

Starlink

B2B messaging & positioning review: Starlink Business

Unsolicited sample teardown based on public pages; not commissioned by or affiliated with Starlink/SpaceX.

Prepared as a portfolio example. All quoted copy was captured from starlink.com on October 22, 2026 (US-region view) and may have changed since.

Client	Starlink (unsolicited sample)
Prepared by	Dominic Falcone, Technology Consultant & GTM Strategist • Nashville, TN
Date	October 2026
Assets reviewed	• Homepage (context): starlink.com • Business hub: starlink.com/business • Fixed Site: starlink.com/business/fixed-site • Land Mobility: starlink.com/business/mobility • Maritime: starlink.com/business/maritime • Aviation: starlink.com/business/aviation • Business Service Plans: starlink.com/business/service-plans
Not reviewed	No dedicated enterprise or government page appears in the Business navigation; starlink.com/government returned "404 Page not found." Linked PDFs (Durability Guide, Business Buyer's Guide), sales forms, checkout, and any sales decks were not reviewed.
Target buyer (assumed)	Operations, IT, and fleet leaders at multi-site or remote-operations businesses (retail, construction, energy, maritime, aviation) evaluating primary or backup connectivity.

1. Executive summary

Starlink has one of the strongest B2B stories in connectivity, with transparent pricing, a 30-day refund trial, and named customers from Casey's to Carnival, but its Business pages lead with the category ("Reliable high-speed internet for businesses") and with hardware specs instead of the outcomes buyers are paying for. The cost is that the sharpest reasons to buy (connectivity "independent of terrestrial outages," vessels treated "no differently than remote offices," coverage over oceans and poles) are buried mid-page or in testimonials, while the Business hub itself shows no customer proof. The #1 fix is to rewrite the Business hub hero around where and why businesses operate on Starlink and put existing named proof directly under it, a copy-only change that should make the hub do the selling the subpages already can.

Overall score: 18 / 30 · **Biggest gap:** Differentiation (2/5) · **Biggest strength:** Proof & credibility (4/5)

What already works

- Pricing is public and plain. "Starting at \$55/mo with a hardware cost of \$349." sits in the hero. Buyers can self-qualify before talking to anyone.
- Risk reversal is clear: "Try Starlink for 30 days and if not satisfied, get a full refund." plus "Flexible, monthly contracts."
- Subpages carry named, senior proof: Carnival Cruise Line, Seaspan, JSX, FlexJet, Hawaiian Airlines, Casey's, Brightline, Queensland Fire & Emergency Services.
- The Aviation page segments by buyer (business aviation, aircraft manufacturers, airlines, charter operators, MROs, completion centers, government) better than any other page reviewed.
- Plan cards translate data tiers into team size ("e.g., 5-10 users"), which is buyer language done right.

2. Scorecard

Scale: 1 = missing or actively confusing · 2 = weak · 3 = adequate · 4 = strong · 5 = best-in-class. Scored against the assumed B2B buyer, not an engineer.

Dimension	Score	Rationale
Clarity of value proposition	3	Clear what it is ("Reliable high-speed internet for businesses."), but not why Starlink over any ISP. The hub and Fixed Site share the same generic subhead.
Buyer language vs. tech language	3	Use-case lines are buyer-friendly ("Connect employees across sites, monitor IoT devices..."), but hardware and network sections lead with specs (IP69K, PoE, "10Pb+ of daily data traffic") with no "so what."
Differentiation	2	The real differentiators (works where fiber doesn't, independent of terrestrial outages, ocean/polar coverage) appear mid-page or in quotes, never as the headline argument versus fiber, LTE, or legacy satellite.
Proof & credibility	4	Excellent named customers on subpages, but none on the Business hub, and the Aviation page gives two different flight counts (30,000 vs. 200k).
ICP focus	3	Aviation segments by buyer well. Fixed Site and Mobility each list six industries in a sentence or two of generic copy, so no single buyer feels addressed.
CTA & conversion path	3	Self-serve path ("Get Started," pricing, trial) is excellent. The enterprise path is a single vague line, and Aviation splits across "Contact Us," "Learn More," and "Contact a Starlink Dealer."
TOTAL	18 / 30	

3. The 10 prioritized fixes

Ranked by impact, then effort. "Before" copy is quoted verbatim from starlink.com (captured Oct 22, 2026). "After" copy is a suggested rewrite. Any factual claim in it is drawn from Starlink's own pages; items marked [confirm] need validation by Starlink.

