

REINVENTING THE ENTERPRISE

Exponential Technology
Trends That Will
Define the Future



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REINVENTING THE ENTERPRISE

Exponential Technology Trends That Will Define the Future



*If necessity is the
mother of invention,
exponential change is
the mother of reinvention.*

Nick Davis, Vice President,
Enterprise Solutions & Corporate Innovation
at Singularity University



Introduction

Organizations around the world are fond of describing themselves as innovative—but what does that really mean? In the past, the term "innovation" has been tossed around freely to build promotional buzz for products ranging from kitchen gadgets to bird feeders and yoga gear.

Decades of evidence show that the pace of technological change is not incremental, but exponential and accelerating. There's no doubt that investments in technology infrastructure and automation have helped organizations streamline operations and gain efficiencies. But as exponential technologies continue to transform

entire industries, enterprise organizations are challenged to reinvent themselves for future growth, before their competitors do.

In this ebook, we'll explore how to map out a powerful future growth strategy, dive into examples of exponential technologies driving change, and learn the lessons of organizations that have achieved lasting success through corporate reinventions.

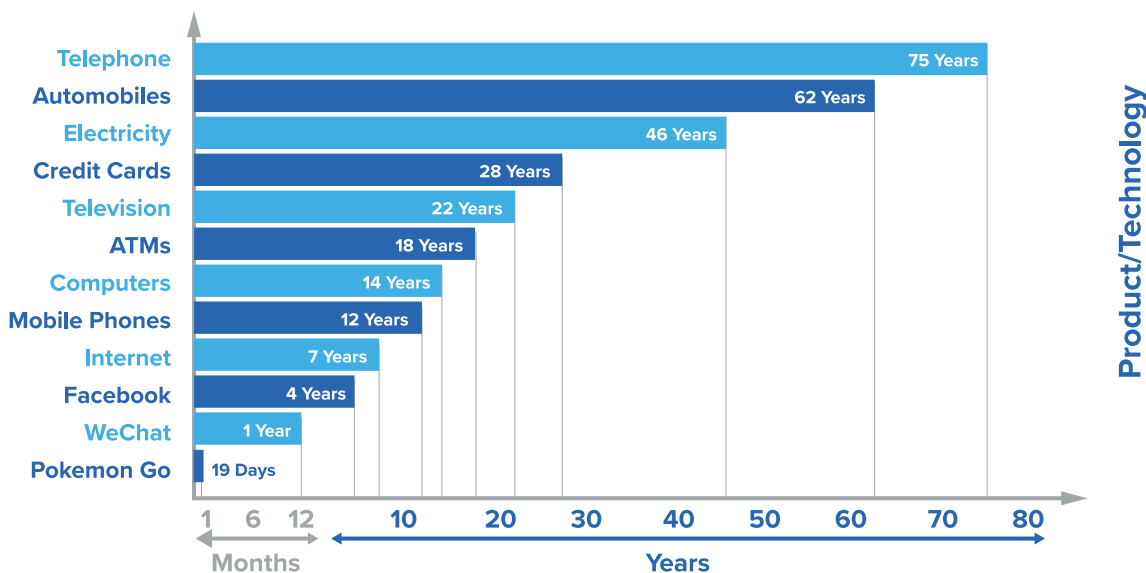
Rapid Development—and Global Adoption

Innovative technologies are emerging more rapidly, resulting in the reinvention of every organization and industry. But the pace of change goes beyond rapid development—new solutions are also achieving global adoption at unprecedented rates.

