



CIOReview

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Competing in an Era of Disruptive IT Changes

When we talk to leading CIOs about how they think and what they do, two major themes emerge: disruptive technologies and customers.

They understand some of the most intriguing modern technologies are redefining how companies compete. CIOs are carving out significant time to focus on building relationships with business leaders. CIOs are driving business innovation, cultivating partnerships and developing business strategy.

We also asked CIOs to share what they see as a big challenge in technology to meet enterprise needs in 2014, what solutions they will look forward to and their expectations from technology providers for the enterprise. This being a neutral platform, CIOs shared their true insights without any obligations to a particular vendor.

The roast of insights we present in this book will help CIOs and IT leaders across the board to learn a lot from their peers in the industry.

We believe CIO Outlook provides readers with leadership-oriented, relevant and timely insight into the business challenges that are top-of-mind for forward-thinking IT executives. Since we present to you insights from CIOs from different industry verticals, we believe there is scope for cross-pollination of ideas.

Our Editorial team also evaluated over thousand solution providers and selected a handful of them to be profiled in CIO Outlook 2014 so you can gain a comprehensive understanding of what technologies are available, which are right for you, and how they shape up against the competition. The solution providers featured in CIO Outlook 2014 provide a look into how their products work in the real world. We believe this information will help you, while you make your IT decisions.

We would love to hear your experiences of leveraging technology to steering your business. We would also look forward to provide you with more information on enterprise IT that will help you embrace new concepts, pursue new strategies and acquire new leadership skills.

Pradeep Shankar
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Investing In Better Decisions



David Kepler

David Kepler
EVP, Chief Sustainability Officer and CIO
Dow Chemicals

Dow is an American multinational chemical corporation headquartered in Midland, Michigan. In 2013, Dow had annual sales of more than \$57 Bn and employed approximately 53,000 people. The Company's more than 6,000 products are manufactured at 201 sites in 36 countries across the globe.

Big insights

In large enterprises the challenge remains balancing the leverage of past investments while staying fresh and current at the interface with the customer. It is also the integration of weaving external information into the fabric of decision making. It's not just "Big Data", its "big insights".

Securing enterprise from attack

It's securing the enterprise from attack. We are on a cycle where a few individuals can have a huge impact on the networks and systems of companies and countries. As CIOs we need to change the paradigm from security software to securing software and solutions by design.

Analytics for improving productivity

Much of IT investment over the last 20 years has been focused on improving work (productivity) followed by enhancing the customer interface. Leading companies need to now invest in better decisions from that foundation.

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My role as a CIO

As someone who has been a CIO for over a decade in the same company you are always learning while staying on top of technology trends. It's really not about technology; it's about finding ways to work across the company because the technology enriches the experience of our customers with our company.

Advice for fellow CIOs

Understand your company, be open to change and comfortable with failing at times, and focus on using technology for visible value to enrich your customers, employees and company.