



GLOBAL PERSPECTIVE. REAL OPPORTUNITIES.

AMERICAS | EUROPE | BEYOND

PEOPLE, MARKETS,
OPPORTUNITIES,
A STRONGER TOMORROW.

VISION

MARKETS

PEOPLE

EXECUTION

GROWTH

A FIELD GUIDE FOR EUROPEAN COMPANIES

BUILDING IN AMERICA

THE EUROPEAN EXECUTIVE'S GUIDE TO ESTABLISHING,
OPERATING AND GROWING A U.S. BUSINESS

From European Excellence to American Opportunity.



STRATEGY
a clear direction



EXECUTION
on the ground



LONG-TERM VALUE
beyond borders

About Crestmont Group

*Helping European companies establish,
build and grow in the United States.*

Crestmont Group helps European businesses turn their U.S. expansion plans into a functioning local operation. We combine strategic preparation with practical execution and leadership on the ground, keeping the American business closely connected to European headquarters.

HOW WE SUPPORT YOUR BUSINESS

- **Market entry and planning** - assessing opportunities, defining priorities and developing a practical launch roadmap.
- **Local setup and operations** - coordinating offices, warehousing, logistics, operational processes and specialist advisers.
- **Leadership and team development** - building the local organization, recruiting key people and providing executive and operational leadership.
- **Commercial development** - developing customer relationships, distribution channels and business partnerships.
- **Connection with European HQ** - establishing clear communication, reporting and decision-making across both sides of the Atlantic.

ABOUT THE FOUNDER

Bas Hendriks is a Dutch executive with more than 20 years of experience building and leading businesses across Europe and the United States.

His experience includes establishing and leading the U.S. operation of a European manufacturing company from the ground up: building the team, setting up the office and warehouse, and developing commercial relationships.

His European background and U.S. operating experience help him translate expectations, priorities and local realities between headquarters and the American team.

Let's discuss your U.S. plans

Whether you are exploring the market or preparing to establish your own operation, connect with Bas to discuss your ambitions and the support you need.

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*"The goal is not simply to enter the U.S. market. The goal is to learn how to operate **as a U.S. business** — while preserving the strengths that made you successful in Europe."*

BAS HENDRIKS · FOUNDER, CRESTMONT GROUP

Why I Wrote This Guide

The goal is not simply to enter the U.S. market. The goal is to learn how to operate *as a U.S. business* — while preserving the strengths that made you successful in Europe.

Throughout this guide I have therefore added personal field notes: practical lessons that I would want any European management team to know before it starts building in the U.S.

My view on U.S. expansion has been shaped by actually building and running operations on the ground. What surprised me most was not that the United States is difficult, but how many familiar-looking parts of business work differently once you are responsible for them yourself. Banking, hiring, taxes, insurance, contracts, logistics, customer expectations and even day-to-day communication all have their own U.S. reality.

That experience changed the way I look at market entry. I do not believe a European company should try to copy its home-market organization into the United States. Nor should it abandon the qualities that made it successful in Europe. The real task is to understand what must be localized, what should remain consistent, and where local management needs the authority to move at American speed.

Bas Hendriks

FOUNDER, CRESTMONT GROUP — LOS ANGELES

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A New Operating Environment

Entering the United States is not simply an export decision. It is the creation of a new operating environment: different customers, buying behavior, employment practices, tax exposure, legal risk, logistics, time zones and expectations around speed and accountability.

A European company can bring a strong product, brand and technical capability to the U.S. and still struggle if the organization behind the offer remains designed entirely around Europe.

The objective of this framework is to organize the expansion around a logical sequence: validate the opportunity, define how the company will win, establish the minimum infrastructure required to operate professionally, put accountable leadership close to the market, and scale only where traction justifies additional investment.

A PRACTICAL FRAMEWORK FOR BUILDING A DURABLE U.S. BUSINESS

CORE PRINCIPLE

Build an American business with European strengths — not a European export operation with an American address.



PART ONE

The Framework

Seven decisions that determine whether a European company enters the United States with real commercial traction — or with an expensive address and no local business.

STRATEGY

PEOPLE

STRUCTURE

PRESENCE



Validate the Opportunity

Before committing to facilities, headcount or a complex corporate structure, determine whether the market opportunity is real and sufficiently concentrated to support a focused entry. Desktop research is useful, but direct market contact is more valuable.

- Define the target customer by industry, size, use case and buying behavior.
- Map direct competitors, substitutes, price levels and channel structures.
- Identify geographic clusters where customers, suppliers or industry expertise are concentrated.
- Test whether the current product, certification, packaging, service model and commercial proposition fit U.S. expectations.
- Interview prospective customers, distributors, representatives, advisers and peer companies already operating in the market.
- Use trade shows and industry events as structured market-learning opportunities rather than simply exhibition opportunities.

