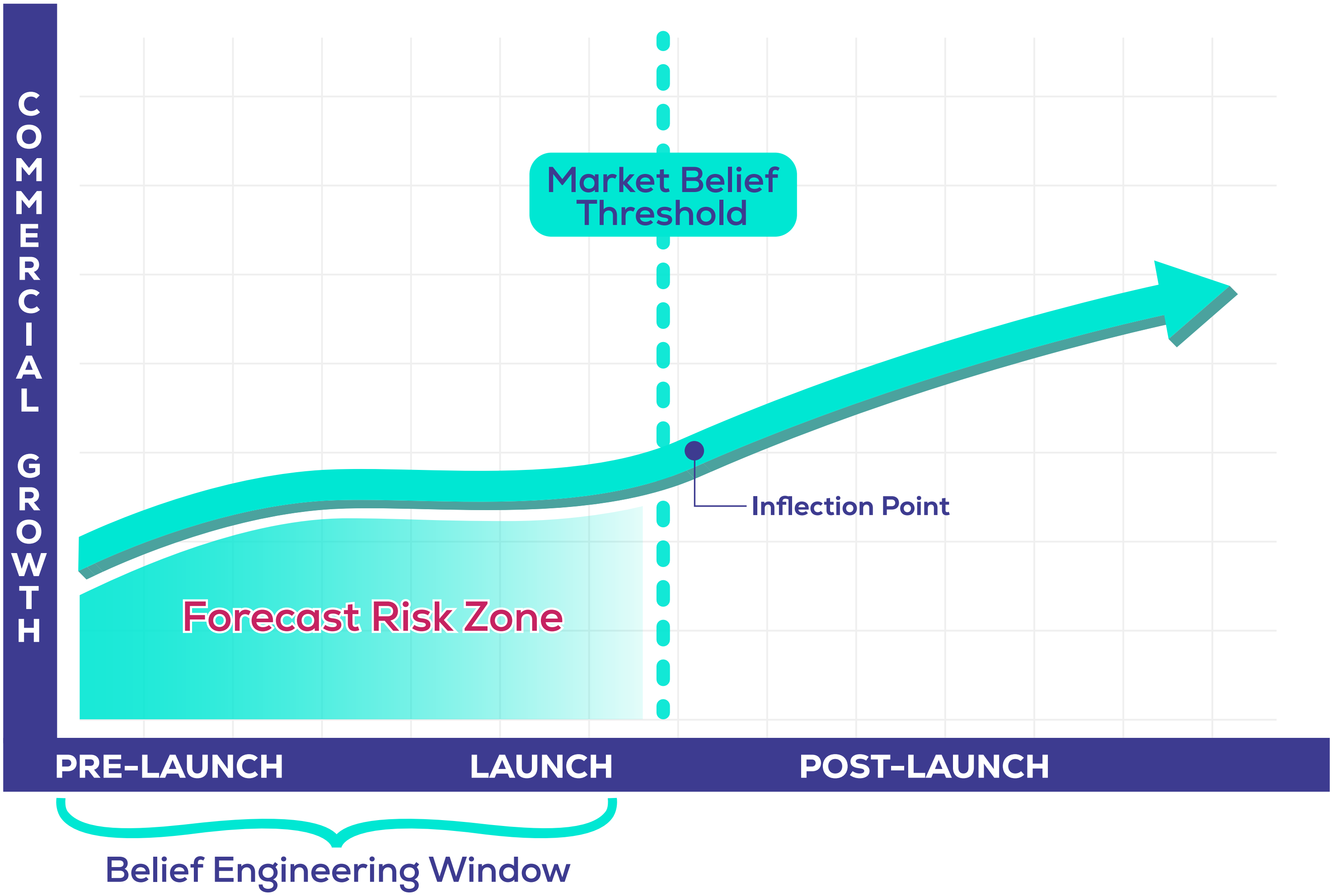
BOARDROOM BRIEF

Strong Launches Don't Guarantee Growth. Belief Does.

Commercial Growth Framework



Most launches don't fail because the product is weak.
They fail because the market never changed.

Growth doesn't improve with time. It improves when belief shifts.

Key Takeaways

1

Better products fail all the time.
Better doesn't win. Belief does.

2

The inflection point isn't reached. It's built.
Growth accelerates only after the market crosses the belief threshold.

3

Time doesn't reduce resistance. Belief does.
Building belief is commercial strategy, not an entitlement.

CASE STUDY

Corindus:
When Innovation Fails to Change Practice

Corindus developed one of the first robotic-assisted systems for coronary and peripheral interventions. The promise was compelling: remove physicians from radiation exposure while improving procedural precision.

On paper, the value proposition was clear. Interventional cardiologists are routinely exposed to radiation, and the ability to operate remotely offered both safety and technical control. The system represented a meaningful technological advancement in how procedures could be performed.

The technology worked. Clinical studies demonstrated significant reductions in radiation exposure. Regulators cleared the system. Investors validated the opportunity, culminating in Corindus' $1.1 billion acquisition by Siemens Healthineers.

But adoption never accelerated.

The issue wasn't awareness—or even belief in the technology itself. It was the absence of a compelling reason to change established behavior.

Procedures using the robotic system often took longer than manual approaches. Complex cases frequently required conversion back to traditional techniques. Hospitals faced higher upfront costs without clear improvements in patient outcomes or procedural efficiency.

For clinicians, the trade-offs were difficult to justify. The existing standard of care was seen as effective, familiar, and sufficient. While the benefits of reduced radiation exposure were acknowledged, they were not enough to outweigh the perceived friction, risk, and disruption to established workflows.

In other words, the technology improved the experience—but it didn't make the status quo unacceptable.

As a result, each adoption decision remained isolated. Resistance reset account by account. The market never crossed the threshold where change felt necessary rather than optional.

Within four years, Siemens discontinued the cardiovascular robotics program after the expected growth curve never materialized, taking a $362 million write-down.

Lesson: Growth doesn't accelerate because a product works. It accelerates when staying the same becomes unacceptable.

Corindus validated the innovation. But it never reshaped the conditions that drive adoption.

Corindus

Discussion Questions

Use these prompts to stress-test your next launch plan.

Which of the five belief conditions —problem urgency, status quo instability, risk recalibration, stakeholder alignment, narrative momentum—are weakest in our market right now?

Is the current standard inadequate—or just imperfect?

If resistance resets at every account, what will cause it to decline?

If the market hasn't been conditioned to see the status quo as unacceptable, more evidence won't move it.

Book a Launch Readiness Session and we'll show you what actually shifts belief

Grey Matter Marketing
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