A composite reading of one company's commercial presence

The Demand-Side Teardown

What a buyer sees, where it sits against the field, and the handful of changes that would matter most.

Scored against

105
company websites audited

100
hiring panels counted

1,109
open roles classified

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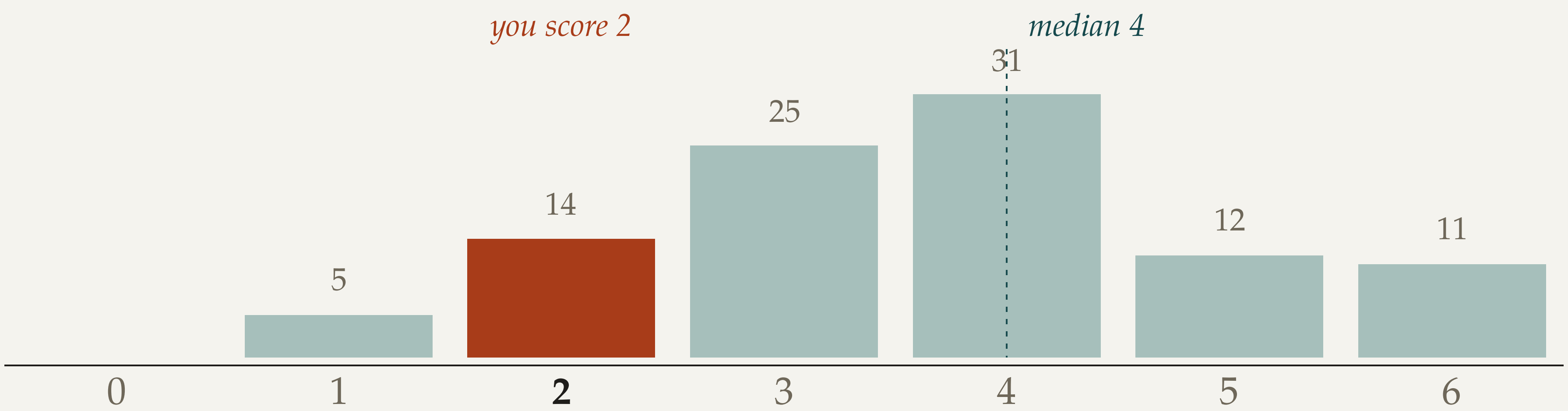
1 The read

Your site explains the propulsion system clearly, and for which manoeuvres. Ninety-seven of the 98 readable sites manage this much; it is table stakes, not an advantage. What a first-time buyer cannot tell is whether anyone has actually paid for the product. The logos on the homepage are an agency programme and a row of investors; a customer is not named. Half the sector names one, and in half of those cases it is a public contract, which still counts. Yours names none, so a reader has to take the demand on faith.

The only action on the page is “Contact us.” Fewer than half of European space sites show any commercial path at all, and a bare form puts you on the wrong side of that line. None of this is a failing of the engineering. It is the same gap the sector’s own hiring reveals.

