ZBx is about improving competitive agility by launching interventions in four areas:

**ZBS**
- Zero-based spend enables organizations to identify discretionary consumption of non-labor overhead expenses through a unique lens of granular cost visibility. This frees up cash that can be funneled into growth initiatives, capability improvements and improving EBITDA.

**ZBO**
- Zero-based organization designs the organization from a clean sheet to shift talent from work that no longer contributes to desired outcomes to the distinctive capabilities required to win in the future.

**ZBFO**
- Zero-based front office optimizes marketing, sales, customer service and pricing to deliver superior customer economics.

**ZBSC**
- Zero-based supply chain identifies the “should cost” of COGS and cost reduction opportunities across three levers—price, performance and value engineering—while optimizing product and service complexity. A closed loop process ensures results hold over time.

**THE PROBLEM:**

Too many “look in the rear view mirror,” setting projected resource needs on past demands. It’s an approach that fails because it doesn’t account for change. As a result, more and more companies are harnessing a new approach for cost-cutting called ZBx (a zero-based mindset).

**ZERO-ING IN ON AGILITY**

Companies that want to boost their competitiveness need to drive out costs and re-invest them in growth. And in the process benefit sustainability and build trust. To be sure zero-based initiatives build competitive agility, companies need to follow three tenets:

1. **CEO commitment.** To drive and operationalize a ZBx mentality requires ownership by the CEO and the leadership team.
2. **Focus on four macro areas (ZBS, ZBO, ZBFO, and ZBSC)** to get the needed cash to reinvest for growth.
3. **Hardwire ZBx into your company culture to create a sustained commitment to should-cost mentality.**

Learn more about how to build a zero-based mindset for future competitiveness with our full report: [www.accenture.com/xfactor](http://www.accenture.com/xfactor)