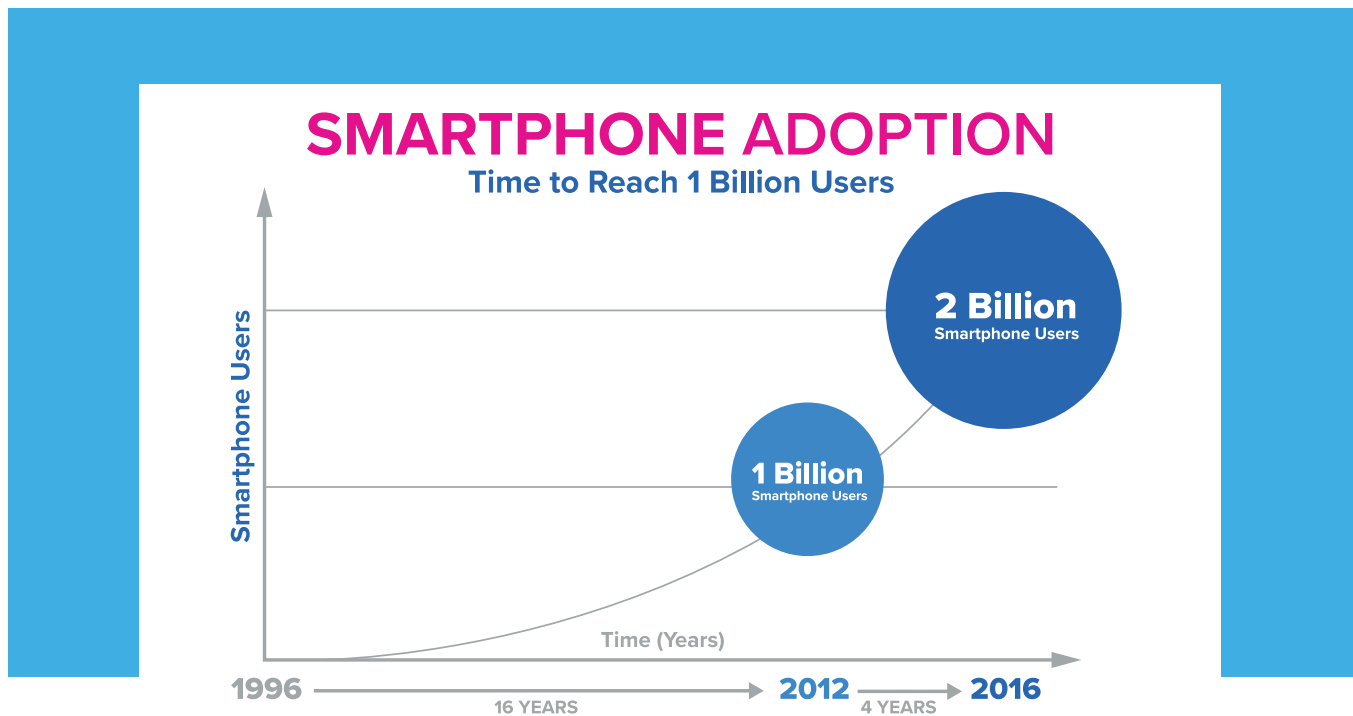
- Consider the telephone, a game-changing technology in its day. It took 75 years for landline phone usage to reach 50 million users (see below).
- Compare that to the adoption of mobile phones, which took 12 years to reach the 50 million user mark.
- Pokémon GO reached 50 million users in just 19 days—a feat that was made possible because the game is built on top of other exponential technologies, including computer processing power, mobile phones, the internet, and augmented reality.

Now consider the growth of the smartphone, another breakthrough technology. The smartphone provides an important reminder for innovators: A key reason why exponential technologies accelerate so quickly is that they are built on the foundation of previous exponential

TIME TO REACH 50 MILLION USERS



<https://blogs.wsj.com/economics/2015/03/13/it-took-the-telephone-75-years-to-do-what-angry-birds-did-in-35-days-but-what-does-that-mean/> ; <http://www.visualcapitalist.com/how-long-does-it-take-to-hit-50-million-users/>



Source: Statista

technologies. For example, smartphones provided a foundational growth platform for many of today’s industry-leading companies, including Apple, Uber, Airbnb, and Square.

And to up the stakes a little, let’s think at the billion scale. The above smartphone adoption data demonstrates impressive growth rates, but the adoption curve is a little sluggish compared with today’s standards. In fact, today, it’s possible to reach 1 billion users *instantly*.

For example, in 2017, Google rolled out Smart Reply technology to more than one billion Android and iOS Gmail users in an instant. Smart Reply, a machine-learning powered feature that suggests three possible replies to an email message, was developed by a Google team led by SU’s Co-Founder and Chancellor, Ray Kurzweil. One day, Smart Reply was available to a limited number of Gmail users. The next day, with the flip

of a switch, more than a billion users saw [Smart Reply](#) capabilities in their inboxes.

We can expect the rate of acceleration in 2019 to be the fastest to date—and likely the slowest pace of change we’ll ever see from now on. As exponential technologies continue to emerge and converge, things will only change faster. That’s important as you consider what steps are needed to transform your own business from a linear to an exponential organization.

In this era of rapidly accelerating transformation, organizations of all types must develop the ability to innovate quickly. Many organizations are struggling to create the innovation-friendly cultures and continuous learning environments necessary to survive and thrive. The companies that are smart enough to spot the trends are in fact reinventing themselves.

Key Exponential Technology Trends to Watch

We're tracking several high-impact technologies that have the potential to transform all types of industries—and transform them more quickly than ever before. Are you monitoring these trends, and do you have a strategy for how to leverage these technologies? And these days, it's not just your own industry you need to monitor. Exponential technologies are enabling disruption from adjacent industries, too.