PERSONAL FIELD NOTE

Assume Almost Nothing Works Exactly the Same

One of the easiest mistakes is to treat the U.S. as a larger version of Europe. From a distance, many processes look familiar. Once you operate the business, the differences become much more visible.

My advice — For every important function, ask one question first: "How is this normally done in America?" Research from Europe is useful, but at some point you need to be on the ground, talking to customers and seeing how the market actually behaves.

DECISION GATE

The validation phase should end with a clear answer to four questions: Who will buy? Why will they buy? How will you reach them? What must change before you can serve them well?



Define Your U.S. Strategy

The U.S. is too large and diverse to approach as one undifferentiated market. Early focus is a strategic advantage. Select the customer segments, states, channels and product lines most likely to produce repeatable traction.

Make the strategic choices explicit

- Which customer segment will receive priority during the first 12–18 months?
- Will the company compete primarily on product performance, specialization, service, availability, total cost, brand or another advantage?
- Which activities must be performed locally and which can remain centralized in Europe?
- What is the initial investment envelope, and what milestones unlock additional spending?
- What does success look like at 90, 180 and 365 days?

Pricing should also be rebuilt for the U.S. rather than translated from a European price list. Landed cost, local margins, channel economics, service requirements, warranty exposure, competitive alternatives and customer value all matter.

Choose Where to Operate

The incorporation state and the operating location are separate decisions. The best operating base is the place that improves commercial execution and supports the people who will build the business.

PERSONAL FIELD NOTE

There Is No Single American Business Culture

California is not Texas, Texas is not New York, and Florida is not the Midwest. States and regions differ in costs, regulation, labor markets, customer behavior and the way people communicate and build relationships.

My advice — Do not create one generic "American approach." Learn the region in which you are actually doing business and adapt without losing your company's identity.

FACTOR	QUESTIONS TO ANSWER
<i>Customers & suppliers</i>	Where are the first target accounts, strategic suppliers and partners concentrated?
<i>Logistics</i>	Which ports, airports, highways and parcel/freight networks matter to the business?
<i>Talent</i>	Can the company recruit the commercial, technical and operational profiles it needs?
<i>Cost</i>	What is the combined effect of wages, rent, insurance, utilities and taxes?
<i>Time zones</i>	Can the U.S. team serve customers while still collaborating effectively with Europe?
<i>Industry ecosystem</i>	Are relevant associations, trade shows, universities, investors or specialist suppliers nearby?
<i>Leadership sustainability</i>	Is the location practical for the executive or team expected to build the operation?



Build the Go-to-Market Engine

Market entry becomes real when a company chooses how customers will be reached and who owns each part of the sales process. The route to market should match the product, buying cycle, required technical support and desired control over the customer relationship.

Possible routes to market

MODEL	BEST SUITED TO	KEY CONSIDERATION
<i>Direct sales</i>	Complex, strategic or high-value accounts	Maximum customer control, but requires local commercial capability.
<i>Distributors</i>	Markets where stocking, reach or local relationships matter	Faster access, but margin and customer visibility are shared.
<i>Independent reps / agents</i>	Industries with established representative networks	Variable-cost reach, but management and mindshare require attention.
<i>Strategic partners</i>	Complementary products, systems or channels	Can accelerate credibility and access if incentives are aligned.
<i>Digital / e-commerce</i>	Standardized products with clear specifications	Requires strong fulfillment, pricing discipline and channel management.

Many successful launches use a hybrid model. What matters is that channel roles, account ownership, pricing boundaries and lead follow-up are defined from the beginning.

COMMERCIAL DISCIPLINE

Do not confuse market activity with market traction. Track qualified opportunities, conversion, sales-cycle length, repeat business and gross margin — not only meetings and leads.



Create a Credible Local Presence

Customers make rapid judgments about whether a foreign supplier is truly committed to the market. A credible U.S. presence does not necessarily require a large office, but it does require responsiveness, accessibility and visible ownership.

- A U.S. phone number and reliable response during local business hours.
- Clear U.S. contact information and a website adapted to American terminology, units, spelling and customer expectations.
- Local pricing, delivery information, warranties and service procedures.
- A senior person who can meet customers in person and make decisions.
- U.S. references and case studies as soon as they become available.
- Consistent follow-up after meetings, trade shows and introductions.
- A clear process for complaints, technical questions and urgent customer issues.

PERSONAL FIELD NOTE

A U.S. Address Is Not a U.S. Presence

Customers notice the difference between a company that merely has an address in America and one that is genuinely available. Local time-zone coverage, face-to-face visits, fast answers and someone who can make decisions change how the business is perceived.

My advice — Start lean if necessary, but look permanent and dependable. Presence is created by people and responsiveness, not by an address alone.

The objective is not to appear larger than the business is. It is to demonstrate that customers can rely on the company after the order has been placed.



Build the Right U.S. Team

The first U.S. employees have disproportionate influence. They establish customer habits, internal culture and the reputation of the operation. Hiring should therefore follow actual bottlenecks rather than a copied European organization chart.

