There’s no better way to penetrate the US market than with UPS.

The United States is one of the top export destinations for businesses around the world.
It’s not difficult to see why.
The US has one of the largest and most technologically advanced economies in the world. Compared to most countries, it has low regulatory barriers and strong rule of law. It also has one of the most innovative consumer markets in the world, with access to global supply chains that can lead to exports to other markets.

Every year the World Bank ranks countries for ease of doing business, scoring them on 10 factors including getting credit and enforcing contracts. The US ranked seventh in the world in 2014, making it one of the easiest countries to trade in. Singapore topped the ranking, the United Kingdom ranked eighth and Germany 14th. The US’s vast size and the demographic differences between its 50 states, however, can make the US a challenging market to penetrate. There’s also strong competition, high customer service expectations, and significant time differences (between five and nine hours behind Europe).

Let this guide be your playbook for expanding your business into the US. You’ll find the information, resources and compliance expertise you need as well as charts and tools to help you segment and target sectors of the US market.

Using UPS lets you tap into the largest and most technologically advanced logistics network in the US. You can also get supply chain advice that will drive down your costs and speed up your delivery. Whatever your logistics problem might be, UPS experts are on hand to help you solve it.
UPS has the facilities and services that can provide maximum speed and cost efficiency to your supply chain, no matter how it’s configured. Whether you need to send a parcel or a container, we can help you select the right mode of transport to get your consignment to the US as time and cost efficiently as possible. UPS is also one of the world’s largest cargo-carrying airlines, with aircraft flying into the US from 200 countries and territories around the world. Goods arriving in the US by air are likely to arrive at Worldport, a massive air hub and supply chain facility in Louisville, Kentucky. From there they are distributed across the 50 states by a sophisticated hub-and-spoke network of 200 UPS facilities around the country, many with their own fleet of aircraft.

UPS Capital® offers your business protection with Customised Declared Value. This service is designed to protect high-value, time-sensitive, perishable or hard-to-value items in the event of loss, damage or delay. Customised Declared Value goes above and beyond standard carrier offerings. Our customisable and affordable options provide the exact type of protection needed for your shipments at your sale price, not just your replacement cost.

UPS offers a full range of freight services: air and ocean. As one of the world’s largest ocean freight carriers, we handle more than 600,000 20-feet containers annually. We are also able to provide specialised warehousing and production for companies wishing to outsource these services. This may include quality assurance checks, special labelling and tagging, or diagnostic, repair and cosmetic refurbishment of goods. Critical parts can also be delivered from field stocking locations. All of these services are provided with complete visibility, enabling you to monitor demand and optimise inventory levels.

Worldport

The scale of Worldport is immense. The campus, which dwarfs the nearby Louisville International Airport, comprises 10 buildings with a combined 5.2-million square feet of space. Every package flown into the United States arrives here and is sorted for distribution. Sophisticated warehouse management technology processes 115 packages a second, or 416,000 per hour.

Specialised warehousing and processing is also offered for industries such as healthcare; Worldport has temperature and humidity controlled environments, validated cooler and freezer, and on-site quality assurance staff.

CACH

Leading-edge warehouse management technology is also used at other US facilities, including UPS’s Chicago Area Consolidation Hub (CACH), which has a processing capacity of between 1.6 and 1.8-million shipments every day. The facility was built in the early 1990s and has 80 acres of paved area with 126 inbound and 1,054 outbound bay doors for unloading and loading. Over 1,900 articulated lorries pulling a total of 3,500 trailers are processed daily.

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Supply Chain & Freight Solutions

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Trade with US businesses is simple if you know your way around American corporate culture.

We've all heard the truism 'business is business' and this is particularly pertinent in the US, where a 'business first' approach is taken and personal relationships play a lesser role than they might in other cultures. Americans make business decisions in an unsentimental way with the objective of extracting maximum value at the lowest price. Similarly, they will not walk away from a business deal because they fear their decision will be greeted unfavourably. They adhere to the principle that 'it's just business, it's not personal'.

Here are a few insights that will help you sidestep potential US corporate culture pitfalls.

### Timekeeping
If you're going to do business in the United States, make sure you're on time. We've all heard of the saying 'under promise and over deliver' and in the US this is especially true. Build contingencies into delivery dates as Americans will only regard you as a trustworthy business partner if you deliver on time. Delivery doesn't only relate to goods. If you promise to report back or send an email at a certain time, people will take you at your word and expect it to happen. It's also just as important to keep to appointment or teleconferencing times.