#	Issue	Where it appears	Why it matters	Recommended rewrite (before → after)	Effort	Impact
1	Business hub hero names the category, not the reason to choose Starlink.	starlink.com/business hero (same subhead reused on /business/fixed-site)	Every ISP says "reliable high-speed." The buyer who lands here has a specific problem (remote site, mobile fleet, backup) and the hero doesn't meet it.	Before: "Starlink for Business / Reliable high-speed internet for businesses." After: "Business internet for every site, vehicle, vessel, and aircraft you run, including the ones fiber will never reach." Subhead: "Plans from \$55/mo, \$349 hardware, online in minutes. 30-day full-refund trial."	Low	High
2	The Business hub shows zero customer proof while subpages have marquee names.	starlink.com/business, closing section	The hub asserts trust without showing it. Proof works hardest at the top of the funnel, where skeptical buyers decide whether to keep reading.	Before: No customer quotes or logos anywhere on the page. Its only trust line: "Find out why enterprises choose and trust Starlink." After: Add a proof strip under the hero using existing quotes: "Running at Casey's 450+ locations across 16 states, across Carnival's nine cruise lines, and on Hawaiian Airlines, JSX, and FlexJet aircraft."	Low	High
3	The strongest B2B differentiator (resilience independent of terrestrial networks) is buried.	/business/fixed-site, mid-page section "Keep your business running"	For multi-site retail, finance, and healthcare, backup connectivity is a board-level risk topic. This line answers it, but appears after pricing and hardware specs.	Before: "Starlink's constellation provides a resilient connection independent of terrestrial outages." After: (New section high on the hub and Fixed Site) "Your backup line shouldn't share a trench with your primary. Starlink runs independently of terrestrial networks, so a cut cable or regional outage doesn't take your sites offline. Plans from \$55/mo."	Low-Med	High
4	Maritime hero is generic while a customer already wrote the perfect headline.	/business/maritime hero vs. Seaspan testimonial	"...around the globe" is a coverage claim. Fleet operators buy the ability to run a ship like an office. Seaspan's COO said it better than the page does.	Before: "Starlink for Maritime / High-speed internet around the globe." After: "Run every vessel like a remote office." Subhead: "High-speed connectivity across oceans and international waters for crew, operations, and guests. Plans from \$250/mo." (Echoes Seaspan COO: "treat our vessels no differently than remote offices.")	Low	High
5	Two conflicting flight-count proof points on one page.	/business/aviation: "Airlines" block vs. "Global coverage" section	Airline and procurement buyers read closely. Mismatched numbers on one page invite doubt about every other number.	Before: "With over 30,000 flights on our high-reliability Aero Terminal..." and "...internet on more than 200k flights and counting..." After: Use one dated, defined figure, or label both: "[X]+ flights connected across all Starlink Aviation terminals as of [Month 2026], including [Y]+ on the Aero Terminal." [confirm figures]	Low	Med
6	"Public IP" is described two different ways.	/business ("24/7 prioritized service") vs. /business/fixed-site ("Public IP address")	IT buyers decide on VPNs, remote access, and inbound services from this detail. Pairing "publicly routable" with "dynamically DHCP assigned" leaves the key question (static or not?) unanswered.	Before: "...a publicly routable IPv4 address..." vs. "Public IP address / Starlink's IPv4 is dynamically DHCP assigned. Starlink also supports IPv6 by default." After: "Public IPv4 included on Priority plans (dynamically assigned; IPv6 by default). What this means for site-to-site VPN and remote access → [link to networking guide]." [confirm static IP availability]	Low	Med
7	Laser network section sells the engineering, not the coverage outcome.	/business/aviation, "Laser mesh network"	Airline and charter buyers care that coverage holds over oceans and poles. Petabits and per-link Gbps impress engineers but don't answer "will my route stay connected?"	Before: "Laser mesh network / ...Starlink's constellation contains 9,000+ lasers transmitting 10Pb+ of daily data traffic. These lasers can sustain a 100Gbps connection per link..." After: Headline: "Connected over oceans and poles, not just near ground stations." Lead: "Satellites relay your traffic to each other by laser, so service continues far from any ground station." Keep the stats as a	Low	Med