- Give local leadership enough authority to negotiate, solve problems and make routine operating decisions.
- Benchmark compensation by role, geography and industry before recruiting.
- Expect concise resumes and relatively fast interview processes.
- Avoid interview questions concerning protected personal characteristics or family circumstances.
- Understand the implications of at-will employment and state-specific employment rules.
- Design compensation as a complete package: base salary, variable compensation, benefits, retirement contribution and paid time off where applicable.
- Plan retention deliberately; strong employees may have multiple alternatives.

PERSONAL FIELD NOTE

Hiring Is a Different Discipline

Recruiting and employing people in the U.S. can feel very different from Europe. Compensation packages, benefits, interviews, employee mobility, employment practices and candidate expectations all require a local perspective. The rules can also vary by state and sometimes by city.

My advice — Benchmark the complete package locally and use U.S. employment expertise before the first hire. Do not simply copy the European HR handbook across the Atlantic.

LEADERSHIP PRINCIPLE

A U.S. leader without meaningful decision rights becomes a messenger between the customer and Europe. That slows the business and weakens accountability.



Design the Legal & Tax Structure

Entity selection should follow the intended operating model, ownership structure, tax position and long-term plans. Corporations and LLCs offer different governance and tax characteristics, and cross-border consequences should be reviewed before formation.

Delaware: useful, but not automatic

Delaware is frequently selected because of its established corporate law, specialized business court and familiarity to investors and transaction advisers. It is not automatically the best choice for every foreign-owned operating company. A business incorporated in Delaware but operating in another state may still need to register, file and pay taxes in that operating state.

Typical formation sequence

- 1 Confirm ownership, entity and tax architecture with qualified U.S. and home-country advisers.
- 2 Select the formation state and appoint the required registered agent.
- 3 File the entity formation documents.
- 4 Obtain an Employer Identification Number (EIN).
- 5 Establish banking, accounting, payment and approval processes.
- 6 Register in additional states where business activities create filing or tax obligations.
- 7 Maintain annual reports, franchise taxes and other recurring compliance.

State tax and nexus deserve early attention

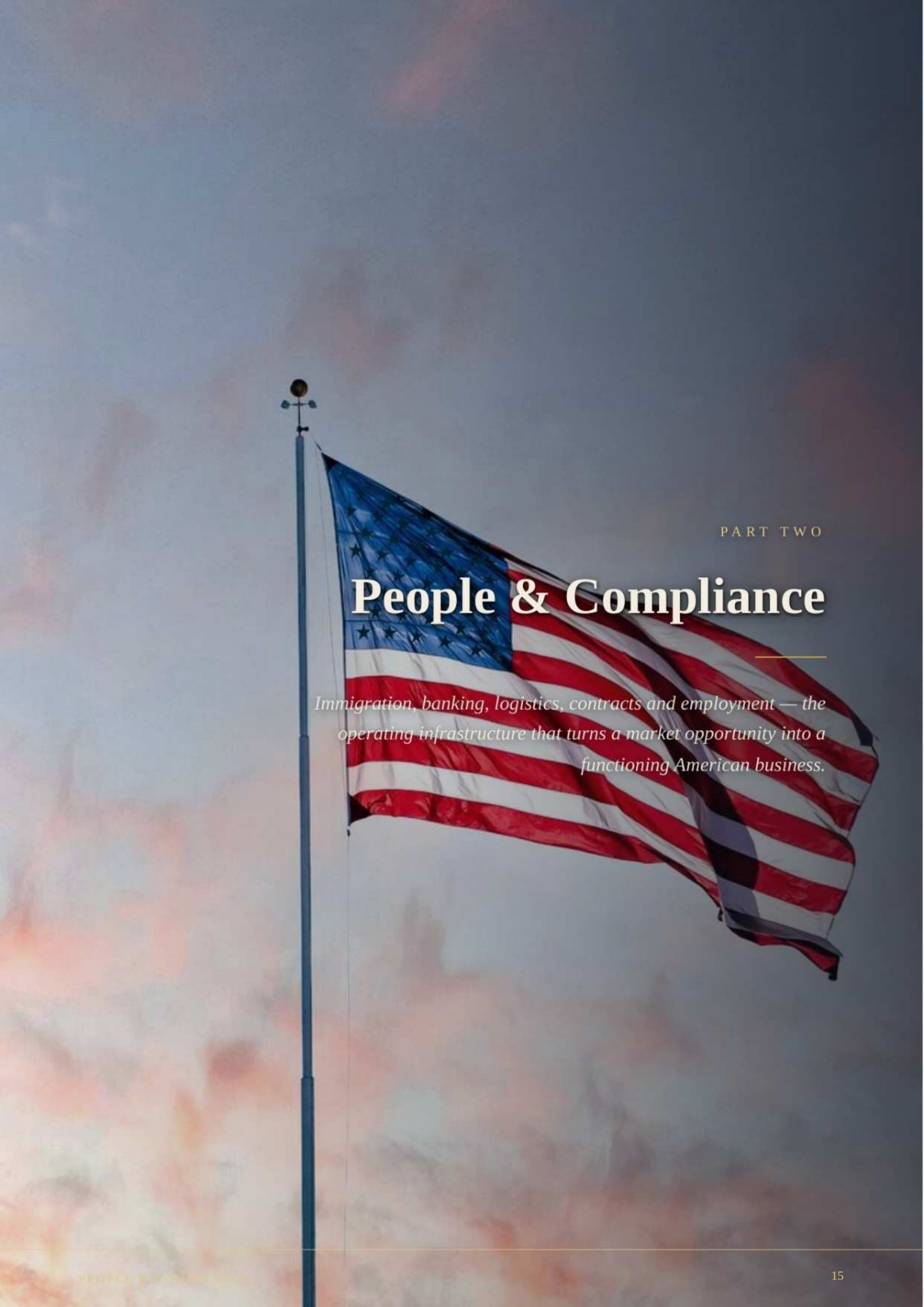
Employees, inventory, offices, warehouses, economic activity and sales can create state-level tax or registration obligations. Sales tax, income or franchise taxes, payroll registrations and local requirements should therefore be mapped to the actual footprint of the business rather than handled only from the incorporation state.

