



YOUR GUIDE TO THE FUTURE



SINGULARITY[®]
UNIVERSITY

PREPARING YOUR BUSINESS TO THRIVE

in an Unpredictable Future

**The business world is
changing before our eyes.**

Technologies long considered science fiction are becoming mainstream. Greater access to knowledge, funding, and digital distribution platforms are reducing time to scale and redefining traditional business models.

And perhaps most importantly, we still face massive global challenges—like water, food, healthcare, energy—that individuals and organizations must unite to tackle.

It's not enough to simply keep up and try to survive.

Many CEOs are unaware of the forces that will impact them in the future.

Singularity University helps companies stop playing defense and start playing offense.

The pace of change is only getting faster. It's critical to understand breakthroughs happening across multiple industries, as disruption often comes from outside of your traditional competitive set.

Leaders must understand and harness the power of new disruptive business models before they're used against them (think Airbnb vs. Hilton, Uber vs. Yellow Cab, Dollar Shave Club vs. P&G).

Through our cutting-edge curriculum and world-class faculty, Singularity University helps organizations transform into agile and adaptable companies empowered to leap into the future to drive disruption and achieve exponential results.

**Follow the path of incremental improvement and risk disruption.
Singularity University helps you make the exponential LEAP.**

Your Partner for Driving Innovation & Impact in an Exponentially Accelerating World

Founded in 2008 by Peter Diamandis and Ray Kurzweil, Singularity University is dedicated to helping leaders understand and apply exponentially accelerating technologies to create the future we want to live in. Headquartered on the campus of NASA Research Center in Silicon Valley, Singularity University offers on-campus and digital education courses, future ideation and disruption workshops, prototyping and business model generation services in our innovation lab, as well as global summits and conferences to corporations, entrepreneurs, NGOs, non-profits, academic institutions and government leaders.



Peter Diamandis

Cofounder & Executive Chairman, Singularity University
Founder & Executive Chairman, XPRIZE



Ray Kurzweil

Cofounder & Chancellor, Singularity University
A Director of Engineering, Google

**“SINGULARITY UNIVERSITY—
WHERE THE WORLD’S
BRIGHTEST MINDS
CONVENE TO ATTACK
THE WORLD’S TOUGHEST
CHALLENGES.”**

—Bloomberg TV

FROM AWARENESS TO ACTIVATION



Our Recipe for Transformation

We help business leaders understand and respond to exponential change by taking them through four phases of transformation:
Educate, Ideate, Incubate, and Leap.

Awareness of exponential technologies does not translate to transformation. Action does.

01

EDUCATE

See the Future

First, leaders must **see** the breakthroughs happening across a number of technology fields. In this phase, participants will learn the fundamentals of exponential thinking, drivers of today's accelerating pace of change, emerging technologies and business models, and implications for their organization.

02

IDEATE

Design the Future

Second, leaders must determine the implications of these forces and **design** several new potential futures for their organization. You will identify new opportunity spaces informed by emerging technologies, business models, and global grand challenges, as well as generate concepts for prototyping.

03

INCUBATE

Build the Future

Third, leaders must experiment and **build** a portfolio of new spaces to formulate a point-of-view on emerging technologies and the feasibility of potential new businesses. Participants will find collaboration and development partners while rapidly experimenting at Singularity University Innovation Lab and then preparing vetted proofs-of-concept for pilot and scale.

04

LEAP

Become the Future

Finally, leaders must **become** an agile, adaptable organization ready for the future. This phase helps participants explore new exponential business models outside their core to ensure that they can jump ahead of the market and accelerate their business into the future.

THE TRANSFORMATION JOURNEY:

From Evolution to Revolution

EDUCATE

Custom Program

A 1–2 day deep dive for executives (at SU or a venue of your choosing).

Digital Education

A hybrid (virtual+on-site facilitator) training program for cross-functional innovation leaders and practitioners.

Innovation Partnership Program

Executive Program

Exponential Conference Series

IDEATE

Workshops

Stimulate ideation through provocation from tech, sci-fi, global grand challenges.

Open Innovation Challenges

Source ideas through open or closed communities.