#	Issue	Where it appears	Why it matters	Recommended rewrite (before → after)	Effort	Impact
				supporting line.		
8	Hardware copy is spec-first with no translation for ops buyers.	/business/fixed-site, "Advanced power supply" and "Designed for harsh environments" (power-supply block repeated on /mobility and /maritime)	Ops and finance buyers can't price risk from "IP69K" or "PoE." The specs are the proof. The headline should be the outcome: install once and stop thinking about it.	Before: "It features smart diagnostics, a high-power PoE output, and a LAN port, offering real-time monitoring, seamless connectivity, and reliable performance for demanding network and industrial applications." After: "Install it once and leave it. Rated for 170+ mph winds and -40°F to 140°F, sealed against submersion and high-pressure washdown (IP68/IP69K), and backed by a 3-year warranty. Runs on AC or DC with battery backup support, so a power interruption doesn't mean a connectivity outage."	Med	Med
9	Industry blocks are a line or two of generic copy each, disconnected from proof on the same page.	/business/fixed-site "Connectivity for every business" (6 industries); /business/mobility "Connectivity where you need it" (6 industries)	Listing everyone signals no one. The page already has industry proof (Casey's for retail, construction IT manager, farm owner) that sits in a separate testimonial block.	Before: "Financial services. Secure data management and cloud business applications in real time. Facilitate digital transactions." After: Lead with the 3 industries that have proof, each paired with its quote, e.g., "Retail: keep POS and back-of-house online at every store. Casey's runs Starlink at 450+ locations across 16 states." Move the remaining industries to a compact list or dedicated pages.	Med	High
10	The enterprise / multi-site path is vague and fragmented.	/business, /fixed-site, /mobility, /maritime: "Connect with an expert"; /aviation: "Contact Us," "Learn More," "Contact a Starlink Dealer"	A 50-site buyer needs to know they'll get account management and deployment support, not a consumer checkout. The current line restates trust instead of offering anything.	Before: "Connect with an expert / Find out why enterprises choose and trust Starlink." After: "Rolling out across 10+ sites, vehicles, or vessels? Talk to our enterprise team about deployment planning, fleet management, SLAs, and a dedicated account manager." (Draws on "Enterprise Account managers are also available at scale.") On Aviation, route the hero CTA by buyer type: "Own or operate aircraft → Find a dealer · Airline or OEM → Talk to sales."	Med	High

4. Headline & tagline rewrite options (Business hub)

Current headline: "Starlink for Business"

Current subhead: "Reliable high-speed internet for businesses."

Option	Angle	Headline	Supporting subhead	Best if...
A	Outcome-led	Business internet for every site, vehicle, vessel, and aircraft you run.	Including the ones fiber will never reach. Plans from \$55/mo, online in minutes.	The hub must serve all four segments (fixed, land, sea, air) at once.
B	Pain-led	When fiber can't reach you, or goes down, keep running.	High-speed connectivity independent of terrestrial networks. 30-day full-refund trial.	Backup/failover is the biggest growth motion.
C	Category	The network for businesses that operate beyond the fiber line.	Remote sites, mobile fleets, vessels, and aircraft on one constellation.	Starlink wants to own "remote operations connectivity" as a category.
D	Proof-led	From 450+ convenience stores to nine cruise lines.	The businesses that can't afford to go offline run on Starlink.	Paired with logos; strongest for enterprise skeptics.
E	Resilience	Your backup line shouldn't share a trench with your primary.	Starlink runs independently of terrestrial outages. Plans from \$55/mo.	Used as a section or campaign headline for retail, finance, and healthcare.

Recommendation: Option A for the hub hero (it routes all four segments and keeps the price signal), with Option D directly beneath it as the proof strip. Use Option E as the headline of a new resilience/backup section on the Fixed Site page.

5. Quick wins vs. bigger bets

Quick wins (copy-only, this week)

- ☐ Rewrite the Business hub and Maritime heroes (Fixes #1, #4).
- ☐ Add an existing-quote proof strip to the Business hub (Fix #2).
- ☐ Reconcile the two Aviation flight counts and the public-IP wording (Fixes #5, #6).
- ☐ Retitle "Laser mesh network" around the coverage outcome (Fix #7).