PERSONAL FIELD NOTE

There Is No Single "U.S. Tax System"

European teams sometimes speak about U.S. tax as though it were one national system. In reality, federal, state and local obligations can interact, and the footprint of employees, inventory, facilities and sales can change the company's obligations as it grows.

My advice — Bring in advisers who understand multi-state operations before making location, hiring and inventory decisions. Tax should be designed into the operating model, not cleaned up afterwards.

An American flag is shown waving on a tall pole against a dramatic sky with soft, orange and pink clouds. The flag is positioned diagonally across the frame, with the stars and stripes clearly visible. The overall mood is patriotic and professional.

PART TWO

People & Compliance

Immigration, banking, logistics, contracts and employment — the operating infrastructure that turns a market opportunity into a functioning American business.



Immigration & Mobility

If European executives or employees will work in the United States, immigration planning should begin before travel schedules and start dates are committed. Business visitor activity and productive employment are legally distinct.

Potential routes may include treaty-based classifications, intracompany transfers and other employment-based categories, depending on ownership, nationality, role, qualifications, investment and corporate history. Eligibility and processing requirements are fact-specific.

PLANNING RULE

Treat immigration as part of the corporate build, not as a last-minute travel issue. Engage qualified U.S. immigration counsel early.



Banking, Insurance & Financial Infrastructure

A functioning U.S. business needs financial infrastructure that customers, employees and suppliers can use without friction. Establish these systems early enough that they do not become the bottleneck once commercial activity starts.

- U.S. operating bank account and clearly defined signing / approval authority.
- Accounting system and chart of accounts aligned with group reporting.
- Corporate payment cards and expense-management procedures.
- Accounts receivable, credit-control and customer payment processes.
- Payroll funding and recurring tax-payment processes.
- Insurance appropriate to the activity — general liability, product liability, property, workers' compensation, commercial auto, cyber or professional coverage.
- Cash-flow reporting and a monthly U.S. budget-versus-actual review.

New foreign-owned entities may initially have limited U.S. credit history. Plan for deposits, guarantees or alternative arrangements where landlords, card issuers or suppliers require established credit.

PERSONAL FIELD NOTE

Banking Can Be Surprisingly Different

Bank accounts, ACH, wires, checks, signing authority, corporate cards and credit history do not always work the way a European executive expects. A new U.S. subsidiary can also have little domestic credit history even when its European parent is financially strong.

My advice — Start banking and credit setup early. Expect that landlords, suppliers or card issuers may initially request deposits, guarantees or extra documentation. Also engage an insurance broker who understands foreign-owned U.S. businesses.



Supply Chain, Warehousing & Fulfillment

The physical operating model should evolve with volume. Early-stage companies often begin with direct shipments or a third-party logistics provider, while businesses requiring assembly, technical work, customer pickup or specialized inventory may need dedicated space earlier.

PERSONAL FIELD NOTE

Logistics Becomes Part of the Sales Proposition

Shipping everything from Europe can be perfectly sensible while validating the market. As the business grows, however, American customers may expect faster availability, local stock and easier service. A warehouse should solve a commercial problem, not simply prove commitment.

My advice — Let customer concentration, order frequency, lead-time expectations and inventory economics determine when local stock, a 3PL or a dedicated facility becomes necessary.

QUESTION	WHY IT MATTERS
<i>Where should inventory sit?</i>	Determines customer lead time, freight cost, working capital and state tax exposure.
<i>3PL or own facility?</i>	A 3PL offers flexibility; dedicated space offers more control and may support assembly or service.
<i>How will replenishment work?</i>	Import lead times and variability determine safety stock and reorder points.
<i>Who owns import compliance?</i>	Importer-of-record responsibilities, customs classification and documentation must be clear.
<i>What service level is promised?</i>	Sales commitments should match real inventory and fulfillment capability.



