

# The Commercial Growth Framework

## HOW TO ACCELERATE ADOPTION AND SCALE GROWTH

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Do what matters.

# Executive Brief

Product launch forecasts assume improving performance over time.

Early traction expands.

Adoption accelerates.

Growth compounds.

Yet despite strong innovation and regulatory approval, most launches fail to meet their projected trajectory.

The difference is not product quality. It is whether the growth curve reaches a positive inflection point—the moment when growth begins accelerating rather than flattening. When that inflection fails to occur, projected acceleration does not gradually soften—it collapses.

The inflection point is not a function of time. It occurs when belief takes hold in the market—the result of deliberate actions taken before launch.

**The Commercial Growth Framework** reveals why projected acceleration rarely materializes—and how belief must be engineered for it to occur.

## THE ASSUMPTION

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Most 5-year forecasts model improving performance year-over-year.

Not just steady growth — improving efficiency.

Win rates improve.

Penetration accelerates.

Expansion becomes easier.

Revenue compounds.

In other words, the model assumes the growth curve will eventually reach a positive inflection point, where adoption begins accelerating rather than flattening.

This pattern depends on one critical assumption: Resistance declines over time.

But resistance does not decline because time passes. It declines only when belief shifts.



## THE DATA: MOST LAUNCHES MISS THEIR PROJECTED TRAJECTORY

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The data consistently show that projected acceleration rarely materializes.

- Nearly two-thirds of launches miss expectations in Year 1.<sup>1</sup>
- More than 25% fail to reach even half of forecasted revenue.<sup>2</sup>
- Only about 20% materially improve their market share trajectory after the first six months.<sup>3</sup>
- If a launch lags in Year 1, the majority continue to lag in Years 2 and 3.<sup>1</sup>

Early traction may appear. Sustained acceleration frequently does not follow.

Evaluation committees reset the conversation at every account.

Switching risk remains high.

Sales cycles remain long.

Expansion within a system does not become easier.

The curve flattens. Not because the product fails. But because the company failed to shift market belief.

## WHY CURVES FLATTEN

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Launch underperformance is rarely a product problem.

Most leadership teams rigorously engineer:

- Clinical validation
- Regulatory approval
- Manufacturing readiness
- Market access planning

What is often assumed — rather than engineered — are the conditions that cause resistance to decline over time.

Product readiness does not guarantee market readiness. Availability does not create inevitability.

When the market has not shifted:

- Every deal must be won independently.
- Resistance resets account by account.
- Growth scales linearly with selling effort.



# THE INFLECTION POINT

The inflection point is the moment growth begins accelerating rather than flattening. It is not a revenue milestone. It marks the point at which market behavior shifts.

The inflection point does not occur automatically. It occurs when belief takes hold in the market.

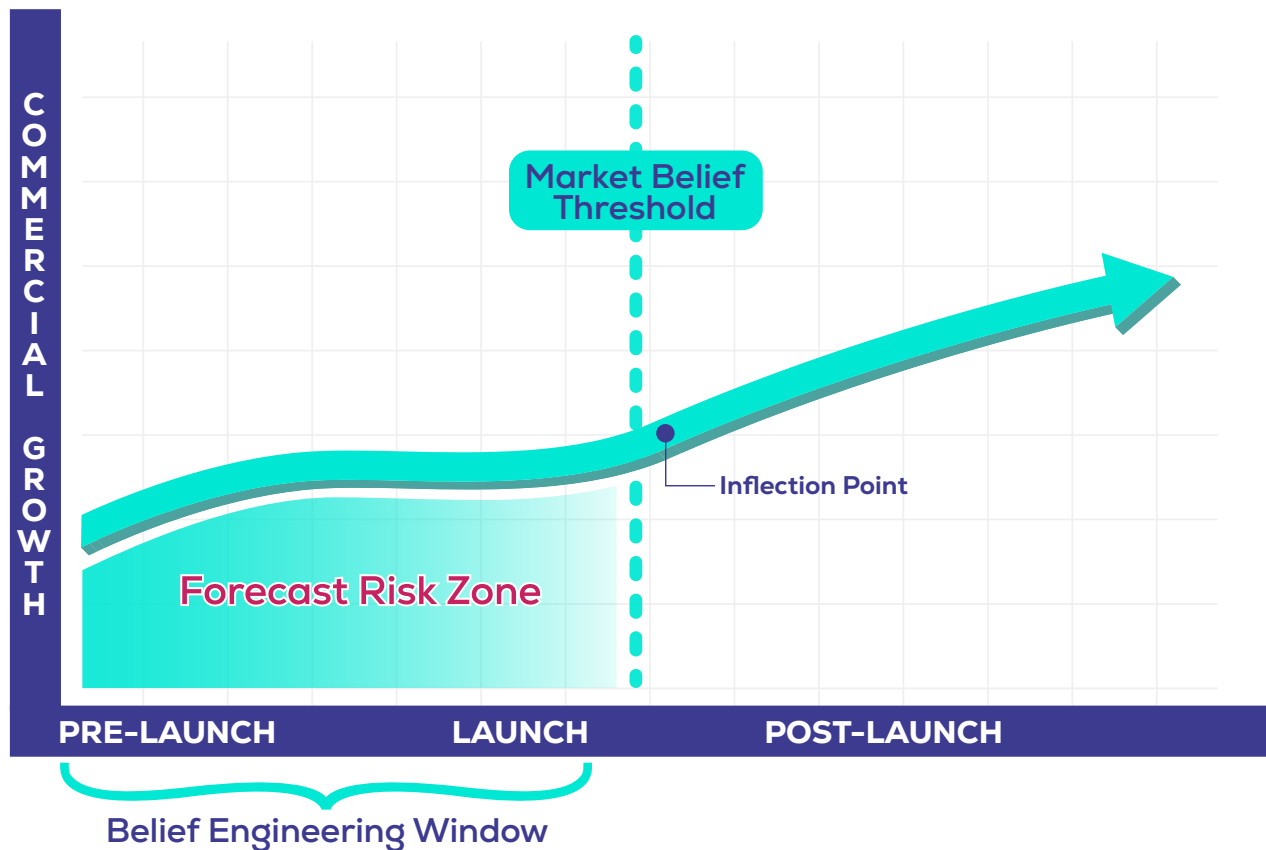
That shift requires the structural conditions that shape market behavior to be deliberately engineered before launch.