Exponential Technology Trends Driving Change

EXPONENTIAL TECHNOLOGY	IMPACT	LEARN MORE
Artificial Intelligence (AI)	Companies have been hyping AI for many years, to the point where some organizational leaders have stopped paying attention. But AI is improving by leaps and bounds, and the data and processing power that drive AI are becoming cheaper and easier to obtain—just a few reasons we're entering the age of AI.	Get more AI trends and insights
Augmented Reality & Virtual Reality (AR/VR)	AR and VR are also technologies that may be underestimated as toys for entertainment and gaming. But these technologies are improving rapidly and finding use cases in medicine, architecture, manufacturing, education, construction, and aerospace. In the near future, expect to see more AR events layered over your physical world.	Industry Insights Report: Exponential Trends in Manufacturing
Autonomous vehicles	A look at the A-list brands competing in this space—including Google, GM, Ford, Toyota, Tesla, and Volkswagen—suggests a large potential market. The global market is expected to reach \$65.3 billion by 2027 . It's a huge financial opportunity, and the impact on our daily lives may be even more profound than the introduction of mass-produced autos a century ago.	Video: From the front line of autonomous transportation
Blockchain	If there were a “Transformative Technology of 2018” award to recognize potential to transform the global economy, blockchain would be a leading candidate. The potential to eliminate third parties from transactions is driving a global market for blockchain that's expected to grow 59% between 2016 and 2024 .	Video: Blockchain for good

Exponential Technology Trends Driving Change, *continued*

EXPONENTIAL TECHNOLOGY	IMPACT	LEARN MORE
Data science	It's been said that data is the new oil in today's digital economy, but that may be underestimating data's impact. Data will continue to be a key driver of the global economy going forward, and scarcity is not a concern. The outlook is also good for the future of work, as LinkedIn recently identified Data Scientist as one of the fastest-growing jobs in the world.	Video: How data can change the world
Biotech, digital biology	Aging populations—and interest in slowing or stopping the aging process altogether—drive this sector. The ability to build human parts to replace failing organs and tissues or edit diseases out of our genomes is driving a biotech market that's estimated to be worth \$727 billion by 2025, according to Grand View Research .	Watch videos from Exponential Medicine 2018
Internet of Things (IoT)	IoT is not just a global network of interconnected gadgets—with the rapidly expanding range of wearables and personal devices, IoT is all of us. The growing number of global IoT-connected devices is expected to top 75 billion by 2025, according to Statista .	IoT: Smarter and more connected
3D printing and digital fabrication	3D printing is an exponential technology with disruptive potential far beyond what many people realize. Beyond transforming the way all types of products are designed, tested, and prototyped, 3D printing might reinvent traditional manufacturing and supply chains as well—a \$1.7 trillion opportunity according to Andre Wegner .	Video: The death and resurrection of an industry
Robotics	Robots and drones are becoming more affordable, efficient, and collaborative, enabling the robotics industry to achieve unprecedented growth. Collaborative robots that work safely alongside humans, like the LoweBot that can monitor inventory and help customers locate products, are leading the way.	Case study: Lowe's innovates with mixed reality and LoweBots

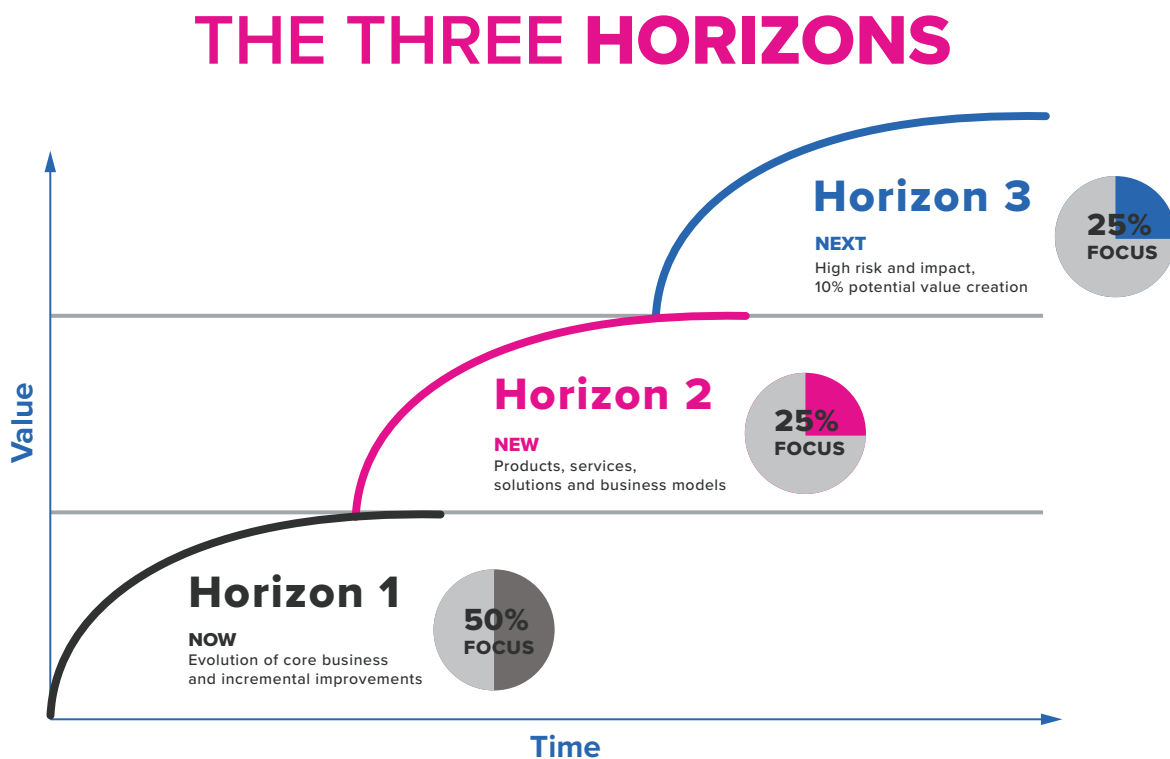
Reinvention Calls for Innovative Leaders