Americans view someone being late as rude and being 'on time' generally means arriving a few minutes ahead of schedule. If you're delayed and will arrive at an appointment more than five minutes late, call ahead to apologise and warn them.

### Meetings
Meetings in America are generally relaxed and informal, but the content is serious. An agenda for discussion will typically be distributed before a meeting and attendants will be expected to participate in the discourse. If you're silent, they might think you're not prepared or that you have little to contribute.

Be prepared to start deliberations swiftly as meetings kick off with little or no small talk. Discussions will also typically be kept short and to the point. Successful meetings are those where something concrete is decided. They'll typically end with a summary and an action plan for participants to execute.

Always be polite and professional. It is considered extremely rude to shout in a business context, even if you strongly disagree with someone. Remember also not to interrupt someone, even if they're a junior.

### Customer Service
The US is famous for its customer service. It's not uncommon to hear businesses describe themselves as 'customer-centric', delivering experiences beyond what's expected with the aim of delighting customers.

Businesses will expect the same level of customer service from their suppliers. It's very likely that you'll need to go beyond merely supplying products on time by adding additional services such as order tracking, rapid query response times and returns policies. It is these 'add on' services that will distinguish you from competitors. Don't be self-effacing and don't downplay the capabilities of the product or service you deliver. Americans expect you to be positive about yourself and your products and over emphasised humility might be seen as evidence of poor quality.

Americans expect availability beyond working hours. They typically work longer hours than European workers and many expect businesses to provide services 24/7 without interruption regardless of time or day. Avoid topics that may create unnecessary tensions among meeting participants. Steer clear of commenting on political parties, elections and new legislation and sidestep personal topics like religion and money.

### Negotiations
Be prepared for tough negotiations to reach a deal with a US business. Negotiations are typically between individuals rather than teams and Americans usually begin negotiations with a position that gives them room to bargain. When negotiating with Americans, prepare in advance. Be clear about what you wish to achieve and be willing to negotiate down to get a deal. It's a good idea to be armed with statistics to support your position as these are often the most persuasive. Be mindful that the goal of most negotiations in the US is to arrive at a signed contract rather than long-term relationship building. Being direct is seen as a virtue by Americans, who ask for what they want, say what they mean and expect you to do the same. You'll be expected to clearly explain what your product or service does and why it's better than others without being shy, unassertive or overly disrespectful.

Negotiations in the US are swift and might seem rushed to you. Remember that 'time is money' to Americans and they won't want to waste it discussing off-point topics before a deal has been reached.

It's not uncommon to come across business representatives who are very positive, friendly and outgoing. Don't perceive this as insincere. Americans will assume you expect superior customer service and this will include being attentive and amiable.
With private industries contributing 87% of US GDP, which ones are the most important?

When thinking of industry in the U.S., it’s very likely you might think of traders in New York, oil barons in Texas, tech millionaires in Silicon Valley or Hollywood producers in Los Angeles. It’s no coincidence that these stereotypes exist. Banking, mining, technology and entertainment make significant contributions to the GDPs of New York, Texas and California. And the combined GDP of these three states makes up 30% of the US total.

West
California, the most populous state in the US, contributes a whopping 13% to the US GDP. Data processing, internet publishing, motion picture and sound recording industries make a significant contribution to the state’s economy. Its GDP is so large that, if it were a country, it would rank eighth as the most economically powerful in the world. Only the rest of the United States, China, Japan, Germany, France, Brazil and the United Kingdom would have larger economies.

South
Houston is the fourth largest city in the US and the Texas GDP ranks alongside countries like Canada or India, the world’s 11th and 12th-largest economies respectively. Energy is a dominant force politically and economically within the state as Texas has a quarter of the nation’s oil reserves and is the sixth-largest oil producer in the world. In addition, Atlanta, Georgia is highly attractive for established companies, technology start-ups and entrepreneurs alike. The city is home to top technology researchers at world-class universities and offers a talent pool of over 250,000 university students. Atlanta’s growing technology sector is quickly evolving into a premiere destination for businesses.

Northeast
New York City is not only the most populous city in the US, but if the state of New York were an independent nation, it would have the 15th largest economy in the world. The city’s financial district around Wall Street is one of the world’s leading financial centres. It is also home to some of the world’s largest media conglomerates.