Commercial legibility, scored on six questions



score out of six · 98 readable sites · median 4, average 3.7

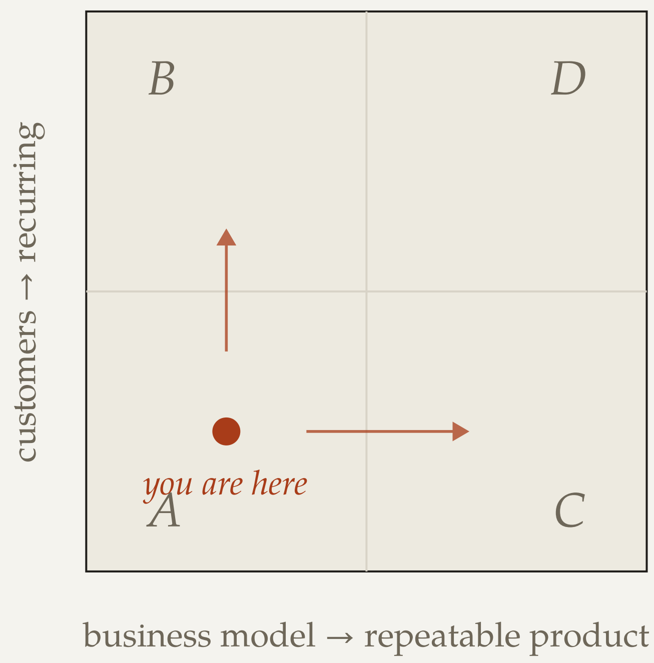
2 Where it sits

Six questions a buyer's eye asks, how this homepage answers them, and how often the field manages it. The bar shows the share of 98 readable sites.

What a buyer asks	*This site*	*The field*
Names a concrete use case	*clear*	99%
Says who it is for, by segment	*partly*	87%
Leads with the customer's outcome*	*no*	54%
Names a paying customer	*not named*	50%
Shows a visible way to buy	*none*	43%
Offers a real next step, not a form	*no*	30%

**Outcome headlines counted generously; many are vision statements, not a customer result.*

On the demand-transition map, that places the company in quadrant A: a funded institutional project, not yet a repeatable product sold to recurring buyers. Most firms start there. The ones that move go either right, by productising, or up, by maturing who pays.



3 Why it happens

This is not a failure of effort. It is what the sector spends its money on. Across 100 European space companies with 1,109 open roles, this is how those roles divide:

Engineering and technical	786 roles
Operations and support	159 roles
Unclear	62 roles
Commercial	102 roles

Open roles at 100 European space companies, July 2026.
Classified by title from public careers pages and applicant tracking systems.

That is 7.7 engineering vacancies open for every commercial one. It is the backdrop your homepage sits against, and it is why a clear commercial story is cheap leverage: almost nobody is competing for that attention.

4 The three fixes that matter

Small, specific, and mostly a matter of copy. In priority order.

1. **Name a buyer**

Swap one investor logo for one customer and the job they hired you for. If the only reference is an agency contract, say so plainly. It still counts.

As it reads now. “Backed by leading investors.”

Stronger. “Selected by [agency] to supply propulsion for [programme].”

2. **Give a way to buy**

Replace the bare contact form with one next step a procurement lead recognises, and remove the guesswork about what happens after they click.

As it reads now. “Interested? Contact us.”

Stronger. “Request lead times and pricing, with a reply within two days.”

3. **Rewrite the headline for the customer**

Move the first line from what the technology is to who it is for and what they get. The engineering sits one line below, where it becomes proof.

As it reads now. “Next-generation electric propulsion.”

Stronger. “Move your satellite for less, in months not years.”

What these three would do to the score

Five of six would put the company above the median of the 98 sites audited.

5 What a sprint would do

A teardown is a reading. A sprint is the repair: three weeks, and mostly your words rather than your calendar.

Week one	**Positioning** Two founder interviews and a demand-side read of your market: who buys your propulsion, for which decision.
Week two	**Presence** The three fixes applied where buyers look: homepage, executive profiles, and a one-page brief for BD and investors.
Week three	**Handover** The positioning written down as a short system your team runs without an agency.

About four hours of your time in total: two interviews and one handover call. Week one is invoiced on its own; if the positioning does not convince you when it ends, we stop there and that is all you pay.

A note on the evidence

The field figures come from my own audit of 105 European space company websites, 98 of which could be read, and a count of 1,109 open roles at 100 companies. Both run on public sources, collected in July 2026, re-added in full and spot-checked live before publication.

A note on this sample

This is a composite, assembled from patterns across the audit. It is not a real company and not a real client. A teardown written for you reads your own site and market the same way: what a buyer sees, where you sit against the field, and the few changes that would move you. Ninety minutes of your time, and a short memo you can act on the same week.

Commercial strategy for European space, grounded in research I publish myself.

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The Demand Side, independent research and positioning for European space