Tech Scouting & Strategy Sprint

Source ideas and partners by deeply understanding startup, investment, and R & D activity in a specific technology field.

INCUBATE

Prototype Sprint

Develop quick prototypes using the latest exponential technology at our in-house prototyping lab.

Team Incubation

An immersive program to develop an idea into a solution and teach teams to think, act and build like a startup.

03

LEAP

Corporate Accelerator

Send a team to SU Labs to work alongside entrepreneurs and intrepreneurs to build new businesses.

Business Model Sprint

Explore how exponential your company is today and could be tomorrow by adopting new methods and business models.

04

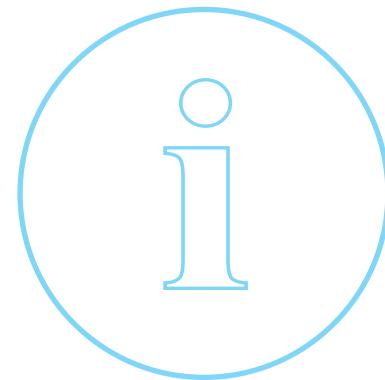
EDUCATE

See the Future

The future is blurry. Singularity University can help you and your organization bring it into **focus.**

Humans are programmed to think linearly, but the wave of new technologies and human knowledge is advancing exponentially. Linear thinking creates organizational blind spots, restricts disruptive innovation efforts, supports risk aversion and leads to a sense of complacency in lieu of a much-needed sense of urgency.

The **EDUCATE** phase is designed to help your team see the future impact exponential technologies and new business models will have on your company and industry, and empower you with new perspectives, insights and resources to help you take action and use these technologies to your advantage.



Highlights

- Learn how emerging technologies and trends will impact your business and industry.
- Align leadership on implications and opportunities.
- Create a sense of urgency and an action plan for transformation.

Participants

- Individual executives
- Small to medium groups of senior executives
- Medium to large groups of intrapreneurs and employees





Our Perspective

The World's Biggest Challenges Are Also the Biggest Business Opportunities

Large organizations have an enormous opportunity to leverage their greatest strengths—brand, expertise, global reach, partners, distribution network, and beyond—to help tackle the most pressing problems facing humanity. Global Grand Challenges (GGCs), like education, energy, environment, food, global health, water, poverty, and security, are massive opportunities to drive both bottom line and social impact.

EDUCATE

Programs



Custom Program

Designed to educate senior executives on today's most disruptive forces and help them determine the implications to their business and industry. Participants identify and prioritize new opportunity spaces, evaluate relevant methods and tools, and align on their role and next steps in catalyzing change inside their organization.

Expected Outcomes

- Gain awareness and knowledge of exponential technologies and disruptive influences.
- Develop an exponential mindset and common language.
- Align leadership on why innovation matters and their role in supporting it.
- Prioritize new growth opportunities beyond your core business.
- Create a strategic roadmap and action plan for the future.

Program Length

1-3 days

Digital Education Program

Expose the next level of leaders to similar curriculum that will drive alignment deeper into the organization. The Program is delivered through a mix of digital content, in-person facilitation and an on-site innovation lab. Participants emerge with a clear view of the future and greater clarity on how their leaders view the organization's innovation agenda.

Expected Outcomes

- Gain awareness and knowledge of exponential technologies and disruptive influences.
- Understand why disruptive innovation matters and how your leaders plan to support it.
- Apply what you learn by completing a Capstone Project.
- Identify growth opportunities beyond your core business.
- Unlock ideas and potential projects for incubation.

Program Length

Two days at your office plus pre-work and ongoing post-program content and support delivered via a digital learning portal.



There are a number of additional ways to experience Singularity University.

Innovation Partnership Program

This program convenes c-level executives from Fortune 500 companies to explore how to transform their businesses into disruptive organizations. The three-year membership includes Awareness, Application and Action activities throughout the year and actively fosters collaborations between members.

Executive Program

This six-day program takes an audience of action-oriented executive leaders from corporations, startups, nonprofits, governments and academic institutions through a deep dive into exponential technologies and trends. The Program is highly interactive and provocative and often results in both personal and professional transformation.