In today's highly competitive economy, technology advances at an exponential pace and companies seem to form and fail overnight. Defining exactly what innovation means is more critical than ever.

It's no longer useful for organizations to define innovation as simply creating profitable new products or services. In fact, there's no one-size-fits-all definition—each organization must create its own actionable definition of innovation, tailored to its unique priorities and goals.

See beyond the horizon

One planning tool that has proven useful to map future growth is called the Three Horizons. This framework first appeared in a book called *The Alchemy of Growth*. For optimal results, organizations must focus on innovation efforts in all three horizons concurrently, as shown below.



Horizon 1

This stage reflects your organization's current core competencies.

- Innovation here is focused on improving an existing product, service, or business model. For this example, we will focus on products and solutions.

- Value is driven by incremental improvements to existing core products or services. This is evolutionary innovation.
- Timing is often defined as a five-year phase, from the present through the end of your current product lifecycle. The timing will depend on your organization's unique products and services. Your current product roadmaps fit in Horizon 1.

Horizon 2

This stage is where your current roadmaps may end, and new solutions and business models are introduced.

- Innovations are new, and not necessarily tied to your core business. The core competencies of your R&D, sales, marketing, and executive teams are well-honed, with processes in place for capitalizing on emerging opportunities.
- Value can be found in identifying new revenue opportunities and in replacing older products, services, or businesses. Customer value is usually well-defined, using methods such as design thinking to help ensure success. This phase is revolutionary and can border on disruptive innovation.
- Timing is typically five to 15 years from today, for most products and services. This timing is subject to change based on product or service life cycles. Horizon 2 typically begins when your Horizon 1 product or service has completed 75% or more of its life cycle.



Horizon 3

This stage has the most potential risk and impact—and is the most important phase for long-term success.

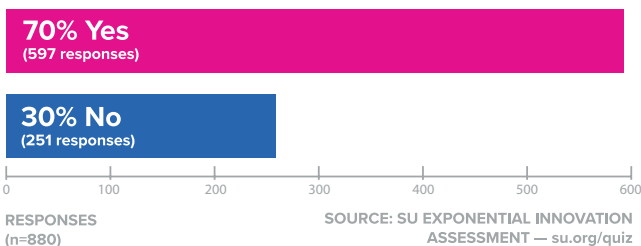
- It involves experimenting and working with solutions that are outside your current core competency. You may or may not have in-house capabilities to help you move Horizon 3 projects forward. It is critical to remain open and work with partners when gaps are present.
- It requires a VC-style mindset—know that 90% of your Horizon 3 projects could fail, but the 10% that succeed could cover all your losses. This phase is about thinking big. Singularity University calls Horizon 3 projects **moonshots** to help create an ambitious mindset.
- Projects typically become the core competency of your organization. These projects help ensure ongoing value creation and positive impact for your organization and customers.
- Value is often difficult to calculate until projects become more defined. When Horizon 3 projects are commercialized, they often achieve beyond 10x results. In creating your projections, these projects should be modeled with assumptions for cost and outcomes included. Innovators working in this phase should always ask themselves: will this solution create clear value in the future? If the answer is yes, then do it!
- Timing is typically 15 years in the future and beyond. You may find that some projects in this phase will have an immediate impact on Horizon 1 and 2 projects underway.

