



# The view from the CEO

Like the first six months of 2017, the innovations and advancements occurring in the world of technology seem to be arriving on our doorstep at an ever-increasing pace!

As much as we welcome them, they also bring with them a myriad of challenges - from trying to cut through all the hype and inherently understand the benefits and the risks, to the ease or otherwise of implementing such opportunities as part of our sourcing strategies. And all whilst continuing to move at pace so as to gain competitive advantage!

It seems the world of sourcing never stands still. As digital transformation becomes increasingly mainstream there has been a raft of mergers and acquisitions over the last twelve months across a number of verticals within the ecosystem as businesses seek to secure access to future skills, or bolt on capabilities that strengthen their overall value proposition. Plus of course we've also had to deal with the added complexities brought on by Trump, protectionism, the signposting of GDPR

and the NHS  
cyberattack.

The GSA has been busy too; we've inducted a new member council, celebrated sourcing in our Professional Awards programme, launched a Women in Sourcing Mentoring

Programme, delivered a one-day conference for the public sector, created and delivered Automation User Groups in Leeds, London and Manchester, undertaken industry satisfaction research, showcased some leading-edge technology in our Digi-Tech conferences and launched the GSA Manifesto at our UK Annual Symposium. We've also been influencing on the world sourcing stage in countries like South Africa, Costa Rica and the US, and working hard alongside countries like the Nordics, Sri Lanka, Ukraine, Portugal, Romania, Poland, India and China to keep abreast of sourcing developments occurring there.

For all the technological advancements impacting our industry (do I really need to mention automation?), the fundamentals that underpin sourcing are just as important now as they were when the first outsourcing contracts were inked; strategic leadership, relationship engagement and service relationship management, as well as transparency and competencies and capabilities. Yet, it's astonishing how some businesses still seem to neglect these fundamentals in favour of the shiny new technology, and then wonder why their service arrangement isn't working.

If the remainder of the year is as chaotic and unpredictable, then hopefully those of you who attended our Annual Symposium in June would have come away better informed about the challenges ahead, and applying the learning so you can move forward to a position of strength. Rest assured, we are already hard at work looking at content for next year. In this respect, if you have been asked for feedback then please do take a few minutes to let us know your thoughts, we read every single comment.

In the meantime, I'd like to acknowledge all the speakers, sponsors, exhibitors and attendees across our entire programme of events this year – thank you so much for your support, we really wouldn't be able to deliver these events without you. I look forward to catching up with many of you at a future GSA event, and do hope you will continue to be part of it.

Best regards,

**Kerry Hallard, CEO, GSA UK**