Exponential Conference Series

Explore the intersection of Singularity University's perspectives on emerging trends in future-shaping conferences focused on specific verticals such as Finance, Medicine & Healthcare, and Manufacturing, as well as our cross-industry Global Summit. Because our curriculum is multidisciplinary, participants experience far more than the "usual suspects" and learn about advances in a variety of fields that may have a disruptive impact on their industry.



EXPONENTIAL FINANCE



EXPONENTIAL MEDICINE



EXPONENTIAL MANUFACTURING



SINGULARITY UNIVERSITY GLOBAL SUMMIT



“Having access to SU’s top-notch talent can benefit your strategy thanks to their vision on how industries are disrupted one after another.”

Antonio Bravo Acín

Head of Strategy & Planning for Business Development Growth Markets, BBVA

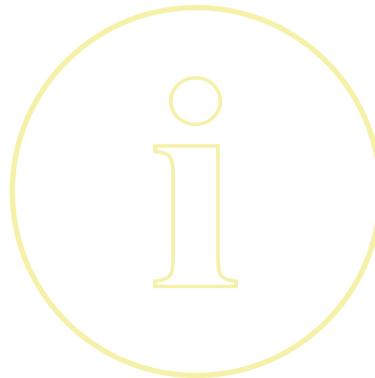
IDEATE

Design the Future

Once you've seen the future, the next step is to **IDEATE** to identify big, new opportunity spaces and generate a large volume of concepts to explore.

Generating ideas is easy. Generating breakthroughs that can leapfrog business-as-usual and inspire disruptive new business models is hard.

The **IDEATE** phase helps companies identify potential business opportunities that aren't currently on their radar. We stimulate ideation using a range of provocations and approaches: emerging technologies, new business models, industry and macroeconomic trends, Global Grand Challenges, startup and VC monitoring, expert perspectives, 'beginner's mind' exercises, empathy activities and future-back analysis.



Highlights

- Identify new opportunity spaces beyond your current line of sight.
- Generate ideas and concepts ready for rapid prototyping.
- Use both traditional and avant-garde approaches for sourcing, developing, refining and selecting ideas.

Participants

- Core leadership
- Small teams

SU Advantage

Welcome to SU Labs

It's time to build. SU Labs brings solutions to life by providing an inspirational and collaborative environment that helps large organizations create exponential solutions today for tomorrow's biggest opportunities.

IDEATE

Programs

Singularity University helps companies develop breakthrough ideas resulting in a portfolio with potential for exponential growth to catapult your organization into the future.



Workshops

In our Disruption Workshop, a diverse range of technology, design, and innovation experts provoke your team's thinking by answering questions like, "How would you disrupt this company?" and "If you were this company's CEO, where would you double-down?"

In our SciFi Workshop, we 'begin with the end in mind' and define ideal future states, based on everything we know about accelerating technology and trends. Science fiction writers, illustrators, designers, and technologists collaborate to bring these new worlds to life. Then we work backward to develop a realistic roadmap for getting there.

Through world-class facilitation and application of our Design for Exponentials framework (think: design thinking in an exponential world), teams will push boundaries and ideate far beyond business-as-usual.

Expected Outcomes

- Generate new future-focused ideas and concepts that leverage exponential technologies, Global Grand Challenges, and other disruptive forces and prepare for rapid prototyping.

Program Length

1-2 days



Tech Scouting & Strategy Sprint

This sprint delivers a thorough evaluation of a specific technology or trend relevant to you. Our experts will show you where it is today, where it's projected to go, startup and VC activity, academic R&D lab projects and more.

