



From Strategy to Execution: How European Companies Succeed in the U.S. Market

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When European companies look at the United States, they see opportunity: market size, access to capital, innovation, and long-term growth potential. What they often discover later, sometimes after costly detours, is that success in the U.S. depends far less on ambition and far more on execution.

This is where the partnership between Prager Metis and the Council of American States in Europe (CASE) becomes a decisive advantage for European companies navigating transatlantic expansion.

As the exclusive CPA and advisory partner of CASE, Prager Metis works alongside European businesses to deliver practical implementation expertise across borders, jurisdictions, and business cultures. Our focus is on helping companies understand not just how the U.S. system works in theory, but how to execute successfully in practice.

The Transatlantic Landscape: Opportunities Meet Reality

The concept of a transatlantic partnership between Europe and the United States is often discussed in strategic terms, but for companies on the ground, it translates into concrete opportunities and equally concrete challenges.

From a business perspective, three elements define today's transatlantic landscape:

- **Access to scale and diversification.** For European companies, the U.S. offers immediate access to a large, diversified, and resilient market. Expansion into the U.S. is no longer only about growth; it is increasingly about diversification of revenue streams, supply chains, and customer bases.
- **Structural and fiscal complexity.** The opportunity to scale comes with structural complexity. The United States is not a single market but a system of federal and state-level frameworks that require careful planning, particularly from a fiscal and compliance perspective.
- **Cultural and operational alignment.** Even experienced European companies often underestimate the operational and managerial differences between Europe and the U.S. Decision-making speed, reporting expectations, and performance metrics can differ significantly.
- These dynamics define the real value of a transatlantic partnership: aligning strategy, structure, and execution across two distinct economic environments to drive sustainable growth.

From Theory to Reality: What "Entering the U.S." Really Means

On paper, entering the U.S. market can appear straightforward. In reality, it rarely is.

European companies quickly learn that success in the U.S. requires navigating multiple layers of complexity—particularly at the state level, where taxation, incentives, and compliance requirements often have a greater operational impact than federal rules.

"The biggest misconception we see is the idea that once federal issues are understood, everything else becomes secondary," explains Andrea Fantozzi of Prager Metis. "In practice, state-level decisions often shape costs, scalability, and operational flexibility much more than companies initially expect."

Living and working in Florida, Andrea operates daily at the intersection of European expectations and American business realities. His experience confirms a recurring pattern: decisions that look efficient on paper can become expensive mistakes if they are not aligned with how business is actually conducted on the ground.

How Prager Metis Supports Transatlantic Execution

Prager Metis is uniquely positioned to support European companies through our integrated transatlantic operating model.

With a multiservices office in London and a dedicated European Service Group, Prager Metis works in close coordination with our U.S.-based teams to ensure continuity between European decision-making and U.S. execution. This structure enables clients to approach expansion as a coordinated and phased process rather than a leap into the unknown.

Our focus centers on practical implementation: translating European business models into U.S.-ready operating structures, aligning fiscal planning with commercial and operational realities, and supporting ongoing tax compliance as U.S. activities expand across states.

This approach delivers measurable value by enabling companies to move forward with confidence while avoiding unnecessary complexity at early stages.

- **Critical Areas in Cross-Border Tax Planning**

From a fiscal perspective, two areas consistently emerge as critical for European companies operating across the Atlantic: outbound planning from Europe and inbound structuring into the U.S.

- **Outbound tax planning.**

European companies often underestimate how outbound investment decisions affect group taxation, cash flows, and internal reporting. Dividend flows, transfer pricing alignment, and intercompany arrangements must be designed with long-term scalability in mind rather than short-term efficiency alone.

- **Inbound structuring and U.S. tax compliance.**

Once operations are established in the U.S., complexity shifts toward ongoing compliance. Multi-state operations introduce layered reporting obligations, differing tax bases, and administrative requirements that demand consistent coordination over time.

"The challenge is rarely understanding a single rule," Andrea notes. "The real complexity lies in managing multiple obligations while the business continues to grow."