Midwest
Since the recent global recession, the industries making the largest contribution to US growth are manufacturing, wholesale trade, transportation and warehousing, as well as professional and business services. These four industries have grown by a phenomenal 21% in the past five years. The turnaround in the manufacturing industry is largely ascribed to buoyancy in the automobile industry, which has benefited from rising consumer sentiment and the growing availability of financing options. This is bringing prosperity to large swathes of the Midwest and South, the country’s manufacturing heartland.
No matter which industry you’re in, we can optimise your supply chain logistics.

If you need additional services, such as warehousing or production tasks such as re-packing, labelling and returns handling, we’re able to do that for you too. We’ve developed solutions to meet the needs of industries including healthcare, industrial manufacturing, high-tech and retail, which will help you solve any logistics problem.

### Healthcare

UPS serves many healthcare companies to choreograph logistics of all types, from the factory floor to a patient’s front door; and we do it in the reliable, compliant way that has made us the industry leader. UPS healthcare facilities and services include:

- More than three-million square feet of compliant, dedicated healthcare distribution space in North America and warehouse facilities specially designed for healthcare products.
- For companies with temperature-sensitive needs, UPS has multiple Prescription Drug Marketing Act and current Good Manufacturing Practice compliant distribution centres that offer temperature and humidity controlled environments.
- UPS has a dedicated, multi-functional team of over 5,000 healthcare supply chain experts around the globe who understand the healthcare industry’s complex and unique needs.

UPS has the proven capabilities and solutions to help healthcare companies get products to market quickly, meet time-critical customer needs and solve industry issues.

### Industrial Manufacturing

We know how important it is to keep operating costs down while maintaining the flexibility required by your operations and your customers. At UPS, our global logistics network and depth of supply chain expertise combine to offer a holistic view of your supply chain – helping you identify obstacles, streamline processes and stay lean and competitive in your fast-moving world.

- Transportation – A single point of contact to the world’s largest integrated transportation network, reaching over 220 countries and territories by air, ground, ocean and rail.
- Technology – Advanced visibility and productivity tools to help you plan inventory and production, and meet customer commitments with greater confidence and precision.
- Consultation – Supply chain and network optimisation expertise designed to offer objective recommendations that deliver quantified value.
- Services – Added value solutions to help you scale up faster, and with less risk, such as UPS Distribution and Post Sales services and the insurance and financial solutions from UPS Capital®.

UPS can offer the knowledge, solutions and seamless network manufacturers need to stay ahead of the competition.

### High-tech

Our network of facilities enables optimal staging of your inventory and helps reduce time-in-transit and overall transportation costs. Through our Distribution Services Network, you can reach 99% of the U.S. population in two days by UPS Ground delivery. UPS facilities and services for the high-tech industry include:

- Handle inbound inventory, warehousing and management with Critical Order Fulfilment. The combination of hundreds of distribution centres in the US puts you closer to your customers and offers order and inventory visibility.
- Get your valuable products to the US quickly with UPS express services. UPS Express NA(1) will get your product to North America by the next business day. UPS Express Plus gets them there within two business days while UPS Express gets it there within three business days.
- With our advanced technology that produces pre-printed, bar-coded, web-enabled return labels, you can maintain complete visibility of your returned parts. We can also screen, test and diagnose critical parts to be refurbished and returned to inventory.
- Gain the knowledge to put the right type and quantity of parts in the right locations. We’ll help you with parts planning, site selection and replenishment strategies to minimise inventory while meeting your service level agreements. Plug into UPS logistics expertise and give yourself greater efficiency and a more competitive advantage.

### Retail

UPS logistics expertise helps you streamline your supply chain – everything from your packaging to your distribution model. UPS facilities and services for the retail industry include:

- The UPS suite of technology tools can help large or small retailers provide better customer service and make shipping, tracking and returns more efficient.
- Reduce your inventory without jeopardising your safety stock, with a comprehensive solution that includes supply chain design, planning and implementation. Our infrastructure enables you to quickly respond to market and seasonal fluctuations.
- Eliminate the need for distribution centres and reduce time in transit by transporting products directly to your stores or customers’ doors through UPS Trade Direct® Air and UPS Trade Direct® Ocean.
- UPS My Choice® helps your customers stay up-to-date with proactive delivery alerts and let them know when their parcels will arrive, and in most instances, providing an estimated delivery time.
- Simplify the process of collecting customer returns with UPS Returns and provide your customer with a return shipping label that can be attached to the item for return. UPS’s multi-modal shipping services and worldclass technologies help you deliver the best customer experience.
1. Determine Costs