Expected Outcomes

- Deeply understand a specific technology or trend
- Identify Build/Buy/Partner opportunities

Program Length

2 months

Open Innovation Challenges

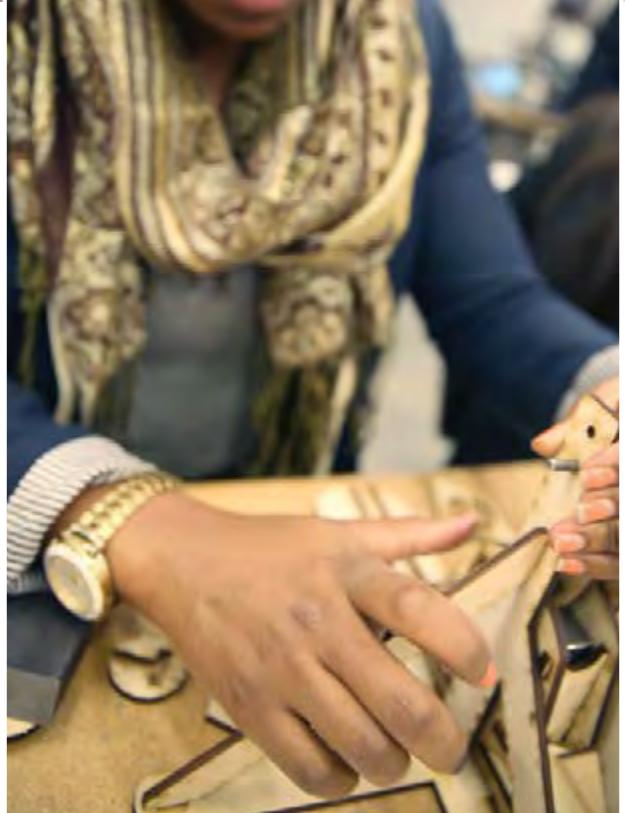
Leverage the wisdom of the crowd to source breakthrough ideas and concepts. The best ideas are presented at an event where you'll select winner(s) to transition into incubation and rapid prototyping.

Expected Outcomes

- Ideas with disruptive potential sourced from inside or outside your organization

Program Length

8-12 weeks



INCUBATE

Build the Future



Once you have a portfolio of disruptive ideas, it's time to test, learn and rapidly iterate your way to a proof-of-concept that's ready to pilot and scale.

Many large companies come up with a great new idea, throw a lot of money and a team at it, and launch a fully developed product a year later, only to realize the market has moved and the product is irrelevant. The only way to win big is to make a lot of small, quick bets. This kind of experimentation requires a certain comfort level with failure, which is critical to success.

The **INCUBATE** phase helps companies conduct fast experiments. We ensure every experiment has a clear hypothesis and strong potential value proposition to the company. Then, by collaborating with startups and our development partner network, and leveraging our on-site innovation lab, we develop prototypes and validate them in the market.

Highlights

- Source potential collaboration and development partners.
- Build low-fidelity prototypes.
- Run experiments to test, learn and iterate our way to a validated proof-of-concept.