Bigger bets (30–90 days)

- ☐ Build a dedicated resilience/backup page and campaign for multi-site businesses, with a clear comparison against terrestrial-only setups (Fix #3).
- ☐ Replace the six-industry lists with 3 proof-backed industry pages, starting with retail, construction, and agriculture, where quotes already exist (Fix #9).
- ☐ Create a real enterprise path: multi-site landing page, deployment process, and routed CTAs by buyer type, especially on Aviation (Fix #10).
- ☐ Add a one-line outcome headline above each hardware spec block (Fix #8).

6. Next steps

1. Ship the four quick wins on /business, /business/maritime, and /business/aviation, and measure hub-to-pricing and hub-to-"Contact Sales" click-through before and after.
2. Ask sales which objection comes up most in multi-site deals (backup vs. primary, static IP, deployment). Use the answer to choose between headline Options A and B.
3. Pick one vertical with an existing named customer (Casey's / retail) and build the first proof-backed industry page as the template for the rest.

Want this for your company?

This was an unsolicited sample. If your product is strong but your messaging speaks engineer instead of buyer, I'll do the same teardown on your website, pitch deck, and positioning: a scored report, 10 prioritized fixes with rewrites, and a recorded video walkthrough within 5 business days. Intro price \$199 for the first 5 clients: <https://falcone-gtm.netlify.app>

Prefer to work through the fixes live? There's an optional 60-minute working session where we rewrite your homepage headline and key sections together. \$249: <https://buy.stripe.com/7sY14pdjV232ebQ7Hc77O02>

Dominic Falcone

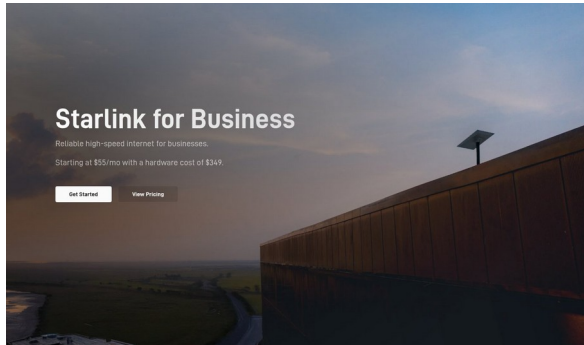
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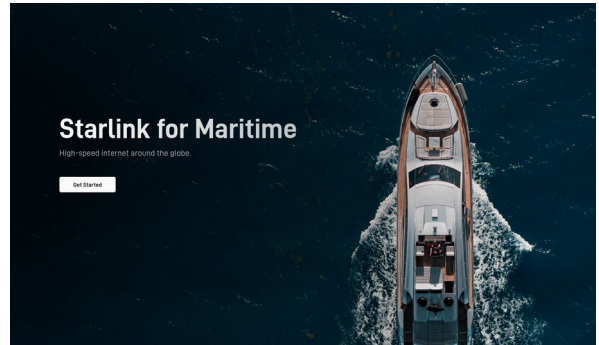
Appendix: page captures (Oct 22, 2026)

Above-the-fold captures of three pages reviewed, cropped to remove site navigation and branding, for reference only. Captured Oct 22, 2026 from a US-region browser session. The Aviation capture is omitted because its hero image features SpaceX aircraft branding. Starlink and SpaceX are trademarks of their respective owner.

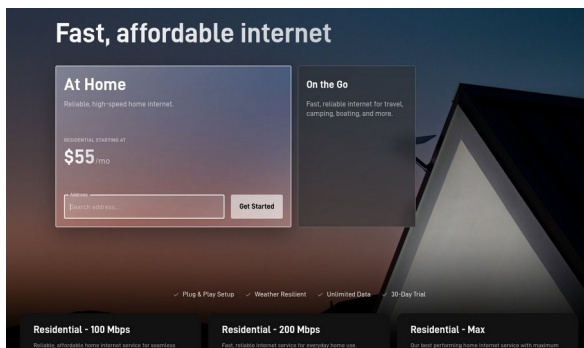
starlink.com/business



starlink.com/business/maritime



starlink.com (homepage, context)



starlink.com/business/aviation

Capture omitted (hero image shows SpaceX aircraft branding). All Aviation quotes in this report come from the page text captured the same day.