

The Ownership Gap Model™

The Problem

Most CX, operations, and AI investments underperform not because the technology fails, but because no single function owns the outcome. Product owns features. Operations owns throughput. CX owns satisfaction. AI owns models. Outcomes leak in the gaps between them.

Today: Siloed Ownership

- Product — optimizes features and roadmap velocity.
- Operations — optimizes throughput, AHT, and cost.
- CX / Support — optimizes CSAT and ticket closure.
- AI / Data — optimizes model accuracy and coverage.
- GTM — optimizes pipeline and conversion.

The Operating Model: Outcomes as the Operating System

One accountable layer above the silos — where AI-powered CX investment finally pays back.

- **Resolution** — Did the issue actually get resolved, end to end?
- **Cost** — Total cost-to-serve, including failure demand.
- **Experience** — Did the customer *and* the agent leave better off?

Why It Matters

When outcomes become the shared operating system, AI stops being a science project and starts compounding business value. Failure demand collapses, cost-to-serve drops, and the CX investment thesis finally holds.