Contracts, IP & Commercial Risk

European contracts should not automatically be reused in the United States. Commercial terms, warranties, limitation of liability, governing law, dispute provisions and industry-specific requirements should be reviewed for the U.S. environment.

- Prepare U.S.-appropriate customer and supplier terms.
- Review product warranties and claims procedures.
- Define authority for discounts, contractual deviations and indemnities.
- Confirm appropriate insurance limits before accepting customer requirements.
- Protect trademarks and other IP in the United States where relevant.
- Use confidentiality, invention-assignment and intercompany IP agreements where appropriate.
- Review patent strategy before public disclosure when patent protection may be important.

PERSONAL FIELD NOTE

Do Not Sign on Autopilot

American customer agreements and purchasing terms can allocate risk very differently from contracts used in Europe. Liability, indemnification, warranty language, insurance limits and governing law deserve attention before the sales organization gains momentum.

My advice — Define contractual boundaries and approval levels early. The local team should know what it can accept, what it can negotiate and what requires legal or headquarters approval.

RISK PRINCIPLE

Commercial speed matters, but so does consistency. Establish approval thresholds so the U.S. team can move quickly without accepting uncontrolled contractual risk.



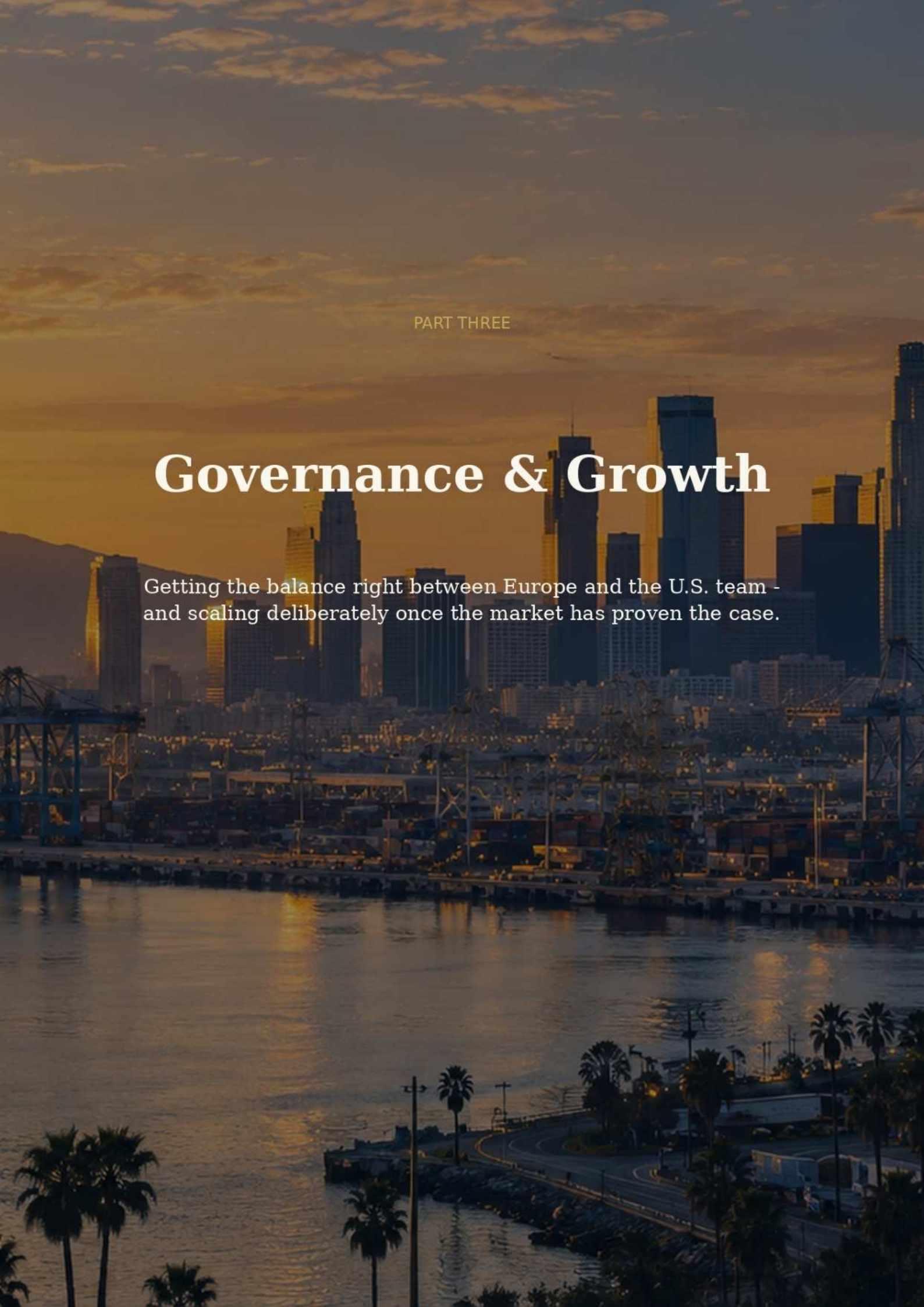
Employment & Compliance

U.S. employment compliance is a combination of federal, state and sometimes local rules. Obligations can differ materially depending on where employees work, so adding people in new states can increase administrative complexity.