Mind the innovation gap

SU research shows that there's an alarming gap between organizations that claim to prioritize innovation and those that have actually created a documented innovation plan:

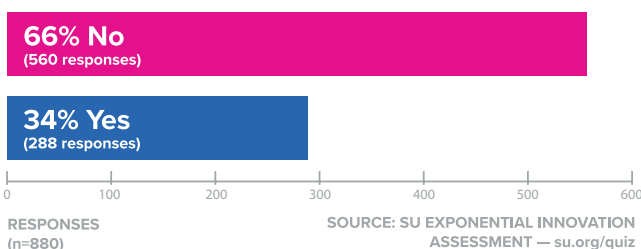
70% of organizations surveyed treat innovation as a top strategic priority.

Do your Board and Executive Team treat innovation as one of the top strategic priorities for your organization?



But only 34% have a documented action plan to implement an innovation strategy.

Does your organization have a documented action plan for implementing your innovation strategy?



Organizations that are considered the world's innovation leaders—Apple, Amazon, Netflix, and Tesla—have documented action plans and systems to continually measure and improve innovation programs and their progress. A key lesson from their success is that for innovation to truly be part of an organization's DNA, it must be prioritized and measured along with traditional organizational performance indicators such as revenues, expenses, brand equity, and bottom-line profits. Today's most innovative organizations constantly test new solutions and create customer-centric business models to drive future growth—and measure it all with state-of-the-art analytics.

Innovation is especially challenging in larger organizations, many of which are battling on two fronts:

- First, they're contending with more agile competitors that are quickly emerging within and adjacent to their own industries.
- Second, they must overcome their own entrenched risk-averse processes, cultures, and historical focus on short-term results.

The Innovation Leader's Checklist for Success

If you're charged with leading innovation in your organization, this checklist can help you accelerate your innovation practice, loop in the appropriate resources, and achieve better results.

Determine your current activities, and optimize your allocation across all three Horizons.

Have senior leaders perform a candid assessment of your organization's progress using the 3 Horizons framework. Ideally, you will have initiatives occurring across all 3 Horizons. Rebalance your organization's focus among the 3 Horizons according to our recommendations, if necessary.

Move beyond incremental growth and ad-hoc innovation.

Create an action plan that will push the limits of your team and redefine your organization's vision for the future. Identify and remove organizational and cultural barriers to innovation.

Understand the implications of emerging and exponential technologies.

Develop an organization-wide understanding of exponential technology trends, and their potential impact on your organization and industry. Understand how AI, robotics, IoT, blockchain, and 3D printing are rapidly changing the future of commerce and society.

Track relevant technology trends and their impact.

Think of this as setting up a radar to track technology trends and assess future scenarios for impact on your organization. Study trends to understand how and when to take action.

Benchmark your innovation readiness.

Create an inventory of existing innovation resources, processes, and areas of improvement in your current organization. For a quick start, take this [five-minute assessment](#) on innovation readiness to see where you stack up.

Track your progress.

Follow your innovation projects as they move through development stages to predict market impact and revenue outcomes. Tracking all projects through stages provides a useful view of overall innovation progress.

Monitor startups and commercial activity that might be potential disruptors, partners, or acquisition targets.

In hindsight, it's easy to see how innovators like Netflix, Instagram, Amazon, Airbnb, and Uber used exponential technologies to completely disrupt their industries. Develop the foresight to spot competitors and seize opportunities before it's too late.

Use visual data tools to track your innovation pipeline.

Use data visualization to assess your innovation activities, achievements, and contributions to the business—and provide your entire organization with an actionable view of innovation progress.

Create opportunities to challenge existing patterns and legacy approaches.

Connect your innovation team with talented peers outside your organization to provoke new ways of thinking—and generate new ideas, projects, and partnerships. Join a [global innovation ecosystem](#) such as the SU community!

Ensure you build a top-down and bottom-up innovation culture.

For example, consider open forums with innovation stakeholders and development teams to discuss projects that will define your organization's future success. In turn, your executive team should support and allocate resources across innovation horizons.

Reinvention: The New Imperative

Some of the world's largest industries are being transformed by agile companies that leverage exponential technologies to build disruptive solutions. To be successful, today's leaders must plan ahead and prepare to reinvent their organizations to succeed in an uncertain future.

In fact, in this time of accelerated transformation and soaring customer expectations, reinvention is as crucial to an organization's survival as its leadership, balance sheet, or business plan.

To many business leaders, exponential change means we're entering an era where our organizations must become better and faster at creating innovative products and services. Those who adapt to this accelerated pace of change win, while less agile competitors fall by the wayside.

But accelerating product cycles and innovation is just part of the picture. We often underestimate the impact of exponential trends because they

tend to start slowly before skyrocketing over time. In fact, we're entering a new era that requires us to reinvent not just ourselves and our organizations, but also entire product categories and markets.



