

ZEISS Smart Optics - Innovating at Startup Speed.
**The successful transfer of an optical invention into a mass manufacturable
optical product innovation.**

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Abstract

Real innovation is a challenge. Outstanding technological inventions must be finally transferred to commercial ends. It is in most cases a combination of technology invention, along with deep understanding of needs, behaviour and expectations of potential customers.

The internal Start-up Smart Optics struck a new path within the CZ AG. It showed mass manufacturability, reaching target cost and clear focus on customer needs of an optical invention for Data Glass application within 10 months. Driving down the time of development and overheads by increasing the iteration speed in parallel is a key aspect to reduce the inventions time to market. Being fast is one of the key criteria if the window of opportunity opens for a new product segment.