Direct employment or outsourced support

A company may employ staff directly and operate its own payroll / HR processes, or use service models such as an Employer of Record (EOR) or Professional Employer Organization (PEO) for selected functions. The legal and operational effect varies by arrangement and provider.

- 1 Register the employing entity where required.
- 2 Establish payroll tax and unemployment accounts.
- 3 Implement payroll, timekeeping and expense processes.
- 4 Prepare compliant offer letters and workplace policies.
- 5 Complete work-authorization and onboarding requirements.
- 6 Arrange required insurance and selected employee benefits.
- 7 Maintain federal, state and local employment compliance.
- 8 Use documented processes for performance management and termination.



PART THREE

Governance & Growth

Getting the balance right between Europe and the U.S. team -
and scaling deliberately once the market has proven the case.

Governance: Europe vs. U.S. Decision-Making

One of the most important design choices is the relationship between headquarters and U.S. management. The parent company should retain appropriate strategic and financial control without forcing routine market decisions through a European approval cycle.

A written authority matrix can remove ambiguity. It should define financial thresholds, contract authority, hiring rights, pricing boundaries and the matters reserved for the parent board or executive team.

PERSONAL FIELD NOTE

Do Not Manage America Minute-by-Minute From Europe

A U.S. operation can report to Europe without requiring European approval for every routine commercial decision. If every customer answer becomes "I need to check with Europe," speed and credibility suffer.

My advice — Agree the boundaries first: budgets, pricing bands, hiring authority and contractual limits. Then give the person responsible for the U.S. business room to operate within them.

KEEP ALIGNED WITH EUROPE	DELEGATE LOCALLY WITHIN AGREED LIMITS
Annual strategy and investment envelope	Customer visits and day-to-day commercial execution
Group brand and core product standards	Routine pricing within approved bands
Major capital expenditure	Local supplier and service-provider decisions
Senior executive appointments	Recruitment within approved headcount / budget
Material legal commitments	Customer issue resolution and operational priorities
Group financial reporting	Local marketing execution and relationship building



Measure, Adapt & Scale

Early expansion is an iterative operating process. Management should distinguish leading indicators — activity and pipeline creation — from lagging indicators such as revenue and profit. The scorecard should evolve as the business matures.

COMMERCIAL	OPERATIONAL	ORGANIZATIONAL / FINANCIAL
Qualified opportunities	On-time delivery	Headcount vs. plan
Pipeline by stage	Inventory turns	Monthly cash burn
Conversion rate	Order accuracy	Budget vs. actual
Sales-cycle length	Customer response time	Gross margin
Repeat orders	Returns / warranty issues	Working capital

SCALE RULE

Add fixed cost after the business demonstrates where capacity is genuinely needed. Do not build the year-three organization in month three.



Practical Lessons I Would Keep Close

Some lessons do not belong to a single workstream. They are small operating habits that repeatedly make a difference when building across the Atlantic.

Keep the European Strengths

Localization does not mean changing everything. European engineering, quality, manufacturing discipline and long-term thinking can be genuine competitive advantages. Adapt the parts that create friction for American customers; protect the strengths that create value.

The First Leader Must Be Hands-On

An early-stage U.S. operation is rarely a narrow corporate management role. Customer negotiations, recruiting, a shipment issue, banking, insurance and a warehouse problem can all appear in the same week. The person leading the launch must be comfortable moving from the boardroom to the operational detail.

Trade Shows Start Before the Doors Open

Identify target accounts in advance, schedule meetings, communicate your presence and follow up quickly afterwards. Booth traffic is not the objective; relevant conversations and qualified opportunities are.



PRACTICAL LESSONS I WOULD KEEP CLOSE — CONTINUED

Relationships Still Matter

The size of the market can make the U.S. appear transactional, but face-to-face contact remains extremely powerful. Customer visits, trade shows, lunches and consistent follow-up often create momentum that is difficult to reproduce from a European desk.

Your European Reputation Does Not Automatically Travel With You

A respected European brand may still be unknown in the U.S. Early American customers therefore matter for more than revenue: they create local proof, references and confidence.

Speed Is Part of the Customer Experience

American customers are generally less interested in why headquarters is closed or why a decision needs to travel across time zones. Design the organization so that routine answers can be given during the customer's working day.