Participants

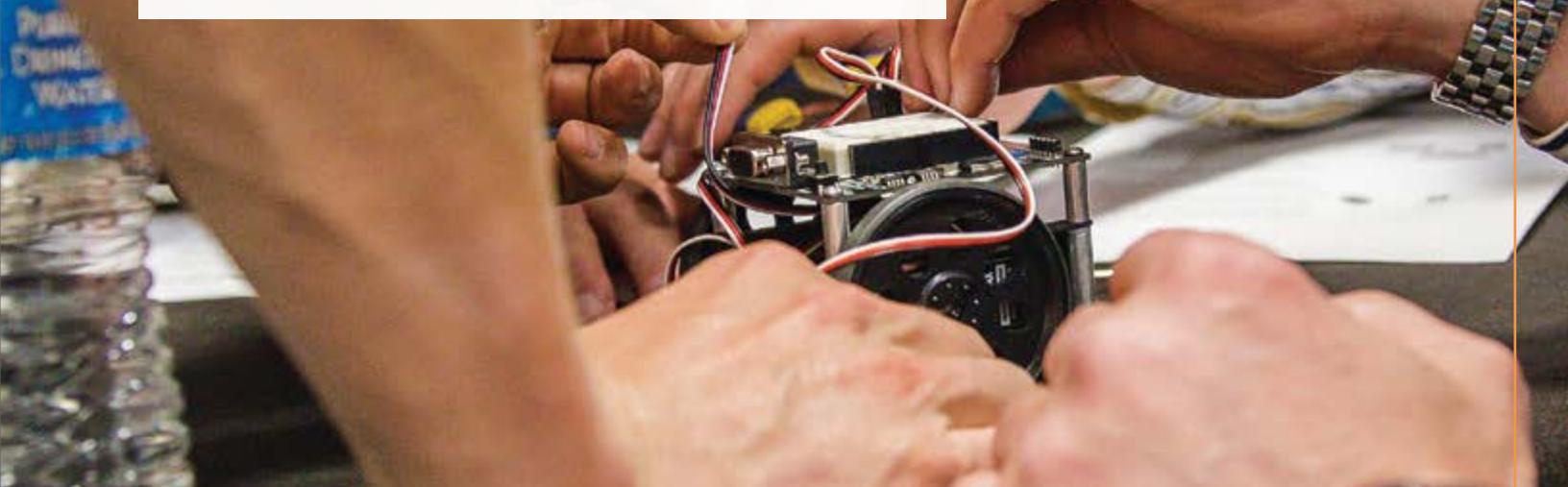
- Small innovation teams



“If I had to point to one thing that’s made the biggest difference at Intuit it was to change how we make decisions, whenever possible, from decision by bureaucracy, PowerPoint, persuasion, position, power to *decision by experiment*. ”

Scott Cook

Founder and Chairman of the Executive Committee, Intuit

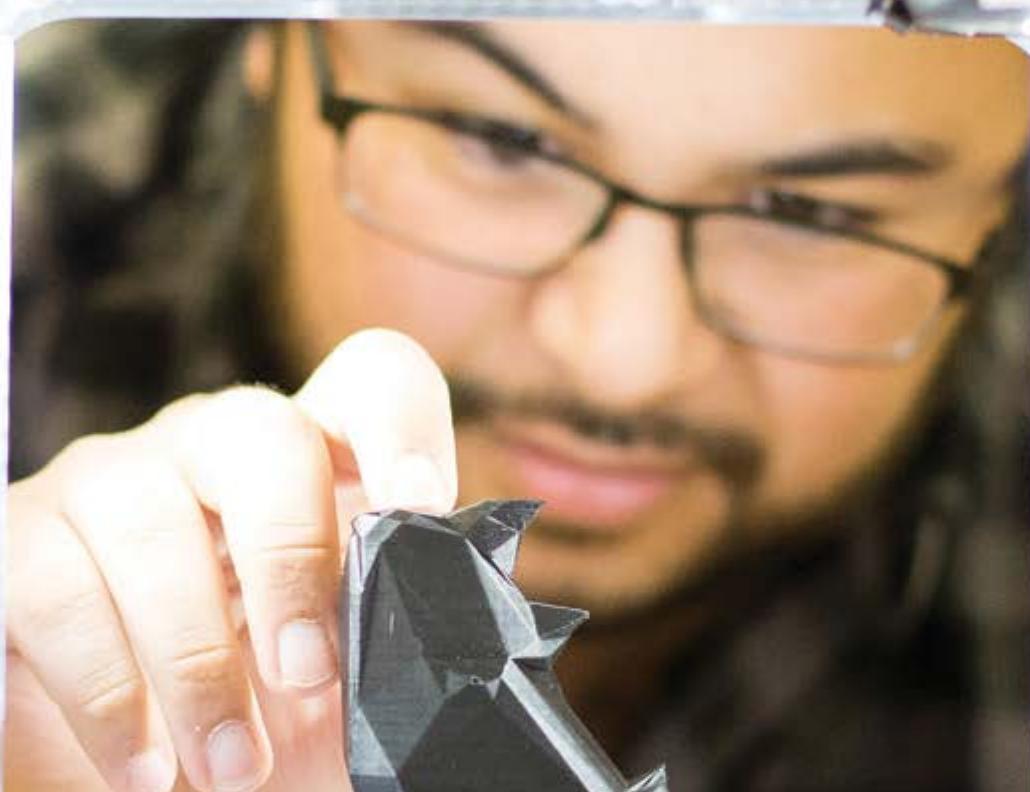


SU Advantage

A Global Ecosystem at Your Fingertips

By working with Singularity University, you’re joining a global network of passionate, action-oriented change-makers—entrepreneurs, government leaders, corporate innovators, non-profits/NGOs, educators, and venture capitalists—who are eager to connect and collaborate for ideation, provocation, partnership, and development support.