Since I became CEO, 87 percent of the companies in the Fortune 500 are off the list...companies that don't reinvent themselves will be left behind.

John T. Chambers
former Cisco CEO

Lessons from the Masters of Reinvention

The scope of organizational reinvention reaches far beyond digitization. Successful transformations require a holistic organizational strategy that taps the talents of every department and individual.

Clearly, there are lessons to be learned from both fast-growing unicorns and big-name bankruptcies. But for insights on successful reinvention, the best lessons may come from organizations that have already successfully reinvented themselves—sometimes continually over many years.

Let's look at six organizations with demonstrated mastery in the art of reinvention, and some of the key strategies they have used to stay relevant and profitable.

Amazon discovered an entirely new business model

You may know the story of Amazon's extraordinary journey from an online bookseller founded in a Seattle garage to the world's largest retailer. It's estimated that Amazon drove 80% of ecommerce growth in 2018, according to [eMarketer](#).

You may not know that Amazon makes more money from its cloud computing business, Amazon Web Services, than it does from retail ecommerce sales.

In developing the technology infrastructure required to support its booming retail operations, Amazon discovered an entirely new business model that became Amazon Web Services. With ongoing subscription revenue from a broad range of offerings, Amazon quickly realized that Web Services held more profit potential than the slim operating margins of online retail.

Amazon reported 2018 net income of \$10.073B, a 232.11% increase from 2017, according to [Macrotrends](#). A look at Q1 2018 results reveals an interesting breakdown: Amazon Web Services produced \$1.4 billion in operating income, or about 73% of Amazon's \$1.93 billion in operating income for that quarter, according to [CNBC](#).

Today, Amazon Web Services is the cloud-computing platform of choice for iconic brands like Adobe, Airbnb, General Electric, Kellogg's, and Netflix.

Despite Amazon's normally secretive nature, founder Jeff Bezos—worth about [\\$146 billion](#) in 2019 and thought to be [the world's wealthiest person](#)—has occasionally spoken about the company's [wide-ranging future plans](#). In addition to cloud computing and AI-powered voice technology, the company has shown interest in aerospace, healthtech, and residential lending.

Apple reinvented its product category

The Apple brand is widely regarded as global standard for utility, stylish design, and performance. Its legions of loyal customers have propelled Apple to the top, and it became the world's [first trillion-dollar company](#) in 2018.

But flash back to 1997 when Apple was a struggling company at the edge of bankruptcy. After famously being fired from the company he co-founded, Steve Jobs returned to Apple and orchestrated what many consider to be the greatest comeback in business history.

It's worth noting that Apple's reinvention was driven not just by innovative products, but the reinvention of entire product categories and markets.

- The **iPhone** reinvented the smartphone category as we know it.
- **iTunes** reinvented music distribution as a platform.
- The **iPad** is widely credited with reinventing the tablet computer industry in 2010.

But just as Apple foresaw the declining growth of desktop computers in the 1990s, it also knows it must continue to reinvent itself beyond iPhones, iTunes, and iPads. In 2017, Apple let fans know it would continue its tradition of innovation, this time announcing the [reinvention of music in the home](#) with the HomePod, which combines an innovative smart speaker with its Siri voice assistant and Apple Music service.



American Express leads the charge in early financial innovations

American Express was founded during California's gold rush in 1850 when Western settlers relied on actual horsepower to move packages and currency across the country. The company has continuously reinvented itself and remains a leading financial services company today. American Express innovations include:

- 1882: Money orders
- 1891: Travelers Cheques
- 1922: Luxury travel tours and cruises
- 1958: First plastic charge card issued

That's quite a legacy of innovation. American Express continues to benefit from an upscale brand reputation and [strong stock performance](#) today, but it still must focus on reinventing itself to compete against Visa and Mastercard, as well as competitors like PayPal in the crowded payment processing space. As it continues to reinvent its brand for younger audiences, American Express is focusing on modernizing its rewards programs and forming new partnerships such as [co-branding with Amazon](#) on a small-business card.

LEGO made the jump to numerous adjacent industries

Founded in 1932 by a Danish carpenter who made wooden toys for extra income, the company perfected its famous system of interlocking plastic blocks in the late 1950s. LEGO enjoyed years of prosperity, but by 2003, sales had plummeted and the company faced \$800 million in debt.

Without losing focus on its core mission of “good quality play,” LEGO listened closely to its fans and began to think outside the blocks. The company strategically expanded its partnerships and movie sponsorships before launching its own LEGO feature film in 2014. The film was a huge success at the box office and is credited with helping to boost 2015 LEGO sales by 25%.