The First 365 Days — Execution Roadmap

The exact sequence varies by sector, but a staged roadmap helps management keep commercial validation, infrastructure and spending synchronized.

PERIOD	PRIMARY FOCUS	INDICATIVE OUTPUTS
<i>Days 1–30</i>	Validate & focus	Target segments, competitor map, customer interviews, geographic priorities, initial financial assumptions.
<i>Days 31–90</i>	Design & prepare	Go-to-market model, pricing logic, entity/tax plan, immigration workstream, banking plan, first pipeline.
<i>Days 91–180</i>	Establish & launch	Entity and registrations, local leadership presence, commercial outreach, trade events, initial logistics and first hires where justified.
<i>Days 181–270</i>	Stabilize	Reference customers, repeatable sales cadence, inventory/service routines, KPI reviews, refined budget and staffing plan.
<i>Days 271–365</i>	Scale selectively	Add channels, people, inventory or facilities where traction supports investment; prepare year-two plan.

Management questions at the end of year one

- Which customer segment is converting fastest and at the best margin?
- Where is the business losing opportunities, and why?
- Which activities still depend too heavily on Europe?
- Does the U.S. team have enough authority and capability to execute?
- Is the current location and logistics model still appropriate for the next stage?
- Which fixed investments are now supported by demonstrated demand?
- What must be true for the U.S. operation to reach the next scale milestone?

Experience From the Field

Building in America - not just advising from Europe.

My perspective on U.S. expansion comes from direct experience. I spent several years building and leading the American operation of a European manufacturing company - developing the organization from the ground up and turning a European ambition into a functioning U.S. business.

That meant much more than establishing a legal entity. It involved building the local team, setting up an office and warehouse operation, developing customer and distributor relationships, coordinating supply and logistics, and creating the systems and structure required to operate independently in the United States.

I worked across every level of the organization: from strategy, budgets and leadership decisions to recruitment, customer visits, operational challenges and day-to-day execution. That experience taught me that many aspects of doing business in America may look familiar from Europe, while working very differently in practice.

Banking is different. Hiring is different. Insurance, taxation, contracts and customer expectations are different. Each state and region also has its own commercial culture, labor market and way of building relationships. These differences should not discourage European companies. They simply need to be understood early and managed locally.

The most important lesson I learned is that successful U.S. expansion requires both perspectives: the discipline, quality and long-term thinking of a European company, combined with the speed, clarity and local ownership expected in America.

“Strategic enough for the boardroom, but practical enough to build the operation on the ground.”

BAS HENDRIKS | FOUNDER, CRESTMONT GROUP

The Value of Transatlantic Leadership

Connecting European headquarters with an American organization.

During the early stages of a U.S. expansion, there is significant value in placing the American operation under the leadership of a European executive who also understands how business is conducted in the United States. This person becomes more than the head of the U.S. organization: he or she becomes the bridge between two business cultures.

EUROPEAN CONTEXT

Understands the history, values, expectations and decision-making processes of the parent company.

AMERICAN REALITY

Understands U.S. customers, employees, partners and the speed at which the local market expects decisions to be made.

TWO-WAY TRANSLATION

Explains European strategy locally while translating American market feedback and operational realities back to headquarters.

Many problems in international expansion are not caused by a poor strategy, but by messages, expectations and decisions being interpreted differently on opposite sides of the Atlantic. A strong transatlantic leader reduces that distance, protects the connection with the parent company and helps both organizations develop mutual understanding and trust.

The goal is not to operate the American business as an extension of Europe forever. The goal is to build a genuinely American organization without losing the values, knowledge and identity that made the European company successful.

"The right leader does not simply manage the U.S. operation. The right leader connects two continents."

Is Your Company Ready for the U.S.?

Before committing capital, hiring people or selecting a location, leadership should answer several fundamental questions.

-  **MARKET EVIDENCE**
 Do we have credible evidence of U.S. customer demand beyond general market reports or occasional export sales?
-  **CLEAR OWNERSHIP**
 Is one senior leader accountable for the U.S. launch, with the authority to make decisions and move quickly?
-  **LOCAL RELEVANCE**
 Can we clearly explain why an American customer should choose us over an established U.S. alternative?
-  **INVESTMENT & RUNWAY**
 Are we prepared to fund the complete market-entry effort and allow sufficient time to build traction?
-  **LOCAL DECISION-MAKING**
 Can commercial and operational decisions be made in the United States without repeatedly waiting for Europe?
-  **ORGANIZATIONAL COMMITMENT**
 Are the board and European organization prepared to treat the U.S. as a strategic growth platform rather than an export experiment?
-  **TRANSATLANTIC LEADERSHIP**
 Do we have a leader who understands both the European parent company and the American business environment - and can translate expectations, decisions and market realities in both directions?

If several answers are unclear, the company may not yet be ready to launch - but it is ready to begin validating the opportunity.