When those conditions are present, the growth dynamic changes:

- Decision-makers no longer require full re-education.
- Switching feels safer than staying.
- The existing standard feels increasingly inadequate.

At that point, revenue growth becomes sustained rather than episodic.

## Commercial Growth Framework



The inflection point occurs only after the market crosses the **Market Belief Threshold**. Until that threshold is crossed, resistance remains high and forecast risk remains elevated.



## FIVE CONDITIONS THAT REDUCE FORECAST RISK

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Resistance declines only when specific structural conditions are present.

These conditions determine whether the market crosses the **Market Belief Threshold**. Until they are in place, forecast risk remains elevated.

These are not post-launch outcomes. They are pre-launch design decisions.

- 1. Problem Urgency:** The problem is widely viewed as unacceptable to ignore.
- 2. Status Quo Instability:** The existing standard is visibly inadequate.
- 3. Risk Recalibration:** The risk of staying the same feels greater than the risk of changing.
- 4. Stakeholder Alignment:** Clinical, financial, and operational leaders agree change is necessary.
- 5. Narrative Momentum:** The market increasingly carries your framing — even when you are not in the room.

If even two of these conditions are weak, the forecast risk of flattening remains elevated — regardless of product strength.

Without declining resistance, the inflection point — where revenue growth becomes sustained and increasingly self-reinforcing — does not occur.

## THE PRE-LAUNCH WINDOW

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If you are 12 – 24 months from launch, you may not feel resistance yet. That does not mean resistance will not appear.

At this stage, the question is not: “Are we experiencing friction?”

It is: “Are we deliberately shaping the conditions that determine whether friction will decline once we commercialize?”

If you wait until resistance becomes visible, you are already downstream of the inflection point. The conditions that allow growth to accelerate must be engineered before launch — not chased after it.

Engineering belief before launch does not mean promoting unapproved claims.

It means shaping how the market understands the problem, the limitations of the current standard, and the criteria by which future solutions will be evaluated.

Regulatory approval enables availability. Market preparation determines acceleration.

Unfortunately, many teams abandon this work too early because belief formation rarely produces immediate results. Early progress can look slow while the market recalibrates how it understands the problem and the risks of changing.



When leaders expect immediate traction, they often pull back on the very activities that would have produced the inflection they were modeling.

## STRATEGIC IMPLICATION

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Every forecast assumes momentum. Very few leadership teams design for it. Product and regulatory excellence do not eliminate forecast risk.

The missing variable is whether market conditions have been deliberately engineered before launch.

Reliable revenue is not a byproduct of being better. It is the downstream result of belief taking hold in the market.

The inflection point is a belief milestone. Belief milestones must be engineered.

## WHAT TO DO NEXT

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If your growth model depends on improving performance over time, the conditions that determine whether resistance declines must be deliberately engineered.

**The Commercial Growth Framework Scorecard** helps identify whether those conditions are forming. But insight alone does not create inflection.

**The Pivotal Commercial Design Review (PCDR)** pressure-tests whether the market is positioned to cross the belief threshold before you scale spend.

This is not marketing due diligence. It is commercial risk mitigation. Once forecast risk becomes visible, correction is far more expensive than prevention.

If you are 12 – 24 months from launch, this is the window to engineer the inflection.

Contact us at [hello@greymattermarketing.com](mailto:hello@greymattermarketing.com) to begin the process.

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### References

1. McKinsey & Company, 2014.
2. Bain & Company, 2017.
3. IQVIA, 2017.





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