66</b>	<b>† 101</b>	<b>71.5</b>
<b>Social Media Director</b>	<b>36</b>	<b>81</b>	<b>59 +</b>

\* This was for a hotel with components of a residence building and huge catering facilities hotel (large than 5).

\*\* This was outsourced Michelin star standard hotel restaurant.

\*\*\* Major banquets.

Average is achieved by totaling all salary information received and dividing by the number of respondents.

+ Only 3rd years on our survey list.

† This was a sales manager MICE and total package includes incentives reached 200K.

This salary survey was conducted using NYC and San Francisco as models in conjunction with searches we were retained to complete. Salaries for other area of USA are less. Please use as a basic guide: Chicago - 10%, Mid West states - 20%, S California - 15%, S.E. USA - 15% (except Miami which is - 9%, and Hawaii - 13%).

These are approximate for this survey. If you wish very specific number, please request a more detailed data.

New York and San Francisco still have challenges in finding middle and lower level staffs due to high living costs in both cities. Salaries and opportunities are lowest in South East USA except Miami and Middle West states. Best opportunities are available on the North East and the North West states.

# SALARY SURVEY

**This salary review which we produce for the industry and media is meant to be informative only!**

We believe that the extensive research we do before the figures are formulated is one of the largest studies, if not the largest, by any company in our industry. We hope that this 2013 Salary Reviews enclosed will provide you with the vital information required to recruit the "super star" you seek. For candidates reviewing their own current job seeking situations they will be apprised of the ranges of income being paid regionally and globally. For an employer you will know what salaries are being paid by your competitor which gives you an "edge" in hiring experienced professionals.



## U.A.E. SALARY SURVEY 2013

(REVISED MARCH, 2013)

Average Salaries for Four & Five-Star Hotels Only. Covering Expatriate Positions only throughout the UAE.  
All Salaries \*Are Tax Free (in 000s US\$) for Hotels with Average Room Rate of US\$190+

Positions	Average Salary September 2007 ▼ March 2013 350+ Rooms	% Change September 2007 ▼ March 2013 5 year review	Average March 2012 ▼ March 2013	Highest Reported  March 2013
<b>General Manager</b>	\$118,000	+34.66%	\$122,000	\$462,000
<b>Resident Manager</b> (could also have title Director of Operations or Hotel Manager)	\$79,900	+18.31%	\$81,100	*8 \$152,000
<b>Exec. Asst Manager</b> (could be EAM F&B/Rooms or deputize as GM)	\$66,600	+25.1%	\$66,500	\$136,000
<b>Director of Finance</b>	\$63,400	+23.50%	\$62,000	\$109,000
<b>Director of Rooms</b> (Rooms Division Manager)	\$58,000	+27.95%	\$60,500	\$96,000
<b>Director of Housekeeping</b>	\$50,200	+20.15%	\$52,300	\$92,100
<b>Director of Food &amp; Beverage</b>	\$59,900	+40.10%	\$62,450	*7 \$175,000
<b>Executive Chef</b>	\$58,100	+21.85%	\$60,300	\$130,000
<b>Director of Catering/C&amp;B</b>	\$44,100	+13.00%	\$42,900	\$69,000
<b>Director of Sales &amp; Marketing</b>	\$71,300	+29.76%	\$71,800	\$155,000
<b>Director of Engineer</b>	\$64,400	+27.40%	\$67,000	\$115,000
<b>Director of IT</b>	\$40,000	+13.90%	\$40,000	\$62,000
<b>Director of Human Resource</b>	\$41,900	+33.35%	\$48,900	\$96,000
<b>Director of Revenue</b>	\$38,000	+7.75%	\$38,500	\$66,300
<b>Director of Social Media</b>	\$40,100	*6 +1.00%M	\$44,900	\$72,100

**Overall View** - The region continues to draw largely European and Asian Senior Managers, with Rank & File expatriate staff from the developing world.

Standard expatriate benefits include live-in or housing allowance, medical. Bonuses are not included. Salary is guaranteed base income and in most cases with no housing allowance included. This covers the UAE area only. The informants respondents are from the top 25, 4 and 5-stars hotels in UAE. It includes all expatriates including India, Philippines, Switzerland, Europe etc. Bonuses varies respondent said they paid from 1 to 2 months up to 40% of base salary as we have been advised.

6\* 3 year review only.

\* General Manager title and responsibilities only. There is one General Manager/Vice President in Dubai earning almost US\$ 411,000 annual salary. F&B only, no other responsibilities, single unit.

\*\* Most repeated comments were that cost of living increases, especially housing has caused uneasiness. An issue from employers' and employees' prospective in negotiating new contracts or extensions and the High cost of schooling 15% increase in 2012.