Today, the company’s brand has evolved to include entertainment projects including California and Florida theme parks, [television specials](#), and [more feature films](#). But the company has not lost sight of its core business, and still manufactures more than 120 million bricks a day. In 2017, LEGO reported its highest revenues in the [company’s 85-year history](#).

Nintendo dramatically expanded into new markets

Nintendo became a global phenomenon with the introduction of the Nintendo Entertainment System gaming console in 1985. But the Japanese electronics and gaming company actually started out [making playing cards in 1889](#).

Nintendo proved its innovation by partnering with the Disney corporation in 1959. By featuring Disney characters on its playing cards, Nintendo was able to expand its market beyond traditional games of chance to include children and families.

Nintendo later began producing arcade games and launched the first edition of its flagship [Donkey Kong](#) game in 1981. In addition to its financial success, the Donkey Kong series has seven Guinness World Records, including a record for the first use of interactive storytelling in a video game.

For fans feeling nostalgic for the video games of their youth, Nintendo now offers a modernized version of the classic Nintendo Entertainment System gaming console.



Image courtesy of Nintendo

In 2018, Nintendo was once again a hot property, and earnings have shot up with the introduction of its Switch gaming console. Plans are in place for a full-length Mario movie, and the company is working with Universal Studios to create Nintendo-themed attractions.

Western Union delivered groundbreaking technologies

In 1851, the New York and Mississippi Valley Printing Telegraph Company joined with several competing telegraph networks to form Western Union. For 155 years, Western Union sent hundreds of millions of telegrams **before ending the service in 2006**. The popularity of telegrams declined in the 1980s with the introduction of inexpensive long-distance service, and they became obsolete with widespread internet adoption.



Stereo card of Western Union Telegraph Building, New York, 1885; New York Public Library Digital Collections

In its time, Western Union was a groundbreaking technology company, introducing significant and enduring innovations:

- 1866: World's first stock ticker
- 1871: Money transfers
- 1914: Consumer charge cards
- 1974: Communications satellites

Today, Western Union is the world's largest money transfer service, operating in 200 countries with more than 550,000 agent locations. Despite fierce competition in the digital payment space, Western Union has recently scored several profitable quarters. If you're interested, it's still possible to send telegrams through a company called **iTelegram** which operates the former Western Union telex/cablegram network.

Three Current Cases of Industry Reinvention

Beyond examining how individual companies like those featured above have reinvented themselves, it's also instructive to consider how entire industries are being reinvented. Sometimes this reinvention takes years, and in other cases, it seems to happen in a flash.

When Sony ushered in the era of portable music with its Walkman in 1979, competitors scrambled to change their tune. Apple's introduction of the iPod and iTunes in 2001 raised the bar again and sent shockwaves through the music industry. Here are examples of three major industries in the midst of reinvention right now.

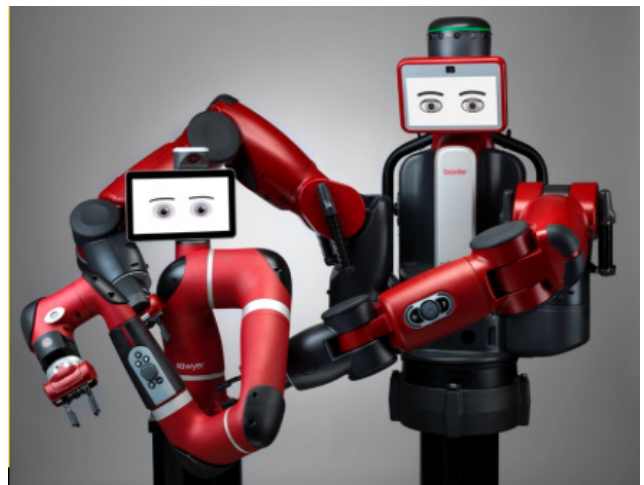


Image courtesy of Jeff Green / Rethink Robotics via Wikimedia Commons

1 • Manufacturing *“Through the power of exponential technologies, the way we make, distribute, ship, and test every product and service today is radically changing.”—Rob Nail, CEO, Singularity University*

Reinventing through robotics

Manufacturers have used robots for decades, but the future of robotics is expanding from one of isolation to collaboration. Consider the evolution of collaborative robots (cobots). Conventional manufacturing robots typically were installed in caged environments to perform a narrow range of repetitive tasks quickly and efficiently.

In contrast, the Baxter and Sawyer [humanoid cobots](#) from HAHN RobShare are designed to work safely alongside humans to perform a broader range of tasks. In addition to manufacturing versions for use on a factory floor, these cobots are also available for research and education. Sawyer's built-in sensors allow the cobots to execute precise movements (plus or minus 1 millimeter) and make adaptive decisions as they work.

For a deeper dive, download our [Manufacturing on the Cutting Edge](#) ebook.

