



THE BIG ZERO

Kris Timmermans

Senior Managing Director, Accenture Strategy

All business leaders today realize that we are operating in a more challenging and disruptive environment. Now this environment creates a lot of potential and a lot of opportunities as well. But in order to capture that value, you have to change. You have to change deliberately, wisely, and you have to change at scale. And this is coming with a very delicate balance. On the one hand the necessary rate of progress and on the other hand sufficient acceptable near-term economic returns and we call it the wise pivot.

So it's actually the pivot to the new as companies are adding to their core business new businesses, new models, and this rotation to the new is actually a very costly rotation. The most effective way we see to fund this wise pivot is by optimizing the costs in your core business. But doing that while also growing the core business.

And this is exactly where ZBx, the Zero-Based Mindset, comes in. It's actually a management technique that addresses the issues I just talked about in several ways – for example, it forensically separates good costs from bad costs – and it compresses the bad costs from a zero-base and it optimizes the good costs with a maximum effect on growth on the one hand and sustainability, purpose, trust, on the other hand.

We wrote the ultimate and only book on ZBx in order to demystify the old, traditional ZBB, zero-based budgeting. We built the insights of this book leveraging 15 years of client work with the best companies in the G2000. And the first part of the book talks about the evolution of the traditional ZBB into the management technique that is fit for purpose in today's business environment.

We also provide a lot of examples on how new technologies allow you to shift cost curves and even allows you in terms of good costs to change the trade off of cost on the one hand and returns and outcome on the other hand. As companies go zero-based, we also see that they often have to change the behavior of the people even sometimes change the culture of ownership and companies call that the biggest challenge in adopting and becoming zero-based.

In the second part of the book we take the reader through a very detailed break or detailed build up of the different parts of the sustainable, durable infrastructure. So with that, if you are looking for ways to create a competitive advantage in terms of growth, profit while doing good for society and trust, you've got to read this book.

Learn more at www.thebigzero.com