

My career in brief...

Name: Marc Noaro

Job title: Service and People Director

Employer: Eurostar International Ltd



1. Please give a brief overview of your career history – where you started, how you progressed, the companies you have worked for etc.

I started working at Gatwick airport in 1988 looking after customers at check-in and at the boarding gates. It gave me an opportunity to use my languages and was an excellent introduction to customer service in the travel and hospitality sector.

2. Have you always wanted to work within hospitality and tourism? If not, how did you end up where you are now?

I always considered this sector to be more vibrant and exciting than most, when you're dealing with customers it's so much more than a mere transaction – they tend to be excited and of anticipation themselves which puts the pressure on when it comes to delivering great service.

3. What sort of qualifications and training have you had?

I left school having done A levels, went travelling around Europe for a few months and then straight into a front-line role. Over the years I have had a number of opportunities to learn, both formally and informally. I have found the management training interventions particularly useful, especially those dealing with business change or real life issues. I attended an executive programme at INSEAD in 2011.2012 which gave me further insight

4. What are the top 5 activities you would typically carry out on a daily basis?

- It's important to check-in with my direct reports daily if possible – we are a close knit team and it's important in a service business that everybody is on top of the details when it comes to looking after our customers.
- Checking the performance summaries for the previous day – the punctuality of our trains, print and social media feedback etc...
- It's important for senior leaders to be as visible as possible in service businesses, and not hidden away in the HQ office as is sometimes the case. I try to make sure that I get out of the office for a short time during the day to chat to the crews, or our catering suppliers or the teams in the stations.
- People – it's something that I rarely don't think about or work on during most days. The department is a big one, with 620 people and you have to be thinking continuously about your team's careers, development, feedback and progress.
- The customer – what are we doing differently today, tomorrow, next week, next month to make their trip with us more memorable.

5. What do you most enjoy about your job?

The variety, the challenge of managing a big department in a live operating environment, the fact that we are a small but truly international business, and the cultures and language that we use are slightly different depending on which country you visit.

6. What would you say is the biggest challenge you face on a daily basis?

Keeping an eye on the detail as well as focussing on longer-term, strategic issues. You have to be able to switch between the 2 all the time!

7. What would you say is your biggest achievement to date?

I wouldn't necessarily pick up one particular thing. I'm proud to have had 10 different roles in 20 years at Eurostar, each of them rewarding and challenging in different ways.

8. Who has been the greatest influence/role model in your career and why?

9. Do you have a favourite tale or most memorable moment from your career? If so, please tell us about it!

Probably the day we moved successfully overnight from Waterloo to St Pancras in 2007 – it was the result of 4 years of tireless work by so many people and to see the trains depart and arrive on time in the new station having only shut down the previous one 12 hours earlier was an immensely proud and memorable moment.

10. Why would you encourage someone to work in our industry?

It's exciting, it's constantly evolving, you are always very close to your customers, and you can progress from front-line roles to senior management with hard work and patience!

Further information

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For further information on career opportunities in passenger transport and travel please visit www.careerthatmove.co.uk