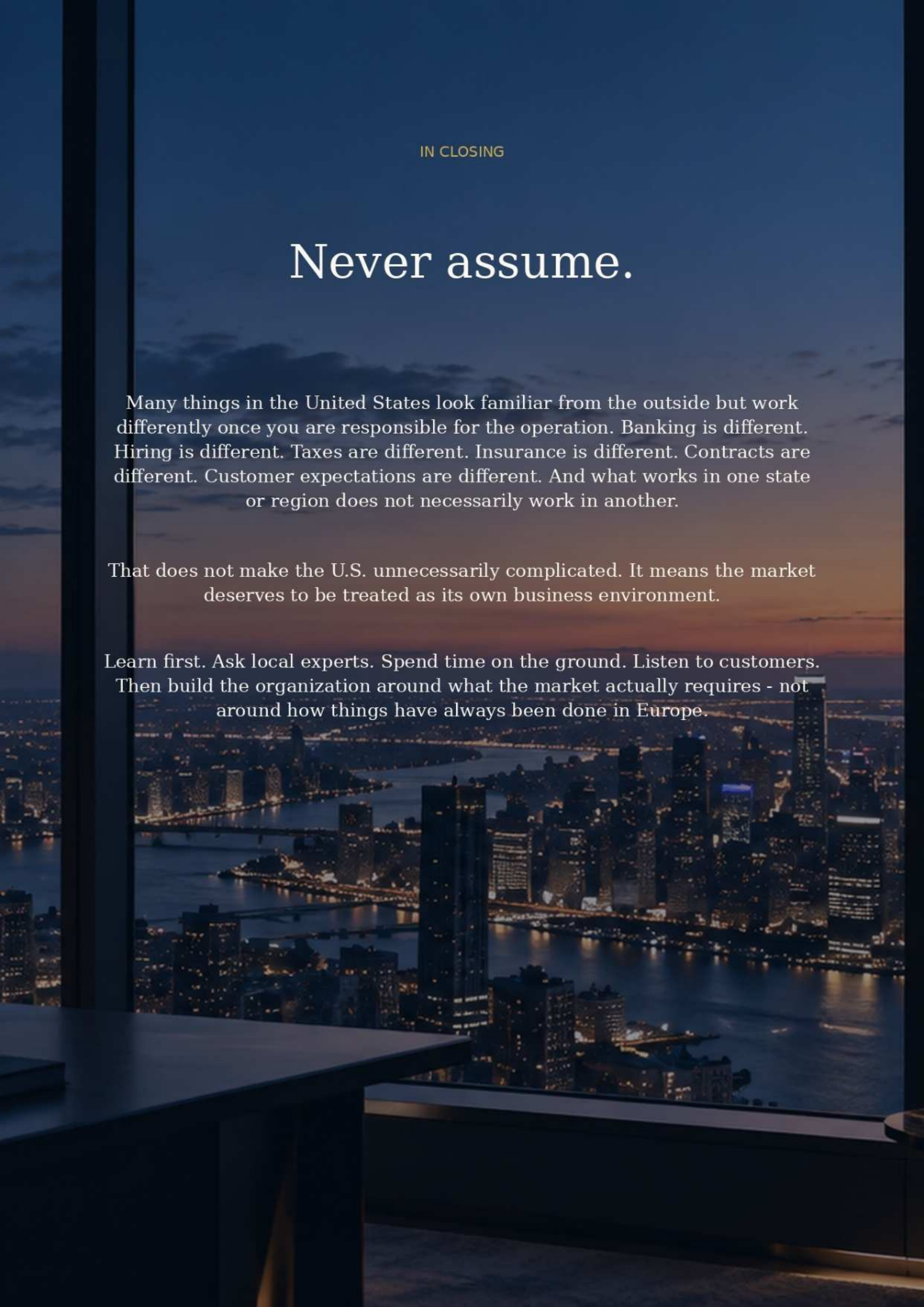
IN CLOSING

Never assume.

Many things in the United States look familiar from the outside but work differently once you are responsible for the operation. Banking is different. Hiring is different. Taxes are different. Insurance is different. Contracts are different. Customer expectations are different. And what works in one state or region does not necessarily work in another.

That does not make the U.S. unnecessarily complicated. It means the market deserves to be treated as its own business environment.

Learn first. Ask local experts. Spend time on the ground. Listen to customers. Then build the organization around what the market actually requires - not around how things have always been done in Europe.





Validate first. Establish deliberately.
Localize intelligently.
Scale where the market proves the case.

READY WHEN YOU ARE

Let's Build Your **U.S. Operation.**

Crestmont Group helps European companies establish, launch and run their American business - from entity formation and go-to-market to hiring the first U.S. team. We don't just advise from a distance. We build and operate on the ground, in Los Angeles and beyond.

[CONNECT WITH ME ON LINKEDIN](#)

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CRESTMONT GROUP

GLOBAL PERSPECTIVE - REAL OPPORTUNITIES