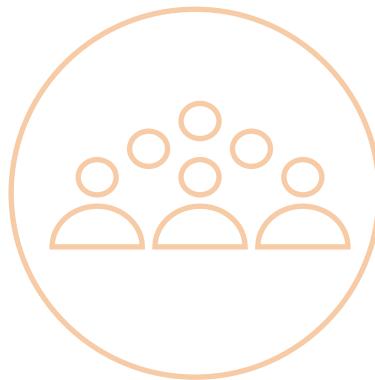


“Failure and invention are inseparable twins. Most large organizations embrace the idea of invention, but are not willing to suffer the string of failed experiments necessary to get there. Outsized returns often come from betting against conventional wisdom, and conventional wisdom is usually right.”

Jeff Bezos
Founder and CEO, Amazon

INCUBATE

Programs



Prototype Sprint

Build low-fidelity prototypes to test big ideas. Companies often think it's impossible to prototype a solution that uses an exponential technology, but it's easier than you think. We start with an idea, develop an early concept, explore and design a user experience, create personas and customer journeys and build a working prototype. We also perform real-time customer validation to (in)validate hypotheses and improve user experience.

Expected Outcomes

- Build a low-fidelity prototype to help test a big idea.

Program Length

12-week* development cycle, completed in 2-week sprints.

Team Incubation

A more immersive experience teaches your team how to prototype and test disruptive ideas. By applying our *Design for Exponentials* methodology, we help teams move from concept to design and development to working prototype.

This program includes three 1-day workshops and six 2-week sprints. Additionally, teams benefit from a dedicated mentor, weekly coaching sessions, product design direction and support and co-working space with our Accelerator and portfolio companies.

Expected Outcomes

- Apply our *Design for Exponentials* methodology to quickly move from idea to prototype.
- Develop and test a working prototype of a big idea.
- Learn how to be an impactful intrapreneur and help your company act more like a startup.

Program Length

12 weeks*

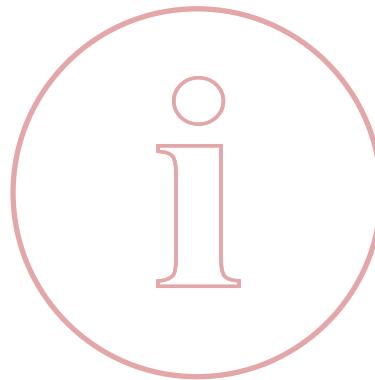
* Technology stack, complexity, and IP can increase the scope and require additional time.

LEAP

Become the Future

Once you have a new market-tested prototype, it's time to determine the business model and organizational structure needed to commercialize it. Should you build an internal team, establish a new business unit, or treat the new product like a startup?

The **LEAP** phase helps organizations turn a new product or service built on exponential technologies into a successful future business by preparing it to scale outside the core business. We help teams understand, evaluate and apply the latest thinking in business model design with an eye toward the future. We explore emerging ways to structure a team to support the new venture. Together, these new approaches can serve as a launchpad for disruptive solutions with the potential to leap forward and become new core businesses in the future.



Highlights

- Evaluate emerging business models to prepare a new product or service for exponential growth.
- Optimize team structure and organizational models to support new business models and emerging disruptive solutions.
- Diagnose inefficiencies or gaps in leadership, operations, and brand that must be addressed to ensure success.

Participants

- Executive Leadership
- Small team(s) from your organization

SU Advantage

Execute like a Startup

SU Labs helps large company innovators experience first-hand what it takes to think and act like a startup while leveraging the strengths of a large company.



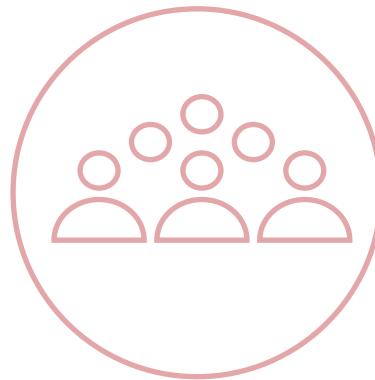
“Technological change is exponential, contrary to the common-sense ‘intuitive linear’ view. So we won’t experience 100 years of progress in the 21st century—it will be more like 20,000 years of progress.”