2 • Finance *“A financial revolution is taking place around the globe, powered by mobile phones, access to new data, technological innovations, and changing mindsets of users of financial services.”—International Finance Corporation, World Bank Group*

Reinventing personal credit

In a world where many of us manage our financial lives from computers and mobile devices, identity theft and misuse of personal information are growing concerns. In 2017, it was estimated that identity theft affected over 16 million Americans with more than \$16 billion stolen, according to [Javelin Strategy](#).

But cybercrime might be called a first-world problem. Billions of people in developing countries have no financial identity or credit history to steal, and few opportunities to climb the ladder of financial inclusion. Now, a number of fintechs are aiming to establish financial identities for billions of underserved individuals around the globe.

For example, a company called [Juvo](#) partners with mobile networks and uses data science and machine learning to create identity-based relationships with prepaid mobile users. Developing an online identity helps build credit history and enables access to quality financial services. Providing access to better financial services is key to reducing poverty and helping the unbanked achieve new levels of prosperity, according to the [World Bank](#).

3 • Retail

“Of all the disruptions that are taking place in all the things technology is bringing into our space, voice is among the most disruptive.”—Unilever CFO Graeme Pitkethly

Reinventing the voice of the customer

When industry titans like Google and Amazon gear up for battle, industry transformation may be close at hand. Such is the case with voice search in general and voice shopping in particular. Google and Amazon together now account for 94% of all smart speakers in use. Google Assistant is now available on more than 400 million devices. Voice commerce sales are predicted to reach \$40 billion by 2022 according to [WordStream](#).

Voice search is growing exponentially and is expected to account for half of all Web searches by 2020, according to Comscore. In just a few years, using voice-activated speakers in the home and on our devices has become a part of our daily routine for many people.

The growth of smart speakers in the home, including the Amazon Alexa, Google Home, and Apple HomePod, will continue to influence the way many of us shop in the future—and retailers are listening.



Image courtesy of Rick4512 via Wikimedia Commons

Three Keys to Successful Reinvention

Seeing dramatic shifts like these, at both organizational and industry levels, it's understandable that executives are worried about how to respond to oncoming tidal waves of change. Here are three keys to successful reinvention, along with some next steps for you to consider.

1. Reinvent people first

Instill reinvention as a core company value through communication, training, and development. Programs that help employees adapt to change and master new skills help boost job performance along with recruiting and retention, a true competitive advantage for the workplace of the future. More organizations are moving to formalize innovation programs

by establishing Chief Innovation Officer roles. These CIOs are responsible for monitoring transformative technology and trends, skills development, and helping to identify new market opportunities.

2. Understand the threats and opportunities presented by exponential technologies

Develop a working knowledge of the exponential technologies that are important in your organization and industry. To start with, there are many programs and resources available on the web. Singularity University's [Exponential Primer](#) will give you a quick introduction to exponential technologies and why they're accelerating. Then apply to join us at an upcoming [Executive Program](#) for a deep dive into how they're already impacting your industry.

3. Step outside your organization to foster change within

Expand your competitive analysis beyond direct competitors to include adjacents that may pose challenges to your organization's future. Reinvention requires a keen understanding of competition and technological innovation in your market and related industries. You can find a [number of ways to get involved](#) with the diverse global community of innovators at Singularity University.



How to Reinvent Your Organization (and Yourself) For 10x Outcomes

Leading an organization, business unit, or team to success in times of exponentially accelerating change is incredibly hard. Given the increasing pace of change, the whole nature of business strategy has changed, and traditional models and approaches are no longer sufficient. Successful organizations now require leaders who can adapt to any situation and drive 10x results for themselves, their teams, and their networks. And building the future of your organization necessitates being able to innovate incredibly fast—to ideate far beyond business-as-usual.

The challenge for organizations to reinvent themselves will only become more urgent as the rate of change accelerates. Helping your organization get a handle on transformation and reinvention before your competitors may be the single best action you can take.

That's where we come in. To get ahead and stay ahead of this exponential pace of change, organizations must become exponential

enterprises. Singularity University offers a number of proven enterprise solutions to help get you there:

- Develop a powerful [future growth strategy](#), to guide your initiatives past obstacles to reach the future faster.
- Help traditional leaders [become exponential leaders](#) of the future who can adapt to any situation and drive 10x results for your organization.
- Build [innovation processes](#) that enable you to create tomorrow's solutions today.
- Leverage an [innovation platform](#) to help you see the future first and provide data and insights to for mission-critical decisions.

To keep up with the transformative technology trends that affect your life and business, [subscribe to our newsletters](#). Then, [start a conversation with us](#) to learn how SU can help you take the next step.

Acknowledgments

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