Effective planning in these areas protects profitability, ensures compliance, and creates flexibility for future expansion.

What Sets Prager Metis Apart

Many advisory firms can describe regulatory frameworks or produce technical analyses. Prager Metis differentiates itself through execution excellence.

Three elements deliver distinct value to our clients. First, we apply practical sequencing of decisions, helping clients prioritize based on business timing and operational readiness rather than front-loading complexity. This prevents companies from locking in structures prematurely or making commitments before understanding the full landscape.

Second, our integrated cross-border teams ensure seamless execution. Our European Service Group works in close coordination with U.S. teams, ensuring that planning decisions made in Europe remain aligned once operations are active in the United States. This integration eliminates the common problem of advice that sounds effective in theory but proves difficult to implement in practice.

Third, we provide long-term involvement, treating expansion as an ongoing process rather than a one-time transaction. We provide continued support as compliance and operational requirements evolve, reducing friction and minimizing the need for costly corrective actions later.

This methodology reflects a fundamental principle of transatlantic expansion: success is determined by consistency of execution over time, not by the quality of initial planning alone.

Sectors Driving Transatlantic Growth

Over the past two years, Prager Metis has observed strong momentum across several sectors, with continued growth expected through 2026:

- Advanced manufacturing and industrial automation
- Life sciences and healthcare-related services
- Technology and digital services
- Specialized engineering and infrastructure-related activities
- Food, beverage, and consumer products with strong brand positioning

What these sectors share is the need for structured expansion strategies that balance speed with fiscal discipline and operational clarity. Companies in these industries cannot afford to learn through trial and error; they need partners who understand both the opportunities and the operational requirements from day one.

Why the Partnership with CASE Makes a Difference

CASE plays a critical role in connecting European companies with U.S. states, offering insight that extends well beyond general market data. Its state-level focus enables companies to evaluate opportunities before committing resources, understanding not just

where markets exist but which jurisdictions align with their operational model and fiscal profile.

Prager Metis complements this by translating opportunity into execution.

"CASE helps companies understand where to go," Andrea explains. "We help them understand how to operate once they get there from a fiscal and operational standpoint."

This partnership creates a complete pathway: CASE provides the strategic entry point, and Prager Metis ensures efficient execution once companies arrive.

Looking ahead, this collaboration will be strengthened through joint seminars and initiatives involving the State of Virginia, New York State, and Florida. These initiatives will provide companies with direct, practical insight into state-specific opportunities, fiscal considerations, and operational expectations. The focus is on delivering actionable intelligence rather than generic information.

Three Practical Recommendations for U.S. Expansion

Based on direct experience supporting European companies, Andrea offers three practical recommendations for those considering U.S. expansion:

Plan before you structure. Avoid locking in structures prematurely. Flexibility at the beginning often prevents costly adjustments later. Many companies rush to establish entities or commit to specific tax structures before fully understanding their operational needs. This premature commitment can create limitations that become expensive to unwind.

Think state-first, not federal-first. State-level dynamics frequently drive costs and compliance more than federal considerations. While federal tax law provides the framework, state-level decisions on entity structure, nexus management, and incentive utilization often determine actual costs and operational efficiency.

Focus on execution, not just advice. Success depends on how decisions are implemented over time, not only on initial planning. The U.S. market rewards companies that can adapt and execute consistently rather than those with the most sophisticated plans on paper.

These recommendations reflect a broader principle: in transatlantic expansion, practical experience delivers greater value than theoretical knowledge alone.

As transatlantic business continues to evolve, European companies entering the U.S. will need partners who can manage complexity effectively without overcomplicating the process.

The collaboration between Prager Metis and CASE delivers a powerful combination of institutional insight, fiscal expertise, and execution capabilities. Together, we provide European companies with what they need most: effective implementation rather than additional information.

Success in the U.S. is not about knowing every rule. It is about knowing how to apply them in practice. Experience makes the difference.

For European companies ready to move beyond opportunity and toward execution, the Prager Metis and CASE partnership provides a clear path forward built on practical insight, cross-border coordination, and a commitment to measurable results.