

## BOOK REVIEWS

“Wicked” problems; and India’s new relationship with China

**THE PRICE OF FISH**

Michael Mainelli and Ian Harris  
Nicholas Brealey Publishing (£12.99)

★★★★

This book is subtitled “A new approach to wicked economics

and better decisions”. In this context “wicked” does not mean “very good”; it applies to problems that are highly complex and seemingly intractable, like overpopulation, sustainability, global warming, the global financial crisis and over-fishing in our oceans.

In fact, fishing is used as a classic example of the limitations of classical economics. The interplay of supply, demand and price have not prevented many fishing grounds around the world from catastrophic depletion.

What is needed, the authors say, is a new way of thinking, drawing not only economics but also from a range of disciplines such as psychology, biology and quantum physics.

This book is thought provoking, fresh and accessible, and most importantly it could, and indeed should, encourage fresh thinking among businesspeople and policymakers alike.

**THE SILK ROAD REDISCOVERED**

Anil K. Gupta, Girija Pande and Haiyan Wan  
Jossey-Bass (£23.99)

★★★★

By 2025, China and India will be two of the world’s four largest economies.

Links between China and India are becoming ever more significant.

The Silk Road Rediscovered analyses the growing corporate linkages between India and China. For example: India’s Mahindra is the fifth largest tractor manufacturer in China; Tata Motors’ Jaguar Land Rover unit is the fastest growing luxury auto seller in China; and India’s NIIT is the most influential IT training brand in China.

China’s Huawei has its second largest R&D centre in Bangalore and employs over 5,000 people in India, while Shanghai Electric earns its largest revenues outside China from India.

The authors argue that whether these ventures are set to fail or succeed depends on whether executives learn some important lessons.

★★★★★ ESSENTIAL  
★★★★ VERY GOOD  
★★★ USEFUL  
★★ FLAWED  
★ DON'T BOTHER

## WHERE I AM TODAY

## Q&amp;A



## MATT ARCHDALE, DIVISIONAL FINANCIAL CONTROLLER, GKN AEROSPACE ENGINE SYSTEMS, SWEDEN

### WHEN DID YOU QUALIFY AS A CA AND WHO DID YOU TRAIN WITH?

I qualified as a CA in 2008 with EY in Birmingham.

### BRIEF CAREER HISTORY

I progressed into EY’s Valuation & Business Modelling team within the Transactions practice post qualification and spent a hugely enjoyable four years performing specialised financial modelling projects and developing cutting edge analytic techniques and products with some really bright people. In late 2011 I joined GKN’s Aerospace Division as M&A manager and was immediately immersed in leading the acquisition modelling of GKN’s acquisition of Volvo’s Aerospace division. Eight months later we successfully completed the \$1bn acquisition of Volvo Aero (now renamed Engine Systems), and I moved straight into leading the financial integration of the group into GKN. In summer 2013, I moved to Sweden to take up the divisional controller role.

### WHAT DOES YOUR JOB INVOLVE?

I act as the “spider in the web” for our businesses. With 14 sites across four continents, there is always something interesting happening. I manage the structure and processes for effective planning and strategic decision-making, and perform analysis and reporting to the executive leadership team. I work with our businesses to drive standardisation and commonality into our processes, and create bespoke “tactical solutions” when the more robust and long-term systems are still in the making.

### WHO DO YOU REPORT TO?

I report to the CFO, Engine Systems, with a dotted line into the CEO.

### WHAT’S THE BEST THING ABOUT YOUR JOB?

Taking highly complex matters and breaking them down in order to make high-level strategic decisions makes me tick. I love the fact I get to be inventive almost every day.

### ...AND THE WORST?

Having to accept not everything can be done at once.

### PROUDEST MOMENT SO FAR?

Playing a significant role in completing, and then integrating the Volvo Aero deal. It was a huge team effort that attracted a lot of national and international attention, and a lot of people dug very deep to make it happen. Seeing something you worked at the core of so intensely get so much positive coverage is very rewarding.

### HOW’S YOUR WORK/LIFE BALANCE?

It’s easy to want to “have it all” but I try to be realistic. I stay when I have to and go home when I can.

### WHAT DO YOU DO TO RELAX?

My five-year-old daughter has a built-in antenna that tells her if I’m anywhere close to a state of relaxation, and she intervenes.

### HOW HAS YOUR TRAINING AS A CA HELPED PREPARE YOU FOR YOUR ROLES IN M&A, FINANCIAL MODELLING AND INTEGRATION - IF IT HAS?

I appreciate the value of my CA training more and more as my career progresses. No matter what the challenge, be it a business issue or something more finance technical, there’s always some foundation that I am able to build from. This provides a level of confidence and versatility that I see in many CAs.

### WHAT SINGLE PIECE OF ADVICE WOULD YOU GIVE FOR A CA LOOKING TO PURSUE THIS CAREER ROUTE?

Say yes when opportunities arise – don’t worry about what you can’t do, but focus on what you can do – you will surprise yourself. Opportunity breeds opportunity.

“Taking highly complex matters and breaking them down in order to make high-level strategic decisions makes me tick. I love the fact I get to be inventive”