To know how much your products will sell for in the US market, it's necessary to know what all the costs will be to get them there. The UPS Export Toolkit’s Export Checklist arranges all the information you need, from choosing a shipping solution that meets your cost and speed requirements to finding out how governments calculate taxes on goods crossing borders. You’ll discover your product’s unique classification code for international trade; ascertain when goods being exported can get a VAT zero rating; and determine whether you need insurance against loss or damage. Information is neatly organised in five sections:

1. Shipping Costs
2. Duties and Excise
3. The Harmonised System
4. VAT
5. Financial Protection

2. Prepare Your Shipment

Preparing to send goods abroad is easy if you follow the step-by-step guide in our UPS Export Toolkit’s Export Checklist. You’ll be able to identify if you need a licence to send goods abroad; get help on all the documents you’ll need to complete before shipment; and get tips and advice on packing parcels, pallets and containers. You’ll also find out whether you need a special contractual agreement with UPS to ship restricted items like alcohol and tobacco and what you need to do if your products are going to the US via another European country. The sections you’ll find are:

1. Licences
2. Prohibited and Restricted Articles
3. Export Cargo Shipping Instruction
4. The Commercial Invoice
5. Packing List
6. Certificate of Origin
7. Waybills and Bills of Lading
8. Packing Parcels
9. Packing Pallets
10. Packing Containers
11. Customs Clearance

3. Book and Track

When you’re ready to send your shipment, UPS is on hand to collect it or, alternatively, you can drop it off at a convenient ‘access point’. Once it’s on its way, you’ll be able to track the progress of your delivery online. You’ll even be able to set up SMS tracking alerts. If you need to get proof of delivery, that’s possible too. Proof of delivery enables you to get prompt payment from your customer, speeding up cash flow. All this information is in the UPS Export Toolkit’s Export Checklist in the following sections:

1. Collections
2. Access Point
3. Tracking
4. Proof of Delivery

4. Post Delivery & Beyond

When your products have been delivered there are still a few tasks that need to be performed. The UPS Export Toolkit’s Export Checklist will guide you through the payment process. You’re able to manage your shipping costs with our secure, online billing interface. If your customer wishes to return a product, we can help you with that too. You’ll find this information in the following sections:

1. Returns
2. Payment

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If you're ready to send a shipment, here's where to find the services you need.

Sending an export shipment is easy if you know where to go for the right services. The links below offer a direct route to a comprehensive range of UPS products and services. Choose the ones you need and use this directory as a short-cut to UPS.com. Using the directory will make shipment processing tasks more efficient so be sure to share it with your team. Together we'll have your logistics performing in the most time and cost efficient way possible.

### UPS Parcel and Freight Services
- UPS Parcel Shipment Services
- UPS Ocean Freight
- UPS Air Freight

### Licences and Regulations
- UPS Export Licence Finder
- International Country Regulations
- Denied Party Screener
- UPS Prohibited and Restricted Articles List
- Declared Value

### Calculate Costs
- UPS Calculate Time and Cost
- UPS Tariff Code Finder

### Packaging and Supplies
- UPS Packaging Supplies
- UPS Packaging Advisor
- UPS Parcel Packing Guidelines
- UPS Pallet Packing Guidelines

### Export
- Access International Forms
- Commercial Invoice
- UPS Paperless® Invoice
- Packing List
- Certificate of Origin
- UPS Customs Clearance
- UPS Customs Brokerage
- UPS TradeAbility®: Tracking specifically tailored for international exports

### Collections
- Schedule a Collection
- UPS Access Point
- UPS Marketplace Shipping

### Tracking
- Track Packages and Freight: Online tracking of any package or freight shipments
- UPS Signature Tracking: Instant visual proof that your shipment has been delivered
- UPS Flex® Global View: Tracking for domestic, import and export shipments

### Technology
- Shipping: WorldShip, UPS Internet Shipping, CampusShip, API, UPS Market
- Alternate Payment Methods
- Visibility: Quantum View Suite

### Delivery
- Days of Operation
- UPS Delivery Confirmation
- UPS Access Point
- Residential Delivery

### Payments
- UPS Billing Centre
- UPS Billing and Payment
- Alternate Payment Methods

### Trade Links
- British-American Business Council
- British Chamber of Commerce
- HM Revenue and Customs Export Licences Help Page
- UK Export Finance
- UK Trade & Investment (UKTI)
- US International Trade Commission List of Duties
- US Government Intellectual Property Rights Resource
- World Chambers of Commerce