Ray Kurzweil
Cofounder & Chancellor, Singularity University
A Director of Engineering, Google





LEAP Programs



Corporate Accelerator

Collaborate with SU Startup Accelerator companies, as well as our incredible roster of faculty experts, mentors, and coaches to evolve a prototype into a Minimum Viable Product. Learn how to incorporate exponential technologies and operate like a startup. Then learn from the market, gaining customer feedback and iterating the solution to achieve product-market fit and position for scaling. The program concludes with live pitches to the SU community, investors and corporate sponsors.

Expected Outcomes

- Validate customer willingness to pay and market need.
- Gain valuable customer feedback.
- Iterate your solution to reach product-market fit.

Program Length

8 weeks



Business Model Sprint

Develop an exponential technology development plan to quickly commercialize solutions using new business models and paths-to-market. We also analyze best practices in creating nimble organizational structures, teams, and processes that enable you to leap your new product forward and serve as a foundation for rapidly responding to new technology shifts and deploying new solutions.

Expected Outcomes

- Create a business model to prepare a new venture for exponential growth.
- Investigate the right organizational structure, team and processes to support exponential growth.
- Develop an internal plan to secure support and resources, and a roadmap for commercialization of new exponential technologies being developed.

Program Length

2 days

Startup State of Mind

Startups operate with an extreme sense of urgency because they have to, and because they can. Large companies have significant advantages over startups but it's a challenge to be as fast and nimble as they are. SU Labs helps large company innovators experience firsthand what it takes to think and act like a startup while leveraging the strengths of a large company.



IS YOUR ORGANIZATION PREPARED?



Why Singularity University

Singularity University serves as your guide to the future by helping companies make sense of and evolve their strategic road map to persevere in an unpredictable world. With a world-class curriculum rooted in futures thinking and exponential technology, you'll learn more than how to avoid disruption. You'll become the disrupter.

Focus on Global Grand Challenges

We're different from traditional learning institutions and consultancies because we empower organizations to apply exponential technologies to address humanity's grand challenges. Solving these challenges will not only transform business but the world.

Experts in Exponential Technology

Learn from world-renowned experts who understand the playing field, how technologies are converging (and why), potential implications to your industry, and who is on the forefront of a breakthrough.

Located in the Epicenter of Innovation

Located in the heart of Silicon Valley, the global epicenter of innovation, Singularity University provides direct access to the titans of technology and faculty with experience bringing innovation to life.

As Klaus Schwab famously said, "**There has never been a time of greater promise, or one of greater potential peril.**" The future is increasingly unpredictable and the threat of disruption across many industries is accelerating.

From educating and aligning business leaders on exponential thinking to prototyping solutions and creating an innovation roadmap, Singularity University helps organizations **SEE, DESIGN, BUILD, and BECOME** the future.



Let's Get Started

Contact your SU Strategic Relations partner today to craft the best path for your organization. Your future awaits.

sr@singularityu.org



Singularity University

OUR GLOBAL ECOSYSTEM

We strongly believe developing a worldwide network of innovation ecosystems will help solve the global grand challenges and achieve maximum impact.

When you work with us, you're joining a global network of innovators pointing their collective passion, knowledge, networks, resources and bias for action at tackling the world's biggest problems.

Become a Global Partner

We welcome partnerships and collaboration with companies, individuals, educational institutions, and other innovative organizations worldwide. By supporting our commitment to solving humanity's grand challenges, you'll be acknowledged as a vital member of the Singularity University community and expand your global reach. To learn more, please contact your Strategic Relations partner or email sr@singularityu.org.

We convene *six key groups* in our community to create global impact.

