

ROOT CAUSE

"Our
marketing
isn't working."
It's rarely
where the
problem
actually lives.

01

The fight you're watching is a distraction

Sales blames marketing. Marketing blames sales. Both are loud, both are sure, and both are looking in the wrong place.

02

The wound was two doors down

A new product UX built on a new mental model. Users opened it and didn't get it — and that confusion surfaced as bad leads, not bad product.

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The symptom surfaced
at the front of the funnel.
The cause was sitting in
engineering.

Michael Ashley

03

Meet people where their mind already is

Once we reshaped the experience to match the mental model users already had, everything unlocked. The fix wasn't in the funnel — it was in the frame.

04

"Ran out of money" is never **the** reason

CB Insights called it the final event, not the cause. The real reasons lived upstream — a product that didn't fit how the market actually thought.

05

Stop refereeing. Start diagnosing.

Marketing and sales are usually the windows, not the wound. When both are struggling, go find what's upstream.

What's the visible
problem you keep
trying to fix — and
what might
actually be
underneath it? →