



The 90-Day U.S. Entry Roadmap

A Structured Framework for International Founders
Preparing for U.S. Market Expansion

Pangea Consulting
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Why 90 Days?

Most international companies announce their U.S. expansion too early. They secure funding, hire a country manager, and book a booth at a trade show — then spend the next 12 months figuring out what they should have figured out in the first 90 days.

The founders who succeed build a structured roadmap that answers three questions — in sequence — before they commit a single dollar to U.S. operations.

MONTH 1	MONTH 2	MONTH 3
Validate the Opportunity	Test Your ICP & Channels	Design Your Pilot
Competitor benchmarking, regulatory mapping, market thesis development	U.S. customer profiling, channel partner conversations, go-to-market model design	Beachhead selection, KPI definition, operational scaffolding, decision framework

The Core Principle

Each month builds on the one before it. You cannot define a meaningful ICP without first understanding the competitive landscape. You cannot design a credible pilot without first validating your ICP and channel model. Sequence matters more than speed.

Key Insight: Companies that take 90 days to validate before committing reach meaningful U.S. revenue faster than those that rush in and spend a year course-correcting.

MONTH 1 | DAYS 1–30

Validate the Opportunity

Your product may be proven in your home market. But the U.S. is not a bigger version of your home market — it is a fundamentally different competitive environment with its own buyer expectations, pricing norms, regulatory requirements, and channel dynamics.

Competitor Benchmarking That Matters

This is not a feature comparison spreadsheet. Effective U.S. competitor benchmarking answers operational questions:

- How are established players positioning themselves — on price, outcome, or category leadership?
- What does their channel strategy look like — direct, distributors, partnerships, or hybrid?
- Where are the gaps they are leaving open, and are those gaps real opportunities or traps?

Regulatory & Compliance Reality Check

Map the regulatory landscape in specifics, not theory. Identify required certifications, labeling or packaging changes, state-level variations that affect your rollout sequence, and tariff implications under current trade policy.

Month 1 Deliverable: Validated Market Thesis

- ✓ Clear articulation of where you fit in the U.S. competitive landscape
- ✓ Differentiated positioning supported by benchmarking evidence
- ✓ Identified structural barriers between you and market entry
- ✓ Regulatory and compliance requirements mapped with cost estimates

MONTH 2 | DAYS 31–60

Test Your ICP & Start Channel Conversations

Month 1 tells you whether the opportunity is real. Month 2 tells you who your U.S. customer actually is — and how you will reach them.

Defining Your U.S. Ideal Customer Profile

Your home market ICP and your U.S. ICP are probably not the same. Buyer motivations shift, decision-making structures differ, and budget cycles vary — especially in B2B. Build your U.S.-specific ICP through direct engagement:

- Conversations with potential buyers (not surveys)
- Understanding how your target segment discovers, evaluates, and purchases in your category
- Mapping decision-making structures and procurement processes in the U.S. specifically

Channel Conversations, Not Commitments

Begin talking to potential channel partners — distributors, retailers, resellers, strategic partners. But the purpose is to learn, not to close deals. Key questions to explore:

- What do channel partners look for in an international brand?
- What margins and marketing support do they expect?
- What is their typical onboarding timeline?
- What objections do they raise about international brands?

Month 2 Deliverable: Validated ICP & Channel Model

- ✓ U.S.-specific Ideal Customer Profile with real market evidence
- ✓ Channel options mapped through direct partner conversations
- ✓ Preliminary go-to-market model reflecting validated learnings
- ✓ Refined positioning based on buyer and channel feedback

MONTH 3 | DAYS 61–90

Design a Pilot That Proves Your Model

A pilot designed without the intelligence from Months 1 and 2 is just an expensive experiment with no hypothesis. A pilot built on 60 days of structured validation is a controlled test of a specific go-to-market thesis.

What a Well-Designed U.S. Pilot Includes

A strong pilot is narrow by design. It targets a specific segment, in a specific geography, through a specific channel, with clearly defined success metrics:

- Beachhead market selection — a specific metro, region, or customer segment
- KPIs that distinguish traction from noise: conversion rates, CAC, repeat purchase, margin performance
- Realistic timeline with defined milestones
- Budget parameters aligned with validation objectives

Operational Scaffolding

Build the minimum operational infrastructure to support the pilot — logistics and fulfillment pathways, customer support for U.S. time zones, and legal and financial structures for U.S. transactions. The key word is minimum. This is not about building a U.S. operation; it is about building just enough infrastructure to run a credible test.

The Decision Framework

The most valuable deliverable of the entire 90 days: a structured decision framework that defines what results justify scaling, what results require pivoting, and what results tell you to walk away. It replaces gut feeling with evidence-based criteria.

Month 3 Deliverable: Executable Pilot Program

- ✓ Fully designed pilot with defined parameters and success criteria
- ✓ Beachhead market identified with supporting rationale
- ✓ Minimum operational infrastructure planned and budgeted
- ✓ Decision framework: scale, pivot, or exit criteria clearly defined



Ready to Build Your 90-Day U.S. Entry Roadmap?

At Pangea Consulting, this structured approach to market validation, competitive benchmarking, ICP development, and pilot design is the foundation of how we help international companies enter the U.S. with confidence.

[Schedule a U.S. Readiness Assessment](#)

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