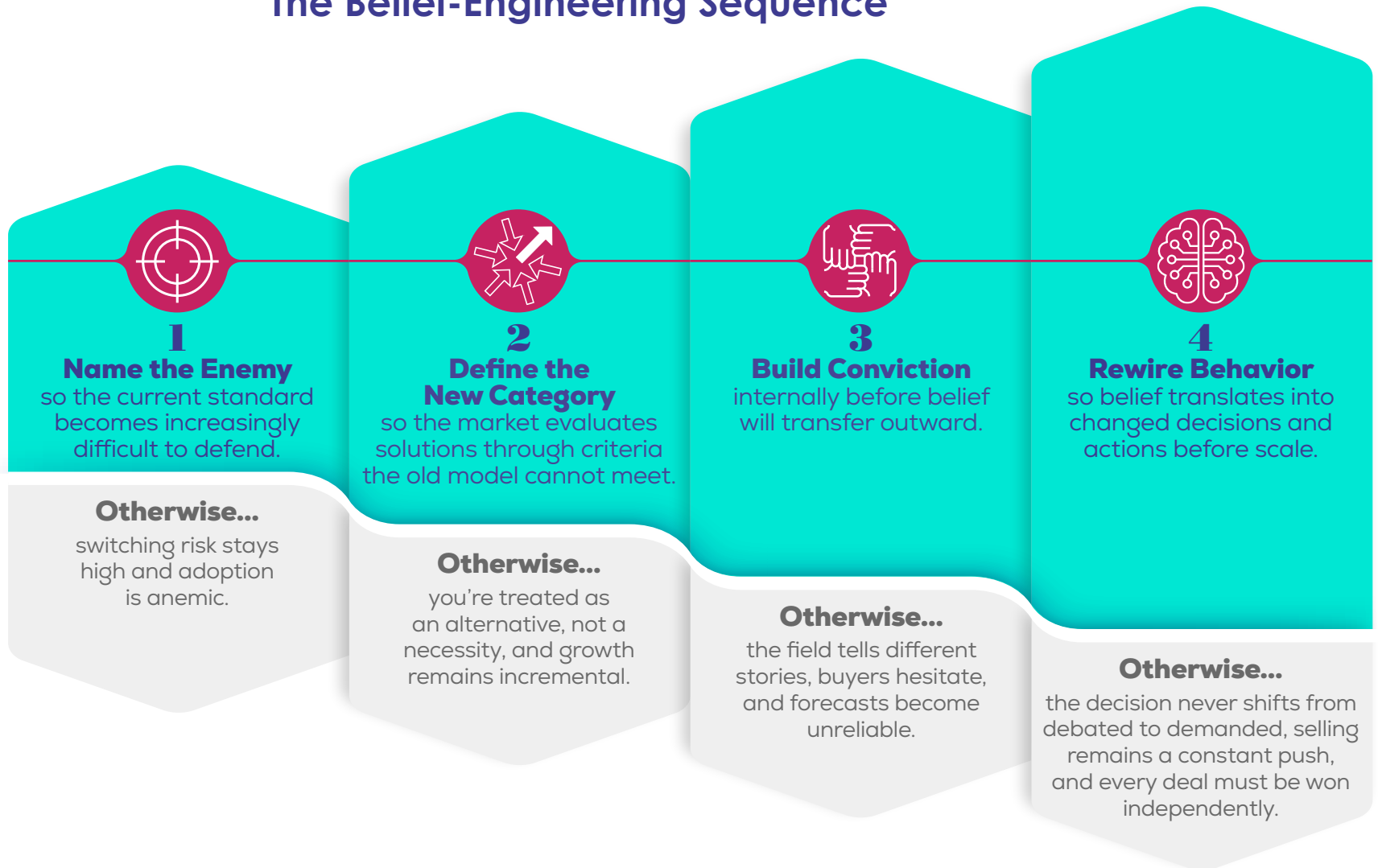


The Belief-Engineering Sequence

Four stages that determine whether growth accelerates or flattens



Key Takeaways

- 1 Adoption does not accelerate because something is better. It accelerates when the status quo becomes harder to defend.**
If switching still feels optional, growth rates will not improve.
- 2 Resistance declines before growth improves.**
If resistance resets deal by deal, scale will amplify friction—not eliminate it.
- 3 Scale does not fix belief gaps. It exposes them.**
If belief has not shifted before commercialization, growth remains effort dependent.
- 4 Assumed acceleration creates forecast fragility.**
If stakeholders are not compelled to change, modeled growth rates will not hold.

Leadership Alignment Check: Growth Assumptions

Your rate of adoption changes valuation trajectory. Before assuming growth will improve over time, leadership teams should be able to answer:

ACCELERATION ASSUMPTION

? What would have to change in the market for our growth rate to improve after launch?

STATUS QUO RISK

? Why would a rational stakeholder feel compelled to change from the current standard?

EVALUATION CRITERIA SHIFT

? Have we changed how the market evaluates solutions—or are we assuming our product features will speak for themselves?

FORECAST RISK

? If growth is projected to accelerate, what specifically will cause it to do so?

If these questions cannot be answered with evidence, increasing commercial spend will not produce the acceleration modeled in your forecast.



Request a Pivotal Commercial Design Review (PCDR). Pressure-test whether belief is strong enough to support sustained commercial growth before capital is scaled.



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CASE STUDY

Shockwave Medical: Engineering Belief and a New Standard of Care

Shockwave Medical didn't try to compete with existing stents or angioplasty devices. They named a new problem: severe arterial calcium as a distinct disease state—not a procedural inconvenience. By reframing the issue, they exposed the limitations of existing approaches.

Then they defined the category. Intravascular lithotripsy (IVL) was positioned not as incrementally better—but as the only safe and predictable way to treat calcified lesions.

The shift wasn't just clinical. It was cognitive.

Market education reinforced the framing. Early adopters repeated the language. Clinical evidence supported the thesis. Belief transferred before scale.

Within 18 months of launching its second-generation system, nearly every U.S. cath lab had adopted IVL. Revenue increased more than 10x in three years. The company was later acquired for \$13.1B.

The inflection didn't occur because the product improved. It occurred because the market's belief threshold was crossed.

Lesson: Because belief shifted before broad scale, growth accelerated and valuation compounded.

*They didn't compete with the status quo.
They created the new standard.*