You don't have a product problem.
You have a market-belief problem.

2 out of 3 healthcare launches fail—not because the product was weak, but because the market wasn't ready to change.

That's the Product Adoption Lie: the myth that better products naturally win.

With our 5 key questions, you and your leadership team can assess your launch risk and ensure you don't waste valuable time and resources.

Most Growth Stalls Before It Starts. Really.

Launch failure isn't random—it follows a predictable pattern. The gap that trips most launches isn't between product and market, it's between **belief and behavior**: what your company assumes people will do, and what the market actually does. The **Product Adoption Lie Map** visualizes that gap. It shows whether your organization is shaping market belief—or assuming it will form on its own. At its core, belief building is a strategy discipline, not a marketing exercise. It's the work of identifying entrenched assumptions, reframing the problem you solve, and reinforcing that new frame until it becomes the market's default logic. This map shows where you are in that process.

5 Questions to De-Risk Your Launch

Use these five questions as a commercial-readiness checkpoint before you scale:

1. Problem Definition	2. Market Proof	3. Belief Alignment	4. Decision Readiness	5. Capital Allocation
Does the market define the problem we solve—and the cost of not solving it—the same way as we do?	Do we have behavioral evidence—not assumptions—that stakeholders are already starting to change how they think or act?	Are our strategic decisions aligned around one shared belief about how the market must think and behave differently to adopt our solution?	Have we defined a clear trigger for abandoning the status quo—or are we assuming the market will figure it out?	Are we committing capital to scale only after confirming the market understands and values the problem the way we do?

If your leadership team can't all answer "yes" to all five, your launch is at risk.

Product Adoption Lie Map

This table shows four common launch readiness states. Only one should describe you. Where you recognize yourself is where risk is forming—and **where the next move matters most**. You still have time to correct course before momentum turns into real exposure. Plot your organization honestly. The goal isn't to celebrate completion—it's to surface risk while you can still fix it.

Internal Alignment	Market Readiness	Readiness State	Signal	Impact	Strategic Insight	Next Move
✅	✅	**Primed for Pull** "The market has been asking for this."	The market repeats our framing without prompting.	We control adoption velocity and pricing; competitors react.	We define success in this category.	Lock the narrative across GTM and capital markets.
✅	❌	**Internal Mirage** "Once we launch, the value will be obvious."	We believe the story; the market doesn't yet.	Interest is high, commitment is not.	Understanding isn't belief.	Prove behavior change before scaling.
❓	❌	**Launch Fragility** "This is inevitable—we just need to execute."	Spend is rising, but buying logic hasn't changed.	Activity looks strong; adoption doesn't follow.	Execution can't compensate for weak belief.	Pause investment until readiness is real.
❌	❌	**Alignment Gap** "We can't agree on what to lead with."	Teams aim for the same outcome with different stories.	Decisions slow and confidence erodes externally.	Misalignment shows up as risk.	Align leadership on one thesis and execute from it.

You might be thinking, "But our product is better!"

Most leaders fall into the same trap. They mistake readiness and "better" for inevitability. They assume once the product is approved, the market will start behaving differently. It rarely does. Markets cling to the status quo—even when something superior exists.

Innovation changes what's possible. Data proves it works. But neither changes how the market thinks and behaves—and that's what drives adoption.

The companies that win don't out-execute competitors. They teach stakeholders a new way to define the problem, measure value, and decide what must become the standard. They rewire how the market thinks before they ever try to sell—so demand is pre-built and adoption is inevitable.

The **Product Adoption Lie Map** shows where that rewiring must happen. It exposes the gap between internal conviction and the market's current reality—so you can fix it before you commit capital to a market that isn't ready to change.

What To Do Next

If you're not clearly Primed for Pull, the market isn't ready—yet. You can spend your way into noise or design your way into demand.

The Pivotal Commercial Design Review (PCDR) is the next logical step. This accelerated commercial validation protocol delivers a single Launch Fragility Index that guides a clear go, slow, or redirect decision for your board. Learn more.

Grey Matter Marketing
Do what matters.

Contact us at **hello@greymattermarketing.com** for next steps.