



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 Renard 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 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 entire staff for this world class hotel were 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 works 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

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
VP Operation supervising a maximum of 10 properties (No more than 4000 rooms) with major brand or franchise	205	450	32
VP Human Resources supervising a maximum of 10 properties (No more than 4000 rooms) with major brand or franchise	170	340	50
VP Sales & Marketings supervising a maximum of 10 properties (No more than 4000 rooms) with major brand or franchise	189	360	26
GM/VP based at one hotel overlooking up to 5 hotels	165	375	250
VP Finance supervising a maximum of 10 properties (No more than 4000 rooms) with major brand or franchise	180	299	225
General Manager	125	*390	195
Residen / Hotel Manager	85	190	125
Rooms Division Manager	71	130	90
Front Office Manager	65	95	78.5
Executive Housekeeper	66	160	85
Chief Engineer	70	140	93
Revenue Manager	45	83	61.5
Food & Beverage Director	72	195	110
Restaurant Manager (Fine Dining Room)	45	96	61.3
Catering Manager (Sales)	48	111	69.9
Banquet Manager (Operations)	48	97	61.3
Executive Chef	64	162	101
Gourmet Restaurant Chef (Sales)	60	131	96
Executive Sous Chef	58	99	79
Financial Comptroller	61	162	108
Human Resources & Training Manager / Director	60	121	86
Sales & Marketing Director	69	165	111
Sales Manager (No. 2) or Dir. of Sales	66	† 101	71.5
Social Media Director	31.5	98.5	47
Social Media Director	36	81	59 +

* 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%.

There are approximation 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

Median format which is mid-range from extremes. **This salary review which we produce for the industry or 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 professional.



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
General Manager	\$118,000	+34.66%	\$116,000	\$411,000
Resident Manager (could also have title Director of Operations or Hotel Manager)	\$79,900	+18.31%	\$81,100	\$152,000
Exec. Asst Manager (could be EAM F&B/Rooms or deputize as GM)	\$66,000	+25.1%	\$66,500	\$136,000
Director of Finance	\$63,400	+23.50%	\$62,000	\$109,000
Director of Rooms (Rooms Division Manager)	\$58,000	+27.95%	\$60,500	\$96,000
Director of Housekeeping	\$50,200	+20.15%	\$52,300	\$92,100
Director of Food & Beverage***	\$59,900	+40.10%	\$62,450	\$17,500
Executive Chef	\$58,100	+21.85%	\$60,300	\$130,000
Director of Catering/C&B	\$44,100	+13.00%	\$42,900	\$69,000
Director of Sales & Marketing	\$71,300	+29.76%	\$71,800	\$155,000
Director of Engineer	\$64,400	+27.40%	\$67,000	\$115,000
Director of IT	\$40,000	+13.90%	\$40,000	\$62,000
Director of Human Resource	\$41,900	+33.35%	\$48,900	\$96,000
Director of Revenue	\$38,000	+7.75%	\$38,500	\$66,300
Director of Social Media	\$40,100	+1.00% ^M	\$44,900	\$72,100

Overall View Point - 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.



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