

## RICHARD LEWIS

*Marcelle Nethersole speaks to the managing director of Marlborough recruitment.*



1

2

3

4

5

■ Who does Marlborough recruit for?

For more than 10 years Marlborough has served the aviation, travel and tourism community offering retained executive search services. We are experts at identifying talent and are trusted advisers to airports, airlines, aerospace manufacturers, travel companies, service providers and industry associations worldwide. Typical assignments we recruit for include Board members, C-level positions, including CEO, as well as functional heads.

In addition, Marlborough Consulting provides a comprehensive range of tried-and-tested professional services for mentoring and coaching managers and owners of businesses to support them through the challenges that stem from organisational change.

■ What does a working day involve for you?

We're located close to Brussels airport so I spend a great deal of time on planes, trains and automobiles meeting clients and interviewing candidates. Marlborough has grown enormously over the last decade but this is still part of the job I love the most; meeting new people, catching up with old ones and matching our client's objectives with that of our candidates.

We're often used as a barometer for the industry and so, throughout the day, I end up speaking to clients and candidates alike on the state of the market and generally giving career advice.

■ Which countries do you recruit in?

Our headquarters is located in Brussels, Belgium, which certainly helps us serve the whole of EMEA well. But, as one of the world's leading specialist aviation search agencies, our assignments take us all around the globe. With talent becoming ever more difficult to find, particularly at the highest Board or C-level, our search is now no longer confined to a regional or national level. Discretion at this level is critical so we rely on our vast 'black book' of contacts to identify a short-list of international talent.

■ You work a lot in the Middle East. Why is this region important to you?

Marlborough has been working with the leading airlines, airports and aviation companies in the region from the very start of its expansion, giving us a very clear and distinctive feel for what works and what doesn't.

There is no doubt that, in the early days, a lot of senior executives were parachuted in from across the globe to fill the experience gap. But now, after ten years, it's become increasingly important to bring through the next generation of home-grown talent to take up the reins. And while it is always better to employ locals, the best talent and cultural fit will always win through.

■ What sets your recruitment company apart from competitors?

Our distinct advantage is that we offer a thorough and personalised collaborative approach, at a one-on-one level, and for which boutique businesses are famous. We get to know our clients inside and out to ensure the right candidate is appointed, not just in terms of experience, but crucially also in terms of chemistry and cultural fit.

We can confidently lay claim to being able to access the business cards of upwards of 18,000 senior-level aviation executives worldwide.