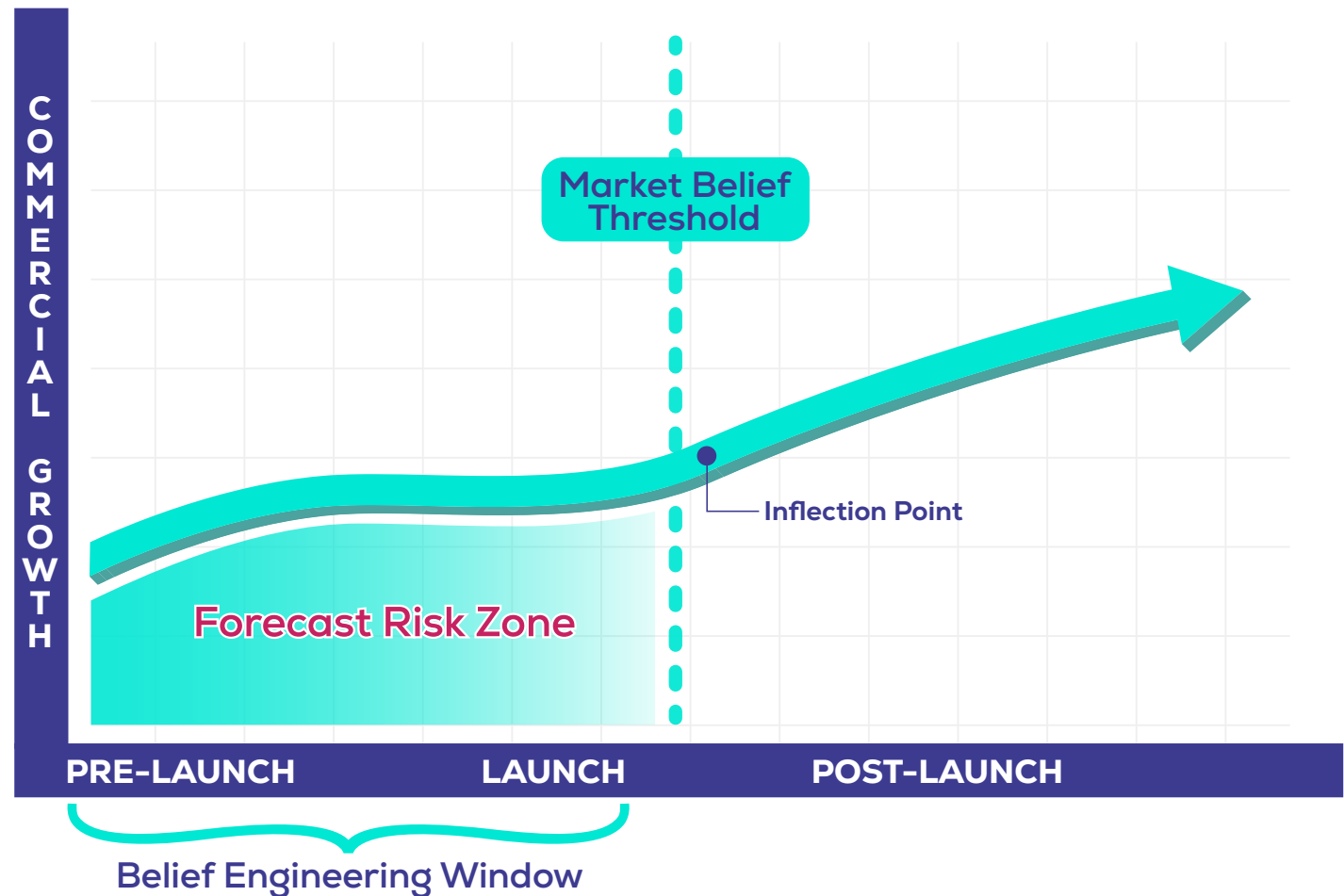


Inflection Occurs When Market Belief Shifts—Not Over Time

Commercial Growth Framework

Growth doesn't accelerate with time. It accelerates when belief shifts.

Most teams are waiting for an inflection point that will never arrive—because the market hasn't crossed the belief threshold.



Key
Takeaways
→

1
No belief? No growth.
The Market Belief Threshold determines whether growth accelerates or stalls.

2
Time doesn't reduce resistance. Belief does.
Building belief is commercial strategy, not an entitlement.

3
The inflection point isn't reached. It's built.
Growth accelerates only after the market crosses the belief threshold.

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



Do the stakeholders who must
change actually see the gap—or
are we assuming they do?



Do any market conditions indicate
willingness to change the status
quo?



If resistance isn't declining, what
belief hasn't been built in the
market yet?

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



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



Grey Matter Marketing
Do what matters.

CASE STUDY

The Exubera Illusion: When the Market Doesn't Believe It Has a Problem

Pfizer invested 11 years and billions of dollars developing Exubera—the first FDA-approved inhaled insulin. The theory? No one likes a needle, so a technically robust needle-free solution would be adopted with celebration.

The pharmacology worked. Regulators cleared it. The promise: eliminate injections for millions managing insulin-dependent diabetes. The market wasn't interested.

The issue wasn't the product. It was the absence of a belief shift that made injections feel unacceptable.

Every aspect of the market pushed back. Prescribers—who had a robust, proven standard of care—balked at mandatory pulmonary testing. Patients avoided the bulky inhaler. Payers refused to cover the cost premium, and no one was demanding coverage from them. No one had made the current standard feel unacceptable.

The existing solutions worked. No changes required. None demanded. Without belief engineered before launch and driving demand, resistance didn't soften. It held.

The market never crossed the belief threshold—so adoption never compounded.

By late 2007, less than two years post-launch, Pfizer withdrew Exubera.

Sales: \$12 million. Write-off: \$2.8 billion.

The commercial growth never reached its inflection point—because the Market Belief Threshold was never reached.

Lesson: Growth doesn't accelerate because something is better. It accelerates when the status quo becomes unacceptable—and the belief threshold is crossed.

*The market never crossed the belief
threshold—so adoption never compounded.*