\*\*\*\* Single Unit

M From 2009 to 2011

\*7 In this situation, F&B outlets produce more revenue than rooms by far! This individual was previously holding a corporate role in Europe

\*8 This is hotel manager reporting to VP Op of the company, independent luxury brand.

## 2013 FAR EAST SALARY SCALE

These salary scales are for Philippines, Thailand, Singapore, Malaysia, Indonesia and Vietnam.

This Guide is for Deluxe Hotels with a Minimum Average Room Rate of **US\$175**

Salaries Net of Income Tax J

**300 Rooms - 500 Rooms** 4-5 Star International Rated Hotels

Annual Salary, US\$(1000s)

Positions	Lowest Reported 2012	Highest Reported 2012	Average of 2007 - 2012	Average % Change 2007 - 2012	Lowest Reported 2013	Highest Reported 2013	Average of 2013
General Manager	80*	A 475	87.0	+17.90%	96	<sup>L</sup> 550	110
Resident Manager <sup>+</sup>	48	190***	51.8	+13.30%	54	<sup>L</sup> 170	<b>60</b>
Rooms Division Manager	42	72	47.4	+11.10%	42.5	74	55
Front Office Manager	36	60	38.6	+8.30%	38.6	65	48
Executive Housekeeper	42.5	72	42.8	+21.40%	44.1	78	54
Chief Engineer	48.5	89.9	51.5	+11.80%	52	92.5	65
Laundry Manager	28.3	52	35.5	+9.08%	29	54	44.5
Food & Beverage Director <sup>++</sup>	52	96.8	54.3	+26.85%	53	98	<b>73.9</b>
Restaurant Manager (Fine Dining Room)	36	60.4	40.8	+18.90%	36.1	62	44.1
Catering Manager (Sales)	33	52.9	38.9	+10.99%	32	50	44.3
Banquet Manager (Operations) <sup>^</sup>	29.1	52.6	36.5	+23.20%	30	54	43.6
Executive Chef	52	99	54.7	+9.30%	54.9	115	<b>74.4</b>
Gourmet Restaurant Chef	42.5	79	50.4	+27.40%	45	77	<b>65</b>
Executive Sous Chef	36	62	41.3	+20.00%	36.8	65	48
Italian Chef	40.7	76.5	48.1	+36.30%	44	78	54.8
Pastry Chef	41	64.8	40.0	+19.50%	42	68	45.9
Comptroller	47	76	53.3	+21.20%	48	80.1	<b>66</b>
Personnel & Training Manager	39	72.6	46.3	+37.00%	40	74	56.2
Sales & Marketing Director	58	132**	64.2	+33.45%	61	95	<b>84</b>
Sales Manager (No. 2)	38	76	48.0	+21.30%	39.4	70	54
Revenue Manager	39	52	42.8	+7.91%	36	50	42
IT Manager	36.1	62	40.3	+5.90%	37	56	41.9
Social Media Director	24	60	n/a	n/a	28	81	<b>39..7</b>

Notes: Survey completed in February 2013.

Initial data received in October 2012. Salaries (**bold**) changed since information originally received. Survey reveals shortage in these roles in last 5 months.

J Some base salaries are inclusive of benefits including housing and transportation allowance

L Casino environment

A Held GM title but had regional responsibility

B This included all benefits in salary i.e. car, housing allowance etc. Therefore paid tax on entire package because of company policy

\* First time GM.

\*\* Multi-unit responsibility as well.

\*\* Properties contained over 800 rooms plus auxiliary services.

+ No. 2 in command of the hotel.

++ Sometimes the term is Executive Assistant Manager - F&B, and the position is No. 2 in the hotel due to the size of the property; in which case the food and beverage director's salary as described may be increased 10% to 15% to compensate for a senior title.

**Median** is defined as a number that represents a midpoint between extremes on a scale of valuation. In some cases where one salary was either ridiculously high or low, we removed it as it would have distorted the true median salary range.

**Average** is achieved by totaling all salary information received and dividing by the number of respondents.

### Comments

In the Far East most full-service deluxe hotels are larger than anywhere else in the world, except perhaps UAE. The trend here, even in three- and four- star hotels, is toward hotels in excess of 400 rooms. Budget and suite hotel groups (long-term-stay properties) have tripled in last 5 years, especially limited service models like Holiday Inn Express and IBIS Properties.

Expatriates salary survey only.

All are base salaries only, benefits vary from company to company. See our **International Benefit Program Survey**.