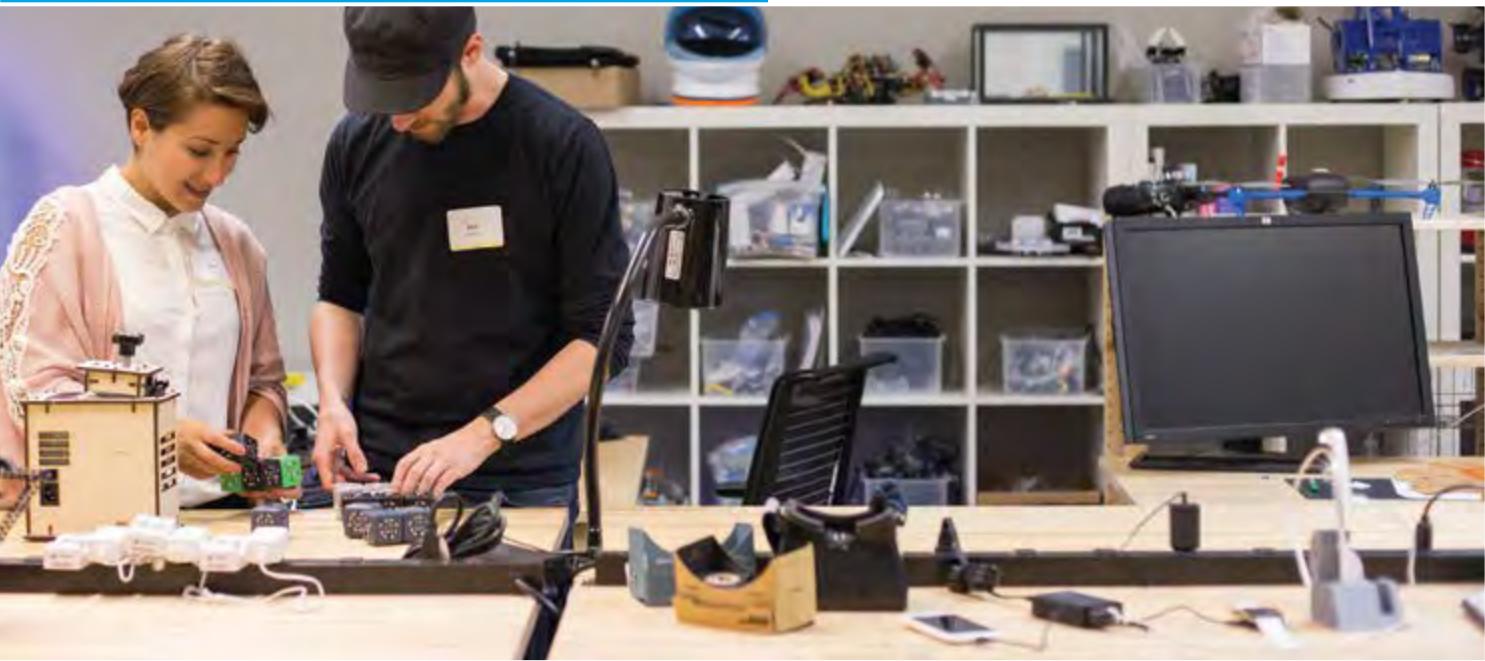


ABOUT SINGULARITY UNIVERSITY

Singularity University's mission is to educate, inspire and empower a generation of leaders to apply exponential technologies to address humanity's grand challenges.

Since 2009, SU has hosted entrepreneurs, industry leaders and government officials from more than 85 countries and has prepared both individuals and organizations for exponential technology changes through a series of events, conferences, and education programs. SU's Founding Corporate Partners include Genentech, Autodesk, Cisco, ePlanet Ventures, Google, Kauffman Foundation and Nokia.





Singularity University

NASA Research Park
Building 20, South Akron Road
MS 201
Moffett Field, CA 94035

1.650.200.3434
singularityu.org



Check Out Singularity Hub

Your Source for Inspiring Stories that Shape the Future

Subscribe to SingularityHub.com for daily news coverage, articles, analysis, and insights on key breakthroughs and future trends in exponential technologies, curated by Singularity University staff and faculty.

“The only constant is change, and the rate of change is increasing.”

—Peter Diamandis



singularityu.org