### J Benefit Program Survey.

For the fifth year in a row Thailand's salaries are "world average" meaning an expatriate in Thailand earns the average of any country where most hotels are expatriate managed. Thailand has the lowest cost of living in South East Asian countries where expatriates are generally hired.

<sup>^</sup> Gratuities which are an important part of the income in banquets, they are not included, but those also have increased substantially in last 3 years.

# FAR EAST SALARY SCALE 2013\*

Revised in January 2013

These salary scales are for Japan, Korea, Hong Kong, Taiwan, Macau hotels and casinos) and People's Republic of China.  
This Guide is for Deluxe Hotels with a Minimum Average Room Rate of **US\$210**  
210Salaries Net of Income Tax (excluding Japan, Hong Kong and Macau) J  
**300 Rooms - 600 Rooms** 4-5 Star International Rated Hotels

Positions	Lowest Reported Jan 2012 - Jan 2013	Highest Reported 2012	Average of Jan 2013	Average % Change Jan 2007 - Dec 2012
General Manager	100	475 <sup>E</sup>	122	+39.50%
Resident Manager <sup>+</sup>	56	111	66	+19.50%
Rooms Division Manager	48.9	88	55.1	+21.30%
Front Office Manager	42	78	48.5	+19.92%
Executive Housekeeper	49	110 <sup>K</sup>	58	+24.50%
Chief Engineer	58	96	65.9	+18.20%
Laundry Manager	33	64	45	+11.30%
Food & Beverage Director <sup>++</sup>	60	129 <sup>L</sup>	74	+21.50%
Restaurant Manager (Fine Dining Room)	40	58	48.7	+9.95%
Catering Manager (Sales)	36	52	45.9	+8.81%
Banquet Manager (Operations) <sup>^</sup>	36	58	44.8	+14.30%
Executive Chef	64	125	79	+12.51%
Gourmet Restaurant Chef	48.5	A 110 <sup>L</sup>	68	+13.58%
Executive Sous Chef	46	74 <sup>L</sup>	54	+9.25%
Italian Chef	54.5	99 <sup>L</sup>	64.5	+21.61%
Pastry Chef	52	86 <sup>L</sup>	58	+17.72%
Comptroller	60	98.9	66.4	+19.12%
Personnel & Training Manager	56	84	64	+16.43%
Sales & Marketing Director	72	165 <sup>L</sup>	86.1	+18.79%
Sales Manager (No. 2)	45	74	49	+15.55%
Revenue Manager	44	60	47.9	+5.10%
IT Manager	36	84 <sup>L</sup>	59.1	+8.81%
Social Media Director <sup>H</sup>	28	74 <sup>L</sup>	38.3	+27.91% <sup>xx</sup>

Data originally requested in October 2012, survey prepared in February 2013

J Some base salaries are inclusive of benefits including housing and transportation allowance

<sup>^</sup> Gratuities which are an important part of the income in banquets, they are not included, but those also have increased substantially in last 3 years.

xx Only 3 years of study (2010-2012)

\* Can be referred to as hotel manager or director of operations.

\*\* Sometimes the term is Executive Assistant Manager / F&B, and the position is really No. 2 in the hotel due to the size of the property; in which case the food and beverage director's salary as described may be so high.

E Managing single unit with title GM, but had responsibilities over other hotels in same country

y Macau non casino hotel

k Post now includes some non Housekeeper responsibilities.

No benefits or bonuses are included in this figure. It is net or base gross (we deduct income applicable taxes to equal to those earning net salaries)

L Casino environment

**Median** is defined as a number that represents a midpoint between extremes on a scale of valuation. In some cases where one salary was either ridiculously high or too low and way out of line, we removed it as it would have distorted the true median salary range.

**Average** is achieved by totaling all salary information received and dividing by the number of respondents.

H New role, no historical data

**Comments** (Study conducted October 2012; formulated in February 2013):

In the Far East most full-service deluxe hotels are larger than anywhere else in the world except perhaps the UAE. The trend here, is toward hotels in excess of 400 rooms.

\* These are base salaries only, benefits vary from company to company. See International Hong Kong and Macau only, local and expatriate salaries were polled as equal

A Stand-alone restaurant associated with a hotel

M Some regional responsibilities but still maintain single unit responsibilities

**Note:** Japan for the 5th year in the row, pays the lowest salary of the groups polled. The current weakness of USA Dollar has had an impact on salaries forcing them upward globally. To no ones surprise, the largest increases in compensation occurred for Mandarin speaking middle & senior executives in China.



# RENARD INTERNATIONAL HOSPITALITY SEARCH CONSULTANTS\*



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## The Renard Report

[www.renardnewsletter.com](http://www.renardnewsletter.com)

\*International Salary Surveys



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